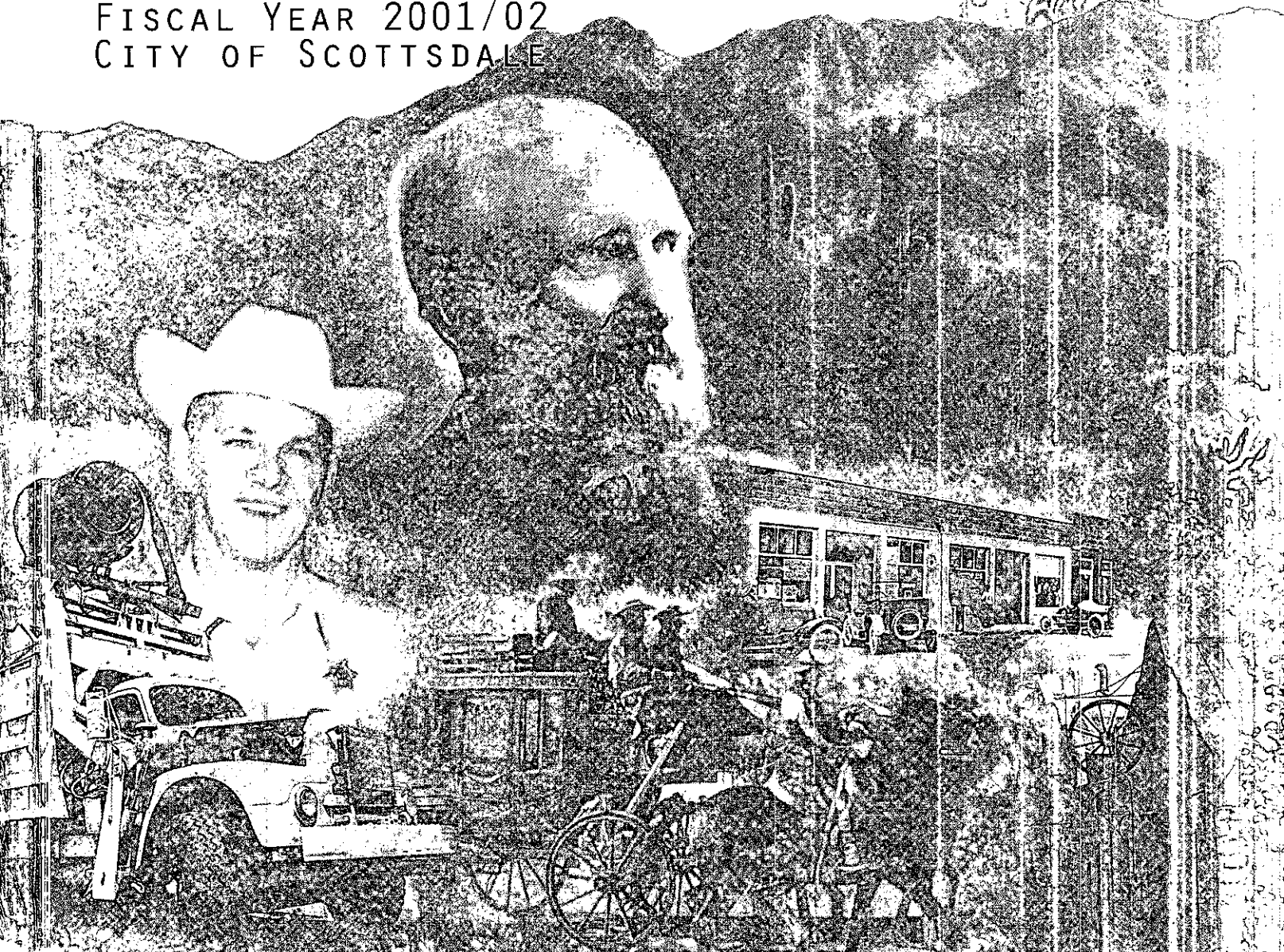


# BUDGET

FISCAL YEAR 2001/02  
CITY OF SCOTTSDALE



## Honor the Past Imagine the Future

- Enhance & Protect the Community/Neighborhoods
- Preserve Scottsdale's Character & Environment
- Provide for the Safe & Efficient Movement of People & Goods
- Position Scottsdale for Long-Term Economic Prosperity
- Balance Infrastructure & Resources
- Be Accessible, Responsive, & Accountable
- Ensure Fiscal Responsibility



1951 CITY OF SCOTTSDALE 2001  
Honor the Past - Imagine the Future



MARY MANROSS,  
MAYOR

Mary Manross was elected Mayor of Scottsdale in May 2000 after serving on the Scottsdale City Council from 1992 to 2000. Mayor Manross has held leadership positions in city government and community, educational and

church organizations since she came to Scottsdale in 1972. Among her primary areas of interest have been neighborhood and redevelopment issues and preservation of the McDowell Mountains and Sonoran Desert. Mayor Manross has also represented the community at the state and national levels. She served on the Governor's Task Force on Urban Planning, was chairwoman of the Maricopa Association of Governments Youth Policy Advisory Committee and a board member of Arizona Women in Municipal Government. She is currently a member of the National League of Cities (NLC) Transportation, Infrastructure and Services Steering Committee, the primary group responsible for the NLC's national policy on transportation. Mayor Manross has a bachelor of science degree in political science and a teaching credential. She was director of the Marriage Preparation Seminars at the Franciscan Renewal Center, in which more than 15,000 adults have participated. She also served as vice president of the Casa de Paz Y Bien Foundation and as a member of the leadership team for the Valley Interfaith Project.

COUNCILWOMAN CYNTHIA  
LUKAS



Councilwoman Cynthia Lukas was elected to her first term on the Scottsdale City Council in May 1998. She holds a B.A. in English from the University of Arkansas and an M.A. in Communications from Fairfield University in Connecticut. A graduate of the Scottsdale

Leadership program and the Scottsdale Citizens Police Academy, Lukas served the community as Chairwoman of the Historic Resources Preservation Task Force, a Member of the Charter Review Advisory Commission, a

Member of the Steering Committee for the CityShape 2020 General Plan Review, and a Member of the Steering Committee for both "Save Our McDowell" campaigns. Councilwoman Lukas currently serves on the Maricopa Association of Government's Air Quality committee and on the City Council/School Board subcommittee. She teaches English at Paradise Valley Community College.



COUNCILMAN  
NED O'HEARN

Councilman Ned O'Hearn was elected to his first term on the Scottsdale City Council in May 2000. With a master's degree in city planning from San Diego State University, Councilman O'Hearn holds a particular interest in the ways cities

prepare for and respond to demographic and economic change. He was born in Massachusetts and received his bachelor's degree in English from The College of The Holy Cross. He also served as an officer in the Navy with Vietnam service. Councilman O'Hearn is Executive Vice President of ONCOR International, an international service organization based in Washington, D.C., that is comprised of and owned by 54 independent commercial real estate brokerage companies around the world. He is a facilitator, trainer and coordinator of business activities. Councilman O'Hearn and his wife, Carol, have been actively involved in neighborhood preservation and enhancement issues since they moved to Scottsdale in 1994. While in Atlanta, his community service included serving as president of the board of directors for the Sheltering Arms Child Care and Family Development Center, one of the oldest child care centers in the United States addressing the needs of underprivileged children.



COUNCILMAN  
DAVID ORTEGA

Councilman David Ortega was elected to his first term on the Scottsdale City Council in May 2000. His roots run deep in Arizona and Scottsdale. The Ortega family originally settled in the Tucson area before it became a Territory of the

## *City Council*

MARY MANROSS, MAYOR

CYNTHIA LUKAS

NED O'HEARN

DAVID ORTEGA

ROBERT C. PETTYCREW

TOM SILVERMAN

GEORGE ZRAKET

## *Administrative Staff*

JAN DOLAN, CITY MANAGER

BARBARA BURNS, ASSISTANT CITY MANAGER

DAVID ELLISON, ASSISTANT CITY MANAGER

ROGER KLINGLER, ASSISTANT CITY MANAGER

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KRISTINE ZICH, MULTIMEDIA COMMUNICATIONS  
COORDINATOR, SCOTTSDALE BUDGET OFFICE



United States. He spent his boyhood years in Globe, Arizona. Councilman Ortega graduated with a degree in Architecture from the University of Arizona, with additional studies at La Salle Arquitectura in Mexico City, Mexico. He opened his own architectural firm in downtown Scottsdale in 1984 after interning with Bennie Gonzales, the award-winning architect who designed Scottsdale City Hall, the Scottsdale Center for the Arts, and the original Civic Center Library. His professional work includes a wide variety of residential and commercial projects in Arizona and California. In addition to his professional work, Councilman Ortega has been very active in community civic, educational, and charitable organizations. A graduate of Scottsdale Leadership and past president of Scottsdale Papago Rotary, he has worked extensively with the Scottsdale Unified School District, serving on its District Boundary Committee and Diversity Task Force.

COUNCILMAN  
ROBERT C. PETTYCREW



Robert C. Pettycrew was elected to his first term on the Scottsdale City Council in February 1994 and reelected to his second term in May 1998. A graduate of Coronado High School, Councilman Pettycrew began his community service work with the Scottsdale

Unified School District serving on the Parent-Teacher Association boards at Tonto and Yavapai Elementary. Preservation of Scottsdale's Sonoran Desert environment and of established neighborhoods have been priorities for Councilman Pettycrew, demonstrated by his work as a member of the McDowell Sonoran Land Trust Advisory Board and Scottsdale Community Council. Councilman Pettycrew represents the City of Scottsdale on the Information Technology and Communications Policy Committee of the National League of Cities, on the Human Services Coordinating Committee of the Maricopa Association of Governments and on the Papago Salado Association Board of Directors. He also is a member of the City Council/School District Joint Committee and the City Council subcommittees on the City Court and on the Scottsdale Tournament players Club and WestWorld. A third generation Arizonan, he currently works in the wireless communications industry.



COUNCILMAN  
TOM SILVERMAN

Councilman Tom Silverman was elected to his first term on the Scottsdale City Council in March 2000. A resident since 1953, he grew up in Scottsdale, forged his career in the resort business and served the

community in a wide variety of civic and government leadership positions. His civic involvement includes terms as president of the Scottsdale Chamber of Commerce and the Scottsdale Foundation for the Handicapped. He has also held board positions with the Scottsdale Historical Society, Scottsdale Leadership and the McDowell Sonoran Trust. Councilman Silverman is a Scottsdale Charros life member. He was chairman of the Governor's Tourism Advisory Council for the Arizona Office of Tourism and served on the Scottsdale Hospitality Commission, and was a member of the Scottsdale Visioning Steering Committee. Councilman Silverman is co-owner and general manager of the Scottsdale's Chaparral Suites Hotel and has won numerous honors for his work in the hospitality industry, including his citation as Tourism Person of the Year at the Arizona Governor's Tourism Awards in 1994.

COUNCILMAN  
GEORGE ZRAKET



George Zraket was elected to his first term on the Scottsdale City Council in May 1998. He received a business administration degree from Northeastern University in Boston where he majored in management. He serves as president of Atrium Corporation

whose principal business is the production and management of trade shows specializing in gem, jewelry, mineral and lapidary products. Councilman Zraket represents Scottsdale on the Regional Aviation System Plan Policy Committee of the Maricopa Association of Governments and on the City Council/Tournament Players Club and WestWorld and City Courts subcommittees.

EXECUTIVE STAFF

JAN DOLAN,  
CITY MANAGER

Janet M. Dolan has been City Manager of Scottsdale since August 2000. Prior to her arrival in Scottsdale, she served 10 years as City Manager of Menlo Park, California. From 1984 to 1990, she served as Assistant City Manager in Santa Rosa, California, where she was responsible for labor relations and oversaw the Public Works, Recreation and Parks, Community Development and Utilities departments. From 1982 to 1984 she served as Assistant to the City Manager of Reno, Nevada and as Director of Administrative Services/ Administrative Assistant in Great Falls, Montana, from 1979 to 1984. Ms. Dolan has a Bachelor of Arts degree with honors from the University of Montana, graduate coursework in public administration from Montana State University, and leadership training at the Senior Executive Institute for Government Officials at the University of Virginia. As Scottsdale's City Manager, she is a member of the management committees for the Maricopa Association of Governments, the Regional Public Transportation Authority and the Southwest Regional Operating Group, which oversees wastewater operations for a consortium of Valley cities.

BARBARA BURNS,  
ASSISTANT CITY MANAGER

Barbara Burns has been with the City since 1975. She holds a Bachelors Degree in Psychology and is a graduate of the Executive MBA Program at Arizona State University. She has held a variety of positions, each with increasing responsibility, during her twenty year career with the City.

In her present role as Assistant City Manager, since 1990, she provides leadership for several City departments and management of a variety of community issues. This role is quite diverse, with involvement in finance, budget, resource allocation, strategic planning, process reengineering, organization development, customer service, and information technology. She is responsible for executive leadership and collaboration for approximately five hundred City employees.

DAVID ELLISON,  
ASSISTANT CITY MANAGER

David Ellison joined the City of Scottsdale team as Assistant City Manager in September 1997.

David began his career with the City of Denton, Texas in the Planning and Community Development Department and then as Assistant to the City Manager. He then became the Assistant City Manager/ Community Development Director/Executive Director of Housing & Redevelopment in Mankato, Minnesota. He served in this capacity for 2½ years before completing a 3 year stint as Assistant City Manager for Management Services & First Assistant City Manager in Lubbock, Texas. Immediately prior to Scottsdale, David served another 3 year stint as Assistant City Manager for Administration in Carrollton, Texas.

David is an active member of the National Forum for Black Public Administrators (NFBPA), International City Management Association (ICMA) and state, city management associations. He has a Master of Public Administration and Bachelor of Science Degrees from the University of North Texas.

ROGER KLINGLER,  
ASSISTANT CITY MANAGER

Roger Klingler was appointed Assistant City Manager in February, 1998, and has responsibility for overseeing the City's Water Resources and Municipal Services Departments and the implementation of the City's \$358 million Bond Program. He has served the City since 1979 in several capacities. He was Water Resources General Manager from 1994 to 1998, and Assistant General Manager from 1990 to 1994.

Mr. Klingler previously served the City as Assistant to the City Manager for Intergovernmental Relations, representing the City before the State Legislature and other state, federal and local agencies. He also worked as a Management Assistant in the City's office of Management and Productivity, analyzing and implementing productivity improvements in various City departments.

Roger received his Master's Degree in Public Administration and Bachelors of Arts Degree in Political Science from Michigan State University. He is on the Board of Managers of the Scottsdale/Paradise Valley YMCA, is a graduate of Valley Leadership Class XII and Scottsdale Leadership Class I, and is a member of the International City Management Association and the Arizona City/County Management Association.

## FINANCIAL SERVICES STAFF

### JAMES A. JENKINS, CITY TREASURER AND FINANCIAL SERVICES GENERAL MANAGER

James A. Jenkins was appointed as City Treasurer and General Manager of the Financial Services Department in February 1976. Prior to this he served as the City's Director of Budget and Program Evaluation for a year and was Assistant Finance Director for 3 1/2 years. Before joining the City, he was a Program Controller/Senior Financial Analyst for the Lockheed Aircraft Corp. in Burbank, California. Mr. Jenkins received a Bachelor of Science degree in Accounting and a Masters degree in Business Administration from California State University at Northridge. He has been affiliated with Toastmasters International, Arizona Finance Officers Association, Government Finance Officers Association, International City Officers Management Association and American Society for Public Administration.

### CRAIG CLIFFORD, CPA, ACCOUNTING/BUDGET DIRECTOR

Craig Clifford is a Certified Public Accountant and Certified Government Financial Manager, hired by the City of Scottsdale in April 1992. Prior to coming to Scottsdale he served as Accounting Manager, Budget Manager and Auditor for other Arizona municipalities and worked in the banking industry. He earned undergraduate degrees in Business Management and Accounting from Arizona State University and a Masters in Business Administration with honors from the University of Phoenix. He is also a graduate of The Advanced Government Finance Institute sponsored by the Government Finance Officers Association (GFOA), the Advanced Public Executive Program sponsored by Arizona State University, and the College for Financial Planning, Denver Colorado. He serves on the Budget and Management subcommittee for the GFOA and is Past President of the Arizona Finance Officers Association. He is a member of the Arizona Society of CPAs, American Institute of CPAs, Association of Government Accountants, Municipal Treasurer's Association and Diplomat of the American Board of Forensic Accounting.

### JUDITH L. FROST, CPA, BUDGET MANAGER

Judith Frost is a Certified Public Accountant appointed as Budget Manager in 1992. Prior to assuming this role, she held the positions of Capital Improvement Program Coordinator for six years and Accounting

Coordinator for two years. Before joining the City she was a senior accountant for Penn Athletic Products. Ms. Frost holds a Bachelor of Science degree with honors from California Polytechnic State University at San Luis Obispo, and a Master of Business Administration degree from Arizona State University and is a member of the Arizona Society of Certified Public Accountants.

### CINDY ENSIGN, CPA, ACCOUNTING COORDINATOR

Cindy Ensign is a Certified Public Accountant who was hired by the City of Scottsdale in November of 1999 as the person responsible for the coordination between department Budget Liaisons and Financial Services staff. Prior to joining the City, she worked for a private construction firm as their company Controller. Cindy holds a Bachelor of Science degree in Accounting from Arizona State University and an Associates of Arts degree in Computer Science from Scottsdale Community College and is a member of the Arizona Society of Certified Public Accountants.

### VALERIE FENSKE, ACCOUNTING COORDINATOR

Valerie Fenske was hired by the City of Scottsdale in January 2000 as an Accounting Coordinator. Prior to joining the City, she was the Accounting Manager at Forest Hills Public Schools in Michigan. She was a Senior Accountant at the City of Flagstaff for seven years where she prepared bond capital project reports, utility rate analysis, and long-range cash and revenue forecasts. She also has three years experience working in public accounting. She holds a Bachelor of Science in Accountancy from Northern Arizona University and is a member of the Arizona Finance Officer's Association.

### DAN VANDENHAM, ACCOUNTING COORDINATOR

Dan VandenHam was hired by the City of Scottsdale in June 1998 as the Capital Improvement Program Coordinator. Prior to joining the City, he was a Financial Analyst with Maricopa County's Department of Finance where he monitored the County's Capital Improvement Program and assisted departments with capital finance issues. Dan holds a Bachelor of Science degree in Business Administration and Accounting from Arizona State University and is a member of the Institute of Management Accountants.



Citizens of Scottsdale

Council & Mayor

**Charter Officers**  
 City Attorney - David Pennartz 480-312-2405  
 City Auditor - Cheryl Barcala 480-312-7867  
 City Clerk - Sonia Robertson 480-312-2754  
 City Judge - B. Monte Morgan 480-312-7027  
 City Treasurer - James A. Jenkins 480-312-2427

**City Manager**  
 Jan Dolan  
 480-312-2341

**Citizens Advisory Boards**  
 Citizen Advisory Commissions

**Executive Assistant to City Manager**  
 Natalie Lewis 480-312-7806

**Executive Assistant to Mayor**  
 Jeff Kulaga 480-312-7496

**Assistant City Manager**  
 David Ellison  
 480-312-7820

**Economic Vitality**  
 Dave Roderique  
 480-312-7601

**Police**  
 Doug Bartosh  
 480-312-5310

**Human Resource Systems**  
 Neal Shearer  
 480-312-2604

**Assistant City Manager**  
 Roger Klingler  
 480-312-5830

**Assistant City Manager**  
 Barbara A. Burris  
 480-312-2599

**Preservation**  
 Bob Cafarella 480-312-2577  
 John Little 480-312-2539  
 Transportation Planning  
 Aviation  
 Traffic Engineering  
 Capital Improvement Planning  
 Stormwater Management

**Communications & Public Affairs**  
 Pat Dadds 480-312-2336  
 Key Ekblaw 480-312-7064  
 Development Quality/Compliance  
 Comprehensive Planning  
 Environmental Planning & Design  
 Development Services  
 Inspection Services  
 Community Development

**Citizen & Neighborhood Resources**  
 Judy Register 480-312-2454  
 Customer Service & Communication  
 Neighborhood Services & Preservation

**Fire Contract**  
 Marc Eisen 480-312-1999

**Intergovernmental Relations**  
 Steve Olson 480-312-2423  
 Human Resources  
 Learning & Organization Development  
 Office of Diversity & Dialogue  
 Community Endowment  
 Paul Bernardo 480-312-7858

**Water Resources**  
 David Mansfield 480-312-5681  
 Operations  
 Quality Treatment  
 Special Operations

**Municipal Services**  
 Al Dreska 480-312-5555  
 Capital Project Management  
 Solid Waste Management  
 Field Services  
 Fleet Management

**Community Services**  
 Bill Exham 480-312-2377  
 Parks, Recreation & Facilities  
 Human Services  
 Library Systems  
 Cultural Council  
 Contract Admin.  
 Special Programs

**Financial Services**  
 James Jenkins 480-312-2427  
 Accounting & Budget  
 Risk Management  
 Purchasing  
 Customer Service

**Information Systems**  
 Cander Hunt 480-312-2795  
 IS Support  
 GIS Data Services  
 Application Development  
 Project Office  
 Department Support  
 Technology Infrastructure

**WestWorld**  
 Brad Gessner 480-312-6825  
 Operations  
 Event Management  
 Sports Contract Management

**Uniformed Services**  
 Special Programs  
 Investigative Services  
 Records & General Services  
 Administrative Services  
 Professional Standards  
 Emergency Services  
 Reserve Officers

**Human Resources**  
 Learning & Organization Development  
 Office of Diversity & Dialogue  
 Community Endowment  
 Paul Bernardo 480-312-7858

**Operations**  
 Quality Treatment  
 Special Operations

**Capital Project Management**  
 Solid Waste Management  
 Field Services  
 Fleet Management

**IS Support**  
 GIS Data Services  
 Application Development  
 Project Office  
 Department Support  
 Technology Infrastructure

**Accounting & Budget**  
 Risk Management  
 Purchasing  
 Customer Service

## OUR VISION

"SCOTTSDALE...SIMPLY BETTER SERVICE!"

CITY OF SCOTTSDALE EMPLOYEES WILL BE  
RECOGNIZED AS INNOVATIVE, ENVIRONMENTALLY  
SENSITIVE AND COMMITTED TO QUALITY SERVICE;  
MEMBERS OF AN ORGANIZATION IN WHICH  
LEADERSHIP, TEAMWORK AND ALL INDIVIDUALS ARE  
VALUED, AND EMPLOYEES TAKE PRIDE IN  
EVERYTHING THEY DO.

## OUR VALUES

RESPECT THE INDIVIDUAL

VALUE DIVERSITY

BE A TEAM PLAYER

COMMIT TO QUALITY

RISK, CREATE, INNOVATE

LISTEN, COMMUNICATE, LISTEN

TAKE OWNERSHIP!



# CITY DEMOGRAPHICS

## ORIGIN AND GROWTH

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 185.2 square miles. Lying at an elevation of 1,260 feet above sea level, the City averages 314 days of sunshine and 7.74 inches of rainfall per year, with the average minimum and maximum temperatures ranging from 55.7 degrees to 84.6 degrees, respectively. The City is bordered to the west by Phoenix, the state capital, by Tempe to the south, and by the Salt River/Pima Maricopa Indian Community to the east. Scottsdale, together with its neighboring cities, forms the greater metropolitan Phoenix area, which is the economic, political, and population center of the state.

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population grew to 168,176 in October 1995 and was estimated at approximately 220,000 in January 2001.

## GOVERNMENT AND ORGANIZATION

Scottsdale operates under a council-manager form of government as provided by its Charter. The Mayor and six City Council members are elected at large on a non-partisan ballot for a four-year term. The City Council appoints the City Manager, who has full responsibility for carrying out Council policies and administering City operations. The City Manager, in turn, appoints City employees and department General Managers under service procedures specified by Charter.

## EMPLOYMENT

Scottsdale is creating jobs faster than it is adding to its labor force, and thus is a net importer of jobs. Not only does this situation create employment opportunities for the residents, but it also creates a significant business component to the local tax base. The unemployment rate is lower than state and metro levels and is approximately 1.8%.

## TRANSPORTATION

Scottsdale's transportation network offers citizens a variety of mobility choices. Regional roadways, the Pima Freeway, and City streets move people in and around the City. Local and regional bus services and alternative modes of transportation, such as bicycles, provide additional access to this extraordinary City. Scottsdale Airport, owned and operated by the City, provides general aviation and regional charter commercial air service. The Transportation Department's divisions are Aviation, Traffic Engineering, Transportation Planning, Stormwater Management, Capital Improvement Projects Planning and Administration. They work together to support the mission of protecting neighborhoods and providing for safe, efficient and affordable movement of people and goods in Scottsdale.

## EDUCATIONAL FACILITIES

Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River/Pima Maricopa Indian Community. The college is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 43,000 students, graduate and undergraduate, a choice of 12 colleges and has 1,743 full-time faculty members. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 17 public elementary and middle schools, 7 public high schools, and a number of private schools.

## TOURISM

Tourism is one of Scottsdale's largest industries and is a significant contributor to Scottsdale's economy. Numerous resort and convention facilities, along with many hotels and motels, provide 8,804 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. The number of rooms is expected to remain stable through 2001. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 400 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

DEMOGRAPHICS

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry from the preliminary 2000 U.S. Census.

GENDER

Male .....	48.2%
Female .....	51.8%

AGE COMPOSITION

Under 5 Years .....	5.1%
5 - 17 Years .....	14.4%
18 - 21 Years .....	3.3%
22 - 54 Years .....	49.8%
55 - 59 Years .....	5.1%
60 - 74 Years .....	14.8%
75-84 Years .....	5.1%
85+ .....	1.8%
Median Age .....	39.7%

OCCUPATIONAL COMPOSITION

Technical Sales	
Administrative Support .....	20.0%
Managerial & Professional .....	18.0%
Service/Labor .....	23.0%
Craft/Construction .....	4.0%
Retired/Student .....	35.0%

RACE/ETHNIC ORIGIN  
(2000 ESTIMATE)

White .....	93.6%
Hispanic .....	6.66%
Asian .....	1.86%
Black .....	1.11%
American Indian .....	0.69%
Other .....	2.75%

EDUCATIONAL ATTAINMENT

4 or More Years of College .....	36.0%
1 - 3 Years of College .....	35.0%
High School Diploma .....	24.0%
Less Than High School Diploma .....	5.0%

LAND USE

(2000 ESTIMATE)

Residential .....	17.9%
Undeveloped/Agricultural .....	78.3%
Industrial/Commercial .....	3.8%

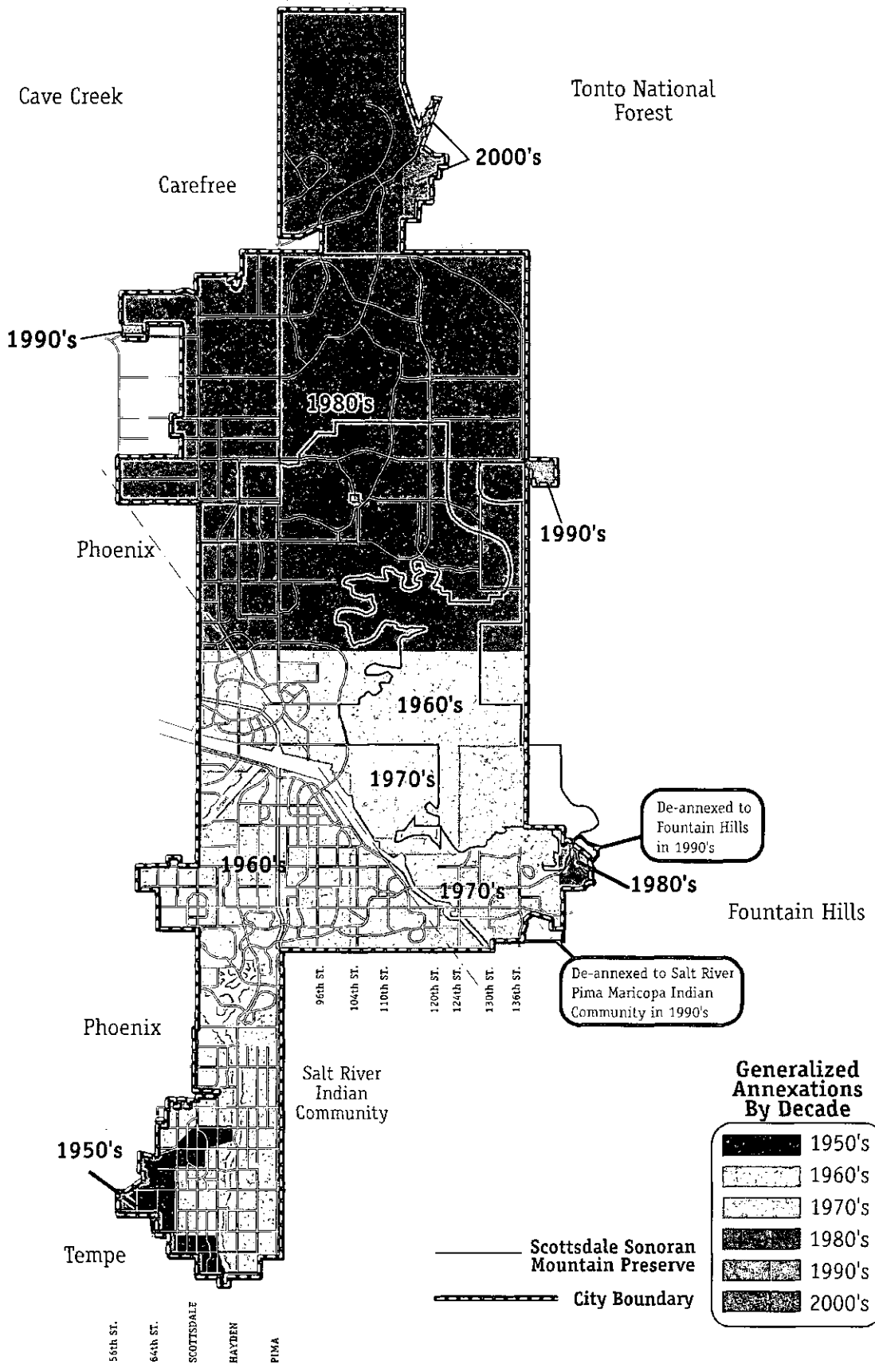
POPULATION

1951 .....	2,021
1960 .....	27,010
1965 .....	54,504
1970 .....	67,841
1975 .....	78,085
1980 .....	84,412
1985 .....	108,447
1990 .....	130,069
1995 .....	168,176
June 2000 preliminary census .....	202,705
June 2001 estimate .....	220,690
June 2002 estimate .....	229,740

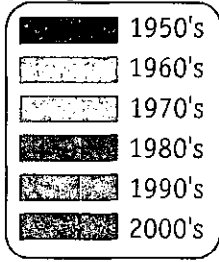
HOUSEHOLD INCOME  
(2000 ESTIMATE)

Less Than \$15,000 .....	10.0%
\$15,001 - \$29,999 .....	16.1%
\$30,000 - \$39,999 .....	13.4%
\$40,000 - \$59,999 .....	23.2%
\$60,000+ .....	37.2%
Median Household Income .....	\$63,150
Median Family Income .....	\$68,900

- JENNY LYNN
- CIRCLE MOUNTAIN
- HONDA BOW
- ROCKAWAY HILLS
- DESERT HILLS
- JOY RANCH
- STAGECOACH PASS
- CAREFREE HWY.
- DOVE VALLEY
- LONE MOUNTAIN
- DIXILETA
- DYNAMITE
- JOMAX
- HAPPY VALLEY
- PINNACLE PEAK
- DEER VALLEY
- BEARDSLEY
- OUTER LOOP
- UNION HILLS
- BELL/FRANK LLOYD
- WRIGHT BLVD.
- GREENWAY
- THUNDERBIRD
- CACTUS
- SHEA
- DOUBLE TREE
- MCCORMICK PKWY.
- INDIAN BEND
- MCDONALD
- CHAPARRAL
- CAMELBACK
- INDIAN SCHOOL
- THOMAS
- MCDOWELL
- McKELLIPS

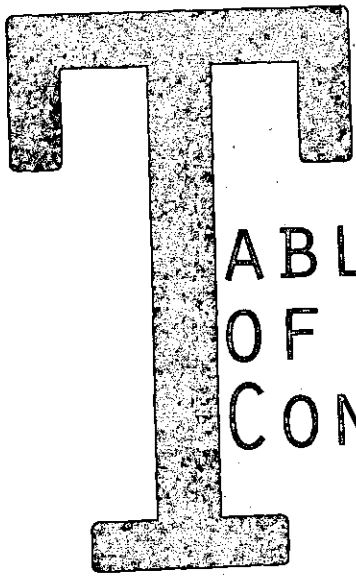


**Generalized Annexations By Decade**



city of scottsdale, arizona





ABLE  
OF  
CONTENTS

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA

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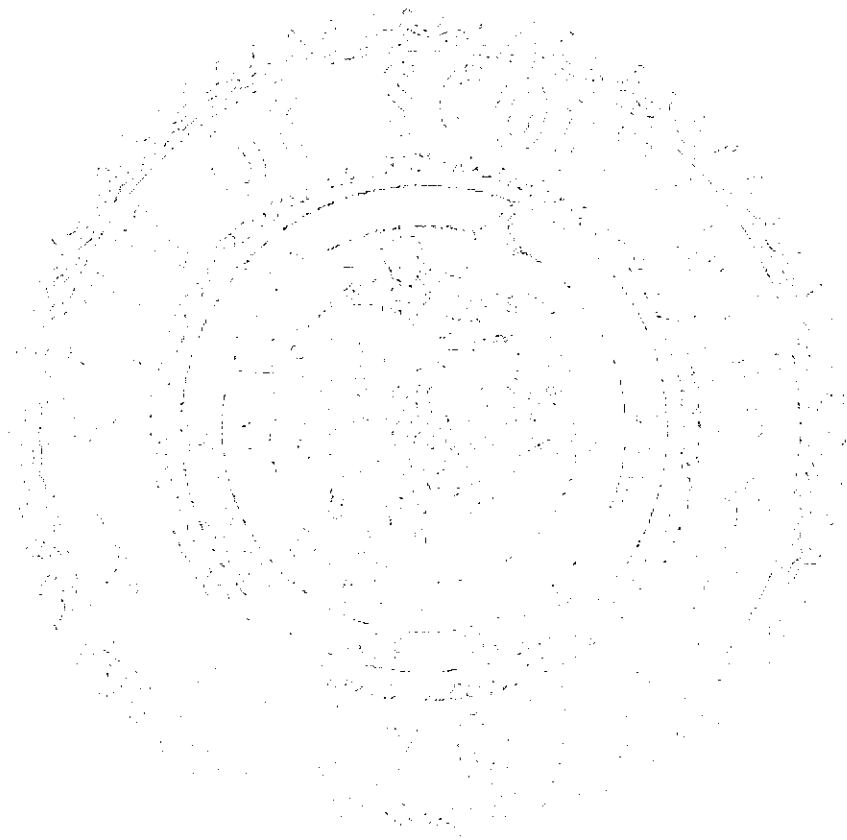
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# BUDGET TRANSMITTAL

THIS PAST FALL THE CITY COUNCIL CREATED A MISSION STATEMENT AND IDENTIFIED SEVEN BROAD GOALS AS STRATEGIC PRIORITIES FOR THE CITY OF SCOTTSDALE. THE FOLLOWING TRANSMITTAL FROM THE CITY MANAGER OUTLINES HOW THE FISCAL YEAR 2001/02 BUDGET RESPONDS TO MEET THESE GOALS AND EXPECTATIONS. THIS 'PROGRAM BUDGET' APPROACH IS DESIGNED TO HELP CITIZENS, COUNCIL, AND STAFF BETTER UNDERSTAND THE RELATIONSHIP BETWEEN BUDGET COMMITMENTS AND ACHIEVEMENT OF STRATEGIC GOALS OF THE CITY COUNCIL AND THE COMMUNITY.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA



June 2, 2001

Honorable Mayor and City Council:

The 2001/02 City budget, adopted on June 4, 2001, is the culmination of months of work by the city staff, analysis by the Citizens Budget Committee, input from citizens and a comprehensive review by the City Council.

The proposed budget you received in April, as outlined in my transmittal letter (see pages 3-9), reflected new directions in our community and a slowing rate of growth in our local economy. While the basic elements of the proposal were carried forward, the Council made a number of significant adjustments, based on community needs and economic considerations. They included:



- Adding \$848,000 to improve transit service and better coordinate routes with Tempe and Phoenix.
- Moving up the timetable by one year for the planning and construction of a \$3.2 million Family Advocacy Center that will provide a complete range of services for victims of domestic abuse.
- Adding \$375,000 for enhanced amenities, increased maintenance services and lighting design in the downtown area, supplementing \$11.1 million dedicated in the capital budget for improvements to the Arizona canal area between Scottsdale Road and Goldwater Boulevard. These changes address the highest priorities identified by the Downtown Task Force.
- Adding \$224,500 in 2001-02 and \$733,600 in subsequent years for improvements at the Scottsdale Center for the Arts to meet Americans with Disabilities Act standards and refurbish portions of the facility.
- Phasing in a market adjustment for city employees. A 5 percent across-the-board adjustment, originally proposed as a single adjustment in July, will instead be implemented in two steps. Employees will receive a 3 percent adjustment in July and a 2 percent adjustment in December 2001.

The Council was also very supportive of several significant organizational and service level changes outlined in the original proposed budget, and they merit an additional mention here.

**The creation of a new Citizen and Neighborhood Resources Department** will be a key priority in the next months. The Council embraced the concept of consolidating the zoning enforcement, housing rehabilitation, neighborhood planning and safety programs and many other programs that directly affect neighborhoods under one departmental roof. Other departments will work closely with the new department to bolster Scottsdale's commitment to neighborhoods, under the adopted budget. A significant example is additional resources in the Municipal Services budget for an enhanced alley maintenance and clean-up program.

**The formation of an Economic Vitality Department** is the result of reorganizing economic development, business assistance and redevelopment functions in one area. The reorganization is a response to the Council's goal to build a stable and balanced economy and help existing businesses flourish.

CITY MANAGER'S FINAL TRANSMITTAL

I want to acknowledge the direction provided by the Council as we move through this next fiscal year, monitor the approved budget and prepare for future years. Both the Citizens Budget Committee and members of the Council were cautious about the state of the economy and emphasized the need to be prepared in case of a downturn. The staff has included a multi-point contingency plan in this budget that provides ample flexibility for the city to adjust if revenues are lower than expected. The Council will receive monthly updates on key budget and financial indicators, so that members are well aware of economic trends.

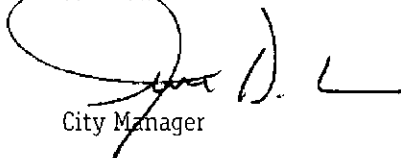
In addition, the staff has and will continue to implement several improvements discussed during Council deliberations. They include:

- Implementation of a revised overtime policy.
- Implementation of a modified zero-based budget approach for next year's budget.
- A modification of the current system for determining market-based compensation adjustments for employees.
- Regular operational assessments of city departments, with three departments – Police, Water Resources and Municipal Services – scheduled to be reviewed in the coming year.

The final budget represents a true "team" effort on the part of the city staff, Citizens Budget Committee and City Council. It is appropriate that special recognition be given to the Financial Services staff, who worked very hard to make changes and final adjustments to the budget in a compressed time frame and who masterfully manage the city's finances. I appreciate the leadership of the City Council as evidenced by the many hours devoted to reviewing this budget, considering input from the Citizens Budget Committee, listening to public comment and working with the staff to make adjustments. And I thank the citizens of Scottsdale for participating in the budget process and for their deep concern for our city's character and its future.

I am confident that by working together we can continue to meet the challenges of providing cost-effective services and providing long-term for the special quality of life that is Scottsdale.

Jan Dolan



City Manager



April 2, 2001

Honorable Mayor and City Council:

The proposed city budget for 2001/02 reflects new directions in our community, our economy and the city organization during the past year. These changes include:

- A slowing rate of growth in the local economy
- A new mission statement and goals adopted by the City Council
- The emergence of several fundamental policy issues
- A new \$358 million bond program approved by voters in September 2000

This transmittal letter discusses how the city staff has responded to these new directions in developing the proposed budget. The document is different from previous budget proposals in at least two ways:

- It discusses spending by programs related to each City Council goal, rather than focusing exclusively on city departments and other spending categories. A "program" budget provides a better overall explanation to citizens how tax dollars are flowing to the city's top priorities.
- It places major emphasis on the general fund, the city's largest single fund, made up of taxes and other revenues that are usually the most unpredictable elements of the budget.

My hope is that this document – and the additional budget details provided by the staff – will be the basis for a thorough and thoughtful public examination of the way the city intends to use taxes, fees and other revenue during the next year.

The transmittal letter for the final budget will include a broader summary reflecting the City Council's deliberations.

I thank the city staff members who have worked hard to produce this draft budget. The process began last fall with the annual citizen survey, an in-depth report on economic trends and the City Council's goal-setting sessions. Since then, departments have worked with the Financial Services staff and senior management in developing, documenting and reviewing their operating and capital budgets.

The staff has scrutinized budget proposals at every level of the process, questioning items that did not appear to support City Council goals or maintain current service levels. An administrative review team, responsible for the final staff review, trimmed more than \$10 million and the equivalent of 40 positions from the budget requests submitted to them.

The Citizens Budget Committee has also devoted unprecedented hours to analyzing and understanding the budget. They have worked under a very compressed time frame this year. On behalf of the staff, I thank them for their work and their dedication.

HOW THE BUDGET RESPONDS TO CITY COUNCIL GOALS

The City Council last fall spent two days in workshops refining its collective vision for the future. The Council agreed on a mission emphasizing the paramount importance of preserving Scottsdale's quality of life. Then the Council outlined seven broad goals for the city.

This proposed budget translates the Council priorities into hard dollars, showing how the city is allocating existing and new resources to meet the goals. This "program" approach is designed to help citizens, the Council and the staff better assess the resources dedicated to each goal and decide whether those resources are adequate.

A more detailed discussion of the program budget is included in the "overview" section of the budget document. The following is a brief synopsis of the major budget changes linked to each Council goal. The staff has recalculated the dollars and staff (expressed as "full-time equivalents" or FTE) devoted to each goal under the 2000-01 budget and compared the numbers to the proposed budget for 2001-02.

Goal A - Enhance and protect the community and neighborhoods

- Total proposed program budget: \$88.4 million
Overall increase from 2000/01: \$11.3 million (14.7 percent)
Staffing increase: 67.3 FTE at a net cost of \$1.9 million

The most prominent program change in this budget is based on the City Council's direction to strengthen Scottsdale's commitment to protect and preserve neighborhoods. The budget proposes the creation of a new Citizen and Neighborhood Resources Department, funded entirely by reallocating current resources from other departments.

A total of 31 employees would staff the new department, 25 transferred from current positions and six added as new positions.

The new department would combine neighborhood functions now scattered throughout the organization, including residential code enforcement, neighborhood safety programs, neighborhood services and neighborhood planning. New citizen liaisons would become advocates for neighborhoods, troubleshooting problems and working with neighborhood

organizations. A new "call center" would be developed over the next year to give citizens a simple, central resource to contact for city services and information.

While the Citizen and Neighborhood Resources Department would be the focal point for this Council goal, other portions of the organization will continue to play major roles in enhancing and protecting neighborhoods and delivering services to Scottsdale citizens. Among the other budget proposals addressing this goal are:

- Operating a fourth courtroom at the City Court, to handle an increasing caseload. The total cost of the proposal is \$620,000, including 10.5 new positions.
Adding four new School Resource Officers - police officers stationed at local schools - at a cost of \$308,500. These positions will be funded entirely through grants, school district contributions and other special funds.
Adding five new detention officers for the Police Department, positions that will be fully funded by an offsetting decrease in overtime.
Expanding services at the Paiute Community Center at a cost of \$33,582, including 1.5 new positions, to better serve the Paiute neighborhood.
Expanding services at the Via Linda Senior Center by adding 2.25 new positions

Goal B - Preserve Scottsdale's character and environment

- Total proposed program budget: \$36.3 million
Overall increase from 2000/01: \$3.2 million (9.6 percent)
Staffing decrease: 4.7 FTE at a net cost of \$1.5 million

The city's commitment to preserving its environment and character is most dramatically illustrated in the capital budget, which includes \$125.3 million over the next five years to purchase and preserve lands in the McDowell Sonoran Preserve. The city also has increased its commitment to maintaining Scottsdale's environment and character in several areas of the operating budget. They include:

- Increasing funding by \$327,400 to meet EPA mandates for dust control to reduce air pollution and for storm water pollution prevention.

- Stepping up maintenance of alleyways at an increased cost of \$505,200 for the initial year of the program.
- Maintaining a growing inventory of street medians and rights of way at an increased cost of \$375,000.
- Extending hours at the Arabian Library at a cost of \$112,500, including two new positions.

**Goal C – Movement of people and goods**

- Total proposed program budget: \$20.1 million
- Overall increase from 2000/01: \$1.1 million (5.6 percent)
- Staffing increase: 3.3 FTE at a net cost \$107,000

As with the previous goal, many of the resources devoted to this Council goal are contained in the capital budget, where the city's long-term investment in streets and other transportation infrastructure is outlined.

The program budget includes the following highlights:

- The elimination of the free circulator service in the Scottsdale Airpark area, a pilot program that was not demonstrating a good return on investment. This decision will save about \$856,800.
- Continuation of other bus services at current levels, using the savings from the Airpark circulator and from changes in transit contracts to offset cost increases.
- An increase of \$100,000 in the taxi voucher and the Travel Reduction Information Program (TRIP) to meet rising demand for these services.

**Goal D – Long-term economic security**

- Total proposed program budget: \$7.2 million
- Overall decrease from 2000/01: \$574,110 (7.4 percent)
- Staffing decrease: 9.8 FTE

While the program budget for this area shows a decrease, the change reflects a better alignment of resources with Council goals. Resources previously allocated to this program are now devoted to neighborhood preservation, and the remaining resources are targeted at City Council objectives.

The change also reflects the second major reorganization proposed in the 2001-02 budget – the formation of an Economic Vitality Office, with a projected staff of six full-time and one contract position and a budget of \$5.8 million.

Like the new Citizen and Neighborhood Resources Department, this new entity would draw staff and budget resources from existing city departments, and would combine several functions related to this goal.

The office will continue the city's traditional economic development efforts. In addition, many of the functions now assigned to the redevelopment office will move to a new revitalization program. The office also will house a new program to help small business and retain existing businesses, a key objective under this Council goal.

**Goal E – Balance infrastructure and resources**

- Total proposed program budget: \$61.5 million
- Overall increase from 2000/01: \$1.8 million (3 percent)
- Staffing increase: 9.6 FTE

The largest increase in this program budget is related to the operating impacts associated with bond and other capital improvement projects. The proposed budget calls for additional staff to manage and coordinate project construction as the city begins implementing the September 2000 bond program.

Other highlights of this program budget include:

A budget increase of \$358,300, primarily for new vehicles, and the addition of three positions to reduce overtime and maintain service levels in the Solid Waste Division.

A budget increase of \$154,800 and two additional positions to keep the Preventative Maintenance Program at current levels as city facilities expand.

The allocation of \$93,000 to update aerial photography for 2001-02, providing the staff and City Council with up-to-date images of the city for planning and analysis.

# CITY MANAGER'S PROPOSED BUDGET TRANSMITTAL

## Goal F – Accessible and Responsive Government

- Total proposed program budget: \$23.8 million
- Overall increase from 2000/01: \$1.3 million (6 percent)
- Staffing increase: 18.8 FTE

Two key features of this program budget are the consolidation of public information and public involvement staff in the Communications and Public Affairs Office and added resources for communications and other functions within the Police Department.

Current public information personnel in Transportation and Planning Systems, as well as two new staff members assigned to Capital Project Management (focusing on bond projects) and the new Citizen and Neighborhood Resources Department, would be assigned to CAPA to better coordinate public notification and outreach, another objective under this Council goal.

Other highlights include:

- \$200,000 for 11 more communications dispatchers to maintain current levels of service for the city's 911 system
- \$150,000 for organizational assessments and management performance audits to provide in-depth, independent analyses of city operations and recommend potential improvements.
- An allocation of \$50,000 for a comprehensive review of employee benefits.
- A reallocation of \$150,000 from the 2000-01 budget to complete an Information Technology Strategic Plan in the next year.

## Goal G – Ensure fiscal responsibility

- Total proposed program budget: \$28.4 million
- Overall decrease from 2000/01: \$348,766 (6 percent)
- Staffing increase: 4.8 FTE

This program budget includes the Financial Services Department, the City Auditor's Office, a portion of the Water Resources Department and the Fleet Management Division. The budget is lower mainly because of fluctuations in Fleet Management's vehicle replacement schedule.

The budget process itself is the city's first and foremost tool to ensure fiscal responsibility. The budget is based on a set of Council-approved financial policies which act as a fiscal "litmus test" to determine whether the overall budget is sound.

Because of the city's strong track record in adhering to the policies, budgeting conservatively during times of growth and setting aside substantial reserves for economic downturns, Scottsdale this year became the ninth city nationally with the highest possible general obligation bond ratings from all three major ratings services – Standard and Poor's, Moody's and Fitch IBCA.

## HOW THE BUDGET RESPONDS TO CURRENT ECONOMIC TRENDS

The health and stability of the local economy determines, in large measure, the resources available from the city's general fund to meet City Council goals. We have seen a significant shift in economic trends in the last half of 2000 and the early months of 2001. Scottsdale's economy is still growing, but the rate of growth has slowed markedly.

Consequently, the overall revenue estimates in the proposed budget for 2001-02 are more conservative than in recent years. The budget projects:

- A 6.7 percent rise in local sales tax revenue, the city's largest single revenue source, after nine years of double-digit growth.
- A 2.7 percent increase in permits and fees, based on our best estimates of continued construction activity in Scottsdale's commercial and high-end housing markets.
- An 11 percent increase in property tax revenues. While revenues from these taxes increase, the staff expects the city's combined primary and secondary tax rate to fall from \$1.18 to \$1.15 per \$100 of assessed valuation. An expanding property tax base and lower debt costs are expected to drive the rate down.
- A 6.5 percent increase in state shared revenues, including impacts associated with new Census figures used to allocate these funds.

As an extra precaution, the staff has identified contingency measures in case of further weakening in the economy in 2001-02. In a worst-case scenario, the staff may propose some or all of the following:

- Postponement of approximately \$15 million in capital projects.
- Postponed hiring of staff for new positions, which would save up to \$4.6 million.
- Postponed hiring of staff to fill existing positions, which would save up to \$2.7 million.

## CITY MANAGER'S PROPOSED BUDGET TRANSMITTAL

- Reduction of contract staff in the Planning Systems area if construction declines significantly, saving \$500,000, possibly more.
- Use of Economic Stabilization Reserve funds, only if absolutely necessary to maintain basic services.

Fortunately, none of the "blue chip" economic forecasts for the Valley are predicting economic conditions that would require such actions.

### OVERVIEW OF THE GENERAL FUND, HIGHWAY FUND AND ENTERPRISE FUNDS

This year, I have asked staff specifically to present budget information for the general fund – the city's largest single fund. The focus on the general fund should be especially helpful because its main sources of revenue – sales taxes, property taxes and state shared revenues – are those over which the city has the least control. It is also the funding source for most services traditionally associated with local government – police and fire protection, parks and recreation, planning and economic vitality, as well as general administration.

The following summarizes the proposed general fund budget for next year:

- \$219.8 million (an increase of 5 percent over Adopted 2000-01) is staff's projection of total revenues and transfers from other funds.
- \$217.2 million (an increase of 5.6 percent) is the total for proposed spending and transfers to other funds.
- \$2.6 million is the net difference, available for contingencies or City Council priorities.

A further breakdown of proposed general fund spending and transfers shows that:

- \$165.2 million (an increase of 8.6 percent) would go to city's operating budget to pay for day-to-day operations and debt service.
- \$23.5 million would be transferred to Capital Project Funds for "pay-as-you-go" funding for public facilities.
- \$3 million would be transferred to the Highway User Fund to supplement transportation-related expenses such as street maintenance, traffic signals and transit.

In addition to the general fund transfers, the highway user fund consists of state-shared highway funds

earmarked for transportation purposes. Expenditures from the fund in 2001-02 will rise to \$22.1 million, an increase of 7.7 percent.

The other remaining sizeable funds within Scottsdale's budget are the "enterprise" funds for fee-based city utilities and services – water and wastewater services, solid waste collection and airport services. City taxpayers do not subsidize these services. User fees cover all operating and capital costs. As population grows, spending in these funds increases, but so does revenue from utility and other fees. Proposed 2001-02 expenditures for each fund are:

- \$44 million for the water and wastewater fund, an increase of 2.2 percent.
- \$12.7 million for the solid waste fund, an increase of 3.2 percent.
- \$1.2 million for the airport fund, an increase of 13.2 percent.

### SUMMARY OF TOTAL OPERATING BUDGET

Overall, the proposed operating budget would maintain current services while meeting anticipated population growth, new mandates and other demands.

The total proposed operating budget for 2001-02 is \$350 million, an increase of less than 1 percent over the adopted budget for 2000-01. This is the total amount the city staff proposes to spend on day-to-day operations and debt payments, whether funded by taxes, user fees or other sources.

Total personnel costs are \$125.2 million and comprise 35.7 percent of the operating budget for 2001-02. The proposed budget includes a 5 percent across-the-board market adjustment to make Scottsdale's overall pay structure competitive with other Valley cities. The proposed budget would expand full medical benefits to all part-time employees and to domestic partners.

Total new staff positions proposed for each fund, converted of full-time equivalents, are as follows:

- General fund – 98.0 FTE
- Highway user fund – 10.0 FTE
- Water and wastewater fund – 3.0 FTE
- Solid waste fund – 3.0 FTE
- Airport fund – 1.0 FTE
- Fleet management fund – 2.0 FTE
- Special revenue fund – 1.0 FTE
- **Total – 118.0 FTE**



# CITY MANAGER'S PROPOSED BUDGET TRANSMITTAL

## HOW THE BUDGET ADDRESSES LONG-TERM NEEDS: CIP AND RESERVES

Two components of the budget address long-term needs. The first is the Capital Improvement Plan, which covers spending on capital project for the next five years. Capital funds often are carried over year-to-year as the city completes projects. The second component is budget reserves, which help ensure Scottsdale's long-term fiscal health. While reserves are part of the annual operating budget, they result from the city's long-term financial planning strategy.

Scottsdale's five-year Capital Improvement Plan for 2001-2006 includes major commitments to continue purchasing land for the McDowell Sonoran Preserve, to renovate and build new public facilities included in the bond program approved by voters in September, and to devote substantial general fund revenues, transportation sales tax revenues and other resources to maintain Scottsdale's streets, parks and other parts of its infrastructure.

The proposed plan distributes Scottsdale's investment in public facilities across all portions of the city and continues reinvestment to upgrade aging facilities.

- About 31 percent of spending goes to facilities or systems the serve the entire city, 25 percent goes to facilities south of Shea Boulevard and 34 percent goes to facilities north of Shea. The remaining 10 percent is designated for the McDowell Sonoran Preserve.
- About 45 percent of spending would go to new facilities and 44 percent would go to renovate current facilities. The remainder goes to the Preserve.

The CIP portion of this document includes funding timetables and descriptions of more than 340 projects. Some of the more visible projects planned to begin in 2001-02 include:

- A 25,600 square-foot addition to the Arabian Library, quadrupling its size.
- Initial work on a new, larger home for the Civic Center Senior Center, a project expected to extend well into 2002-03.
- A lighted sports complex on city land near the Tournament Players Club. The new facility will provide badly needed new sports fields for recreation programs.

- The McDowell Mountain Ranch Park and Aquatic Center, a large community park with a family aquatics center, gymnasium and other facilities near Desert Canyon Elementary and Middle schools.
- Expansion and renovations in existing parks and facilities, including Chaparral Park and pool, the Paiute Neighborhood Center and the Eldorado Pool.

As noted previously, Scottsdale's reserve funds, notably the economic stabilization reserve, help protect the city from unexpected financial challenges or adverse economic conditions. Some funds are set aside according to Council policies and others according to legal requirements. The staff each year evaluates the level of reserves and "unreserved balances" available for expenditure by the Council. The staff then makes recommendations on the basis of the city's five-year budget projections. The proposed 2001-02 budget recommends full funding for all reserves. Proposed reserve and "unreserved" balances are:

- \$24.5 million for economic stabilization
- \$17.1 million for water and sewer
- \$13.2 million for risk management
- \$8.5 million for fleet management
- \$7.5 million in unreserved funds in the general fund
- \$4.2 million for debt service
- \$2.2 million for solid waste management
- \$2 million for facilities maintenance

A complete summary of the Capital Improvement Plan, reserve funds and other budget details is included in the "overview" section of this document. The overview provides more specifics on year-to-year expenditure estimates for the capital budget. It also summarizes the proposed "total appropriation," which wraps up the total appropriated budget amounts for the operating budget, the CIP and other programs funded by grants and special sources.

CURRENT POLICY ISSUES REQUIRING CITY COUNCIL DIRECTION

In developing the budget proposal, the staff identified at least three key issues for City Council policy discussion. The Citizens Budget Committee and the Council may identify others during the budget review process.

The three identified by staff are:

- Creation of a North Area Parks Team. The Community Services Department has proposed a comprehensive approach to meeting the high demand for recreational programs in the northern area of the city. It includes a novel "mobile" recreation program. The department has requested \$337,000 and the addition of two full-time and 12 part-time positions to operate the program. Because the proposal involves a substantially different approach to recreational services in the northern areas of the city, the staff is asking for policy direction from the Council.
- Levels of funding for transit services. Since the early 1990s, Scottsdale has steadily increased funding for regional and local bus services, Dial-a-Ride and other transit services. Most of the additional funding has come from general fund revenue sources. Without a designated revenue source, transit services compete with other general fund priorities. Staff is asking for Council guidance on appropriate levels of funding for transit services, as well as revenue sources.
- Implementation of the Downtown Task Force recommendations. The task force is prioritizing a list of recommendations for projects and programs to protect and maintain the character of the downtown. Members are scheduled to report to the Council on May 8.

CONCLUSION: MEETING COUNCIL AND COMMUNITY GOALS

The final stage of the 2001-02 budget process begins with a joint work-study session with the Citizens Budget Committee at 5 p.m. on April 10, followed by additional City Council study sessions on April 11 and 12, both beginning at 3 p.m.

The city has scheduled three public hearings leading up to the formal adoption of the budget. They are at 5 p.m. on April 30, May 14 and June 4.

While the public hearings provide a formal venue for citizens to speak to the Council, the staff is eager to receive comments from the public at any time during the process. The city will inform residents about the proposed budget - and ways to provide input - through the local media, CityCable 11 and the Internet.

This proposal is the staff's best effort to outline the resources the city will need to continue delivering quality services and confront many new challenges in the coming year. I believe the proposal:

- Responds to the broad goals established by the Council last fall.
- Is realistic about current local economic conditions.
- Identifies high-priority policy questions for the Council and public.
- Takes care of Scottsdale's long-term needs to build and maintain quality public facilities.

The city staff looks forward to the most important stage of the budget process - a careful review by the Council, the Citizens Budget Committee and Scottsdale's citizens.

Jay Dolan  
City Manager

# CITY COUNCIL BROAD GOALS

On October 28 and November 4, 2000, the Mayor and City Council jointly conducted weekend workshops discuss their goals and priorities for Scottsdale. During these two half-day sessions, Council co-created a mission statement as well as seven broad goal categories.

Approximately 150+ citizens attended to observe these weekend workshops. While the purpose of the workshops were focused on Council's time to discuss and collaborate with one another, citizens also submitted written comment cards throughout the two half-days. Council were able to review and respond to these comments during the workshops.

The Council's Mission and Goals are a cornerstone tool for how City programs are created, enhanced, etc. during the budget cycle. The mission and goals represent key interests and priorities of the Mayor and City Council and also reflect their constituency's suggestions and expectations.

Council's official approval of these Mission and Goal statements enable staff to create a programmatic budget that directly responds to the Council's and community's goals and expectations.

## MISSION:

It is the mission of the City of Scottsdale to build citizen trust by fostering/practicing open, accountable, and responsive government; to provide quality services; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for residents and visitors shall be the paramount consideration.

## BROAD GOALS:



Key priority actions identified by the City Council.

### A. Enhance and protect a diverse, family-oriented community where neighborhoods are safe and well maintained.

- Provide for neighborhood and social service needs for all residents Example action: Explore Neighborhood Resource Center concept (i.e. providing centers at strategic locations across the City that are staffed with neighborhood-related service people such as code enforcement, alley programs, police, neighborhood specialists, etc.)
- Provide neighborhood recreation facilities and parks.
- Provide for a range of housing opportunities.
- Study noise, parking and sign ordinance possibilities.



Begin the process to explore and bring forward a proposal within the two-year budget for a Family Advocacy Center. Include a description for how citizens will be involved in forming a plan.

### B. Preserve the character and environment of Scottsdale.

- Complete the acquisition of lands within the adopted Preserve boundaries.
- Identify and preserve scenic view corridors.
- Protect natural resources, open spaces and views.
- Create learning opportunities within the Preserve.
- Represents Scottsdale's interests in regional issues that transcend our boundaries (i.e. transportation, water, crime, air, housing, etc.)
- Protect the friendly and hospitable community personality.
- Review Downtown vision and plan.
- Review and/or revise height limits within various zoning districts.



Seek a greater equestrian focus at WestWorld. Hiring the right General Manager who has equestrian, event and marketing-related experiences is paramount.



Move forward with Character Area studies. Help define "character" within specific areas and the character that overlays the entire city.

**Character - how is it defined and recognized?**

- Relates to what "I see," what feels good
- Landscape, architecture, street widths
- Resort community
- Building heights, mountain views, big/open skies
- Set backs are important; minimum setbacks need to be defined for various character areas.
- Cleanliness
- Mobility and ease of getting around
- Non-urban atmosphere
- Density
- Open space, Desert preservation
- Parks, recreation, libraries
- Trails, paths
- Equestrian
- Arts, culture, galleries
- Friendliness of people
- "Sphere of Influence" - different areas/images mean "Scottsdale" to different people.
- Feeling of safety






**C. Provide for the safe, efficient and affordable movement of people and goods.**

- Provide alternate modes of transportation.
- Seek ways to reduce congestion.
- Integrate land use and transportation planning.
- Plan a joint City Council and Transportation Commission meeting.

**D. Position Scottsdale for long-term economic prosperity by diversifying our economic resources.**

- Model future financial scenarios. Make the analysis for a regional mall a priority, i.e. what are the pros/cons and key issues Council should be considering for a regional mall in Phoenix or in Scottsdale.
- Balance the opportunities for existing businesses to grow and prosper with the need to attract new industry (clean industry) to Scottsdale.  
  
Emphasize our visitor-based economic foundation.
- Update the Economic incentive strategies and develop an economic vitality program.

**E. Coordinate planning to balance infrastructure and resource needs within budget.**

- Promote the orderly building of infrastructure to meet community needs, such as water and sewer and transportation facilities.
- Provide efficient, cost-effective and adequate public services.
- Focus on the "big picture" and cross-departmental planning.
- Ensure development is compatible with adjacent neighborhoods and business areas
-  Create criteria to analyze private development proposals.
-  Review the City's redevelopment program and strategy.
-  Meet with the Redevelopment Board to discuss each project and to explore the "extension" policy.
-  Consider whether boundaries should be adjusted, how condemnation is used, and what the legal ramifications of any proposed changes would be.
-  Bring forward a full examination and overview for each existing redevelopment project; consider options and consequences for each area; review the future of redevelopment in Scottsdale.

**F. Make government accessible, responsive and accountable so that pragmatic decisions reflect community input and expectations.**

- Periodic review of organizational responsiveness.
- Improve public notification.
- Expand citizen participation opportunities Example actions: Council report on Boards and Commission mission and process; continue implementing City Council meeting management techniques.
- Ensure easily accessible meetings and flexibility, i.e. consider equipment needs to provide televised broadcasts at remote locations.
- Ensure City Staff is knowledgeable, skilled and responsive Example action: provide competitive salaries and benefits to attract quality employees to the City of Scottsdale.

**G. Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and City assets.**

# CITY COUNCIL BROAD GOALS PROGRAM BUDGET

Upon adoption of the City Council Broad Goals, specific workplans have been developed in each of the operating divisions to ensure that Scottsdale's residents can monitor the improvement in City services and achievement of Council's goals. The matrix below indicates which departments/Divisions are responsible for the implementation of fiscal year 2001/02 goals and objectives and shows the relationship between the activities performed by the operating divisions and the performance measurements and operating budgets reported in the Departmental Budget section.

	ENHANCE & PROTECT THE COMMUNITY & NEIGHBORHOODS	PRESERVE CHARACTER & ENVIRONMENT OF SCOTTSDALE	PROVIDE SAFE, EFFICIENT & AFFORDABLE MOVEMENT OF PEOPLE & GOODS	POSITION SCOTTSDALE FOR LONG TERM ECONOMIC PROSPERITY	BALANCE INFRASTRUCTURE & RESOURCE NEEDS WITHIN BUDGET	MAKE GOVERNMENT ACCESSIBLE, RESPONSIVE & ACCOUNTABLE	ENSURE FISCAL RESPONSIBILITY
MAYOR AND CITY COUNCIL						X	
CITY MANAGER						X	
CITY CLERK/ELECTIONS						X	
CITY ATTORNEY	X						
CITY AUDITOR							X
CITY COURT	X						
CAPA/CITY CABLE						X	
INTERGOVERNMENTAL RELATIONS						X	
HUMAN RESOURCE SYSTEMS						X	
ENDOWMENT OFFICE				X			
WESTWORLD		X					
POLICE	X		X			X	
FINANCIAL SERVICES							X
TRANSPORTATION	X		X	X	X		
COMMUNITY SERVICES	X	X			X		
INFORMATION SYSTEMS					X	X	
PLANNING SYSTEMS	X	X				X	
ECONOMIC VITALITY				X			
PRESERVATION		X					
FIRE	X						
WATER RESOURCES		X			X		X
MUNICIPAL SERVICES		X	X		X	X	X
CITIZEN & NEIGHBORHOOD RESOURCES	X						

DISTINGUISHED BUDGET PRESENTATION AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Scottsdale, Arizona for its biennium budget beginning July 1, 1999.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Scottsdale's 2001/02 Budget seeks to meet important community and organization needs, while maintaining the fiscal discipline necessary to ensure fulfillment of our basic commitment: To provide continuous quality services to our citizens.



**Honor the Past - Imagine the Future**

**TOTAL BUDGET APPROPRIATION**

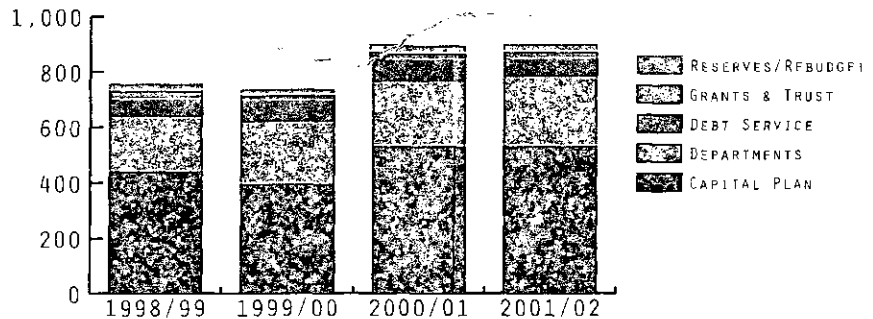
Scottsdale's Program/Direct Services Budget - the best measure of the costs of services to citizens, increases 6.9% from \$231.8 million this year to \$247.9 million in 2001/02. The increase supports current and enhanced citizen service levels to achieve the broad goals identified by City Council and citizens.

The Total Budget Appropriation represents the City's maximum expenditure authority allowed under Arizona budget statutes and City Charter. This annual legal appropriation includes allowances for expenditures which may be expended over many years or not at all. Examples of these budgetary items include: purchase order 're-budgets' from the prior fiscal year, full cost of multi-year capital projects, reserves, contingencies, and allowances for possible grant awards in the new fiscal year. All of these items are budgeted in their entirety for full disclosure and legal authority, yet may not result in actual expenditures during the coming fiscal year.

Unexpended budgets lapse at the end of each fiscal year per state statute and need to be 're-budgeted' in the following year for legal compliance and to allow for purchase and project completions. Re-budgets typically include the unexpended portions of open purchase orders for operating commodities, service contracts and unexpended portions of the City's capital projects.

A further explanation of all these budget components follows in this section. Program Budget, Debt Service and Capital Improvement sections also provide additional details about each program, service department, debt component and capital project.

**Total Budget Appropriation Comparison**  
In Millions of Dollars



**Total Budget Appropriation Comparison\***  
In Millions of Dollars

	Adopted 1998/99	Adopted 1999/00	Adopted 2000/01	Adopted 2001/02
Program/Direct Services	\$198.0	\$221.2	\$231.8	\$247.9
Debt Service	69.4	85.0	85.7	72.7
Reserves/Rebudget	26.6	22.0	29.7	30.3
<b>Operating Budget</b>	<b>\$294.0</b>	<b>\$328.2</b>	<b>\$347.2</b>	<b>\$350.9</b>
Capital Improvement Plan/Rebudget	440.9	395.5	519.3	519.6
Grants & Trust	23.2	12.8	27.3	29.0
<b>Total Budget Appropriation</b>	<b>\$758.1</b>	<b>\$736.5</b>	<b>\$893.8</b>	<b>\$899.5</b>

\* Special Revenue activity formerly budgeted under the Grants and Trusts Category has been moved to Program/Direct Service category effective with 2001/02 Budget. Prior fiscal years have been restated to reflect the change.

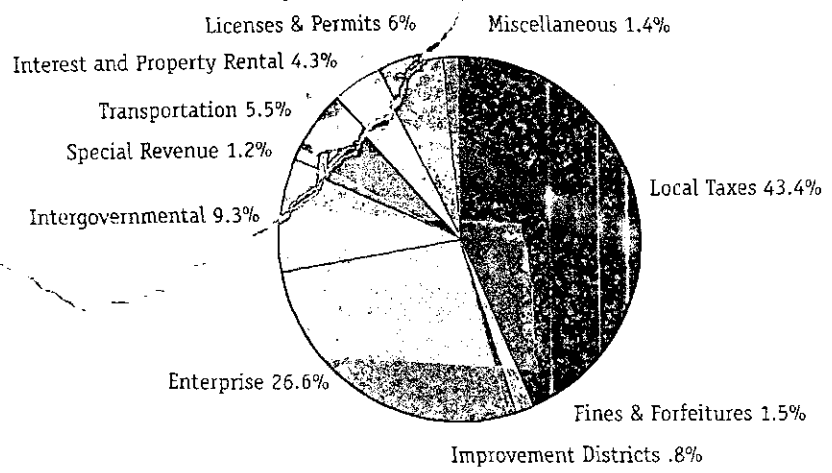


**ECONOMIC OVERVIEW**

The Arizona Blue Chip Forecast panel of leading local economists continues to predict a continuation of slow, yet positive growth for Arizona and Scottsdale through 2001 and into 2002. Clearly, the next year will be slower than the past several years, but any type of major decline or lengthy recession are not foreseen.

Scottsdale continues to benefit from favorable conditions including: a stable, diversified economic base, desirable location for work and destination, and growth in state-shared revenues related to 2000 census results. Wage and salary growth have slowed from the past several years but are not expected to decline further in 2001/02. Low commercial vacancy rates, declining mortgage interest rates and the attractive developments within Scottsdale continue to bring high-end residential growth and commercial development. Scottsdale and the greater Phoenix metropolitan area will likely continue to be the growth leaders in the Southwest, even as the national economy cools. The 2001/02 budget plan is premised upon continued population growth factor of 2.8 percent and low inflation of 2.6 percent. We believe the estimates used in developing 2001/02 revenue projections, by Scottsdale's historic economic standards, are conservative.

**2001/02 Operating Revenue by Source**  
Percent by Total



**Operating Revenue Comparison**  
In Millions of Dollars

Revenue Source	Actual 1998/99	Actual 1999/00	Estimated 2000/01	Adopted 2001/02
Local Taxes	\$126.0	\$154.6	\$161.8	\$173.8
Intergovernmental	26.9	33.4	35.2	37.4
Transportation	16.5	20.0	20.8	22.2
Licenses and Permits	19.1	21.4	23.4	24.1
Fines and Forfeitures	4.3	5.5	5.1	6.0
Interest and Property Rental	10.0	14.6	17.2	17.3
Enterprise	77.0	93.0	101.7	106.5
Improvement Districts	4.9	4.0	3.7	3.1
Special Revenue	n/a	n/a	6.2	4.7
Miscellaneous	2.0	1.4	5.2	5.7
<b>Total</b>	<b>\$286.7</b>	<b>\$317.8</b>	<b>\$380.5</b>	<b>\$400.9</b>

**OPERATING REVENUES**

Revenue determines Scottsdale's capacity to provide program/direct services to our citizens. The major revenue sources, which fund the Program Budget, are identified in the chart and table.

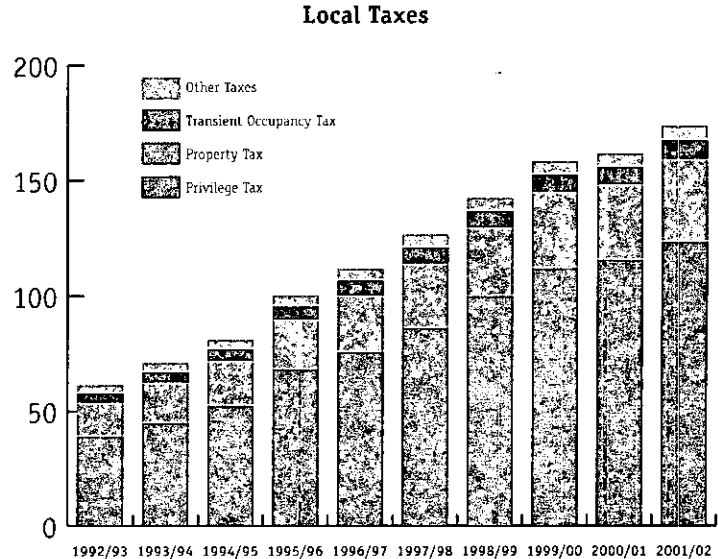
Estimated revenue for 2001/02 increases \$20.4 million over estimated 2000/01. Significant increases from prior year are from sales taxes \$7.7 million (6.7%), property taxes \$3.6 million (11.4%), intergovernmental revenues \$2.3 million (6.5%), fines & forfeitures \$0.9 million (17.5%), and enterprise charges \$4.8 million (4.7%). The increases in sales tax and permits and fees are much lower than we have seen in the last several years, yet continued slow growth for Arizona and Scottsdale is predicted. Scottsdale's Intergovernmental revenues also benefit from slow growth and

an increased share based upon state population allocation, resulting from the 2000 census. Property tax revenues increase due to increased property values, even as the proposed tax rate per \$100 assessed value drops from \$1.19 to \$1.15. Increases in enterprise charges are caused by population growth and planned rate increases to fund operations.

**Local Taxes**, representing 43 percent of operating resources, are Scottsdale's largest source of revenue. They are comprised primarily of sales taxes (\$123.0 million), property taxes (\$36.1 million), and transient occupancy taxes (\$8.0 million), along with other franchise and in-lieu property taxes.

Scottsdale's Local Privilege (sales) is obtained from the 1.4 percent tax on retail and other sales. It also includes application and penalty fees. The 1 percent portion of the sales tax is used for general governmental operations and the repayment of excise debt. The remaining 0.4 percent is restricted for transportation improvements (0.2%) and for purchase of land within the McDowell Sonoran Preserve (0.2%). After nine consecutive years of double-digit growth, the City has experienced some definite slowing in growth for most sales tax categories; construction being the only category reflecting an actual decline, down 6 percent. All other sales tax categories are still reflecting Scottsdale's diversity and economic strength: automotive up 13 percent, major department stores up 12 percent, hotel/motel up 12 percent, rental up 14 percent, restaurants up 13 percent, and food stores with no change. Hotel/motel sales tax (and related bed tax revenues) are showing a recovery from past years overbuilding and revenue decline. The 2001/02 budget forecast includes an aggregate annual sales tax increase of 6.7 percent. The forecast rate of growth is high by many standards, yet conservative for Scottsdale, based on the City's historical strength of retail, and continued commercial and high-end residential development activity.

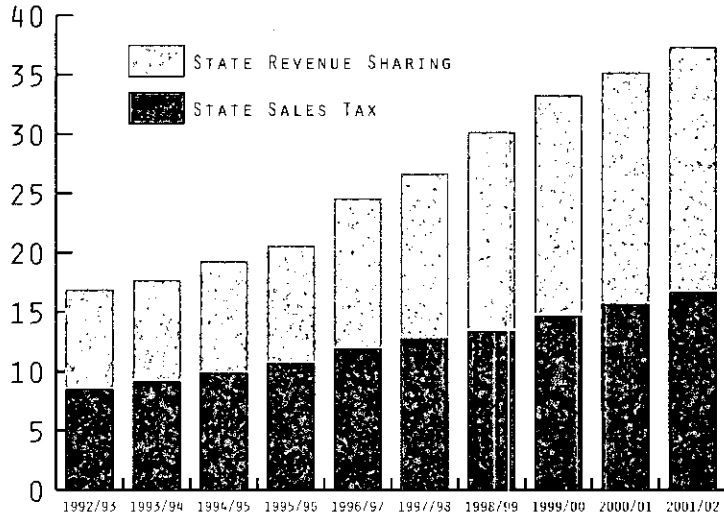
Arizona Property Tax levies are divided into a primary tax levy and secondary tax levy. The primary levy is used for general governmental operations and annual increases in the levy are limited by statute to 2 percent plus allowances for new construction and annexations. The secondary levy is unlimited in growth but is restricted for use to repay general obligation bond principal and interest. Correspondingly, the change in the secondary tax levy is tied directly to City debt service requirements for bonds sold to finance capital improvement projects approved in the 2000 bond election.



Fiscal Year	Privilege Tax	Property Tax	Transient Occupancy Tax	Other Taxes
1992/93	39.1	14.7	3.9	3.8
1993/94	44.9	17.6	4.5	4.1
1994/95	52.3	19.6	5.0	4.2
1995/96	68.1	21.6	5.7	4.8
1996/97	75.6	24.4	6.5	5.2
1997/98	85.9	27.9	7.1	5.7
1998/99	99.7	29.7	7.0	5.9
1999/00	109.5	31.8	7.2	6.1
2000/01 Forecast	115.3	32.6	7.7	6.1
2001/02 Forecast	123.0	36.1	8.0	6.5

Scottsdale collects a 3 percent Transient Occupancy (bed) Tax on hotel and motel room rentals in addition to the privilege tax. One-third of this tax is used to pay for general governmental operations. The other two-thirds is restricted for use for tourism and hospitality purposes and pays for contracts to increase tourism and debt service for destination attractions. These revenue receipts are up 9 percent over recent years declines. The revenue change is indicative of the local tourism industry beginning to recover from the significant overbuilding that occurred in recent years which drove occupancy rates down. The combination of no new construction and steady demand growth is now resulting in both occupancy and average room rate gains at local properties. A conservative budget growth factor of 4 percent is predicted for this revenue source for 2001/02.

**Intergovernmental Revenues**



Other local taxes include franchise taxes charged on revenues from utility companies and cable companies for use of City right-of-ways, an in-lieu property tax for municipal utilities and a fire insurance premium tax which is used to help supplement fire protection service costs.

**Intergovernmental revenues** include the state sales tax and income tax collections which are shared with cities and towns based upon population.

Cities and towns share in a portion of the 5 percent Sales Tax collected by the State. Fifty percent is retained by the State, forty percent designated for schools, and the remaining ten percent allocated to cities and towns. Cities and towns in Arizona are prohibited from levying an Income Tax but are entitled to 15 percent of state income tax collections from two years previous. For example, the revenue distribution for 2001/02 would come from the income tax paid in 2000, an income earned in calendar year 1999.

The formula for distribution of these revenues is based upon the relation of the City's population to the total state population. The State Department of Revenue

Fiscal Year	State Sales Tax	State Revenue Sharing
1992/93	8.5	8.4
1993/94	9.2	8.5
1994/95	9.9	9.4
1995/96	10.7	9.9
1996/97	11.9	12.7
1997/98	12.8	13.9
1998/99	13.4	16.8
1999/00	14.7	18.6
2000/01 Forecast	15.7	19.5
2001/02 Forecast	16.7	20.7

collects, distribute funds and provides revenue forecasts to cities and towns for these revenue sources. Scottsdale's intergovernmental share increased in 1996/97 due to continued growth and mid-decade census results. The 2000 national census results have not been officially released as yet but we expect to hold our position or gain in percentage of the overall state population. The 2001/02 budget predicts continued slow economic growth combined with a larger census share of these revenues will conservatively result in 6.5 percent growth in both state shared sales tax and income tax revenues.

**Transportation revenues** include the Highway User Revenue Tax (HURF - Gas Tax), Local Transportation Assistance Fund (LTAF - State Lottery), and Auto Lieu taxes collected by the state. A State constitutional restriction on the use of HURF and LTAF revenues requires these funds be used solely for street and highway purposes. Transportation revenues provide only a portion of the City's operating transportation program funding needs with the remaining transportation funding coming from other general fund resources.

HURF Revenues are distributed based upon population of each city and a portion distributed based upon the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street and highway purposes. The current gas tax is 18 cents per gallon. The cities share in 27.5 percent of State collected highway user revenues.

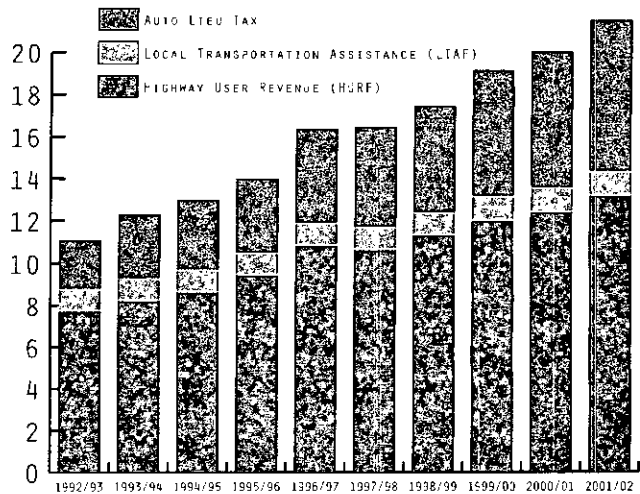
LTAF Revenue is distributed based upon population and city and town participation in the lottery. LTAF revenue sharing was capped in 1989 by the state legislature resulting in no growth in this segment of intergovernmental transportation revenue.

The State Department of Revenue also collects, distributes funds and provides revenue forecasts to cities and towns for HURF and LTAF revenue sources. 2001/02 budget estimates for state shared HURF is 6 percent and LTAF is flat due to the 1989 revenue cap.

Auto Lieu Taxes are part of the vehicle license fees collected by the County but are actually a State revenue source. The City receives its share of the vehicle license tax collections based upon its population in relation to the total incorporated population of the County. The only stipulation on the use of this revenue source is that it must be spent for a public purpose. The City has designated these tax proceeds towards transportation needs. Current year auto lieu tax revenues are up 14 percent over prior year and the 2001/02 budget forecasts a 10 percent increase for this revenue source, which is consistent with historical increases.

**Enterprise User Fees**, representing 26 percent of total operating resources, are the second largest source of revenue for the City. They are comprised of utility service charges (water, sewer, and refuse, \$105 million) and airport enterprise use fees. User fees and charges are established to promote efficiency by shifting payment of costs to specific users of services and avoiding general taxation. Moderate rate increases are included as part of this budget for these operations to offset increasing operating costs, mandated environmental standard compliance, and pay-as-you-go capital costs attributable to repair and replacement of infrastructure.

Transportation Revenues



Transportation Revenues Actual & Forecasted In Millions of Dollars

Fiscal Year	Highway User Revenue (HURF)	Local Transportation Assistance (LTAF)	Auto Lieu Tax
1992/93	7.7	1.1	2.3
1993/94	8.2	1.1	3.0
1994/95	8.6	1.1	3.3
1995/96	9.4	1.1	3.5
1996/97	10.8	1.1	4.5
1997/98	10.6	1.1	4.8
1998/99	11.3	1.1	5.1
1999/00	12.0	1.2	6.0
2000/01 Forecast	12.4	1.2	6.5
2001/02 Forecast	13.2	1.2	7.2

**OVERVIEW** | **REVENUE** | *enterprise user fees*

Enterprise User Fees rate adjustments are based upon five-year financial plans developed for each operation, and reviewed annually, in compliance with Scottsdale's financial policy, to meet the objectives of:

- equity — charges are borne by the beneficiaries of a project or service;
- level distribution of necessary cost increases — to avoid large rate increases in any one year;
- increasing debt as little as possible — to ensure that the City can meet bond coverage requirements and remain financially healthy;
- rate design — which encourages conservation and efficient use of City resources.

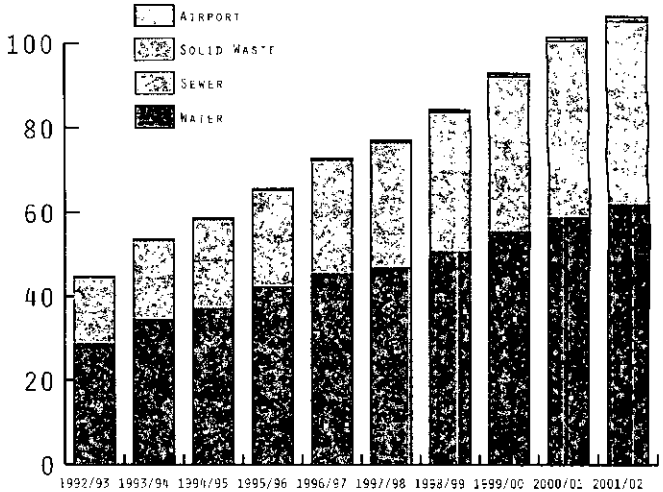
Water charge revenues are received from the sale of domestic water to customers within the City. Monthly water billings consist of a base charge according to meter size and a variable charge for the amount of water consumed. The 2001/02 forecasts include a rate increase of 1.5 percent for increased operating costs associated with mandated water quality testing and treatment, increases in the cost of purchased water, and to help pay for necessary capital infrastructure.

Sewer charge revenues are collected for the disposal of sanitary sewer waste. Residential customers are charged a flat fee per month and commercial users are charged based upon water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service. 2001/02 forecasts include a 3.0 percent rate increase needed to offset increased costs at the 91st Avenue Wastewater Treatment Facility, increased industrial pretreatment monitoring and testing, and to help pay for necessary capital infrastructure.

Solid Waste charges are billed monthly for the pickup of solid waste. Residential customers are charged a flat fee per month, while commercial customers are charged based upon the size of the container and the number of pickups per month. In addition, the City also provides roll-off, uncontained service, recycling programs, and household hazardous waste collection. The 2001/02 forecast includes no rate increase for residential customers, reflecting the current year payoff of refuse container financing.

Airport charges are for a variety of services provided to airport customers, i.e., tie down fees, hanger rentals, fuel sales, and other rental charges. The following airport fees have been approved by the Airport Advisory Commission and are ready to be forwarded to City Council: 2.5% Gross Sales on Hangar/Shade Leasing Services and 2.5% for any aeronautical activity conducted at Scottsdale Airport

**Enterprise User Fees**



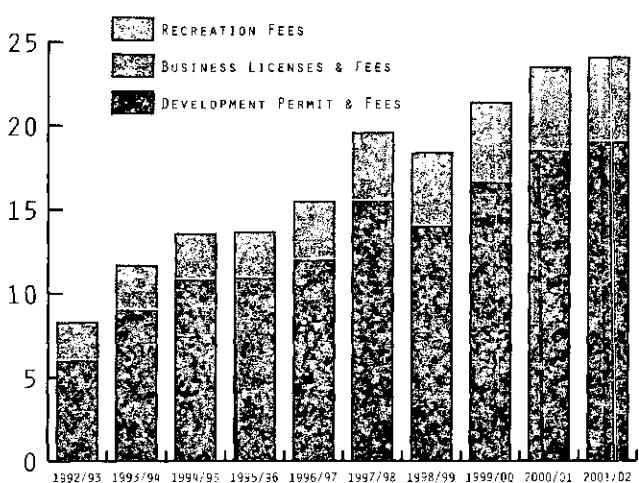
Fiscal Year	Water	Sewer	Solid Waste	Airport
1992/93	28.8	7.7	7.8	.6
1993/94	34.6	9.9	8.5	.7
1994/95	37.2	11.5	9.4	.8
1995/96	42.3	12.4	10.3	.9
1996/97	45.4	14.9	11.9	.9
1997/98	46.8	16.7	12.8	1.0
1998/99	50.7	18.9	13.8	1.0
1999/00	55.4	21.4	15.0	1.3
2000/01 Forecast	58.8	25.7	15.8	1.4
2001/02 Forecast	62.0	26.8	16.3	1.5

not specifically specified in the Airport Minimum Operating Standards. We are also currently examining other revenue opportunities through the preparation of the first Airport Financial Plan which will be completed in July. We are anticipating a significant increase in revenue based on proposed fees in the Plan, subject to City Council approval when the Plan is completed.

**Licenses and Permits** include revenue from various business licensing and permits, recreational fees and all fees recovered as a part of the development process. This would include building, electrical, mechanical, and plumbing permits. Subdivision, zoning, and plan check fees are also included in this category. In compliance with Scottsdale's financial policy, all fees and charges are reviewed at least every two years. Recreational fees are also reviewed biennially and a variety of user fee increases adopted in the current fiscal year. Development permit & fee revenue is directly impacted by changes in the economy that affect building activity. Low commercial vacancy rates coupled with declining mortgage interest rates are still driving commercial and high-end residential property development. Custom homes (over \$400,000) presently account for 62 percent of all single family building activity in Scottsdale. The custom home market will increasingly dominate the Scottsdale residential market. Commercial construction is anticipated to remain steady in the next fiscal year dependent on key redevelopment projects at Los Arcos and Scottsdale Waterfront. Additionally, the completion of the 101 freeway will serve to further stimulate the Scottsdale Airpark, as well as produce continued office development in the Perimeter Center and WestWorld areas. Although we consider our budget predictions to be conservative by Scottsdale historical standards, construction activity will be carefully monitored as the uncertain economy unfolds over the next year. The 2001/02 forecast takes into consideration planned redevelopment activity, softening of residential housing activity, and a 4 percent increase in development review fees needed to offset increased development process costs.

Improvement District revenues are receipts from special assessments on property benefiting from property-owner requested capital improvements. Improvement District revenues are directly offset by debt service payments for the construction of the capital improvements.

Licenses and Permits



Fiscal Year	Development Permit & Fees	Business Licenses & Fees	Recreation Fees
1992/93	6.0	7.0	1.6
1993/94	9.0	9.0	1.8
1994/95	10.8	1.0	1.8
1995/96	10.9	1.1	1.7
1996/97	12.0	1.1	2.4
1997/98	15.5	1.1	3.0
1998/99	14.0	1.3	3.1
1999/00	16.6	1.7	3.1
2000/01 Forecast	18.5	1.7	3.3
2001/02 Forecast	19.0	1.7	3.4

Special Revenues are proceeds from specific revenue sources that are legally restricted to expenditures for special purposes. The City manages many such revenues – some primary special revenue examples are: the McCormick Park endowment, Library endowment, and energy efficiency improvement program revenues.

Miscellaneous Revenue includes interest, property rental income, fines & forfeitures and all other miscellaneous receipts. The City earns interest on idle 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. Interest earnings applicable to bond proceeds and the Capital Improvement Plan accrue to the CIP budget and are not included in operating revenues. Scottsdale also receives revenue from various property rentals; the majority of this revenue source is derived from the Princess Hotel and adjoining Tournament Players Club which are located on City property.

Reserves and Rebudgets constitute the remaining resources used to fund the 2001/02 Program Budget. Rebudgets are committed funds from prior year purchase orders carried over into 2001/02 and rebudgeted. Reserves include appropriations for emergency facility maintenance, solid waste management, and self insurance.

The City Manager and a cross-departmental Administrative Review Team review operating base budgets, decision packages, and capital project requests. In determining recommended allocation levels, the City Manager considers the projected amount of available resources, direction provided by the City Council (Broad Goals), the City's fiscal policies, and the most cost-effective and efficient method of service delivery to the public.

The following pages summarize Scottsdale's Operating Budget expenditures in four different presentations to provide our readers different perspectives on how budget expenditures are planned:

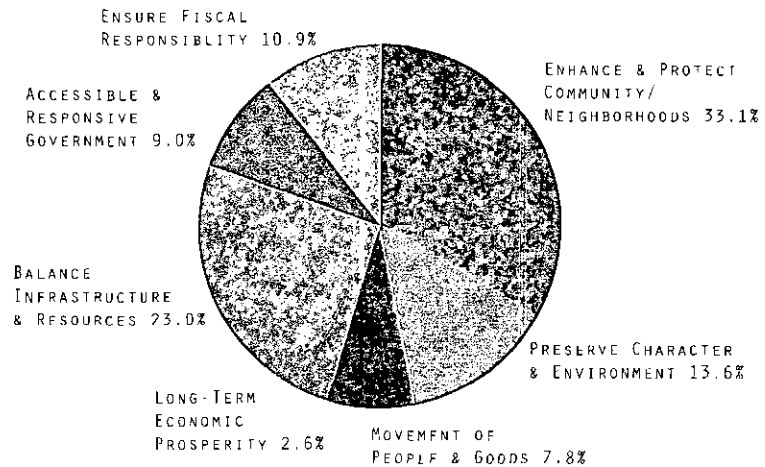
- By Program
- By Expenditure Type
- By Fund
- By Department

**BY PROGRAM**

Each department has developed a budget using a program budget approach, whereby expenditures and revenues are related to the Council Broad Goals. If additional funds or staffing are required to implement the workplans, decision packages are submitted to the City Manager for consideration. Decision packages include requests for service level changes, reclassifications, new positions, programs or capital equipment. The performance of each departmental program is then measured as to its success in helping to achieve Council Goals. Departmental budgets provide the resources to address these and other citizen service goals:

**Enhance and protect a diverse, family-oriented community where neighborhoods are safe and well maintained (\$87.8 million)**, represents 33.1% of the program budget and has increased by \$10.6 million (13.8%). This goal is supported by the Criminal Justice System - City Attorney, City Court, and Police Department (\$50.5 million); Community Services - Parks & Recreational Programs (\$18.2 million); Fire Protection (\$16.6 million); and Citizen & Neighborhood Resources (\$2.5 million). Highlights include the addition of a new Citizen and Neighborhood Resources Department to focus on improved customer service responses, enhanced communications, and neighborhood planning. The \$2.5 million budget for this new department consists of resources reallocated from existing programs. Other

**Expenditures By Program**



City Council Broad Goal	Adopted 2000/01	Adopted 2001/02
Enhance & Protect the Community/Neighborhoods	\$77.2	\$87.8
Preserve Character & Environment	33.1	36.2
Movement of People and Goods	19.0	20.8
Long-Term Economic Prosperity	7.8	6.9
Balance Infrastructure & Resources	59.7	61.2
Accessible & Responsive Government	22.6	24.0
Ensure Fiscal Responsibility	28.7	29.0
Less Internal Services/Offsets	(16.3)	(18.0)
<b>Total</b>	<b>\$231.8</b>	<b>\$247.9</b>



increases relate to the operation of a 4<sup>th</sup> courtroom; strengthening of the Criminal Justice System - Violent Crimes staffing, Detention Officers, Victim's Assistance program staffing, and Prosecution staffing; and operation of new and expanded facilities - new buildings at Paiute Community Center, and expansion of the Via Linda Senior Center.

**Preserve the character and environment of Scottsdale (\$36.2 million)**, represents 13.6% of the program budget and has increased by \$3.1 million (9.3%). This program is supported by: Community Services — events coordination, provision of Library Services, and Stadium/Baseball activities (\$13.8 million); Planning Department — the Green Building program, Development Quality Compliance, Inspections, Community Development activities, and Preservation (\$12.9 million); Water Resources — Water/Wastewater Quality & Engineering programs (\$5.8 million); WestWorld Equestrian Facility - providing a venue and coordination of events Scottsdale's equestrian character (\$1.9 million); and maintenance of major roadway shoulders and drainage (\$1.8 million). Changes include an enhanced Alleyway Maintenance program; Downtown/Civic Center maintenance focus; maintenance of increased inventory of medians & rights-of-way; extended service hours at Arabian Library to match other Library service hours; development services staffing fully reimbursed through an agreement with the development community; and compliance with Environmental Protection Agency mandates for both dust control and National Pollutant Discharge Elimination System.

**Provide for the safe, efficient, and affordable movement of people and goods (\$20.8 million)**, represents 7.8% of the program budget and has increased by \$1.8 million (9.3%). This program is supported by the Transportation Department - transportation planning, transit services, traffic engineering (\$10.3 million); and Municipal Services Department - maintenance of traffic signals, traffic signs and roadway markings, street cleaning, and asphalt maintenance (\$8.6 million); and Police Department - photo enforcement (\$1.9 million). Proposed changes for 2001/02 include elimination of Airpark Bus Service - a savings of \$850,000; increase in service on existing routes to match service of adjoining cities - \$848,000; increase in Taxi voucher & TRIPs program to meet projected demand - \$300,000; positions to meet current service levels - Senior Traffic Engineer, Sign Maintenance Worker,

Street Sweeper; Asphalt Maintenance Worker; and vehicles and other one time costs - \$332,000.

**Position Scottsdale for long-term economic prosperity by diversifying our economic resources (\$6.9 million)**, represents 2.6% of the program budget and has decreased by \$0.9 million (11.3%). Supporting this program goal are: Planning Department — Office of Economic Vitality (\$5.7 million); and Aviation (\$1.2 million). Changes include addition of an Airport Specialist to maintain current service level to a growing tenant base; reassignment of Redevelopment and Urban Design Studio staff to support other program goals; and reductions in overtime and contractual staffing.

**Coordinate planning to balance infrastructure and resource needs within budget (\$61.2 million)**, represents 23.0% of the program budget and has increased by \$1.5 million (2.5%). This program is supported by Community Services - preventative maintenance of city facilities, parks maintenance, custodial services (\$13.8 million); Water Resources - Engineering, Conservation, Treatment, Distribution, & Operations (\$34.2 million); Solid Waste Collection & Curbside Recycling (\$12.0 million); Geographic Information Systems Data Services (\$1.2 million); and Capital Projects Management. Changes include the addition of staff to implement the 2000 Bond Program - fully charged to the Capital Improvement Program; addition of staff to maintain service levels in the City's facilities preventative maintenance program; and additional staffing and equipment to maintain service levels in the Solid Waste program.

**Make government accessible, responsive and accountable so that pragmatic decisions reflect community input and expectations (\$24.0 million)**, represents 9% of the program budget and has increased by \$1.4 million (6.5%). This program is supported by General Government - Mayor & Council, City Clerk, City Manager, Communications & Public Affairs, Intergovernmental Relations, Human Resource Systems & the Endowment Office (\$9.9 million); Police Department - Chief of Police, Communications (911 and non-emergency calls), and Professions Standards (\$6.0 million); Information Systems - infrastructure support, intranet/internet technologies, application development & organizational technology support (\$7.0 million); and Planning Systems Administration & Records Management (\$1.1 million). Increases include staffing for 911 and non-emergency calls; public

information staff assigned to Communications & Public Affairs but supporting communications with neighborhoods regarding neighborhood issues and impacts of capital projects on neighborhoods; audio visual staff support for public meetings; and information system field technicians to support organizational desktop technology.

**Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and City assets (\$29.0 million)**, represents 10.9% of the program budget and has increased by \$0.3 million (0.9%). This program is supported by the City Auditor's Office (\$0.7 million); Financial Services Department - accounting, budget, customer service, risk management, and purchasing (\$14.6 million); Water Resources - Reclaimed Water Distribution System - fully supported by user fees (\$2.0 million); and Fleet Management (\$11.7 million). The budget increases due to fluctuations in the vehicle replacement schedule, which varies from year to year based on the life of the asset and the year originally purchased.

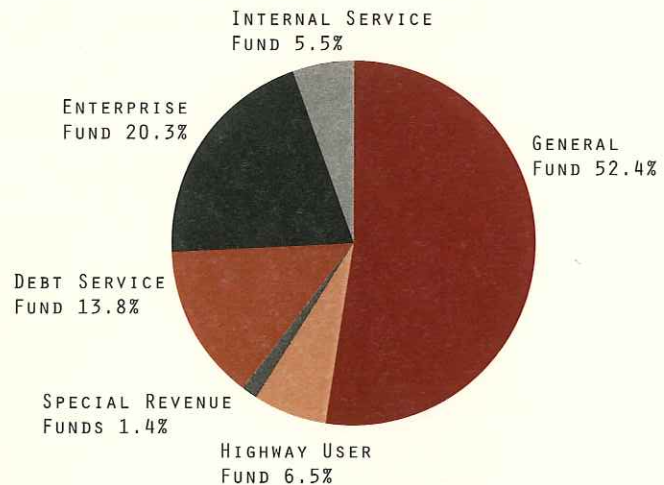
BY FUND

The following describes the types of funds and how they are used as part of the City's operating expenditure budget:

**General Fund** is the general operating fund of the City. It exists to account for the tax-based resources devoted to finance the services traditionally associated with local government such as police and fire protection, parks and recreation, planning and economic development, as well as general administration of the City and any other activity for which a special fund has not been created. General fund revenues/transfers in from other funds total \$219.5 million, an increase of 14.3% over 2001/02; expenditures/transfers out total \$218.2 million, a 5.2% increase. The \$1.3 million excess of sources over uses increases the estimated General Fund ending balances to a total of \$32.9 million — \$19.5 set aside for economic stabilization, \$5.0 million for economic investment, \$2.0 for facilities maintenance, and \$6.4 million unreserved.

General fund expenditures & transfers out increase overall by \$10.7 million (5.2%) from 2000/01. The four major components and their increases/decreases are: departmental/direct service expenditures - \$12.3 million increase (8.0%); debt service - \$9.8 million decrease (68.4%); reserve appropriations - \$4.4 million increase (26.8%); and transfers to other funds - \$3.8 million (16.7%).

2001/02 Budget By Fund  
Percent of Total



Budget By Fund  
In Millions of Dollars

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
General Fund	\$141.6	\$152.5	\$185.0	\$192.0
Highway User Fund	19.1	20.4	21.8	23.9
Special Revenue Funds	7.8	6.3	7.1	5.2
Debt Service Fund	43.0	48.3	54.1	50.7
Enterprise Funds	61.0	63.7	74.2	74.3
Internal Service Funds	15.4	18.0	21.3	20.1
Less Internal Services	(14.4)	(15.4)	(16.3)	(15.3)
<b>Total</b>	<b>\$273.5</b>	<b>\$293.8</b>	<b>\$347.2</b>	<b>\$350.9</b>

Departmental direct service expenditures increase \$12.3 million due to an estimated 2.5% inflation increase for contractual and commodity accounts; market salary increase of 3% July 2001 and 2% January 2002 for current staff; merit increase of 5% for those employees who, when reviewed, meet established performance standards and are below the maximum salary in the range; and addition of 98 new full-time equivalent positions as follows: Criminal Justice System - 50, includes additional police officers, dispatchers, also prosecutors and court staff to support opening a 4<sup>th</sup> courtroom; creation of Citizen & Neighborhood Resources Department - 7 new positions using reallocated financial resources from within the organization; maintenance of current service levels - 36 positions; and support of 2000 bond program - 5 positions fully charged to the capital program.

Debt Service expenditures decrease \$9.8 million due to the elimination of the need to advance funds to the Arizona Department of Transportation to advance a portion of the 101 freeway through Scottsdale. Debt service for this item was budgeted at \$7.3 million for 2000/01. In addition, budgets for development agreements calling for return of a portion of the sales tax collected were adjusted downward based on lower projected sales tax revenue.

Reserve/Rebudget appropriations increase \$4.4 million due to estimated budget authorization needed due to open purchase orders at June 30, 2001 that will be paid in the 2001/02 fiscal year; and an increase in the operating contingency account to \$3.3 million. Contingency funds are used only with City Council approval.

Transfers Out increase approximately \$3.8 million due to higher amount transferred to the General CIP Fund for pay-as-you-go capital expenditures.

**Highway User Fund** is used to account for state shared gas tax and lottery revenues that must be used for transportation purposes. The City's transportation expenditures exceed the state shared revenues and additional funds are transferred in from the City's General Fund to supplement this fund. Transportation-related expenditures increase \$2.0 million (10.7%) in 2001/02. Increases support expansion of the Taxi Voucher and TRIPS program; merit & market adjustments for current employees, higher cost of contractual services and commodities due to inflation, and the addition of 10 staff positions as follows: to support current service levels

- 7 positions; to support implementation of capital projects - 2 positions (fully charged to the capital program); and enhanced alleyway maintenance - 1 position.

**Special Revenue Funds** are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for special purposes. The Highway User Fund, described above, is also a Special Revenue Fund, but has been described separately due to its importance to the community and because its special revenues are supplemented by transfers from the City's General Fund. Included in the Special Revenue category described here are: Preservation 0.2% Sales Tax revenue that must be used for purchase of preserve land; Transportation 0.2% Sales Tax revenue that must be used solely for transportation capital improvements; and other restricted sources such as Court Enhancement Funds, development fee surcharges, private contributions, and McCormick Ranch train & carousel ride fees restricted to operate and maintain the equipment. Expenditures & transfers out remain approximately the same as in 2000/01 with some minor variations - preserve debt is slightly lower in 2001/02 due to a delay in issuing preserve debt from what was budgeted in 2000/01; transfer out of 0.2% Transportation Sales Tax revenue to the Transportation Capital Improvement Program is slightly higher due to discontinuance of its use for operating expenditures. One new position, a DNA Team Leader is paid from revenue received from other valley agencies. The continuing cost of this position beginning in 2002/03 will be paid from the General Fund.

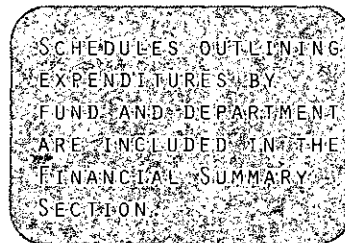
**Debt Service Fund** is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest not serviced by the enterprise funds. It does not include contractual obligations accounted for in the individual funds. Debt Service Fund expenditures are budgeted \$2.3 million lower than 2000/01. General Obligation Bond debt will increase approximately \$3.0 million due to issuance of newly authorized bonds. Municipal Properties Corporation Bond debt decreases \$3.2 million due to a postponement of debt issuance for projects that have been delayed, and due to retirement of outstanding debt. Preservation bond debt decreases \$1.4 million due to a delay in issuance planned for early in 2000/01 and actually issued in March 2001 at a lesser amount. Special Assessment debt service is approximately \$0.7 million less, also due to the delay of planned improvements.

**Enterprise Funds** are used to account for operations, including debt service, that are financed and operated similar to private businesses - where the intent is that costs of services are entirely or predominantly supported by user charges. The City maintains three Enterprise funds to account for Water & Sewer utilities, Solid Waste Management services & Airport operations. Increased expenditures in Enterprise Funds total approximately \$1.3 million (2.3%) for 2001/02. Increases include normal inflationary increases, salary increases for current staff based on citywide market and merit adjustments, and the addition of a Water Quality Specialist required for compliance with federal requirements, addition of an Airport Specialist position to maintain current service levels associated with a growing tenant base, addition of three Equipment Operators to maintain service levels in Brush Removal and Solid Waste Collections, and one-time costs of \$331,000 for new vehicles supporting these activities. Debt service decreases by \$650,000 due to retirement of debt issued to purchase recycling trucks and containers.

**Internal Service Funds** are used to account for the financing, on a cost reimbursement basis, of commodities or services provided by one department for the benefit of other departments within the City. The City maintains two Internal service funds to account for fleet management and self-insurance activities. Expenditures decrease slightly due to variations in the vehicle replacement schedule (-\$1.0 million) offset by normal operating expenditures including the addition of two Equipment Mechanics to maintain service levels for a growing vehicle inventory.

BY EXPENDITURE TYPE

Direct Operating Expenditures are divided into four major expense categories plus debt service, contingency, and reserves/rebudget from the prior fiscal year. The pie chart shows the share each type represents of the total budget, while the table shows the four-year comparison of expenditures by type.



**Personal Services**, represent 35.4 percent of the 2001/02 Program Budget and have increased by \$16.0 million (14.7%). Part of this increase is due to the addition of 118 full-time equivalent positions which will support public safety through the cooperative efforts of the Criminal Justice System - Police, City Attorney & Courts; operation of new facilities; maintaining service levels; support increased operational efficiency; and, support of a new Community & Neighborhood Resource Department - all resources supporting this program have been reallocated from within the organization, however some personal services dollars have been reallocated from contractual or commodities and as such have increased the personal services expenditure type. This category of expenditure also includes a commitment to our employees by continuing to provide them competitive compensation and benefit programs. In addition to performance based compensation increases, it includes a 5.0 percent market adjustment; 3.0 in July 2001 and 2.0 percent in January 2002, based upon a market comparison study with other cities. Personal services also includes \$978,800 designated for use in rewarding employees for superior performance and innovation during the year. The remaining portion of this increase is attributable to full year funding for positions funded for only a portion of the prior fiscal year, and health plan and retirement system costs.

# OVERVIEW EXPENDITURES *by expenditure type*

**Contractual Services**, representing 25.1 percent of the 2001/02 Program Budget, have decreased \$0.9 million (1.0%). This decrease is primarily due to: \$1.2 million decrease in Other Professional Services; \$353,200 reallocation of contractual funding within the organization to other expenditure types, for example personal services expenditures for the new Community & Neighborhood Resources department; and \$1.1 million decreased fleet maintenance & operation charges. These decreases are partially offset by increases in contractual fire service including the operation of new stations; expanded transit service; and other miscellaneous changes.

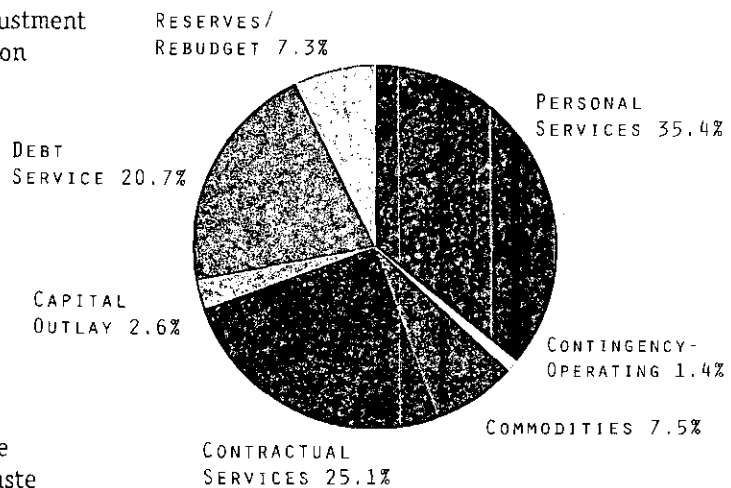
**Commodities**, representing 7.5 percent of the 2001/02 Program Budget, have increased \$1.0 million (4.2%). Gas and oil costs are increased by \$553,000; purchased water increased by \$350,000; and other miscellaneous increases include minor equipment, operating supplies, and library materials.

**Capital Outlay**, representing 2.6 percent of the 2001/02 Budget, includes funding for new and replacement vehicles; computers and related equipment; and office equipment. Expenditures in this category have increased \$79,900 from 2000/01.

**Debt Service**, representing 20.1 percent of the 2001/02 Program Budget, has decreased by \$13.0 million (15.2%). General fund debt decreases \$9.8 million due to elimination of the budget for advancing funds to Arizona Department of Revenue to advance a portion of the freeway through Scottsdale, as well as readjustment of the budget for contractual obligations based on sales tax collections; General Obligation bond debt increases by \$3.0 million due to voter approval to issue new bonds for public improvements; Municipal Properties Corporation debt decreases by \$4.3 million due to delay of projects budgeted from that source in 2000/01, and retirement of debt; Special Assessment debt decreases by \$0.7 million due to revised estimates on the timing of bond issuance. More information on Debt Service follows later in this section.

**Reserves/Rebudget**, includes emergency reserve appropriations for facility maintenance, solid waste management, self insurance, and capital replacement of water/sewer lines and impacts of severe weather fluctuation on water/sewer operations. More information is provided on all of the City's reserves in the Fund Balance/Reserves explanation which follows in this section. Rebudget appropriation is an allowance for those purchase commitments made in the previous year that had not yet resulted in payments to vendors.

**2001/02 Expenditure By Type**



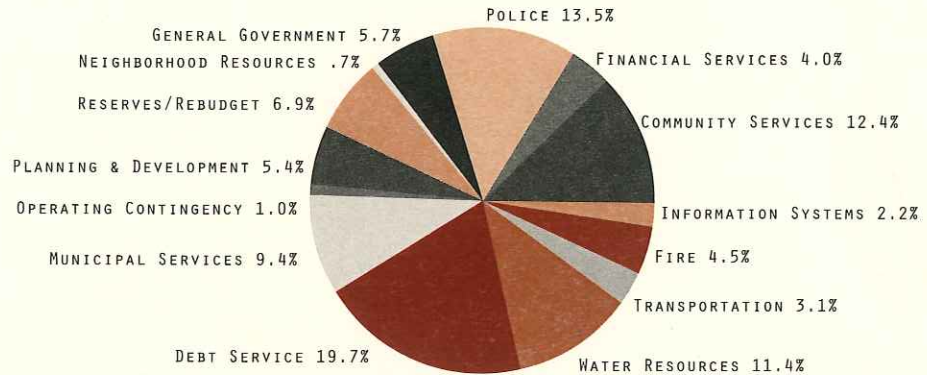
**Budget Comparison by Expenditure Type**  
In Millions of Dollars

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
Personal Services	\$89.7	\$98.8	\$108.2	\$124.2
Contractual	78.5	74.9	89.1	88.2
Commodities	17.9	20.8	25.4	26.4
Capital Outlay	6.6	10.7	9.1	9.1
Debt Service	64.6	69.7	85.7	72.7
Operating Contingencies	-	-	5.2	4.8
Reserves/Rebudget	16.2	18.9	24.5	25.5
<b>Total</b>	<b>\$273.5</b>	<b>\$393.8</b>	<b>\$347.2</b>	<b>\$350.9</b>

BY DEPARTMENT/DIRECT SERVICE EXPENDITURES

Scottsdale's operating expenditures are comprised of eleven separate departments, debt service, and contingency appropriations. The pie chart shows the departmental share of the 2001/02 Program Budget, while the table shows the four-year comparison of departmental expenditures.

2001/02 Expenditure by Department  
Percent of Total



**General Government** develops and implements policies and program alternatives; provides leadership and administrative support to assist the organization in promoting professional and organizational development; and provides service to the organization and to the community through effective communications. The General Government budget increases \$3.2 million (18.9%) in 2001/02. As will be seen in all departments, personal services budget increase is the major component of the change. In General Government, the personal services budget increases by \$2.4 million of the total. It includes 5% market adjustment - 3% in July 2001 and 2% in January 2002 - for all employees (in all departments), 5% merit adjustment for employees who have earned it by meeting performance standards at a high level and who are still below the top of their salary range, and staffing additions of 21.3 Full-time Equivalents (FTE) as follows:

- City Attorney's office staffing (+11.8 FTE). Includes staffing for new 4<sup>th</sup> Courtroom - 5.0; in-house litigation staffing - 3.0; Victim's Assistance staffing - 1.5; Prosecution staffing - 1.3; and Police Legal Advisor - 1.
- City Court staffing (+5.0 FTE). Includes staffing for new 4<sup>th</sup> Courtroom - 4.0; and Court Interpreter - 1.0.
- Communications & Public Affairs (CAPA) staffing (+5.0 FTE). Includes centralization of the public information function of the city. Two Public Information Officers were transferred from other departments to CAPA.

Budget Comparison by Department  
In Millions of Dollars

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
General Government	\$15.9	\$16.2	\$17.6	\$20.8
Police	36.9	40.1	44.4	49.4
Financial Services	11.4	10.4	13.7	14.6
Transportation	7.5	8.3	10.5	11.5
Community Services	36.4	37.9	42.2	45.7
Information Systems	7.2	6.6	7.2	8.2
Planning/ Development	18.4	19.9	21.2	20.0
Fire	12.8	14.4	15.6	16.6
Water Resources	32.5	34.4	41.2	42.1
Municipal Services	27.7	30.4	34.5	34.5
Neighborhood Resources	-	-	-	2.5
Internal Service Funds	(14.0)	(13.3)	(16.3)	(18.0)
Debt Service	64.6	69.7	85.7	72.7
Contingency	4.4	3.7	5.2	4.8
Reserves/Rebudget	11.8	15.1	24.5	25.5
<b>Total</b>	<b>\$273.5</b>	<b>\$293.8</b>	<b>\$347.2</b>	<b>\$350.9</b>

## OVERVIEW EXPENDITURES *by department*

- In addition 3 new positions are recommended for 2001/02 - one supports the new Citizen and Neighborhood Resources Department, one is focused on communicating with neighborhoods concerning the Capital Improvement Program, and a third, an Audio Visual position, provides logistical support for City Council, Commissions, and other public meetings.
- Other staffing changes (+0.5 FTE). Includes transferring a Human Resource Systems employee to Community Services in 2000/01; addition of a Management Intern and increase in part-time hours.
- Other increases include the additional budget of \$150,000 for organizational assessments and management performance audits; \$50,000 for Benefits Review contract; Court collection fees of \$162,900 representing the fee paid to a collection agency to collect overdue court fees — fee is recovered from the defendant, resulting in no net cost to the city; and various non-salary costs associated with the addition of the 4<sup>th</sup> courtroom.

**Police**, the largest departmental budget, handles general law enforcement responsibilities, traffic accident investigations, undercover operations and surveillance, crime investigation, traffic enforcement, and emergency management services. The Police Department budget increases \$5.0 million (11.1%) in 2001/02. The personal services portion of the budget accounts for the majority of the increase - \$4.2 million supporting 34.0 full-time equivalent positions, market adjustments for current staff, merit pay, and transfer of one grant position midyear 2000/01. New positions are:

- Federal grant positions transitioned to the General fund at grant expiration (+7 FTE, one midyear 2000/01). Includes Communications Dispatchers, Personnel Supervisor, Policy Development Specialist, Accreditation Manager, and Detention Supervisor.
- Violent crimes staffing (+6 FTE). Includes six detectives to address increased workloads associated with sex crimes, domestic violence crimes, and increased time involved with investigating these crimes.
- Communication Dispatchers (+9 FTE). To support of 9-1-1 and non-emergency phone calls due to increased work loads.
- School Resource Officers (+2 FTE). Fully supported from grant revenue, the school district,

and federal RICO resources. An additional 2 positions appear in the Federal Grants budget.

- Detention Officer Staffing (+5 FTE). To provide security and safety for detention personnel and prisoners and provide for a quicker turnaround for patrol officers after an arrest.
- DNA Specialist. This position is fully funded through Forensic Sciences revenue for the first yearend increase overtime/on call hours.
- Other positions supporting current workloads (+4.0 FTE). Includes Detention Fingerprint Technician, Police Analyst, Crime Analysis Technician, and Recruitment Specialist.

Other non-salary increases relate to the increased costs of Maricopa County jail services, and one time expenditures for capital outlay, including new equipment and increases in the PC replacement account due to a change in citywide policy to include printers, laptop computers, and servers in the replacement schedule/charge.

**Financial Services** provides basic financial services, controls, and processes to support the organization and maintain the financial integrity of the City. The Financial Services Department budget increases \$0.9 million (6.8%) in 2001/02. Salary increases account for \$0.7 million of the total increase, including market adjustment, merit pay, transfer of two staff positions midyear 2000/01 from Citizen Service Centers to Customer Service, a new Customer Service Representative and transfer of a contractual Bid and Contract Specialist from contractual to salaried status. Other base budget increases support current service levels within the department.

**Transportation** provides for a safe, well-designed street and drainage system, coordinates the various components of the city's mass transit system, and operates the Scottsdale Airport. The Transportation Department budget increases \$1.0 million (9.7%) in 2001/02. Changes include the elimination of Airpark Bus Service due to low ridership, replacement charge for buses purchased in 2000/01 through the grant program, expanded service levels within the remaining transit system, projected increases in the taxi voucher program, and increased staffing of 4.0 FTE as follows:

- Transportation CIP Planning & Stormwater Management (+3.0 FTE). These positions will be charged fully to the capital improvement program.

- Senior Traffic Engineering Analyst (+1.0 FTE). To respond to increasing citizen requests for traffic studies & analysis and to support the Neighborhood Traffic Mitigation program.
- Airport Staffing (+1.0 FTE). An Airport Specialist position to maintain current service to a growing tenant base, and increased contractual Airport security staffing.
- Other staffing changes (-1.0 FTE). Public Information Officer transferred to Communications & Public Affairs for centralization of the communication function.

**Community Services**, the second largest departmental budget, plans, operates and maintains parks, recreational and library facilities; and provides recreational and leisure activities, and social services. The budget for Community Services increases \$3.5 million (8.3%) in 2001/02. Salary increases account for \$2.7 million of the total increase, including market adjustment, merit pay, the transfer of one position from Human Resources midyear 2000/01, and staffing increases of 17.6 FTE as follows:

- Staffing for operation of new or expanded facilities (+5.75 FTE). Provides staffing for expansion of Paiute Community Center, expansion of the Via Linda Senior Center, Scottsdale Ranch Park Desert Garden, and maintenance of increased inventory of medians & rights of way.
- Increased hours at Arabian Library (+2.0 FTE). Provides for public access to the library for 60 hours/week, an increase from the current 50 hours. This is due to higher public usage, and more closely matches the open hours of Palomino Library, the city's other joint public/school library.
- Preventative Maintenance staffing (+2.0 FTE). Includes one plumber and one electrician to maintain the city's growing inventory of facilities.
- Maintain Service Levels (+6.35 FTE). Includes maintenance workers in support of the Civic Center/Downtown area, Systems Integrator to maintain recreation's call-in registration system, Civic Center Library contractual computer lab assistant, Human Specialist position at Vista del Camino, and Specialty Class Instruction at the Civic Center Senior Center, the cost of which is fully recovered through fees.
- Adult Sports Softball League (+1.5 FTE). The costs of providing this service are fully recovered through fees.
- Other increases include new vehicles (\$146,000), and related expenditures associated with increased staff positions as well as modest increases in various other contractual and commodities to support current staffing levels.

**Information Systems** provides support for the City's fiber network, communications, local area networks, enterprise network, program assistance and internet/intranet programs. The Information Systems budget increases \$1.0 million (13.3%) in 2001/02. The majority of the increase, \$0.9 million, occurs in the salary accounts and is comprised of market increase, merit increase, superior performance, and the addition of 8.0 FTE. Staffing increases are as follows:

- Field Technician positions (+5.0 FTE) to provide desktop technical support services throughout the city.
- Geographic Information Systems Technicians (+2.0 FTE) to provide GIS database support.
- Systems Integrator Instructor (+1.0 FTE). To provide training and desktop application consulting.

**Planning and Community Development** is comprised of Planning Systems, Preservation, and Economic Vitality (formerly Economic Development). This department ensures a balanced approach to development and preservation, and supports economic vitality and tourism activities. The Planning and Community Development budget decreases \$1.2 million (-5.9%). Decreases relate to reallocations of staffing within the organization. Net staffing decreases (-24.0 FTE) are as follows:

- Add staffing in Quality Compliance Review Team (+3.0 FTE). New positions include a Civil Engineer, Senior Plans Examiner, and Planner position. These positions will be temporary positions for a 5 year period to support new construction at D. C. Ranch, an approved master planned development in northern Scottsdale. All costs associated with these positions will be fully paid by the developer.
- Transfer Redevelopment and Urban Design positions to general government (-2.0 FTE).
- Engineering Technician (+1.0 FTE). To provide records maintenance support.
- Transfer Public Information Officer (-1.0 FTE) to CAPA for centralization of the citywide communication function.



- Transfer Citizen Service Representatives (-2.0 FTE) to Customer Services in the Financial Services Department midyear 2000/01.
- Reassign staffing to the new neighborhood department (-23.0 FTE). Reassignments include 6 Code Inspection positions, 5 Redevelopment & Urban Design positions, 5 Comprehensive Planning staff, and 7 Citizen Service Center employees.

Decreases are partially offset by increases in salaries for the current remaining staff related to market adjustments, merit increases, and superior performance pay, as well as various increases and decreases in line item budgets.

**Fire Department** provides emergency medical service, public education, fire prevention and fire suppression. Fire services are contractually provided by Rural Metro Corporation. The Fire Department budget increases \$1.0 million (6.6%) in 2001/02. Increases provide for staffing of a new station at McDowell Mountain Ranch beginning January 2002, as well as a salary adjustment of 5%, the valleywide average, and an average 3% increase in other contractual and commodity accounts.

**Water Resources** plans, manages, and operates a safe, reliable water supply and wastewater reclamation system. The Water Resources budget increases \$0.9 million (2.0%) in 2001/02. This increase includes a market increase, merit increase, superior performance pay and the additional staffing of 3.0 FTE as follows:

- Water Quality Specialist (+1.0 FTE). This position is required for implementation of a Commercial Oil & Grease program that will maintain legal compliance with newly Environmental Protection Agency regulations.
- Groundwater Treatment Facility (+2.0 FTE). To operate the facility which is currently operated contractually.

Municipal Services, representing the fourth largest departmental budget, maintains and repairs the City's street system and vehicles; provides solid waste services; and implements the City's approved Capital Improvement Plan. The Municipal Services Department budget increases \$29,940 (0.1%) in

2001/02. Increases include \$2.3 million increase in personal services budget due to market increase, earned merit increase, and staffing additions (16.25 FTE) as follows:

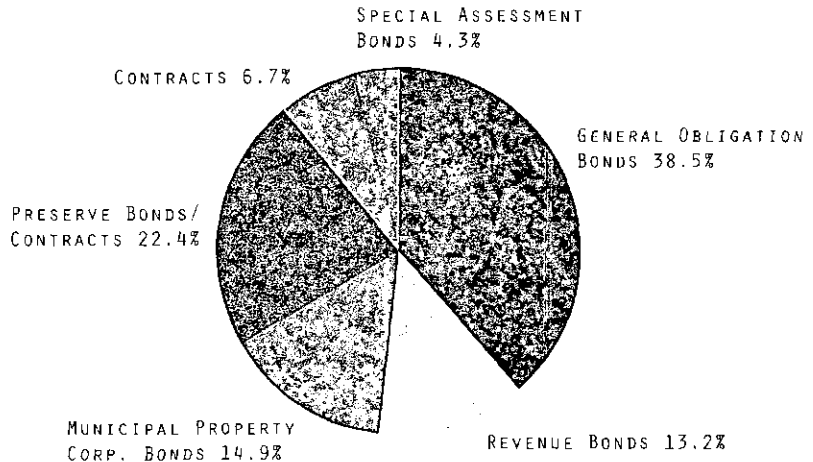
- Capital Improvement Program (4.25 FTE). Includes Project Managers (2), Construction Coordinators (2), and the conversion of a part-time Right of Way Agent to full-time status (+0.25). All costs of these positions are charged to capital projects.
- Equipment Operator - Alleyway Maintenance (+2.0 FTE). To provide enhanced alley maintenance. This initiative will provide for annual weed removal, grading and plating.
- Maintenance Workers - Asphalt Maintenance (+1.0 FTE). For repair of potholes and to provide waterline patches. The cost of these positions is partially offset by a reduction in overtime and elimination of contract positions.
- Maintenance Worker (+1.0 FTE). To provide for required inspection and cleaning of stormwater facilities to comply with EPA mandates.
- Technical Coordinator (+1.0 FTE). To provide maintenance activity tracking and reporting for the pavement management program.
- Sign Maintenance Worker (+1.0 FTE). This position is needed to maintain current service levels for additional inventories of traffic signs.
- Night Street Sweeper (+1.0 FTE). This position supports current service levels, and is needed to support additional curb miles of streets.
- Equipment Operators - Solid Waste (+3.0 FTE). To maintain current service levels in brush removal and solid waste/recyclable collections. Costs are partially offset by a reduction in overtime.
- Equipment Mechanics - Fleet Services (+2.0 FTE). To maintain current service levels due to an expanded fleet inventory. The cost is offset by a reduction in overtime hours.

Other increases include \$550,000 for gas & oil due to increased fuel prices. Budget reductions occur due to a reduction in vehicle purchases from 2000/01 (-\$1.0 million), and an accounting change related to how costs are allocated from Capital Projects Management staff to the various capital projects within the Capital Improvement Program (\$-1.0 million).

Citizen & Neighborhood Resources Department, is a new department created to respond directly and expediently to community wide issues and concerns. It combines neighborhood functions now scattered throughout the organization, including residential code enforcement, neighborhood safety programs, neighborhood services, and neighborhood planning. New citizen liaisons will become advocates for neighborhoods, troubleshooting problems and working with neighborhood organizations. The total budget of \$2.5 million has been reallocated from other parts of the organization. There is no new cost. Staffing of the program consists of 31 FTE positions - 7 new and 24 transferred from other programs. Staffing is as follows:

- New positions in 2001/02 (+7.0 FTE). These include a Customer Service & Communications Director, Citizen Liaison, Neighborhood Safety Specialists (2), Code Inspector, General Manager, and a Housing Rehabilitation Coordinator transferred from grants.
- Existing positions in 2000/01 (+25.0 FTE). These positions were transferred from other departments. They include Support positions (3), Technical Coordinator, Citizen Liaison, Information Resource Manager, Neighborhood Education Manager, Neighborhood Safety Specialist, Code Enforcement positions (6), Housing Development Manager, Neighborhood Services Director, Coordinator, and Manager, Citizen Service Specialists (6).

**2001/02 Debt Service Expenditures By Type  
Percent of Total**



**DEBT SERVICE**

Debt service funds are used to pay principal and interest on outstanding debt. The City's debt is divided into six categories: General Obligation bonds, Revenue bonds, Municipal Property Corporation bonds, Preserve debt; Contracts Payable and Special Assessment Bonds. Scottsdale received an AAA bond/credit rating upgrade this year for General Obligation bonds from all three major credit rating agencies: Moody's Investor Service, Fitch Investor Service, Inc. and Standard and Poor's. This represents the highest combined rating of any city in Arizona. These bond ratings represent the credit rating industry's highest measurement of Scottsdale's financial management and ability to repay outstanding debt. The high rating also lowers the risk to prospective investors (bond buyers) and correspondingly lowers the cost of debt to the City and our citizens.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
General Obligation Bonds	\$21.4	\$24.2	\$25.0	\$28.0
Revenue Bonds	11.0	10.6	9.6	9.6
Municipal Property Corp. Bonds	16.0	16.0	15.1	10.8
Preserve Debt	7.5	11.0	17.5	16.3
Contracts	4.5	3.8	14.7	4.9
Special Assessment Bonds	4.2	4.1	3.8	3.1
<b>Total</b>	<b>\$64.6</b>	<b>\$69.7</b>	<b>\$85.7</b>	<b>\$72.7</b>

Debt Service is decreased significantly in 2001/02 from the prior year budget, down \$13 million, primarily as a result of not needing to issue debt for the Pima Freeway completion. Additional reductions are due to delayed issuances for projects and debt retirement.

**General Obligation (G.O.) Bonds** are bonds which are secured by the full faith and credit of the issuer. G.O. 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. They are usually authorized and issued to pay for general capital improvements such as parks and roads.

Debt service for G.O. bonds increases \$3 million (12%) in 2001/02 for planned bond issuances approved in the 2000 Bond Authorization Election. The proceeds will be used to fund a variety of capital projects as described in the election proposal and under the oversight of a newly appointed Citizen Bond Commission.

**Revenue Bonds** are bonds payable from a specific source of revenue, which do not pledge the full faith and credit of the issuer. Revenue bonds are usually authorized and issued to pay for capital improvements such as water and sewer systems and facilities. Issuance of revenue bonds must be authorized by the electorate, but has no effect on the property tax rate. Instead, debt service on the bonds is paid solely from related revenues. Water and sewer revenue bonds, for instance, are paid from water and sewer user fees.

Debt service for revenue remains level in 2001/02 from prior years and there are no plans to issue any new bonds. Development fees and utility user fees will pay debt service for water and sewer bonds.

**Municipal Property Corporation (MPC) Bonds** are issued by the Municipal Property Corporation, a nonprofit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged excise taxes. Issuance of this type of bond does not require voter approval, and is secured by the City's excise taxes.

Debt service for MPC bonds decreases \$4.3 million (-28%) in 2001/02. The decrease is the results of debt retirement and delay of planned debt issuances related several projects: waterfront amenities along

utility canal banks through the City's downtown redevelopment area, mountain preserve access improvements and the Desert Discovery Museum. Debt service for these projects will be paid from the transient occupancy tax, a 3 percent tax on hotel and motel room rentals.

**Preserve Bonds/Contractual Obligations** represent contractual obligations and debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The debt service decreases \$1.2 million (4.8%) in 2001/02 due to delayed bond issuances. To-date, 78 percent or 12,876 acres of the original recommended study boundary (RSB) area of 16,460 acres have been purchased/preserved. The 1998 election expanded the RSB to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by the dedicated .2% sales tax authorized by the voters in 1995.

**Contracts Payable** represents a liability reflecting amounts due on long-term (more than one year) contracts of goods or services furnished to the City. Debt service for contracts payables decreases \$9.8 million (-67%) in 2001/02. The largest portion of the 2001/02 decrease, \$7.4 million, represents elimination of debt originally planned to be issued to pay for the Pima Freeway advanced funding to the Arizona Department of Transportation (ADOT). The remaining decreases are for reductions in sales tax agreement obligations for Nordstroms and the Waterfront project.

**Special Assessment Bonds** are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt

service on bonds is appropriated as part of the City's budget, however, the debt service is repaid by the property owners through a special assessment on their improved property.

The City's debt

management policy requires that the full cash value of the property to debt ratio is a minimum of 3:1 prior to issuance of debt and at least 5:1 after construction of the improvements.

SCOTTSDALE IS IN COMPLIANCE WITH DEBT POLICIES ADOPTED BY CITY COUNCIL, WHICH ARE DETAILED IN THE POLICY SECTION OF THIS PUBLICATION.

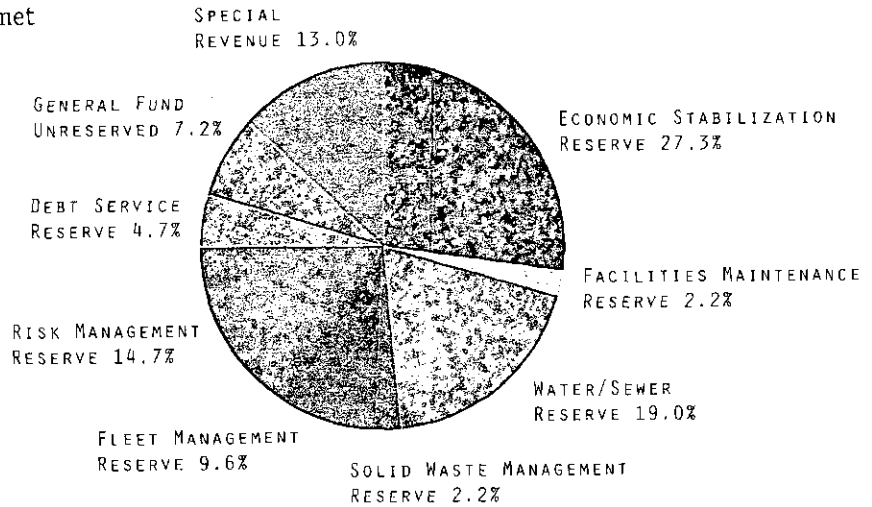
Debt service for Special Assessment bonds decreases \$700,000 (-18%). The decrease is due to the delay of scheduled improvements.

**FUND BALANCES/RESERVES**

Fund balance represents Scottsdale's net difference of financial resources and uses. The unreserved fund balance represents the net financial resources that are expendable or available for appropriation (budgeting). 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 an enterprise's net equity (assets less liabilities) and should only be used for nonrecurring (non-operational) expenditures since once they are spent they are only replenished by future year resources in excess of expenditures. Scottsdale's budget process plans for reservations of fund balance in compliance with financial policy and as part of the initial resource allocation/limit setting process. This process allows the City to "set aside savings" before it gets allocated and spent as budgeted expenditures.

Much of Scottsdale's fund balances are reserved in order to protect the City from financial adversity and preserve its fiscal integrity. Specific reservations include: an Economic Stabilization Reserve to offset revenue sources most vulnerable to changes in the economy; a Self Insurance Reserve to indemnify the City against property and liability risk; a Solid Waste Management Reserve to meet unpredictable costs associated with solid waste disposal; a Facility Maintenance Reserve restricted for repair or replacement of public

**2001/02 Fund Balance/Reserve  
Percent of Total**



**Fund Balance/Reserve Comparison  
In Millions of Dollars**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
<b>Ending Fund Balance:</b>				
Economic Stabilization Reserve	\$20.5	\$22.7	\$24.1	\$24.5
Facilities Maintenance Reserve	1.5	1.5	2.0	2.0
General Fund Unreserved	1.0	8.3	7.1	6.5
Water/Sewer Reserves	14.7	22.1	22.2	17.1
Solid Waste Mgt. Reserve	0.6	1.3	1.4	2.0
Fleet Management Reserve	5.0	7.7	4.5	8.6
Risk Management Reserve	9.5	10.2	11.7	13.2
Debt Service Reserve	11.2	5.6	4.0	4.2
Special Revenue	6.9	11.4	2.3	11.7
<b>Total Ending Fund Balance</b>	<b>\$70.9</b>	<b>\$90.8</b>	<b>\$79.3</b>	<b>\$89.8</b>

building infrastructure equipment (HVAC, roofing, etc.); a Water/Sewer reserve for replacement of related infrastructure and as a fiscal cushion for periods of adverse weather which result in higher operating costs; a Fleet Management Reserve to fund vehicle replacement costs in the future; and, a Debt Service Reserve restricted for payment of debt principal and interest. Unrestricted fund balance represents that portion of fund balance which is not restricted for specific purposes and is available for appropriation (budget).

The preceding pie chart identifies reserves and unreserved portions of the total estimated 2001/02 fiscal year-end fund balance and the table compares four years' ending balances .

SCOTTSDALE RESERVE POLICIES ARE DETAILED IN THE COMPREHENSIVE FINANCIAL POLICY THAT APPEAR LATER IN THIS DOCUMENT.

**Economic Stabilization Reserve** was established to protect the City's financial condition as an offset to revenues vulnerable to downturns in the economy. The City's reserve goal is 10 percent of general governmental (non-enterprise) operating

expenditures. Reserve funds in excess of 10 percent, not to exceed \$5 million, may be used for economic investment in the community when justified by the financial return to the City. The 2001/02 budget maintains the 10% funding goal. The reserve increases from \$24.2 million to \$24.5 million as a result of continued, yet modest, growth in Scottsdale's economy. Revenue sources which help build the Economic Stabilization Reserve during these "good times" may be subject to downturns during recessionary times. It is during recessionary times that the Stabilization Reserve funds may be used to supplement these "elastic" revenue sources in order to maintain service levels. Only \$3 million of the \$24.5 million reserve is appropriated as part of the 2001/02 budget.

**Facility Maintenance Reserve** was established in 1993/94 to further protect the City from unexpected economic challenges related to city infrastructure and equipment repair and replacement (HVAC, roofing, etc.). The reserve is \$2 million and the full amount is appropriated.

**Unreserved General Fund Balance** is estimated to be \$6.5 million at the conclusion of the 2001/02 budget year. The net fund balance is reduced

slightly over subsequent years as considerable amounts are transferred to the capital program as pay-as-you-go funding for capital improvements. This use of fund surplus is possible, even during slow economic times, as estimated general fund revenues continue to exceed fund expenditures. The primary drivers of this positive economic relationship is a healthy and diverse sales tax base, continued commercial and high-end housing development and expected increases in state-shared revenues as a result of the 2000 census. Unreserved fund balance is not appropriated.

**Water/Sewer Reserves** include a Replacement/Extension Reserve, which is required by revenue bond indenture to ensure that funds are set aside to preserve the assets, which in turn are the collateral for Water Revenue Bonds. The reserve is required to be at least 2 percent of the revenues received during the year or until the reserve equals 2 percent of the value of total tangible assets. The reserve may be used from time to time for replacement or extension of the assets and may be liquidated when the bonds are paid off. In addition another \$3 million dollars has been reserved to promote more appropriate budgeting yet provide a resource in times of adverse weather swings which can impact this utility. The net reduction in Water Resources Program Budget is one result of establishing this weather reserve and fulfillment of our objective of budgeting for average expected weather conditions versus budgeting for adverse weather. Only the weather reserve of \$3 million is appropriated as part of the 2001/02 budget.

**Solid Waste Management Reserve** was established in 1993/94 to help meet the unpredictable costs of solid waste management. A portion of the reserve was used in 1998/99 to purchase additional State land adjoining the City's Waste Transfer Station and provide for future expansion. A \$500 thousand solid waste reserve is appropriated as part of the 2001/02 budget.

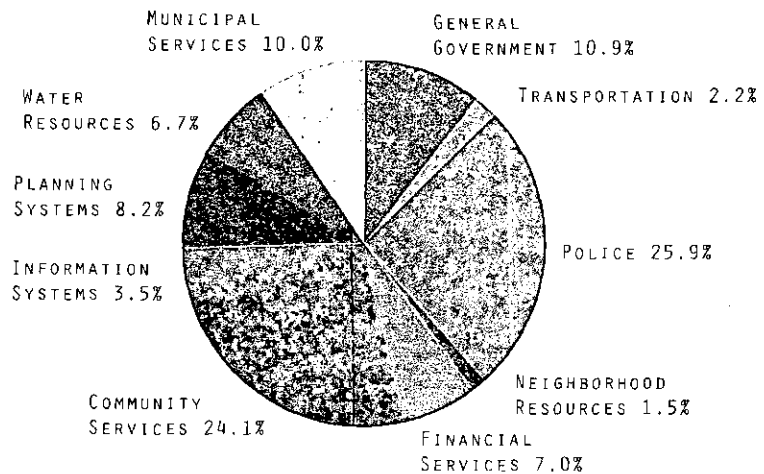
**Fleet Management Reserve** is attributable to the timing of fleet replacements. Fleet rates per vehicle class and replacement costs spread over the useful life of the vehicles are charged as internal operating costs to all departments. The Fleet Fund balance increases and decreases, as funds are required for actual replacement of fleet vehicles. The fleet management reserve balance is approximately \$8.6 million, but is part of internal service functions, and as such is not appropriated as part of the 2001/02 budget.

**Special Revenue Reserve** accounts for legally restricted revenue sources that must be used for specific purposes or held for use in a future year. The amount appropriated is directly related to the balance for these special revenues, which require rebudget each fiscal year to meet the legal use restrictions.

**Risk Management Reserve** is actuarially determined based upon liability and worker's comp claims history and funding is provided by internal operating (liability cost) assessments to all departments. The costs of involuntary tort judgments are added to the primary tax levy, as allowed by statute. The tort judgment tax levy, together with liability rates charged as internal operating costs to all departments, contribute towards building this reserve to its actuarially determined level. The risk management reserve is approximately \$13 million and, as part of internal service functions, only \$4 million is appropriated by Scottsdale in the 2001/02 budget. This appropriation is to provide expenditure authority for emergencies and excess liability settlements occurring during the fiscal year.

**Debt Service Reserve** is restricted for use to pay debt principal and interest. The balance is \$4.2 million which is set aside to help pay for existing short term debt service requirements. The debt service reserve is part of internal service functions, and as such is not appropriated as part of the 2001/02 budget.

**2001/02 Staffing by Department  
Percent of Total**



**STAFFING**

**Departmental Staffing** - A significant part of the City's Program Budget, 35.4 percent, is funding for employees who in turn provide services to our citizenry. The accompanying tables identify full-time equivalent (FTE) positions by department and by Council Broad Goal.

The 2001/02 budget increases full-time equivalent positions by 118 positions as follows:

Criminal Justice System (51 FTE): includes Violent Crimes staffing, DNA Specialist, staffing for a 4<sup>th</sup> courtroom at the City Court Building, Communications Dispatchers, School Resource Officers, In-house litigation staff, Prosecutors, increased Victim's Assistance program staffing, and Detention Officers.

**Staffing Comparison by Department**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
General Government	174.8	194.5	204.0	228.3
Police	452.1	457.1	506.1	540.1
Financial Services	127.0	136.5	141.0	145.0
Transportation	37.3	41.8	42.8	46.8
Community Services	450.6	465.1	485.1	502.6
Information Systems	53.8	63.8	65.8	73.8
Planning Systems	147.8	178.0	196.0	172.0
Neighborhood Resources				31.0
Water Resources	129.8	135.8	136.8	139.8
Municipal Services	179.3	189.8	192.8	209.0
<b>Total FTE's</b>	<b>1,752.6</b>	<b>1,862.6</b>	<b>1,970.6</b>	<b>2,088.6</b>

Operating Impacts of New Facilities (14 FTE): In addition to the operating impact of completion of the 4<sup>th</sup> courtroom listed above, increased staffing supports the expansion of Via Linda Senior Center, the new La Mirada Park, new buildings at Paiute Community Center, Scottsdale Ranch Park Desert Garden, and maintenance of increased inventory of medians and rights-of-way due to roadway construction.

Maintain Current Service Levels (38 FTE): Staffing increases include Maintenance Workers - including Alleyway Maintenance Program, Plan Reviewers, Field Workers, Audio-Visual support, Systems Integrator, Customer Service Representative, and Library staff to expand service hours at Arabian Library consistent with those at Palomino Library, the City's other joint school/public library.

Implementation of 2000 Bond Program (8 FTE): These positions are temporary positions in direct support of the implementation of the bond program approved by the voters in September 2000. Included are Project Managers, construction coordinators, Planning Positions, Right of Way Agent, and Public information Officer reporting to Communications and Public Affairs, but supporting communications between the Capital Projects Management Division and the neighborhoods that will be impacted by construction projects. The entire cost of these positions will be charged directly to the individual project budgets within the Capital Improvement Program.

Citizen & Neighborhood Resources Department (7 FTE): This new department focuses on service delivery to the community and neighborhoods. In addition, 24 positions have been transferred to this department from other parts of the organization for a total staffing of 31 FTE. This department is funded entirely from the reallocation of existing resources within the organization.

**Staffing Comparison by Goal**

	Adopted 2000/01	Adopted 2001/02
Enhance & Protect the Community/Neighborhoods	853.9	916.5
Preserve Character & Environment	362.4	375.1
Movement of People and Goods	62.0	68.0
Long-Term Economic Prosperity	25.8	17.8
Balance Infrastructure & Resources	287.8	298.0
Accessible & Responsive Government	183.7	212.2
Ensure Fiscal Responsibility	195.0	201.0
<b>Total FTE's</b>	<b>1,970.6</b>	<b>2,088.6</b>

DETAILS ON STAFFING CHANGES ARE PROVIDED WITHIN THE DEPARTMENTAL COMPARATIVE SECTIONS OF THIS DOCUMENT.

THE AUTHORIZED POSITION SUMMARY IN THE STAFFING SECTION OF THIS BOOK INCLUDES A COMPLETE LISTING OF ALL AUTHORIZED POSITIONS BY CLASSIFICATION, DIVISION, AND DEPARTMENT.

**FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

The *capital budget* authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the operating budget.

The *operating budget* authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Operating budget appropriations lapse at the end of the fiscal year.

Projects included in the five-year Capital Improvement Plan have been reviewed through an extensive prioritization process. Scottsdale uses a cross-departmental CIP Coordination team to review and prioritize all projects based on twelve criteria:

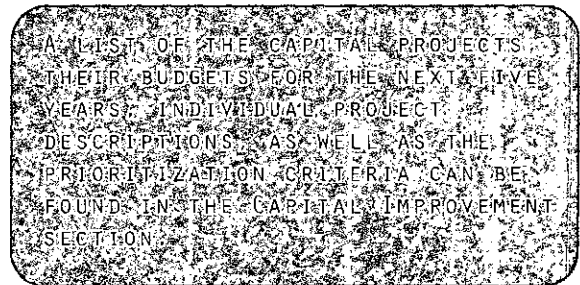
- Capital Costs
- Annual Costs
- Health and Safety Effects
- Community and Citizen Benefits
- Environmental, Aesthetic, and Social Effects
- Distributional Effects
- Public Perception of Need
- Feasibility of Implementation
- Implication of Deferring the Project
- Uncertainty of Information Supplied
- Effect on Interjurisdictional Relationships
- City Council Broad Goals

In addition, the City's Technology Board, with the assistance of consultants from the Information Services department, reviewed any technology-oriented projects. Since some of the issues surrounding technology projects are different than those of traditional construction projects, the Technology Board review and recommend changes, where necessary, which give added value to the entire CIP review process.

After all proposed projects are prioritized using the twelve criteria, the list of projects are reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority

order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other geographically, or otherwise, such that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by a City Management Team and the recommended five-year CIP Plan is reviewed by the City Manager, City Council and Citizen Budget Review Committee during budget work/study sessions and public hearings prior to budget adoption.



**CAPITAL IMPROVEMENT PLAN - FUNDING SOURCES**

The Capital Improvement Plan uses funding from the 2000 voter-approved bonds, as well as any remaining funds from the 1989 and 1992 voter-approved bonds. These General Obligation bonds, together with Municipal Property Corporation bonds, provide the bond-funded portion of the plan, which is approximately 42% of the CIP. Approximately 58% of Scottsdale's CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers.

Funding sources for the Capital Improvement Plan are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be collected during the period. As a result of presenting revenue on the cash basis, funding sources do not equal budgeted expenditures in each period, sometimes creating a fund balance as cash accumulates for larger expenditures in subsequent years.



# OVERVIEW CAPITAL IMPROVEMENT PLAN *funding sources*

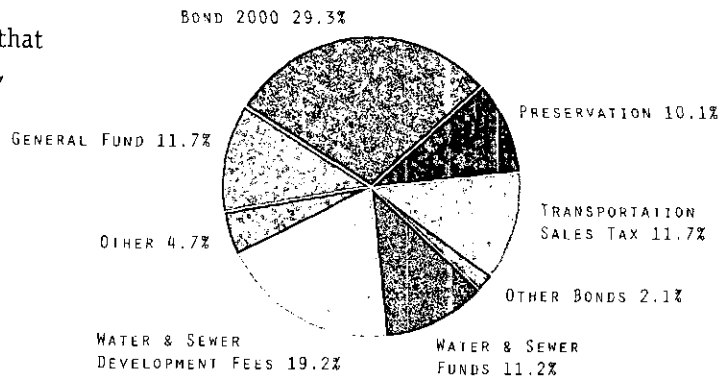
All potential capital funding resources are evaluated to ensure equity of funding for the Capital Improvement Plan. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the Capital Improvement Plan.

**General Obligation (G.O.) Bonds** are bonds that 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.

**Special Assessment Bonds** are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the property owners fund the debt service payments through a special assessment on their improved property.

**Municipal Property Corporation (MPC) Bonds** are issued by the Municipal Property Corporation, a nonprofit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation that does not require voter approval; the repayment of MPC debt is financed by pledged excise taxes.

## 2001/06 Capital Improvement Plan Funding Sources Percent of Total



### Capital Improvement Plan - Funding Sources In Millions of Dollars

	2001/02	2002/03	2003/04	2004/05	2005/06
<b>Bonds/Contracts</b>					
General Obligation (G.O.)	40.0	64.7	54.5	34.5	47.6
Municipal Properties Corporation			1.7	5.5	
Preserve G.O.	50.0	55.0			
<b>Pay-As-You-Go</b>					
Water/Sewer Development Fees	5.0	5.0	5.0	5.0	5.0
Flood Control Contributions	4	2.2	3.2		
Other Contributions	1.3	6.6	1.0	1.0	1.0
Tourism - Bed Tax	2.0	2.0	2.0	2.0	2.0
Other	1.0	1.0	1.1	1.1	1.1
Contingent Revenues	2.5	1.0	1.0	1.0	1.0
Prior Year Rebudget	345.8	375.0	375.0	375.0	375.0
<b>Transfers In</b>					
General Fund	23.5	25.5	23.1	19.1	19.1
Water/Sewer Funds	38.9	35.8	41.3	47.0	48.5
Transportation Privilege Tax	17.6	18.8	20.1	21.3	22.5
Other	7.4	10.2	8.7	5.2	7.8
<b>Sub-Total</b>	<b>\$535.4</b>	<b>\$602.8</b>	<b>\$537.7</b>	<b>\$517.6</b>	<b>\$530.6</b>
<b>To (From) CIP Fund Balance</b>					
	15.8	21.0	(60.0)	(12.5)	11.1
<b>Total Funding Sources</b>	<b>\$519.6</b>	<b>\$581.8</b>	<b>\$597.7</b>	<b>\$530.1</b>	<b>\$519.5</b>

**Preserve General Obligation Bonds** represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by a dedicated .2% sales tax authorized by the voters in 1995.

**Water/Sewer Development Fees** are the revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

**Contributions** represent amounts paid by other organizations to pay for capital projects. For example, some contributions come from developers to pay for capital projects in development areas.

**Tourism - Bed Tax** represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

**General Fund** transfers represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

**Water/Sewer Funds** are utility bill revenues received from the sale of domestic water and fees for the disposal of sanitary sewer waste from customers within the City. Water and Sewer operating revenues in excess of expenditures are transferred to CIP to fund water and sewer projects.

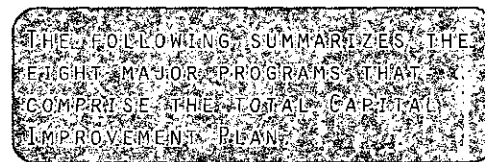
**Preservation Privilege Tax** represents revenues received from the 1989 voter approved .2% sales tax on local retail and other sales. These revenues are restricted for the purchase of land within the McDowell Sonoran Preserve.

**Transportation Privilege Tax** represents revenues received from the 1995 voter approved .2% sales tax on local retail and other sales. These are restricted for transportation related capital projects.

**Prior year Carryovers** are committed funds from prior year purchase orders that are rebudgeted until they are expended and/or the projects are completed.

Districts, Public Safety, Service Facilities, Transportation, and Water Resources.

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental budgeting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered. However, actual cash expenditures under the contract may take place over more than one period. In addition to the capital program expenditures, approximately \$25.0 million over the five-year period will be transferred to the program budget to repay bonded or contractual debt.



**Community Facilities** programs address the City Council Broad Goal of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained by providing neighborhood recreation facilities and parks. These recreational needs are met by providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities, and senior centers. Approximately 16% of the CIP plan has been identified to address this program. Highlights of this program includes: Arabian Library 25,600 square-foot addition; Civic Center Senior Center; McDowell Mountain Ranch Park & Aquatic Center; North Area Park Land Acquisition; Sonoran Hills Park; Expand renovate several existing parks and facilities.

**Preservation** addresses the City Council Broad Goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Approximately 10% of the CIP plan has been identified to address this program.

**CAPITAL IMPROVEMENT - USE OF FUNDS**

The Capital Improvement Plan is comprised of eight major programs: Community Facilities, Preservation, Neighborhood Drainage and Flood Control, Improvement

**Neighborhood Drainage and Flood Control** addresses the City Council Broad Goals of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained; and coordinating planning to balance infrastructure and resource needs within the budget. This program meets these goals by doing floodplain mapping, meeting regulatory requirements, and identifying hazards to reduce future flood damage potential. This program includes detention basins, culvert, and channel projects, and continuation of neighborhood drainage corrections. Approximately 7% of the CIP has been identified to address the drainage and flood control needs of the City. Highlights of this program include: 104th Street Storm Drain from Cactus Road to Cholla Drive; Automated Flood Warning System; Granite Reef Watershed; North Area Basin Master Plan.

**Improvement Districts** are a funding mechanism whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage that benefits their property. The City facilitates this process by coordinating the design and construction, as well as the sale of special assessment bonds to finance the improvements.

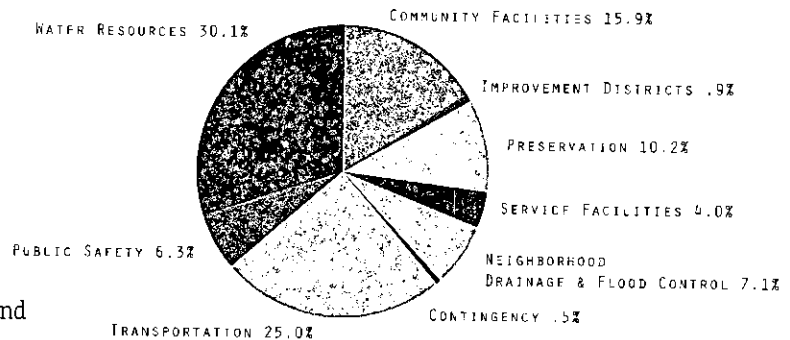
When cost effective, the City financially participates in a district to oversize infrastructure to meet master plan standards, thus avoiding higher future costs. Approximately .9% of the CIP plan has been identified to address these needs.

**Public Safety** programs address the City Council Broad Goal of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained. This goal is met by providing fire stations, training facilities, and automation systems related to police and fire functions. The Police

Department recognizes the changing needs of our community and addresses those needs by maximizing community outreach and looking at creative alternatives in its crime prevention efforts. The Fire Protection component provides cost effective and high quality services throughout the community. Fire Protection also includes such programs as public education and emergency medical service, as well as fire prevention. Approximately 6% of the CIP plan has been identified to address the public safety needs of the City. Highlights of this program include: Family Advocacy Center; Fire Station - Ashler Hills & Pima Road; Scottsdale Airport Fire Station & Rescue Vehicle; McDowell Mountain Ranch Fire Station; Police Radio Replacement Program

**Service Facilities** programs address the City Council Broad Goal of coordinating planning to balance

**2001/06 Capital Improvement Plan  
Use of Funds  
Percent of Total**



Capital Improvement Plan - Use of Funds In Millions of Dollars					
Major Programs	2001/02	2002/03	2003/04	2004/05	2005/06
Community Facilities	\$44.2	\$33.0	\$31.3	\$19.4	\$28.7
Preservation		.2	1.7		
Neighborhood Drainage & Flood Control	3.6	15.7	20.0	16.2	17.7
Improvement Districts	.5	.5	.5		
Public Safety	5.2	14.9	39.9	7.1	2.2
Service Facilities	10.4	6.6	7.3	11.5	4.0
Transportation	35.4	61.1	57.5	47.1	58.7
Water Resources	67.4	69.9	58.2	47.8	27.4
Contingency	2.1	1.0	1.0	1.0	1.0
<b>Prior Year Rebudget</b>	<b>345.8</b>	<b>375.0</b>	<b>375.0</b>	<b>375.0</b>	<b>375.0</b>
<b>Total Expenditures</b>	<b>514.6</b>	<b>577.9</b>	<b>592.4</b>	<b>525.1</b>	<b>514.7</b>
<b>Transfers</b>					
Out to Debt Service	5.0	5.0	5.0	5.0	5.0
<b>Total Use of Funds</b>	<b>\$519.6</b>	<b>\$582.9</b>	<b>\$597.4</b>	<b>\$530.1</b>	<b>\$519.7</b>

**operating impacts OVERVIEW CAPITAL IMPROVEMENT PLAN**

infrastructure and resource needs within budget. These programs meet this goal through the renovation of current facilities and technology needs necessary for the efficient and effective operations of the City. Approximately 9% of the CIP plan has been identified to address this program. Highlights of this program include: Computer, Server, and Network Replacement Program; New Utility Billing System; Facility Repair and Maintenance Program.

**Transportation** programs address the City Council Broad Goal of providing for the safe, efficient and affordable movement of people and goods. This program meets this goal by attempting to offer real transportation choices in a way that meets the needs of the community. In 1989 voters authorized a .2% privilege tax to fund transportation improvements. This program looks at the best use of this funding and addresses the multi-modal concept.

Approximately 25% of the CIP plan has been identified to address the transportation needs of the City. Highlights of this program include: Traffic Management Program - Intelligent Transportation System; Cactus Road from the Freeway to Frank Lloyd Wright Blvd; Hayden Road Improvements; Scottsdale Road Improvements; Bus Benches, Shelters, and Bus Bays.

**Water Resources** addresses the City Council Broad Goal of coordinating planning to balance infrastructure and resource needs within the budget. This program meets this goal by delivering safe, reliable water and wastewater services. The program reflects the City's

commitment to federal and state regulations. In addition to capital program expenditures, approximately \$25.0 million of water development fee revenues over the five-year period will be transferred to the program budget to repay bonded debt.

Approximately 30% of the CIP plan has been identified to address the water and wastewater needs of the City. Highlights of this programs include: 91st Avenue Wastewater Treatment Plant Expansion; Advanced Water Treatment; Arsenic Mitigation Treatment; Pima Road from Jomax to Ashler Hills Waterline; Scottsdale Water Service Company Acquisition; Water Reclamation Plant - Phase III; Zone 9 Reservoir Expansion; Zone 12 & 13 Water System Improvements.

THE TABLE PRESENTS THE FIVE YEAR COMPARISON OF THE CAPITAL PROJECTS ESTIMATED IMPACTS. THESE OPERATING COSTS ARE DUE TO THE COMPLETION AND EXPECTED COMPLETION OF CAPITAL PROJECTS.

**Estimated Operating Impacts  
Attributable to Capital Projects  
In Millions of Dollars**

Program	2001/02	2002/03	2003/04	2004/05	2005/06
Community Facilities	\$-	\$ .1	\$ .4	\$ 1.9	\$ 2.0
Neighborhood Drainage and Flood Control	.3	.3	.3		
Public Safety			1.6	3.3	3.3
Service Facilities	.5	.6	.6	.6	.5
Transportation	.9	1.3	6.8	3.7	4.5
Water and Wastewater	1.2	1.3	2.3	1.8	2.3
<b>Total Estimated Operating Impacts</b>	<b>\$3.0</b>	<b>\$3.7</b>	<b>\$12.1</b>	<b>\$11.2</b>	<b>\$12.6</b>

**CAPITAL PROJECTS OPERATING COSTS**

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project review. As capital improvement projects are completed, the net operating costs of these projects have been identified and included in the departmental program budgets. Departmental staff plan and budget for significant start-up costs, as well as operation maintenance of new facilities. Estimated operating impacts for each project are identified in the Capital Improvement section. Additional detail regarding the City's integrated budget process can be found in the Policies and Procedures section.

**GRANTS & TRUSTS**

**Grants and Trusts** are budgeted at \$29.0 million for 2001/02 which includes a \$2.6 million contingency budget for future grants that may be applied for in 2001/02. Grants budgets are based on best estimates by departmental grant liaisons regarding potential grant awards in the upcoming budget together with re-budget for previous year grant awards which have not been fully expended at fiscal year-end 2000/01. The 2001/02 grant budget includes approximately \$8.3 million for expected Airport grants; \$2.8 million for Transit grants; \$5.4 million for Community Development Block Grant and Section 8 Housing Assistance; \$1.2 million in Police grants; other miscellaneous grants in the approximate amount of \$1.5 million. Another \$1.5 million is budgeted for two trusts.

residential customer (assumes a 3/4" water meter and monthly consumption of approximately 13,500 gallons of water). Per the example the total monthly utility bill will change by approximately \$0.85 which equals a 1.3 percent aggregate increase.

	Water	Sewer	Solid Waste	Total
Current Cost	\$36.60	\$15.97	\$14.36	\$66.93
Rate Increase	.37	.48	-	.85
Projected Cost	\$36.97	\$16.45	\$14.36	\$67.78

**CITIZEN IMPACTS**

**Utility User Fees** are monthly charges to customers based upon usage of the utility. Rate adjustments are based upon five-year financial plans developed for each utility to meet the objectives of:

- equity — charges are borne by the beneficiaries of a project or service;
- level distribution of necessary cost increases — to avoid large rate increases in any one year;
- increasing debt as little as possible — to ensure that the City can meet bond coverage requirements and remain financially healthy;
- rate design — which encourages conservation and efficient use of City resources.

The 2001/02 Budget includes moderate Utility User Fee increases to help offset increased operating costs, regulatory compliance issues and necessary infrastructure costs. The following utility bill table illustrates the monthly dollar impact for an average

Water - Charges are for usage based on a fixed charge for the size of meter and a variable charge for the amount of water used. As illustrated in the previous example, the average customer's bill will increase an estimated \$.37 per month in 2001/02. A water rate increase of 1.5 percent is estimated for each year 2002/03 through 2005/06. These rate increases will provide revenue to address:

- Increased operating costs for treatment plants, electricity and purchased water;
- Regulatory compliance costs for water quality/groundwater recharge;
- Pay-as-you-go CIP infrastructure projects; and
- Debt service costs for water projects approved by voters.

Sewer - Charges are for disposal of sanitary sewer waste based on water consumption and type of residence or business. As illustrated in the previous example, the average customer's bill will increase by an estimated \$.48 per month in 2001/02. A sewer rate increase of 3.0 percent is estimated for each year 2001/02 through 2005/06. These rate adjustments will provide revenue to address:

- Increased operating costs for treatment plants and sewer line maintenance;
- Regulatory compliance costs for wastewater treatment;
- Pay-as-you-go CIP infrastructure projects; and
- Debt service for wastewater projects approved by voters.

A LISTING OF GRANT, TRUST AND OTHER FISCAL ACTIVITY IS INCLUDED IN THE FINANCIAL SUMMARY SECTION.

Solid Waste - Charges are for the pickup of solid waste and consist of a fixed monthly charge for each residential customer and a charge based on the size of the container and number of pickups for each commercial customer. As illustrated in the previous example, the residential customer bill will not increase in 2001/02. A solid waste rate increase of 1.5% (or less) is estimated for each subsequent year 2002/03 through 2005/06. These rate adjustments will provide revenue to address:

- ⊗ Increased costs to operate machinery and provide labor to transfer solid waste to an EPA approved landfill; and,
- ⊗ Increased landfill "tipping fees" for disposal of solid waste.

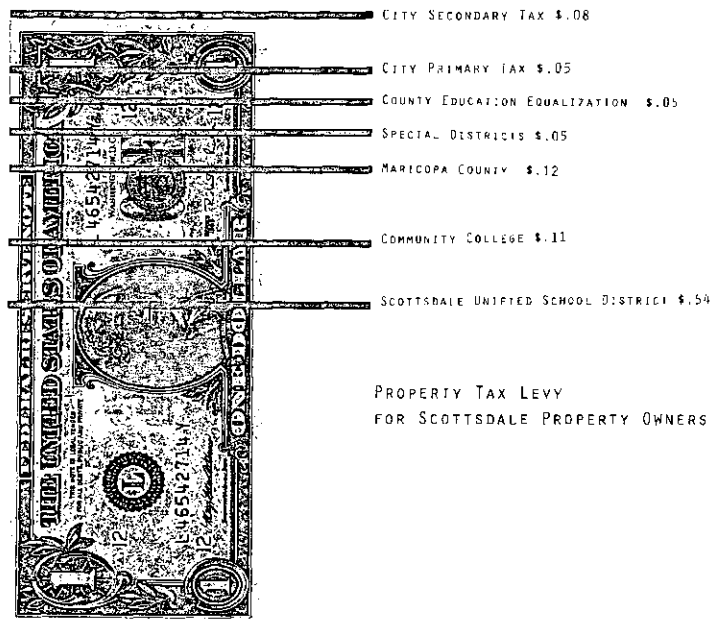
**Property Taxes** are levied on the assessed value of all property within the City to help pay for general governmental operation costs and bond debt service. City property taxes are comprised of two parts:

**Primary Property Tax** - is used to pay for general city services and comprise approximately 5% of Scottsdale's Program Budget. Primary property taxes are limited to a 2 percent increase per year, plus an allowance for annexations and new construction, and the cost of involuntary tort judgments, as allowed by state statute.

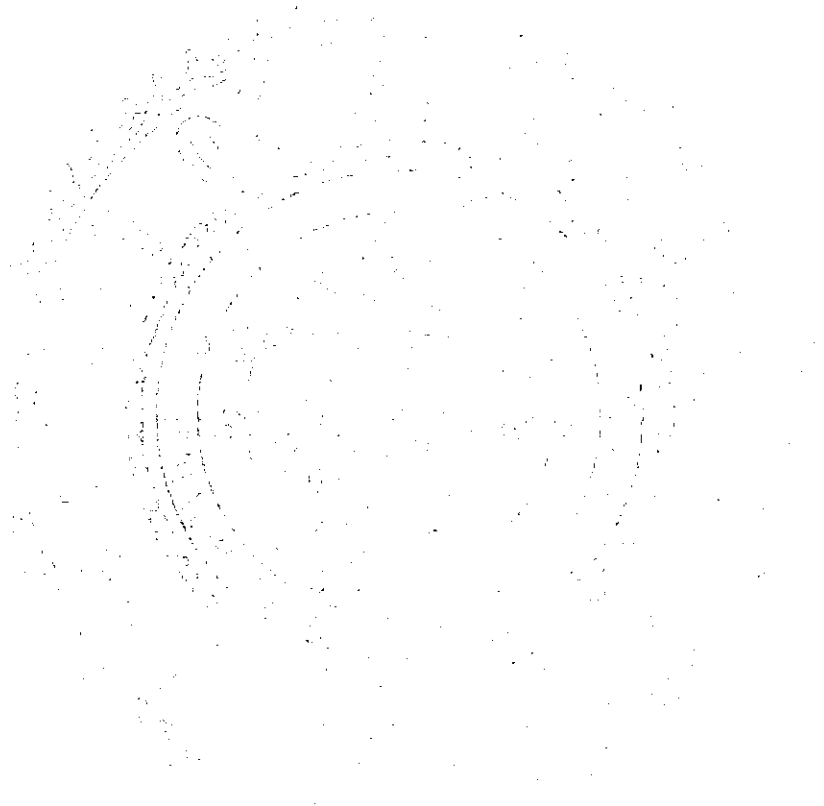
**Secondary Property Tax** - is unlimited in growth but is restricted for use by the City to pay debt service on voter approved general obligation bonds for such things as parks, libraries, and police/fire stations. Due to issuance of approximately \$358 million in new General Obligation bonded debt authorized by the voters in September 2000, the secondary tax rate is expected to increase from the 2001/02 secondary tax rate of \$0.67 per \$100 of assessed valuation to a high of \$0.89 in 2007/08.

**Combined Property Tax** - The combined primary and secondary rate is \$1.15 per \$100 of assessed valuation, or a \$115 tax bill on a \$100,000 home. The rate will begin to increase as new bonds are sold, to approximately \$1.28/\$100 AV in 2003/04. Based on current projections for assessed valuation growth, the maximum tax rate will be \$1.31/\$100 AV in FY 2007/08.

In 2000, about 13 cents of every property tax dollar went to the City of Scottsdale - 5 cents for general city services such as police protection, fire services, parks and recreation programs, and general governmental services; while 8 cents was used to pay the debt service on voter approved bonds issued for construction of public improvements.



	Actual 1998/99	Actual 1999/00	Actual 2000/01	Actual 2001/02	Forecast 2002/03	Forecast 2003/04
Assessed Value Growth	14.6%	17.5%	16.5%	13.9%	5.0%	10.0%
Primary Tax Rate	.55	.55	.53	.48	.46	.45
Secondary Tax Rate	.93	.83	.65	.67	.76	.83
Combined Tax Property Tax Rate	\$1.48	\$1.38	\$1.18	\$1.15	\$1.22	\$1.28



# POLICIES AND PROCEDURES

THIS SECTION INCLUDES RECOMMENDED BUDGET PRACTICES, A DISCUSSION ABOUT THE CITY'S BUDGET PROCESS AS WELL AS AN OUTLINE OF KEY BUDGETING PROCEDURES. THIS SECTION ALSO CONTAINS SCOTTSDALE'S FINANCIAL POLICIES WHICH ARE THE FOUNDATION OF SCOTTSDALE'S STRATEGIC BUDGET PLANNING.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA



RECOMMENDED BUDGET PRACTICES

The City of Scottsdale budget process incorporates the recommended practices promulgated by the National Advisory Council on State and Local Budgeting (NACSLB). Concurrently, City staff apply diligent effort into improving the process, decisions and outcomes with each new budget year.

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 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 Council was founded by eight organizations representing elected officials, government administrators, and finance professionals at both the state and local government level. Council membership also includes representatives of the public finance industry, public employees' unions, and academia.

The Council'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 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 Advisory Council'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 organizational goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders, and
- Provide incentives to government management and employees

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.

Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. Apathy is a serious illness of government. It is in the best interests of government to have involved stakeholders.

The term stakeholders refers to anyone affected by or who has a stake in government. This term includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives (whether unions or other agents), businesses, other governments, and the media.

It is vital that the budget processes include all stakeholders. The budget process should accomplish the following:

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

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement is an essential component 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 described above. These principles encompass many functions that cut across a governmental organization. They reflect the fact that development of a 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 Advisory Council'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 Scottsdale employee plays a role in budgeting — whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, each general manager, through the City Manager, is accountable to the City Council for the performance of departmental personnel in meeting broad organizational goals and specific workplan objectives within allocated resource limits.

Actual budget responsibility can be identified more specifically:

- ④ The program **Center Manager** is responsible for preparing an estimate of remaining cost requirements 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.
- ④ The **Budget Liaisons** serve as the vital communication link between the departments and the budget staff. Liaisons are responsible for coordinating information, checking to see if forms are completed properly, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process. A list of budget liaisons and their area of responsibility appears in the appendix, page 343.
- ④ The **Capital Improvement Plan Coordination Team** is comprised of staff from various City departments. The team is responsible for reviewing all capital projects for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the General Managers, City Manager, City Council and various boards and commissions staffed by citizens. A list of Coordination Team members appears in the appendix, page 343.
- ④ The **Division Directors, General Manager, and Charter Officers** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their departmental data into a cohesive budget information package. General Managers critically evaluate all requests, prioritize, and submit a balanced budget plan including only those requests which support Council broad goals, City Manager workplan, administrative direction, and departmental mission.
- ④ The **Budget Manager** and staff within the Accounting and Budget division are responsible for preparing short-range and long-range revenue and expenditure forecasts, and calculating departmental budget limits. Budget staff develop the process for preparing the budget, coordinate the collating, analysis, and summarization of departmental requests and prepare budget review materials for the Executive Team, Mayor, and City Council. Assistance is provided to departmental general managers or staff with preparation requirements and with presentation formats.
- ④ The **Budget Director, City Treasurer, and Assistant City Managers'** key role is developing programmatic, operating, and capital policies and plans that help define how Scottsdale will achieve its long term goals. They are responsible for reviewing the departmental operating and CIP requests and working with department managers to develop program and service recommendations that are consistent with policies, broad goals, and management strategies.
- ④ The **City Manager** is responsible for reviewing the total financial program and submitting a Citywide proposed budget which supports the broad goals established by the Mayor and City Council.
- ④ The **Mayor and City Council** initially set the direction for the budget by establishing broad goals for the organization which serve as a basis for decision making. The Mayor and Council are ultimately responsible for the review of the City Manager's tentative budget and approval of the final budget.

**SCOTTSDALE'S BUDGET PROCESS**

The budget process is key to the development of Scottsdale's strategic plan - allowing departments the opportunity to reassess goals and objectives and the means for accomplishing them. Even though the budget may be reviewed by the Mayor and Council in April and adopted in June, its preparation begins at least eight months prior, with projection of City reserves, revenue and expenditure forecasts, and citizen, boards, commissions, and departmental needs assessment. It is with this groundwork that departmental expenditure requests are made and subsequently reviewed.

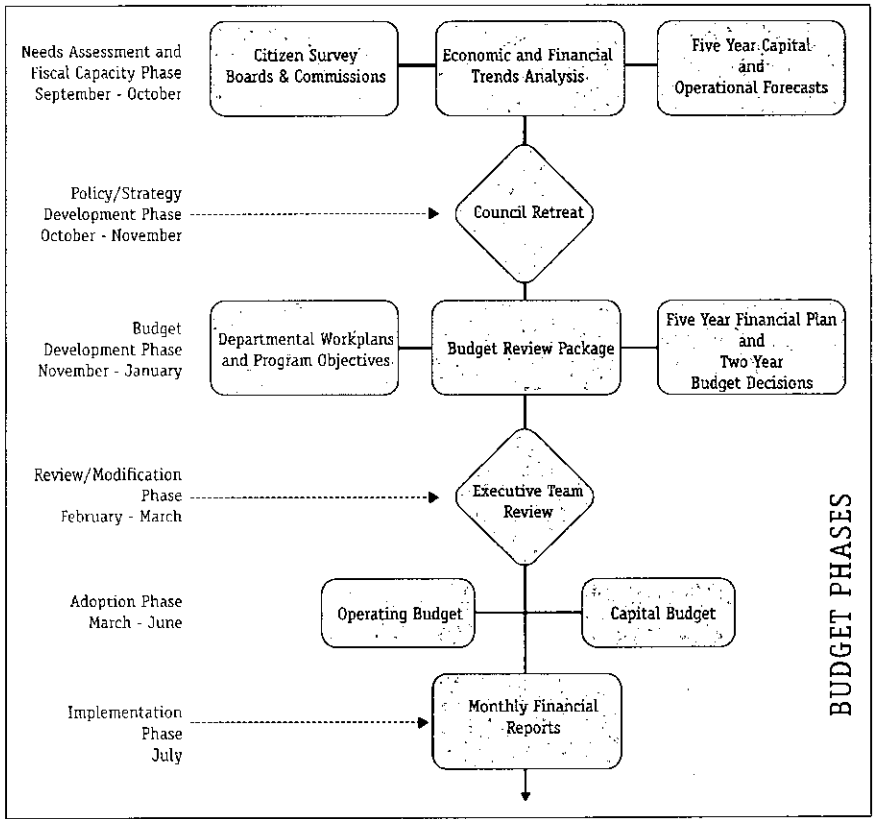
**Needs Assessment and Financial Capacity Phase -**

This is the foundation of assessing what our current financial conditions are and what needs exist as seen by our citizens, boards, and commissions.

Community feedback is an important component of Scottsdale's budget process in assessing citizen satisfaction with services and establishing priorities for the coming budget year(s). During this phase, citizens are randomly surveyed to assess their satisfaction with City services and various City boards and commissions are invited to share their future priorities. The Citizen Survey conducted last fall resulted in 96% of residents polled rating City services good or very good. A copy of the survey

questionnaire, detailed results and demographics of the survey are included in the Appendix.

Economic and Financial Trend Analysis is an integral part of Scottsdale's decision making process which includes both short and long range economic and financial forecasts. The City's current financial condition with existing programs is evaluated as well as future financial capacity, integrating long range plans, objectives and financial policy. Scottsdale's most recent Economic and Financial Trend Analysis Report may be viewed on the City's Internet site: [www.ci.scottsdale.az.us](http://www.ci.scottsdale.az.us). City infrastructure needs (capital improvement projects) are also evaluated and play an important role in forecasting related short and long term operating needs. During this phase, strategic fiscal forecasting assumptions are made, i.e., reserve funding, capital funding contributions, compensation adjustments, and cost/inflation adjustments. These preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental) and capital (infrastructure projects) budget limits are developed.



These preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental) and capital (infrastructure projects) budget limits are developed.

**Policy/Strategy Development Phase -**

The City Council uses a fall retreat to review the Citizen

Survey results, Financial Policies, Economic Trend Analysis, and the most current Financial Forecast. They discuss broad organizational goals, priorities, and constituents' suggestions and expectations for Scottsdale. From this, the 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. Executive staff updates City financial policies, plans, programs, and management strategies to define how the City will achieve the broad organizational goals and directives established by City Council. It is within this framework that the departments' balanced budget plans are formulated.

**Budget Development Phase** - Capital Budget development begins in conjunction with the financial forecasts in the fall. Initial project requests and changes are reviewed by a cross-departmental team for accurate costing, congruence with City objectives and prioritized by a set of deterministic criteria. Financing sources are then sought for the highest ranking projects. The operating impacts of current and proposed capital projects are taken into consideration by departments when developing their Program Budget plans. Council broad goals and strategic directives are also considered by departments as they develop program objectives and workplans for the budget period.

Operating budgets, which represent existing base service levels, are adjusted for price changes, i.e., inflation and compensation adjustments. Departmental staff are asked to evaluate programs and/or positions for possible trade-offs, reduction or elimination, service level changes or how resources are allocated. Supplemental budget decision packages are prepared by departments to address growth, service level changes, citizens and Council priorities. Decision packages are balanced to forecasted resource limits. When funding needs exceed funding limits, remedies may be one or more of the following: reduce base budget, identify new revenues, employ process management tools, and/or form partnerships with other departments. During the budget development phase, a Citizen Budget Committee is appointed by the Mayor and City Council to review departmental objectives and budgets from a citizen's perspective. The Committee usually begins by gaining an understanding of the basic service level and current operation of each department, then reviewing assumptions (objectives, performance measures, etc.) upon which the budget is being developed, but does not begin reviewing the actual expenditure budget until the Review Phase.

**Budget Review/Modification Phase** - Departments present their operating and capital five-year balanced plan and program objectives to an Administrative Review Team. Budget recommendations are reviewed to ensure that preliminary base budgets, capital project requests and supplemental decision packages meet Council goals, strategic directives, and operational service needs while maintaining the fiscal integrity of the City (not exceeding our forecasted resources/limits). General Managers, Assistant City Managers, the City Manager, and Budget staff collaborate on recommendation of a balanced five-year financial plan and budget proposal to be submitted to the City Council for adoption. A Citizen Budget Committee also reviews expenditure budgets for efficiencies and alignment with community needs and expectations.

**Adoption Phase** - A proposed financial plan is presented to the City Council and a Citizens' Summary of the Budget is communicated to the general public in the form of a newspaper insert, handout, video, or combination of these formats. The Citizen Budget Committee prepares a written report of their findings/recommendations and submits it to the City Council before the Tentative Budget Adoption. Public hearings are held and the Council adopts the budget and tax levy consistent with the City Charter and State law.

**Implementation Phase** - Departments are accountable for budgetary control throughout the fiscal year. Expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. A fiscal strategy team meets every month to review current demographic, economic and financial trends, which may impact the City, and to plan strategy to ensure the City's fiscal integrity. City management and Council are also provided monthly financial reports disclosing actual revenue, expenditure, and fund balance performance, as compared to the budget plan.

**REVIEW AND ADOPTION OF THE BUDGET**

The City Council considers the proposed budget and holds review sessions and public hearings in April and May. The sessions provide an opportunity for City management, departments, and the general public to offer information and recommendations to the City Council.

Legally, the budget must be adopted by the first Council meeting in June. State law requires the annual Program Budget to be all-inclusive - if it is not budgeted, it cannot be legally expended. Therefore, the budget must include sufficient provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted. The adopted budget line items are the department expenditure totals. The ordinance adopting the annual Program Budget currently requires City Council authorization for expenditures from contingency and City Manager authorization for budget transfers within line items.

**IMPLEMENTATION AND MONITORING OF THE BUDGET**

Upon adoption of the budget, staff prepares the Program Budget and the five-year Capital Improvement Plan, incorporating all changes from the tentative budget proposal. The Program Budget and Capital Improvement Plan are published in mid to late July.

Scottsdale programs and activities are periodically reviewed to determine if they are achieving broad goals, accomplishing objectives and making efficient use of resources. City values of "Commit to Quality" and "Risk, Create, Innovate" along with City Manager directed studies of several service and program areas during the next budget year help communicate this expectation. Budget, Organizational Effectiveness, and Internal Audit staff all provide assistance to departments in their review of programs.

Every City service or division have conducted self-assessments to develop cost and quality measures of efficiency and effectiveness. This budget publication contains many of the external performance measures in the departmental section. Internal performance measurements have also been developed and reviewed on a periodic basis by program managers. Scottsdale's culture, along with the City value of "listen, communicate, listen" stresses open communication and stakeholder involvement

determining satisfaction with programs and services and in identifying areas needing added attention. An example of stakeholder assessment is Scottsdale's annual citizen survey used in measuring citizen satisfaction and establishing priorities for addressing community needs in coming budget years (included in the Appendix.)

Monitoring of the City's financial performance is required of all departmental managers on a monthly basis. Variance from budget explanations and projected impact upon year-end fund balance reporting is forwarded to the budget office. Citywide budget-to-actual expenditures, budget-to-projected revenues, cash flows, impacts to fund balance, capital project updates, grant and special revenue activity are all reviewed and reported monthly by budget staff to City management and City Council. Performance measurement updates are also required of departments on a quarterly basis. All periodic financial reports and performance measurement updates are included as part of the City's intranet communication network for the benefit of all employees and management.

**AMENDMENT TO THE BUDGET**

The City of Scottsdale Program Budget is adopted at department level and the Capital Improvement Plan is adopted at a project level. Any transfers between departments or projects and out of contingency require City Council approval. In addition, budget changes for capital projects funded by bonds require review by the Citizens' Bond Review Commission. All requests for adjustment require justification and note explaining the fiscal impact, which is reviewed by the Budget Office, prior to approval.

**USE OF CONTINGENCY RESERVES**

Contingency reserve fund use is defined by City financial policy: When additional funds are necessary to offset unexpected revenue shortfalls or expenditure increases so that budgeted citizen service measures can be maintained; and when unanticipated and/or inadequately budgeted events threaten the public health or safety. Use of contingency funds are to be utilized only after all budget sources have been examined for available funds. All requests for use of contingency require justification and note explaining the fiscal impact, which is reviewed by the Budget Office, prior to City Council approval.

**BUDGETARY AND ACCOUNTING BASIS**

Scottsdale's budget process is based upon accounting for certain transactions on a budgetary basis which is a basis other than Generally Accepted Accounting Principles (GAAP). The major differences between the budgetary and GAAP basis are:

- Certain revenues, expenditures, and transfers are not included on the budget basis, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not reported for budget basis purposes, but are presented as revenue or expenditures on the GAAP basis.
- Indirect administrative cost allocations (including in-lieu property tax and franchise fees) charges to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues and expenses on the GAAP basis.
- Capital outlays in the Enterprise Funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expense on the GAAP basis.
- Debt service principal payments in the Enterprise Funds are accounted for as expenses for budget purposes, but are reported as reduction of long-term debt liability on the GAAP basis.

All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons. Budgeted funds include the General, Special Revenue (Highway User Revenue Fund), Internal Service, Debt Service, and Enterprise funds. Grant and Trust activity is detailed in the Appendix.

**OPERATING AND CAPITAL BUDGET  
RELATIONSHIP/ORGANIZATION**

The City of Scottsdale's Budget for 2001/02 is comprised of three segments:

- **Program Budget**, which includes the departmental budgets, debt service, contingency, and appropriated reserves.
- **Capital Budget**, which includes all capital project budgets and the Five-Year Capital Improvement Plan.
- **Grants & Trusts**, which includes Grants and all other fiscal activity budgets.

The Program Budget includes a five-year revenue and expenditure balanced financial plan. The five-year plan covers the period 2001/02 through 2005/06 and forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period. The Program Budget also includes fund summaries and presentations by City operating departments without regard to fund. Each department is divided into operating divisions and a summary of the budget by expenditure category is listed for each division.

The Capital Budget and Five-Year Capital Improvement Plan are summarized in this publication with more detailed information for each project provided in a separate publication. Projects accounted for in Enterprise funds are included in the Capital Budget. Capital Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and included in the five-year balanced financial plan.

Expenditures for the Five-Year Capital Improvement Plan are presented on a budget basis. Governmental accounting procedures require adequate budget to pay for an entire contract to be available and appropriated in the period in which a contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis. For example, a 180 day construction contract entered into in May of fiscal year 1 would have cash expenditures from May of fiscal year 1 through October of fiscal year 2, however, the entire budget for this contract must be appropriated in fiscal year 1, the year in which the contract was entered; any unspent funds at fiscal year-end are carried forward and budgeted again in year 2.

Funding sources for the five year plan are presented on budget basis except for transfers from the Program Budget which are presented cash basis. These revenue sources are presented in the period that the funding will be transferred in order to provide continuity between the Program Budget and the Capital Budget. As a result of presenting the transfer on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years. For further explanation of Capital Funding and expenditures, refer to Capital Improvement Plan discussion in the Overview section.

Summary financial information for Grants & Trusts can be found in the Financial Summaries section of this document. All expenditure budgets for this segment of the City's Budget are offset by self supporting revenues.

#### SCOTTSDALE COMPREHENSIVE FINANCIAL POLICIES

The following City financial policies establish the framework for Scottsdale's overall fiscal planning and management. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. Scottsdale's publicly adopted financial policies show the credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. The financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promote sound financial management which can lead to improvement in City bond ratings and lower cost of capital. The City is in compliance with the comprehensive financial policies adopted with this budget.

#### OPERATING MANAGEMENT POLICIES

- 1 All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. 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 incorporated into 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 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 revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
- 4 Current expenditures will be funded by current revenues and a diversified and stable revenue system will be developed to protect programs from short-term fluctuations in any single revenue source.
- 5 No revenues will be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP). All nonrestricted revenues will be deposited in the General Fund and appropriated by the budget process.
- 6 User fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, unless full cost recovery would be excessively burdensome on citizens receiving service and approved by the City Council. Rate adjustments for enterprise operations (Water, Sewer, Solid Waste Management, and Airport) will be based on five-year fund plans.
- 7 Development fees for capital expenses attributable to new development will be reviewed annually to ensure that fees match development-related expenses.



Grant funding should be considered to leverage City funds. Inconsistent and/or fluctuating Grants & Trusts should not be used to fund ongoing programs. Programs financed with grant moneys 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.

- 8 Fleet replacement will be accomplished through the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating departments are sufficient for operation and replacement of vehicles.
- 9 Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will encompass five years and will be updated annually.
- 10 Comparison of service delivery will be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments will identify all activities which can be provided by another source and review options/alternatives to current service delivery. The review of service delivery alternatives will be performed continually.
- 11 Cash and Investment programs will be maintained in accordance with the City Charter and the adopted investment policy and 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.
- 12 The City will follow an aggressive, but humane, policy of collecting revenues. All adjusted uncollectible accounts will be pursued to the limit of collection ability to maintain a goal of no more than .5 of 1% of the total City revenue being adjusted for bad debts annually.

CAPITAL MANAGEMENT POLICIES

- 1 A five-year Capital Improvement Plan will be developed biannually and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction which results in a capitalized asset costing more than \$25,000 and having a useful (depreciable life) of two years or more.
- 2 The capital improvement plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.
- 3 Proposed capital projects will be reviewed by a cross-departmental team regarding accurate costing (design, capital, and operating), congruence with City objectives and prioritized by a set of deterministic criteria. Financing sources will then be sought for the highest ranking projects.
- 4 Capital improvement lifecycle costs will be coordinated with the development of the Program Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources and included in the Program Budget.
- 5 Two tenths of percent privilege tax revenue dedicated for transportation improvements will be restricted for use in providing funding for the purpose of planning, design, construction and acquisition of new substantially renovated and enhanced capital improvements for streets, highways, traffic control, transit and aviation.
- 6 Pay-as-you-go Capital Improvement Plan financing should account for a minimum of 25 percent of all capital improvement projects 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 & Trusts, endowments, etc.

- 7 Pay-as-you-go contributions up to 10% or \$500,000, whichever is less, may be authorized by City Council towards any single utility undergrounding improvement district. Any unused annual budget authorization may carry forward towards a maximum \$2 million utility undergrounding capital project appropriation.

## DEBT MANAGEMENT POLICIES

- 1 The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.
- 2 Every future bond issue proposal will be accompanied by an analysis showing how the new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies.
- 3 The City will attempt to develop coordinated communication process with all other overlapping jurisdictions with which we share a common tax base concerning our collective plans for future debt issues.
- 4 Debt Service costs (GO, MPC, HURF, Revenue Bond, and Contractual Debt) should not exceed 25% of the City's operating revenue, which includes 5% for Mountain Preservation debt service. Improvement District (ID) and Community Facility District (CFD) debt is not included in this calculation because it is paid by the property owners of the district. Separate policy criteria have been established for both ID and CFD bonds.
- 5 General Obligation debt which is supported by property tax revenues and grows in proportion to the City's assessed valuation or community acceptable property tax rates will be utilized as authorized by voters. Other types of voter approved debt (e.g., water, sewer, and HURF) may also be utilized when they are supported by dedicated revenue sources (e.g., fees and user charges).
- 6 Nonvoter approved debt such as Municipal Property Corporation and contractual will be utilized only when a dedicated revenue source other than general revenue (e.g., golf course revenue, bed tax) can be identified to pay debt

service expenses. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- The project requires moneys not available from other sources.
- Matching fund moneys are available which may be lost if not applied for in a timely manner.
- Catastrophic conditions.
- The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).

- 7 Improvement District and Community Facility District Bonds shall be issued only when there is a general City benefit. Both 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 Improvement District and Community Facility District bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, street lights, and drainage.

- 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. These ratios will be verified 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.

- Community Facility District debt will be permitted only when the full cash value, as reported by the Assessor's Office, of the property 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. These ratios will be verified by an appraisal paid for by the applicant and administered by the City. 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 \$.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.

- 8 McDowell Mountain Preservation debt service will be funded by the dedicated .2% sales tax. The City's sales tax to 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.
- 9 Financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below ten years.
- 10 A ratio of current assets to current liabilities of at least 2/1 will be maintained to ensure the City's ability to pay short-term obligations.
- 11 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.
- 12 Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2/1. The City goal will be to maintain a minimum ratio of utility revenue to debt service of 1.6/1 to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes and to ensure a balanced pay-as-you-go Capital Improvement Plan.

RESERVE POLICIES

- 1 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.
- 2 An Economic Stabilization Reserve will be maintained as part of the General Fund balance to help offset operating revenue sources which are most susceptible to changes in the economy. The ultimate goal is for the Economic Stabilization Reserve balance to be 10 percent of annual general governmental (General/HURF funds) operating expenditures. Reserve funds in excess of 10 percent, but not to exceed \$5 million, may be used for economic investment in the community when justified by the financial return to the City.
- 3 A Facility Maintenance Reserve will be maintained based upon lifecycle replacement plans to ensure adequate funding for infrastructure repair and operating equipment replacement (HVAC, roofing, etc.).
- 4 Water and Sewer Replacement and Extension Reserve will be maintained to ensure adequate funding for infrastructure deterioration repair. A minimum requirement of 2% of all tangible assets of the system will be maintained per bond indenture requirements. In addition, a Water and Sewer utility weather contingency will be funded to provided sufficient expenditure flexibility during times of excessively hot, dry weather resulting in greater than average consumption and associated operating expenses
- 5 Self-Insurance Reserves will be maintained at a level which, together with purchased insurance policies, will adequately indemnify the City's property and liability risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate funding levels.
- 6 Solid Waste Management Reserve will be maintained at a minimum of 15% of operating expenses to provide funding for costs associated with solid waste disposal. Projected costs may include site purchase, technology applications, or intergovernmental investment to maximize the value of waste disposal activities.

- 7 A Fleet Management Reserve will be maintained based upon lifecycle replacement plans to ensure adequate fund balance required for systematic replacement of fleet vehicles. Operating departments will be charged for fleet operating costs per vehicle class and replacement costs spread over the useful life of the vehicles.
- 8 Contingency reserves to be determined annually will be maintained to offset unanticipated revenue shortfalls and/or 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.
- 4 The City's CAFR will also be submitted to the National Federation of Municipal Analysts (NFMA) Awards Program and to national repositories identified by the NFMA as a continuing commitment to disclose thoroughness to enable investors to make informed decisions.
- 5 The City's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.
- 6 Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.

#### FINANCIAL REPORTING POLICIES

- 1 The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
- 2 An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).
- 3 The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.

# **F** I N A N C I A L S U M M A R I E S

THIS SECTION DISCUSSES THE CITY'S  
ACCOUNTING AND BUDGET (FUND)  
STRUCTURE, CHANGES IN FUND BALANCES  
AND PROVIDES FINANCIAL SUMMARIES FOR  
THE BUDGET AS WELL AS A FIVE YEAR  
FINANCIAL FORECAST.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA

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Scottsdale's accounting and budget structure is based upon Governmental Fund Accounting to ensure legal compliance and financial management for various restricted revenues and program expenditures. Fund Accounting segregates certain functions and activities into separate self-balancing 'funds' created and maintained for specific purposes, (as described below). Resources from one fund used to offset expenditures in a different fund are budgeted as either a 'transfer to' or 'transfer from'. Transfers to and from funds cancel each other out when all funds are combined and presented as the City's Total Biennial Budget or Five Year Financial Plan.

The following section presents several schedules detailing Scottsdale's Total Budget Appropriation, Operating Budget, budget for each of the respective funds including Capital Improvements, Grants, and Expendable Trusts. Following the presentation for the and individual fund summaries, is a discussion about Scottsdale's Five Year Balanced Financial Plan for Operating, and Capital. The following describes the types of funds used as part of the City's accounting and budget structure:

- **General Fund** - is the general operating fund of the City. The General Fund 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 Funds** - are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, State lottery proceeds, Preserve Tax, Transportation Tax, Special Projects, Community Development Block Grants, and Housing Assistance funds.
- **Debt Service Fund** - is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest not serviced by the enterprise funds. It does not include contractual obligations accounted for in the individual funds.
- **Internal Service Funds** - are used to account for the financing, on a cost reimbursement basis, of commodities or services provided by one department for the benefit of other departments within the City. The City maintains two Internal Service funds to account for fleet management and self-insurance activities.
- **Enterprise Funds** - are used to account for operations, including debt service, that are financed and operated similar to private businesses - where the intent is that costs of services are entirely or predominantly supported by user charges. The City maintains three Enterprise funds to account for Water and Sewer utilities, Solid Waste Management services, and Aviation operations.
- **Capital Project Funds** - are used to account for financial resources to be used for the acquisition or construction of major capital facilities, except those financed by Enterprise funds. The City maintains several Capital Project funds whose activity details the Capital Budget and Capital Improvement Plan.
- **Trust or Agency Funds** - are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other government units, and other funds. These include expendable and non-expendable trusts, and agency funds.

**FINANCIAL SUMMARIES**

**total budget  
appropriation - by fund**

	General Fund	Special Revenue	Debt Service	Enterprise	Internal Service	Trust	Capital	Total
<b>Source of Funds:</b>								
<b>Beginning Balance</b>	31,543.2	10,746.4	4,255.3	23,998.3	19,841.1	1,500.0	345,839.1	437,723.5
<b>Revenues</b>								
Taxes - Local								
Privilege Tax	79,140.9		9,424.0					88,564.9
Privilege Tax - Transportation		17,001.6						17,001.6
Privilege Tax - Preservation		17,448.1						17,448.1
Property Tax	14,312.9		21,853.2					36,166.1
Transient Occupancy Tax	7,866.4		191.5					8,057.8
Light & Power Franchise	5,122.0							5,122.0
Cable TV	1,013.4							1,013.4
Salt River Project Lieu Tax	202.9							202.9
Fire Insurance Premium	200.0							200.0
Taxes - From Other Agencies								
State Shared Sales Tax	16,683.2							16,683.2
State Revenue Sharing	20,754.0							20,754.0
Transportation								
Highway User Tax		13,155.7						13,155.7
Auto Licu Tax		6,893.2						6,893.2
Local Trans Assistance Fund		1,194.0						1,194.0
Transit Funding		738.0						738.0
Internal Service Charges								
Fleet Management					10,861.5			10,861.5
Self Insurance					4,650.0			4,650.0
Licenses, Permits & Fees								
Development Permits & Fees	19,000.0						41,615.0	60,615.0
Business Licenses & Fees	1,732.9							1,732.9
Recreation Fees	3,379.8							3,379.8
Fines & Forfeitures								
Court Fines	3,831.6							3,831.6
Parking Fines	187.0							187.0
Photo Radar	1,500.0							1,500.0
Library Fines	445.7							445.7
Interest Earnings/Property Rental								
Interest Earnings	6,320.1	600.0	250.0	5,335.0	1,494.9		3,500.0	17,500.0
Property Rental	2,987.3		280.0					3,267.3
Utilities & Enterprises								
Water Charges				62,469.4				62,469.4
Sewer Charges				26,828.7				26,828.7
Refuse/Recycling				16,228.8				16,228.8
Aviation				1,481.6				1,481.6
Other Revenue								
Grant & Trust		27,472.6				1,527.4		29,000.0
Impr Dist Assessments			3,072.3					3,072.3
Miscellaneous	1,956.3			3,756.2			6,873.3	12,585.9
Special Revenue		4,672.4						4,672.4
Bond Proceeds							117,000.0	117,000.0
Less Internal Service Funds Offset								(15,361.5)
<b>Subtotal</b>	<b>186,636.6</b>	<b>89,175.7</b>	<b>35,070.9</b>	<b>116,099.8</b>	<b>17,006.4</b>	<b>1,527.4</b>	<b>168,988.3</b>	<b>599,143.6</b>
<b>Transfers In</b>								
Operating Transfers								
From General Fund		1,983.3		223.9	519.0		23,482.1	26,208.4
From Special Revenue Funds			15,689.2		105.4		28,783.3	44,577.9
From Enterprise Funds					764.0		39,760.2	40,524.2
From Internal Service Funds							261.2	261.2
From Capital Improvement Fund				4,973.3				4,973.3
Transfers to Gen Fund from Enterprise								
In Lieu Property Tax	2,222.4							2,222.4
Indirect Cost Allocation	7,928.3							7,928.3
Franchise Fee	4,758.7							4,758.7
Reserve Appropriations								
Facilities Maintenance	2,000.0							2,000.0
Economic Stabilization	3,000.0							3,000.0
Solid Waste Management				500.0				500.0
Water/Sewer Weather				3,000.0				3,000.0
Self Insurance					4,000.0			4,000.0
Carryover/Rebudgets	13,000.0							13,000.0
<b>Subtotal</b>	<b>32,909.3</b>	<b>1,983.3</b>	<b>15,689.2</b>	<b>8,697.3</b>	<b>5,388.4</b>	<b>-</b>	<b>92,286.7</b>	<b>156,954.2</b>
<b>Total Revenues &amp; Transfers In</b>	<b>219,545.9</b>	<b>91,158.9</b>	<b>50,760.2</b>	<b>124,797.1</b>	<b>22,394.8</b>	<b>1,527.4</b>	<b>261,275.0</b>	<b>756,097.8</b>

**appropriation - by fund**

	General Fund	Special Revenue	Debt Service	Enterprise	Internal Service	Trust	Capital	Total
<b>Use of Funds:</b>								
<b>Departments</b>								
General Government	20,753.6	129.5						20,883.1
Police	48,985.1	426.6						49,411.7
Financial Services	7,531.2			2,561.9	4,500.8			14,593.9
Transportation	-	10,392.0		1,153.3				11,545.3
Community Services	43,510.6	2,161.6						45,672.3
Information Systems	8,174.5	-						8,174.5
Planning Systems	13,682.5	47.5						13,730.0
Economic Vitality	5,760.0							5,760.0
Preservation	486.6							486.6
Fire	16,574.6							16,574.6
Water Resources				42,070.1				42,070.1
Municipal Services	632.6	10,363.0		11,829.2	11,683.0			34,507.8
Citizen & Neighborhood Resources	2,455.6							2,455.6
Less Internal Service Fund Offsets								(15,361.5)
Less PC Repl & Telephone-CIP	(2,369.9)			(223.1)	(41.2)			(2,634.2)
<b>Subtotal</b>	<b>166,177.1</b>	<b>23,520.3</b>	<b>-</b>	<b>57,391.4</b>	<b>16,142.6</b>	<b>-</b>	<b>-</b>	<b>247,869.9</b>
<b>Grant and Trust Activity</b>								
Community Dev Block Grants		5,378.7						5,378.7
Other Federal & State Grants		11,161.1					10,926.2	22,093.9
Expendable Trusts						1,527.4		1,527.4
<b>Subtotal</b>	<b>-</b>	<b>16,546.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,527.4</b>	<b>10,926.2</b>	<b>29,000.0</b>
<b>Capital Improvements</b>								
Community Facilities							78,840.5	78,840.5
Preservation							123,438.7	123,438.7
Drainage and Flood Control							12,957.4	12,957.4
Improvement Districts							16,383.8	16,383.8
Public Safety							13,377.0	13,377.0
Service Facilities							20,248.2	20,248.2
Transportation Improvements							81,688.9	81,688.9
Water and Wastewater							164,622.1	164,622.1
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>511,556.6</b>	<b>511,556.6</b>
<b>Debt Service</b>								
General Obligation Bonds			21,853.2	6,130.0				27,983.2
General Obligation Bonds-Preserve			8,411.4					8,411.4
Scottsdale Preserve Authority Bonds			6,920.9					6,920.9
Revenue Bonds		3,103.8		6,538.6				9,642.4
MPC Bonds			10,502.3	343.0				10,845.3
Special Assessment Bonds			3,072.3					3,072.3
Contracts	4,531.9	951.8		365.7				5,849.4
<b>Subtotal</b>	<b>4,531.9</b>	<b>4,055.6</b>	<b>50,760.2</b>	<b>13,377.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,725.0</b>
<b>Other Activity</b>								
Reserve Appropriations								
Facilities Maintenance	2,000.0							2,000.0
Economic Investment	3,000.0							3,000.0
Contingency	3,285.6	1,500.0					8,075.5	12,861.1
Solid Waste Management				500.0				500.0
Self Insurance					4,000.0			4,000.0
Water/Sewer Weather				3,000.0				3,000.0
Carryover/Rebudgets	13,000.0							13,000.0
<b>Subtotal</b>	<b>21,285.6</b>	<b>1,500.0</b>	<b>-</b>	<b>7,500.0</b>	<b>-</b>	<b>-</b>	<b>8,075.5</b>	<b>38,361.1</b>
<b>Total Budget</b>	<b>191,994.7</b>	<b>45,622.3</b>	<b>50,760.2</b>	<b>74,268.7</b>	<b>20,142.6</b>	<b>1,527.4</b>	<b>530,558.4</b>	<b>899,512.7</b>
<b>Transfers Out</b>								
Capital Improvement Program	23,482.1	28,783.3		39,760.2	261.2			92,286.7
Operating Transfers								-
To Highway User Fund	1,983.3							1,983.3
To Aviation Fund	223.9							223.9
To Debt Service Fund		15,689.2						15,689.2
To Fleet Fund	519.0	105.4		764.0				1,388.4
To Enterprise Fund							4,973.3	4,973.3
Enterprise Transfers								-
In Lieu Property Tax				2,222.4				2,222.4
Indirect Cost Allocation				7,928.3				7,928.3
Franchise Fee				4,758.7				4,758.7
<b>Subtotal</b>	<b>26,208.4</b>	<b>44,577.9</b>	<b>-</b>	<b>55,433.5</b>	<b>261.2</b>	<b>-</b>	<b>4,973.3</b>	<b>131,454.2</b>
<b>Total Expenditures &amp; Transfers</b>	<b>218,203.0</b>	<b>90,200.1</b>	<b>50,760.2</b>	<b>129,702.2</b>	<b>20,403.8</b>	<b>1,527.4</b>	<b>535,531.7</b>	<b>1,030,966.9</b>
<b>Ending Balance</b>	<b>\$ 32,886.1</b>	<b>\$ 11,705.2</b>	<b>\$ 4,255.3</b>	<b>\$ 19,093.2</b>	<b>\$ 21,832.1</b>	<b>\$ 1,500.0</b>	<b>\$ 71,582.4</b>	<b>\$ 162,854.4</b>



**FINANCIAL SUMMARIES**

*operating budget*

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Balance</b>	<b>61,307,075</b>	<b>70,972,014</b>	<b>71,477,323</b>	<b>90,858,546</b>	<b>90,384,414</b>
<b>Revenues:</b>					
Taxes - Local					
Privilege Tax	70,734,978	78,649,552	88,203,681	83,003,681	88,564,928
Privilege Tax - Transportation	13,672,786	15,880,000	17,183,988	15,933,988	17,001,565
Privilege Tax - Preservation	13,927,417	15,540,000	17,602,503	16,352,503	17,448,121
Property Tax	29,618,660	31,786,251	32,459,701	32,605,794	36,166,123
Transient Occupancy Tax	6,636,995	7,234,966	7,047,923	7,747,923	8,057,840
Light & Power Franchise	3,972,336	4,314,490	4,332,095	4,832,095	5,122,021
Cable TV	1,551,973	1,376,400	1,756,076	956,076	1,013,441
Salt River Project Lieu Tax	249,074	231,120	251,129	181,129	202,864
Fire Insurance Premium	171,994	200,579	175,000	175,000	200,000
Taxes - From Other Agencies					
State Shared Sales Tax	13,439,126	14,772,252	15,264,994	15,664,994	16,683,219
State Revenue Sharing	16,795,055	18,636,676	20,487,362	19,487,362	20,754,041
Transportation					
Highway User Tax	11,624,642	12,048,065	13,111,072	12,411,072	13,155,736
Auto Lieu Tax	5,485,362	6,060,414	5,603,050	6,503,050	6,893,233
Local Trans Assistance Fund	1,180,771	1,198,379	1,182,212	1,182,212	1,194,034
Transit Funding - HB 2565	183,488	645,727	738,000	738,000	738,000
Internal Service Charges					
Motor Pool	10,715,916	10,899,136	11,466,705	11,466,705	10,861,504
Self Insurance	3,820,661	4,547,870	5,112,544	5,137,544	4,650,000
Licenses, Permits & Fees					
Development Permits & Fees	14,310,873	16,640,836	15,500,000	18,500,000	19,000,000
Business Licenses & Fees	1,236,776	1,717,395	1,600,418	1,650,418	1,732,939
Recreation Fees	1,840,536	1,973,517	1,926,980	2,026,980	2,129,765
WestWorld	1,074,650	1,095,534	1,400,000	1,250,000	1,250,000
Fines & Forfeitures					
Court Fines	2,669,453	2,941,000	3,461,070	3,311,070	3,831,643
Parking Fines	133,051	127,000	187,000	187,000	187,000
Photo Radar	2,085,347	1,722,000	2,454,475	1,154,475	1,500,000
Library Fines	304,810	314,873	436,921	436,921	445,659
Interest Earnings/Property Rental					
Interest Earnings	8,603,000	11,875,986	12,000,060	14,000,060	14,000,000
Property Rental	2,874,000	2,909,360	3,156,170	3,232,540	3,267,348
Utilities & Enterprises					
Water Charges	53,482,201	57,076,810	55,756,917	58,756,917	62,469,405
Sewer Charges	18,330,000	21,084,115	24,154,779	25,654,779	26,828,738
Refuse/Recycling	13,950,566	14,954,817	15,371,509	15,821,509	16,228,835
Aviation	1,019,798	1,264,000	1,449,983	1,449,983	1,481,591
Other Revenue					
Improvement District Assessments	4,357,000	3,740,000	3,784,324	3,735,156	3,072,265
Miscellaneous	8,166,292	4,195,377	11,932,132	5,232,132	5,712,578
Special Revenue	6,814,000	7,992,000	6,177,706	6,177,706	4,672,372
Less Internal Service Funds Offset	(14,411,577)	(15,300,700)	(16,579,249)	(16,454,249)	(15,361,504)
<b>Subtotal</b>	<b>330,622,010</b>	<b>360,345,797</b>	<b>386,149,230</b>	<b>380,502,525</b>	<b>401,155,303</b>
<b>Transfers In</b>					
Carryover/Rebudgets	9,609,453	11,859,899	10,000,000	12,023,111	13,000,000
Trust Funds	-	-	229,380	243,819	-
Capital Improvement Program	4,632,390	4,948,506	4,963,394	6,768,394	4,973,319
Bond Proceeds	3,633,097	-	-	-	-
Fund Reserves					
Facilities Maintenance	-	-	2,000,000	-	2,000,000
Economic Investment	-	-	3,000,000	-	3,000,000
Solid Waste Management	-	-	500,000	-	500,000
Self Insurance	-	-	5,000,000	-	4,000,000
Water/Sewer Weather Reserve	-	-	2,000,000	-	3,000,000
<b>Subtotal</b>	<b>17,874,940</b>	<b>16,808,405</b>	<b>28,042,944</b>	<b>19,334,966</b>	<b>30,473,319</b>
<b>Total Revenues &amp; Transfers In</b>	<b>348,496,950</b>	<b>377,154,202</b>	<b>414,192,174</b>	<b>399,837,491</b>	<b>431,628,622</b>

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Use of Funds:</b>					
<b>Departments</b>					
General Government					
City Council	500,345	512,302	600,112	602,738	781,563
City Clerk/Elections	751,791	1,044,994	704,368	704,368	1,038,751
City Attorney	3,192,330	3,311,899	3,679,958	4,190,754	4,678,638
City Auditor	584,144	639,445	657,843	657,843	725,727
City Court	3,356,519	3,000,206	3,656,295	3,631,295	4,105,010
City Manager	1,131,840	1,179,450	1,220,219	1,220,219	1,438,772
Communications/Public Affairs	1,381,807	1,407,507	1,516,019	1,516,129	1,692,088
Intergovernmental Relations	354,615	392,201	417,376	467,573	460,274
Westworld	1,536,101	1,562,074	1,613,765	1,812,003	1,893,294
Human Resources Systems	3,091,644	3,121,085	3,416,285	3,431,280	3,976,838
Endowment Office	-	67,950	87,560	87,560	92,156
Total General Government	15,881,136	16,239,113	17,569,800	18,321,762	20,883,111
Police	36,909,798	40,113,998	44,458,845	44,458,845	49,411,687
Financial Services	11,442,703	10,389,707	13,662,376	14,382,418	14,593,929
Transportation	7,456,563	8,352,135	10,521,506	11,953,861	11,545,295
Community Services	36,378,502	37,961,731	42,169,022	43,943,371	45,672,287
Information Systems	7,206,907	6,579,973	7,215,927	7,332,082	8,174,539
Planning Systems	11,898,467	13,465,806	14,062,050	14,260,915	13,730,027
Special Projects	1,283,430	1,194,458	1,516,526	1,607,185	-
Economic Vitality	4,968,471	4,934,203	5,253,251	5,861,269	5,760,046
Preservation	218,867	298,393	405,554	450,554	486,602
Fire	12,843,360	14,337,386	15,551,912	15,344,108	16,574,622
Water Resources	32,497,037	34,420,179	41,225,190	42,472,330	42,070,129
Municipal Services	27,750,268	30,431,035	34,477,866	39,516,795	34,507,806
Citizen & Neighborhood Resources	-	-	-	-	2,455,556
Audit Adjustments	(283,788)	1,885,810	-	-	-
Less Internal Service Fund Offsets	(14,411,577)	(15,300,700)	(16,289,135)	(16,454,249)	(15,361,504)
Less PC Repl & Telephone-CIP	-	-	-	-	(2,634,249)
<b>Subtotal</b>	<b>192,681,649</b>	<b>205,278,384</b>	<b>231,800,690</b>	<b>242,465,841</b>	<b>247,869,883</b>
<b>Debt Service</b>					
General Obligation Bonds	21,435,138	24,202,726	24,962,616	25,865,726	27,983,199
General Obligation Bonds-Preserve	-	3,164,396	9,663,176	5,269,254	8,411,436
Revenue Bonds	11,053,039	10,542,161	9,646,093	9,646,093	9,642,430
Preserve Authority Bonds	6,516,000	6,935,000	6,929,907	6,929,907	6,920,945
MPC Bonds	15,986,660	15,977,608	15,124,867	13,406,368	10,845,275
Special Assessment Bonds	4,230,000	4,046,000	3,784,324	3,735,156	3,072,265
Contractual Debt	5,402,053	4,832,805	15,636,715	5,830,309	5,849,438
<b>Subtotal</b>	<b>64,622,890</b>	<b>69,700,696</b>	<b>85,747,698</b>	<b>70,682,813</b>	<b>72,724,988</b>
<b>Other Activity</b>					
<b>Reserve Appropriations</b>					
Facilities Maintenance	-	-	2,000,000	-	2,000,000
Debt Service	-	-	1,000,000	401,604	-
Economic Investment	-	-	3,000,000	-	3,000,000
Operating Contingency	-	-	1,791,976	1,262,817	3,285,626
Special Revenue Contingency	4,359,718	3,756,292	3,401,089	3,401,189	1,500,000
Solid Waste Management	-	-	500,000	-	500,000
Self Insurance	-	1,000,000	5,000,000	375,000	4,000,000
Water/Sewer Weather Reserve	-	-	3,000,000	250,000	3,000,000
Carryover/Rebudgets	11,806,194	14,101,111	10,000,000	-	13,000,000
<b>Subtotal</b>	<b>16,165,912</b>	<b>18,857,403</b>	<b>29,693,065</b>	<b>5,690,610</b>	<b>30,285,626</b>
<b>Total Operating Budget</b>	<b>273,470,451</b>	<b>293,836,483</b>	<b>347,241,453</b>	<b>318,839,264</b>	<b>350,880,496</b>
<b>Transfers Out</b>					
To Capital Improvement Program	65,361,560	60,389,001	59,388,692	79,881,469	81,360,537
To Grants	-	103,000	-	738,642	-
<b>Subtotal</b>	<b>65,361,560</b>	<b>60,492,001</b>	<b>59,388,692</b>	<b>80,620,111</b>	<b>81,360,537</b>
<b>Total Expenditures/Transfers Out</b>	<b>338,832,011</b>	<b>354,328,485</b>	<b>406,630,145</b>	<b>399,459,375</b>	<b>432,241,034</b>
<b>Ending Balance</b>					
General Fund	23,006,562	32,697,758	33,301,495	32,586,266	32,886,132
Special Revenue Funds	6,886,815	11,366,854	1,959,365	10,256,007	11,705,222
Debt Service Reserve	11,165,000	5,560,000	3,968,253	4,255,286	4,255,286
Enterprise Funds	15,369,385	23,378,786	23,606,173	23,998,339	19,093,244
Internal Service Funds	14,544,252	17,855,148	16,144,009	19,841,122	21,832,118
<b>Total Ending Balance</b>	<b>\$ 70,972,014</b>	<b>\$ 90,858,546</b>	<b>\$ 79,329,465</b>	<b>\$ 91,236,662</b>	<b>\$ 89,772,002</b>

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
Beginning Fund Balance	20,193,683	23,049,892	29,277,407	32,546,758	31,543,237
<b>Revenues:</b>					
Taxes - Local					
Privilege Tax	60,492,978	67,362,552	77,051,897	71,551,897	79,140,929
Property Tax	9,715,285	10,615,251	12,531,451	12,677,544	14,312,894
Transient Occupancy Tax	6,499,995	7,206,966	5,680,423	7,724,293	7,866,387
Light & Power Franchise	3,972,336	4,314,490	4,332,095	4,832,095	5,122,021
Cable TV	1,551,973	1,376,400	1,756,076	956,076	1,013,441
Salt River Project Lieu Tax	249,074	231,120	251,129	181,129	202,864
Fire Insurance Premium	171,994	200,579	175,000	175,000	200,000
Taxes - From Other Agencies					
State Shared Sales Tax	13,439,126	14,772,252	15,264,994	15,664,994	16,683,219
State Revenue Sharing	16,795,055	18,636,676	20,487,362	19,487,362	20,754,041
Licenses, Permits & Fees					
Development Permits & Fees	14,310,873	16,640,836	15,500,000	18,500,000	19,000,000
Business Licenses & Fees	1,236,776	1,717,395	1,600,418	1,650,418	1,732,939
Recreation Fees	1,840,536	1,973,517	1,926,980	2,026,980	2,129,765
WestWorld	1,074,650	1,095,534	1,400,000	1,250,000	1,250,000
Fines & Forfeitures					
Court Fines	2,669,453	2,941,000	3,461,070	3,311,070	3,831,643
Parking Fines	133,051	127,000	187,000	187,000	187,000
Photo Radar Revenue	2,085,347	1,722,000	2,454,475	1,154,475	1,500,000
Library Fines	304,810	314,873	436,921	436,921	445,659
Interest Earnings/Property Rental					
Interest Earnings	3,053,000	4,435,000	5,017,385	5,707,179	6,320,106
Property Rental	2,537,000	2,623,000	2,852,540	2,952,540	2,987,348
Other Revenue					
Miscellaneous	3,930,000	1,494,000	1,400,000	1,400,000	1,956,346
ADOT Repayment	-	-	6,700,000	-	-
<b>Subtotal</b>	<b>146,063,312</b>	<b>159,800,441</b>	<b>180,467,216</b>	<b>171,826,973</b>	<b>186,636,601</b>
<b>Transfers In</b>					
Carryover/Rebudgets	6,020,503	5,748,848	10,000,000	6,640,148	13,000,000
In Lieu Property Tax	2,067,526	2,220,951	2,251,593	2,251,593	2,222,382
Indirect Cost Allocation	6,663,813	6,202,254	6,701,812	6,701,812	7,928,274
Franchise Fee	3,452,564	3,958,666	4,370,572	4,370,572	4,758,660
.2% Transportation Sales Tax	-	-	710,000	-	-
Fleet Fund	-	1,007,500	-	9,700	-
Solid Waste Fund	-	7,500	-	9,700	-
Water/Sewer Fund	100,000	-	-	-	-
Self Insurance Fund	-	1,200,000	-	-	-
Capital Improvement Program	3,633,097	-	-	-	-
Trust Funds	-	-	229,380	243,819	-
Facilities Maintenance Reserve	-	-	2,000,000	-	2,000,000
Economic Stabilization Reserve	-	-	3,000,000	-	3,000,000
<b>Subtotal</b>	<b>21,937,503</b>	<b>20,345,719</b>	<b>29,263,357</b>	<b>20,227,344</b>	<b>32,909,316</b>
<b>Total Revenues &amp; Transfers In</b>	<b>168,000,815</b>	<b>180,146,160</b>	<b>209,730,573</b>	<b>192,054,317</b>	<b>219,545,917</b>

The General Fund accounts for resources used to provide general government services such as Fire, Police, Parks, Recreation, Senior Services, and any other activity for which a special fund has not been created. It also supplements the Highway User and Airport Funds if necessary. The net difference of revenues over expenditures and transfers to these funds is dedicated to pay-as-go capital and/or to increase reserves/fund balance. The adopted 2001/02 budget includes a \$23.5 million transfer to pay-as-you-go capital, an increase of \$3.7 million over 2000/01. The ending balance decreases slightly overall from Adopted 2000/01, but reflects an increase in Economic Stabilization Reserve in keeping with the city's policy to maintain an Economic Stabilization Reserve equal to 10% of general governmental (general and highway user) operating expenditures. This increase is offset by a decrease in the Unreserved General Fund balance.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Use of Funds:</b>					
<b>Departments</b>					
General Government					
City Council	500,345	512,302	600,112	602,738	781,563
City Clerk	595,252	625,697	697,096	696,956	706,227
Elections	156,539	419,297	7,272	7,412	332,524
City Attorney	3,192,330	3,311,899	3,679,958	4,190,754	4,678,638
City Auditor	584,144	639,445	657,843	657,843	725,727
City Court	2,493,834	2,769,029	3,098,795	3,073,795	3,975,499
City Manager	1,131,840	1,179,450	1,220,219	1,220,219	1,438,772
CAPA	1,381,807	1,401,507	1,516,019	1,516,129	1,692,088
IGR	354,615	392,201	417,376	467,573	460,274
WestWorld	1,536,101	1,562,074	1,613,765	1,812,003	1,893,294
Human Resource Systems	3,042,833	3,081,627	3,370,285	3,385,280	3,976,838
Endowment Office	-	67,950	87,560	87,560	92,156
General Government Total	14,969,640	15,968,478	16,966,300	17,718,262	20,753,600
Police	36,595,893	39,925,825	43,958,345	43,958,345	48,985,128
Financial Services	6,342,161	6,438,858	7,070,583	6,877,732	7,531,205
Community Services	34,161,354	35,290,284	40,547,355	42,221,304	43,510,645
Information Systems	7,206,907	6,579,973	7,215,927	7,331,332	8,174,539
Planning Systems	11,868,633	13,424,363	14,011,100	14,034,965	13,682,527
Special Projects	1,283,430	1,194,458	1,516,526	1,607,185	-
Economic Vitality	4,968,471	4,934,203	5,253,251	5,861,269	5,760,046
Preservation	218,867	298,393	405,554	450,554	486,602
Fire	12,843,360	14,337,386	15,551,912	15,344,108	16,574,622
Municipal Services	1,201,042	1,263,880	1,403,810	1,535,622	632,584
Citizen & Neighborhood Resources	-	-	-	-	2,455,556
Audit Adjustment	-	508,045	-	-	-
Less PC Replacement & Telephone	-	-	-	-	(2,369,943)
<b>Subtotal</b>	<b>131,659,758</b>	<b>140,164,146</b>	<b>153,900,663</b>	<b>156,940,678</b>	<b>166,177,111</b>
<b>Debt Service</b>					
Nordstrom Garage Lease	1,751,177	1,866,229	4,076,000	2,576,740	2,728,768
Waterfront Garage Lease	-	-	1,019,000	-	-
Promenade Agreement	-	189,000	883,000	900,000	900,000
Pima Freeway	-	-	7,410,000	-	-
All Other Contracts Payable	2,431,823	1,530,771	959,117	1,063,971	903,166
<b>Subtotal</b>	<b>4,183,000</b>	<b>3,586,000</b>	<b>14,347,117</b>	<b>4,540,711</b>	<b>4,531,934</b>
<b>Other Activity</b>					
Reserve Appropriations					
Facilities Maintenance	-	-	2,000,000	-	2,000,000
Economic Investment	-	-	3,000,000	-	3,000,000
Operating Contingency	-	-	1,791,976	1,262,817	3,285,626
Carryover/Rebudgets	5,748,848	8,718,148	10,000,000	-	13,000,000
<b>Subtotal</b>	<b>5,748,848</b>	<b>8,718,148</b>	<b>16,791,976</b>	<b>1,262,817</b>	<b>21,285,626</b>
<b>Total Operating Budget</b>	<b>141,591,606</b>	<b>152,468,294</b>	<b>185,039,756</b>	<b>162,744,206</b>	<b>191,994,670</b>
<b>Transfers Out</b>					
Capital Improvement Program	16,731,367	16,999,000	19,759,933	26,021,846	23,482,143
Debt Service	5,210,000	-	-	-	-
Highway User Fund	194,000	194,000	39,702	2,679,974	1,983,265
Aviation Fund	584,000	173,000	607,364	309,054	223,943
Fleet Management	833,633	815,000	259,729	259,729	519,000
<b>Total Transfers Out</b>	<b>23,553,000</b>	<b>18,181,000</b>	<b>20,666,728</b>	<b>29,270,603</b>	<b>26,208,351</b>
<b>Total Expenditures &amp; Transfers</b>	<b>165,144,606</b>	<b>170,649,294</b>	<b>205,706,484</b>	<b>192,014,809</b>	<b>218,203,021</b>
<b>Ending Fund Balance</b>					
Economic Stabilization Reserve	20,500,000	17,707,633	19,188,743	14,478,743	19,456,791
Economic Investment Reserve	-	5,000,000	5,000,000	5,000,000	5,000,000
Facilities Maintenance Reserve	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000
Unreserved	1,049,892	8,339,125	7,112,752	11,107,523	6,429,341
<b>Total Ending Fund Balance</b>	<b>\$ 23,049,892</b>	<b>\$ 32,546,758</b>	<b>\$ 33,301,496</b>	<b>\$ 32,586,266</b>	<b>\$ 32,886,132</b>

**FINANCIAL SUMMARIES**

*highway user fund*

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	150,000	(43,330)	-	151,000	-
<b>Revenues:</b>					
Highway User Tax	11,624,642	12,048,065	13,111,072	12,411,072	13,155,736
Auto Lieu Tax	5,485,362	6,060,414	5,603,050	6,503,050	6,893,233
Local Transportation Assistance Fund	1,180,771	1,198,379	1,182,212	1,182,212	1,194,034
Transit Funding	183,488	645,727	738,000	738,000	738,000
<b>Subtotal</b>	<b>18,474,263</b>	<b>19,952,585</b>	<b>20,634,334</b>	<b>20,834,334</b>	<b>21,981,003</b>
<b>Transfers In</b>					
General Fund Operating Transfer	194,000	194,000	39,702	2,679,974	1,983,265
Carryover/Rebudgets	203,839	53,705	-	-	-
Transportation Privilege Tax	-	563,000	1,173,641	1,173,641	-
<b>Subtotal</b>	<b>397,839</b>	<b>810,705</b>	<b>1,213,343</b>	<b>3,853,615</b>	<b>1,983,265</b>
<b>Total Revenues &amp; Transfers In</b>	<b>18,872,102</b>	<b>20,763,290</b>	<b>21,847,677</b>	<b>24,687,949</b>	<b>23,964,268</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Transportation	6,527,096	7,300,672	9,498,654	10,906,952	10,392,016
Municipal Services	7,806,459	8,395,004	9,244,435	10,028,767	10,363,049
Community Services	1,627,389	1,590,371	-	-	-
<b>Subtotal</b>	<b>15,960,944</b>	<b>17,286,047</b>	<b>18,743,089</b>	<b>20,995,719</b>	<b>20,755,065</b>
<b>Debt Service</b>					
Revenue Bonds	3,104,488	3,102,913	3,104,588	3,104,588	3,103,800
<b>Subtotal</b>	<b>3,104,488</b>	<b>3,102,913</b>	<b>3,104,588</b>	<b>3,104,588</b>	<b>3,103,800</b>
<b>Total Operating Budget</b>	<b>19,065,432</b>	<b>20,388,960</b>	<b>21,847,677</b>	<b>24,100,307</b>	<b>23,858,865</b>
<b>Transfers Out</b>					
Fleet Management	-	118,000	-	-	105,403
Grant Funds	-	62,000	-	738,642	-
<b>Total Transfers Out</b>	<b>-</b>	<b>180,000</b>	<b>-</b>	<b>738,642</b>	<b>105,403</b>
<b>Ending Fund Balance</b>	<b>\$ (43,330)</b>	<b>\$ 151,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Highway User Fund is a special revenue fund used to account for state shared revenues that must be used for transportation purposes. The city's transportation expenditures exceed the state shared revenues and additional funds are transferred from the General Fund each year to balance the fund. Beginning in 1999/00, funding for expanded transit services is provided by transferring a portion of the 0.2% transportation sales tax to this fund. In 2001/02, a new financial policy restricts use of this sales tax to the transportation capital improvement program. This policy change results in a greater use of General Fund dollars to offset the loss of this funding source.

**transportation privilege tax fund FINANCIAL SUMMARIES**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
Beginning Fund Balance	-	623,000	-	5,818,000	-
<b>Revenues:</b>					
Privilege Tax	13,672,786	15,880,000	17,183,988	15,933,988	17,001,565
Interest Earnings	258,000	149,000	-	300,000	600,000
<b>Subtotal</b>	<b>13,930,786</b>	<b>16,029,000</b>	<b>17,183,988</b>	<b>16,233,988</b>	<b>17,601,565</b>
<b>Total Revenues</b>	<b>13,930,786</b>	<b>16,029,000</b>	<b>17,183,988</b>	<b>16,233,988</b>	<b>17,601,565</b>
<b>Use of Funds:</b>					
<b>Transfers Out</b>					
Capital Improvement Program	13,307,786	10,230,000	15,300,347	20,878,347	17,601,565
Grants	-	41,000	-	-	-
General Fund	-	-	710,000	-	-
Highway User Fund	-	563,000	1,173,641	1,173,641	-
<b>Total Transfers Out</b>	<b>13,307,786</b>	<b>10,834,000</b>	<b>17,183,988</b>	<b>22,051,988</b>	<b>17,601,565</b>
Ending Fund Balance	\$ 623,000	\$ 5,818,000	\$ -	\$ -	\$ -

The Transportation Privilege Tax Fund is a special-revenue fund used to account for revenues collected from a voter approved 0.2% sales tax dedicated to transportation improvements. Beginning in 1999/00, a portion of the funds collected was used to expand transit routes. In 2001/02, the City Council adopted financial policies included a new policy to restrict the use of this sales tax to transportation capital improvements. Therefore, beginning in 2001/02, this schedule shows all sales tax revenue and interest earnings being transferred to the capital improvement program.

**FINANCIAL SUMMARIES** *preservation privilege tax fund*

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>		1,211,000	-	3,430,000	8,436,895
<b>Revenues:</b>					
Privilege Tax	13,927,417	15,540,000	17,602,503	16,352,503	17,448,121
Interest Earnings	264,000	122,000	-	-	-
<b>Subtotal</b>	<b>14,191,417</b>	<b>15,662,000</b>	<b>17,602,503</b>	<b>16,352,503</b>	<b>17,448,121</b>
<b>Transfers In</b>					
Capital Improvement Program	-	-	-	1,805,000	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,805,000</b>	<b>-</b>
<b>Total Revenues &amp; Transfers In</b>	<b>14,191,417</b>	<b>15,662,000</b>	<b>17,602,503</b>	<b>18,157,503</b>	<b>17,448,121</b>
<b>Use of Funds:</b>					
<b>Debt Service</b>					
Contractual Debt	954,000	955,247	951,447	951,447	951,778
<b>Subtotal</b>	<b>954,000</b>	<b>955,247</b>	<b>951,447</b>	<b>951,447</b>	<b>951,778</b>
<b>Total Operating Budget</b>	<b>954,000</b>	<b>955,247</b>	<b>951,447</b>	<b>951,447</b>	<b>951,778</b>
<b>Transfers Out</b>					
Capital Improvement Program	5,510,417	5,554,753	57,973	-	-
Debt Service Fund	6,516,000	6,933,000	16,593,083	12,199,161	15,332,381
<b>Total Transfers Out</b>	<b>12,026,417</b>	<b>12,487,753</b>	<b>16,651,056</b>	<b>12,199,161</b>	<b>15,332,381</b>
<b>Ending Fund Balance</b>	<b>\$ 1,211,000</b>	<b>\$ 3,430,000</b>	<b>\$ -</b>	<b>\$ 8,436,895</b>	<b>\$ 9,600,857</b>

The Preservation Privilege Tax Fund is a special revenue fund used to account for revenues collected from a voter approved 0.2% sales tax dedicated to the purchase of 35,830 acres within the McDowell-Sonoran Preserve boundaries. Revenue collections and contractual debt associated with the purchases are accounted for in this fund. A transfer is made to the Debt Service Fund to pay debt service payments associated with bonds issued for purchases. Any remaining funds are transferred to the capital improvement program for pay-as-you-go purchases.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	<b>7,554,000</b>	<b>11,165,000</b>	<b>4,968,253</b>	<b>5,560,000</b>	<b>4,255,286</b>
<b>Revenues:</b>					
Privilege Tax	10,242,000	11,287,000	11,151,784	11,451,784	9,423,999
Property Tax	19,270,000	19,971,000	18,928,250	18,928,250	21,853,229
Transient Occupancy Tax	137,000	28,000	1,367,500	23,630	191,453
Golf Course Surcharge	200,000	193,000	200,000	200,000	200,000
Contribution	80,000	80,000	80,000	80,000	80,000
Property Rental	-	-	23,630	-	-
Special Assessments	4,357,000	3,740,000	3,784,324	3,735,156	3,072,265
Interest Earnings	92,000	78,000	623,250	323,250	250,000
<b>Subtotal</b>	<b>34,378,000</b>	<b>35,377,000</b>	<b>36,158,738</b>	<b>34,742,070</b>	<b>35,070,946</b>
<b>Transfers In</b>					
General Fund	5,210,000	-	-	-	-
Special Revenue Fund	496,000	358,000	350,170	299,642	356,830
Preserve Sales Tax Fund	6,516,000	6,933,000	16,593,083	12,199,161	15,332,381
<b>Subtotal</b>	<b>12,222,000</b>	<b>7,291,000</b>	<b>16,943,253</b>	<b>12,498,803</b>	<b>15,689,211</b>
<b>Total Revenues &amp; Transfers In</b>	<b>46,600,000</b>	<b>42,668,000</b>	<b>53,101,991</b>	<b>47,240,873</b>	<b>50,760,157</b>
<b>Use of Funds:</b>					
<b>Debt Service</b>					
General Obligation Bonds	17,239,000	19,129,604	18,928,250	19,831,360	21,853,229
General Obligation Bonds-Preserve	-	3,164,396	9,663,176	5,269,254	8,411,436
Municipal Properties Corporation Bonds	15,004,000	14,998,000	13,796,334	12,378,306	10,502,282
Special Assessment Bonds	4,230,000	4,046,000	3,784,324	3,735,156	3,072,265
Scottsdale Preserve Authority Bonds	6,516,000	6,935,000	6,929,907	6,929,907	6,920,945
<b>Subtotal</b>	<b>42,989,000</b>	<b>48,273,000</b>	<b>53,101,991</b>	<b>48,143,983</b>	<b>50,760,157</b>
<b>Other Activity</b>					
Reserve Appropriation	-	-	1,000,000	401,604	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>401,604</b>	<b>-</b>
<b>Total Operating Budget</b>	<b>42,989,000</b>	<b>48,273,000</b>	<b>54,101,991</b>	<b>48,545,587</b>	<b>50,760,157</b>
<b>Ending Fund Balance</b>	<b>\$ 11,165,000</b>	<b>\$ 5,560,000</b>	<b>\$ 3,968,253</b>	<b>\$ 4,255,286</b>	<b>\$ 4,255,286</b>

The Debt Service Fund is used to account for the expenditures and associated restricted revenues of general long-term debt principal and interest not serviced by enterprise funds. The budget for debt service decreases approximately \$2.3 million from the Adopted 2000/01 budget due to retirement of Municipal Properties Corporation and Special Assessment debt service and a delay in issuance of General Obligation Preserve bonds. This decrease is partially offset by debt service associated with the issuance of approximately \$40 million in new General Obligation bonds, a portion of the \$358.2 million approved by Scottsdale voters in 2000. These bonds will be issued over a seven-year period beginning in 2001/02.



	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
Beginning Fund Balance	7,179,000	9,489,312	9,289,422	10,160,517	12,229,135
<b>Revenues:</b>					
Property and Liability	3,695,661	4,401,564	4,987,544	4,987,544	4,500,000
Unemployment	125,000	146,306	125,000	150,000	150,000
Interest	389,000	461,515	574,425	609,531	794,894
Property Tax	633,375	1,200,000	1,000,000	1,000,000	-
<b>Subtotal</b>	<b>4,843,036</b>	<b>6,209,385</b>	<b>6,686,969</b>	<b>6,747,175</b>	<b>5,444,894</b>
<b>Transfers In</b>					
Self Insurance Reserve	-	-	5,000,000	-	4,000,000
General Fund Contribution	500,000	-	-	-	-
Carryover/Rebudgets	26,019	16,688	-	10,807	-
<b>Subtotal</b>	<b>526,019</b>	<b>16,688</b>	<b>5,000,000</b>	<b>10,807</b>	<b>4,000,000</b>
<b>Total Revenues &amp; Transfers In</b>	<b>5,369,055</b>	<b>6,226,073</b>	<b>11,686,969</b>	<b>6,757,982</b>	<b>9,444,894</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Financial Services-Operations	1,170,000	1,363,442	1,688,157	1,698,964	1,750,838
Financial Services-Claims	2,158,278	484,480	2,615,400	2,615,400	2,750,000
Audit Adjustments	(286,223)	1,496,139	-	-	-
Less PC Replacement & Telephones	-	-	-	-	(14,095)
<b>Subtotal</b>	<b>3,042,055</b>	<b>3,344,061</b>	<b>4,303,557</b>	<b>4,314,364</b>	<b>4,486,743</b>
<b>Other Activity</b>					
Self Insurance Reserve Appropriation	-	1,000,000	5,000,000	375,000	4,000,000
Carryover/Rebudgets	16,688	10,807	-	-	-
<b>Subtotal</b>	<b>16,688</b>	<b>1,010,807</b>	<b>5,000,000</b>	<b>375,000</b>	<b>4,000,000</b>
<b>Total Operating Budget</b>	<b>3,058,743</b>	<b>4,354,868</b>	<b>9,303,557</b>	<b>4,689,364</b>	<b>8,486,743</b>
<b>Transfers Out</b>					
General Fund	-	1,200,000	-	-	-
Capital Improvement Program	-	-	-	-	14,095
<b>Subtotal</b>	<b>-</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>14,095</b>
<b>Ending Fund Balance</b>	<b>\$ 9,489,312</b>	<b>\$ 10,160,517</b>	<b>\$ 11,672,834</b>	<b>\$ 12,229,135</b>	<b>\$ 13,173,191</b>

The Self-Insurance Fund is an internal service fund used to account for self-insurance expenditures which are in turn charged to other departments within the city based on a combination of the department's accident history and the potential for future claims. The fund balance is maintained at an actuarially determined level based on current and estimated future liability claims.

*fleet management fund*

FINANCIAL SUMMARIES

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	2,584,000	5,054,940	4,553,819	7,694,631	7,611,987
<b>Revenues:</b>					
Equipment Rental	10,715,916	10,899,136	11,466,705	11,466,705	10,861,504
Misc Revenue	354,000	326,000			
Interest	392,000	602,313	700,000	700,000	700,000
<b>Subtotal</b>	<b>11,461,916</b>	<b>11,827,449</b>	<b>12,166,705</b>	<b>12,166,705</b>	<b>11,561,504</b>
<b>Transfers In</b>					
General Fund	833,633	815,000	259,729	259,729	519,000
Water/Sewer Funds	105,000	184,000	64,000	64,000	33,000
Solid Waste Fund	193,367	146,000	420,000	420,000	731,000
Highway User Fund	-	118,000	-	-	105,403
Self Insurance Fund					
Special Revenue Funds	-	-	-	-	-
Carryover/Rebudgets	2,231,019	4,581,060	-	4,021,153	
<b>Subtotal</b>	<b>3,363,019</b>	<b>5,844,060</b>	<b>743,729</b>	<b>4,764,882</b>	<b>1,388,403</b>
<b>Total Revenues &amp; Transfers In</b>	<b>14,824,935</b>	<b>17,671,509</b>	<b>12,910,434</b>	<b>16,931,587</b>	<b>12,949,907</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Municipal Services	8,308,989	9,712,141	11,985,578	15,997,031	11,682,967
Audit Adjustments	(536,054)	(78,976)	-	-	-
Less PC Replacement & Telephones	-	-	-	-	(27,083)
<b>Subtotal</b>	<b>7,772,935</b>	<b>9,633,165</b>	<b>11,985,578</b>	<b>15,997,031</b>	<b>11,655,884</b>
<b>Other Activity</b>					
Carryover/Rebudgets	4,581,060	4,021,153	-	-	-
<b>Total Other Activity</b>	<b>4,581,060</b>	<b>4,021,153</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Budget</b>	<b>12,353,995</b>	<b>13,654,318</b>	<b>11,985,578</b>	<b>15,997,031</b>	<b>11,655,884</b>
<b>Transfers Out</b>					
Capital Improvement Program	-	370,000	1,007,500	1,007,500	247,083
General Fund	-	1,007,500	-	9,700	-
<b>Subtotal</b>	<b>-</b>	<b>1,377,500</b>	<b>1,007,500</b>	<b>1,017,200</b>	<b>247,083</b>
<b>Ending Fund Balance</b>	<b>\$ 5,054,940</b>	<b>\$ 7,694,631</b>	<b>\$ 4,471,175</b>	<b>\$ 7,611,987</b>	<b>\$ 8,658,927</b>

The Fleet Management Fund is an internal service fund used to account for the expenditures associated with purchasing and maintaining the city's vehicles. Replacement and operation of vehicles are assessed as internal operating costs to each department based on the quantity and type of vehicles used. These charges become revenue to the Fleet Management Fund while the new vehicle purchases are reflected as transfers in to the fund the fund balance varies based on the replacement schedule of the vehicles. It is sometimes necessary to build a bigger fund balance for large purchases in future years.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
Beginning Fund Balance	-	-	-	(22,633)	-
<b>Revenues:</b>					
Airport	1,019,798	1,264,000	1,449,983	1,449,983	1,481,591
Interest Earned	47,000	270,000	-	-	-
<b>Subtotal</b>	<b>1,066,798</b>	<b>1,534,000</b>	<b>1,449,983</b>	<b>1,449,983</b>	<b>1,481,591</b>
<b>Transfers In</b>					
General Fund Operating Transfer	584,000	173,000	607,364	309,054	223,943
<b>Subtotal</b>	<b>584,000</b>	<b>173,000</b>	<b>607,364</b>	<b>309,054</b>	<b>223,943</b>
<b>Total Revenues &amp; Transfers In</b>	<b>1,650,798</b>	<b>1,707,000</b>	<b>2,057,347</b>	<b>1,759,037</b>	<b>1,705,534</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Transportation	929,467	1,051,463	1,022,852	1,046,909	1,153,279
Audit Adjustments	51,688	-	-	-	-
<b>Subtotal</b>	<b>981,155</b>	<b>1,051,463</b>	<b>1,022,852</b>	<b>1,046,909</b>	<b>1,153,279</b>
<b>Debt Service</b>					
Municipal Properties Corporation Bonds	-	-	345,000	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>345,000</b>	<b>-</b>	<b>-</b>
<b>Total Operating Budget</b>	<b>981,155</b>	<b>1,051,463</b>	<b>1,367,852</b>	<b>1,046,909</b>	<b>1,153,279</b>
<b>Transfers Out</b>					
In Lieu Property Tax	92,078	87,867	90,496	90,496	72,696
Indirect Cost Allocation	161,809	170,303	178,999	178,999	264,461
Direct Cost Allocation	415,756	420,000	420,000	420,000	215,098
<b>Total Transfers Out</b>	<b>669,643</b>	<b>678,170</b>	<b>689,495</b>	<b>689,495</b>	<b>552,255</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ (22,633)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Aviation Fund is an enterprise fund used to account for Aviation operations. The goal of this fund is to recover all costs of the operation through user fees. Although the General Fund currently subsidizes this fund, the amount of the subsidy is expected to decrease over time as additional revenue is provided through fee increases and new revenue generating activities.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	726,179	662,723	1,469,090	1,255,000	1,595,134
<b>Revenues:</b>					
Refuse Collection Charges	13,950,566	14,954,817	15,371,509	15,821,509	16,228,835
Interest Earnings	68,000	33,424	10,000	35,000	35,000
Miscellaneous Revenue	-	(168,804)	-	-	-
<b>Subtotal</b>	<b>14,018,566</b>	<b>14,819,437</b>	<b>15,381,509</b>	<b>15,856,509</b>	<b>16,263,835</b>
<b>Transfers In</b>					
Solid Waste Management Reserve	-	-	500,000	-	500,000
Carryover/Rebudgets	285,690	57,277	-	61,032	-
<b>Subtotal</b>	<b>285,690</b>	<b>57,277</b>	<b>500,000</b>	<b>61,032</b>	<b>500,000</b>
<b>Total Revenues &amp; Transfers In</b>	<b>14,304,256</b>	<b>14,876,714</b>	<b>15,881,509</b>	<b>15,917,541</b>	<b>16,763,835</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Financial Services	340,355	431,894	447,447	471,447	531,685
Municipal Services	10,433,778	11,060,010	11,844,043	11,895,375	11,829,206
Audit Adjustments	486,801	(39,398)	-	-	-
Less PC Replacement & Telephones	-	-	-	-	(25,809)
<b>Subtotal</b>	<b>11,260,934</b>	<b>11,452,506</b>	<b>12,291,490</b>	<b>12,366,822</b>	<b>12,335,082</b>
<b>Debt Service</b>					
Municipal Properties Corporation Bonds	982,660	979,608	983,533	1,028,062	342,993
<b>Subtotal</b>	<b>982,660</b>	<b>979,608</b>	<b>983,533</b>	<b>1,028,062</b>	<b>342,993</b>
<b>Other Activity</b>					
Solid Waste Management Reserve	-	-	500,000	-	500,000
Carryover/Rebudgets	57,277	61,032	-	-	-
<b>Subtotal</b>	<b>57,277</b>	<b>61,032</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>
<b>Total Operating Budget</b>	<b>12,300,871</b>	<b>12,493,146</b>	<b>13,775,023</b>	<b>13,394,884</b>	<b>13,178,075</b>
<b>Transfers Out</b>					
Indirect Cost Allocation	1,852,051	1,616,504	1,732,892	1,732,892	1,643,488
In Lieu Property Tax	21,423	21,287	19,931	19,931	17,127
Transfer to:					
General Fund	-	7,500	-	9,700	-
Fleet Fund	193,367	146,000	420,000	420,000	731,000
Capital Improvement Program	-	-	-	-	827,009
<b>Total Transfers Out</b>	<b>2,066,841</b>	<b>1,791,291</b>	<b>2,172,823</b>	<b>2,182,523</b>	<b>3,218,624</b>
<b>Ending Fund Balance</b>	<b>\$ 662,723</b>	<b>\$ 1,255,000</b>	<b>\$ 1,402,753</b>	<b>\$ 1,595,134</b>	<b>\$ 1,962,270</b>

The Solid Waste Fund is an enterprise fund used to account for all activity associated with refuse and recycle material collection and disposal. User fees and sale of recyclable materials cover the cost of the operation. The fund maintains a small fund balance to provide for future additional vehicle purchases as routes expand to respond to a growing population and to provide funding for unexpected expenditures within the fiscal year.

**FINANCIAL SUMMARIES** *water and sewer funds*

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	16,463,213	14,706,662	19,609,797	22,146,419	22,403,205
<b>Revenues:</b>					
Water Charges	53,482,201	57,076,810	55,756,917	58,756,917	62,469,405
Sewer Charges	18,330,000	21,084,115	23,779,779	25,279,779	26,453,738
Effluent Sales	-	-	375,000	375,000	375,000
Interest Earnings	4,040,000	5,724,734	5,075,000	6,325,000	5,300,000
Property Rental	57,000	13,360	-	-	-
Miscellaneous Revenue	3,882,292	2,544,181	3,832,132	3,832,132	3,756,232
<b>Subtotal</b>	<b>79,791,493</b>	<b>86,443,200</b>	<b>88,818,828</b>	<b>94,568,828</b>	<b>98,354,375</b>
<b>Transfers In</b>					
Weather Reserve	-	-	2,000,000	-	3,000,000
Carryover/Rebudgets	842,383	1,402,321	-	1,289,971	-
Capital Improvement Program	4,632,390	4,948,506	4,963,394	4,963,394	4,973,319
<b>Subtotal</b>	<b>5,474,773</b>	<b>6,350,827</b>	<b>6,963,394</b>	<b>6,253,365</b>	<b>7,973,319</b>
<b>Total Revenues &amp; Transfers In</b>	<b>85,266,266</b>	<b>92,794,027</b>	<b>95,782,222</b>	<b>100,822,193</b>	<b>106,327,694</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Financial Services	1,431,909	1,671,033	1,840,789	2,009,620	2,030,201
Water Resources	32,496,069	34,420,179	41,225,190	42,472,330	42,070,129
Less PC Replacements/Phones	-	-	-	-	(197,319)
<b>Subtotal</b>	<b>33,927,978</b>	<b>36,091,212</b>	<b>43,065,979</b>	<b>44,481,950</b>	<b>43,903,011</b>
<b>Debt Service</b>					
General Obligation Bonds	4,196,138	5,073,122	6,034,366	6,034,366	6,129,970
Revenue Bonds	7,948,551	7,439,248	6,541,505	6,541,505	6,538,630
Contracts Payable	265,053	291,558	338,151	338,151	365,726
<b>Subtotal</b>	<b>12,409,742</b>	<b>12,803,928</b>	<b>12,914,022</b>	<b>12,914,022</b>	<b>13,034,326</b>
<b>Other Activity</b>					
Weather Reserve Appropriation	-	-	3,000,000	250,000	3,000,000
Carryover/Rebudgets	1,402,321	1,289,971	-	-	-
<b>Subtotal</b>	<b>1,402,321</b>	<b>1,289,971</b>	<b>3,000,000</b>	<b>250,000</b>	<b>3,000,000</b>
<b>Total Operating Budget</b>	<b>47,740,041</b>	<b>50,185,111</b>	<b>58,980,001</b>	<b>57,645,972</b>	<b>59,937,337</b>
<b>Transfers Out</b>					
In Lieu Property Tax	1,954,025	2,111,797	2,141,166	2,141,166	2,132,559
Indirect Cost Allocation	4,234,197	3,995,447	4,369,921	4,369,921	5,805,227
Franchise Fee	3,452,564	3,958,666	4,370,572	4,370,572	4,758,660
Transfer to:					
Capital Improvement Program	29,436,990	24,919,248	23,262,939	31,973,776	38,933,142
Fleet Management	105,000	184,000	64,000	64,000	33,000
General Fund	100,000	-	-	-	-
<b>Total Transfers Out</b>	<b>39,282,776</b>	<b>35,169,159</b>	<b>34,208,598</b>	<b>42,919,435</b>	<b>51,662,588</b>
<b>Ending Fund Balance</b>	<b>\$ 14,706,662</b>	<b>\$ 22,146,419</b>	<b>\$ 22,203,420</b>	<b>\$ 22,403,205</b>	<b>\$ 17,130,974</b>

The Water and Sewer Utility Fund is an enterprise fund used to account for all activity associated with the city's water delivery and sanitary sewer waste disposal. User fees cover the cost of the operation, payment of debt service associated with contractual and bonded debt, and transfer of fund to the capital improvement program for construction of new facilities and infrastructure.

*special projects fund*

FINANCIAL SUMMARIES

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	2,559,745	1,176,278	2,309,535	2,695,794	2,309,535
<b>Revenues:</b>					
Miscellaneous Revenue	2,475,000	5,750,000	6,177,706	2,690,000	4,672,372
<b>Subtotal</b>	<b>2,475,000</b>	<b>5,750,000</b>	<b>6,177,706</b>	<b>2,690,000</b>	<b>4,672,372</b>
<b>Total Revenues</b>	<b>2,475,000</b>	<b>5,750,000</b>	<b>6,177,706</b>	<b>2,690,000</b>	<b>4,672,372</b>
<b>Use of Funds:</b>					
<b>Departments</b>					
Courts	862,685	231,177	557,500	557,500	129,511
Human Resource Systems	48,811	39,458	46,000	46,000	-
Police	313,905	188,173	500,500	500,500	426,559
Community Services	1,232,232	1,056,233	1,621,667	1,621,667	2,161,642
Planning Systems	29,834	41,443	50,950	50,950	47,500
<b>Subtotal</b>	<b>2,487,467</b>	<b>1,556,484</b>	<b>2,776,617</b>	<b>2,776,617</b>	<b>2,765,212</b>
<b>Other Activity</b>					
Contingency	-	-	3,401,089	-	1,500,000
<b>Total Other Activity</b>	<b>-</b>	<b>-</b>	<b>3,401,089</b>	<b>-</b>	<b>1,500,000</b>
<b>Total Operating Budget</b>	<b>2,487,467</b>	<b>1,556,484</b>	<b>6,177,706</b>	<b>2,776,617</b>	<b>4,265,212</b>
<b>Transfers Out</b>					
Debt Service	496,000	358,000	350,170	299,642	356,830
Capital Improvement Program	875,000	2,316,000	-	-	255,500
<b>Subtotal</b>	<b>1,371,000</b>	<b>2,674,000</b>	<b>350,170</b>	<b>299,642</b>	<b>612,330</b>
<b>Ending Fund Balance</b>	<b>\$ 1,176,278</b>	<b>\$ 2,695,794</b>	<b>\$ 1,959,365</b>	<b>\$ 2,309,535</b>	<b>\$ 2,104,365</b>

The Special Projects Fund is a special revenue fund used to account for activity for which specific revenue sources are identified that are restricted to specific uses. For instance, donations for library books, donations to the horse patrol, and a surcharge on a moving violation to be used for enhancements to the City Court. The unexpended balance at the end of each fiscal year carries over to the new year to be used for the intended purpose.

**FINANCIAL SUMMARIES** *capital improvement funds*

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Adopted 2001/02
<b>Source of Funds:</b>					
<b>Beginning Balance*</b>	120,000,000	151,894,700	24,387,900	49,272,200	365,179,100
<b>Revenues</b>					
Bonds/Contracts					
General Obligation	50,000,000	25,262,900	-	-	40,000,000
Special Assessment	850,000	29,040,200	-	-	100,000
Municipal Properties Corporation	9,150,000	14,900,000	-	-	-
Preserve Bonds	77,000,000	64,000,000	3,545,600	35,000,000	50,000,000
Short Term Freeway Financing	-	24,000,000	24,000,000	-	-
Pay-As-You-Go	-	-	-	-	-
Water/Sewer Development Fees	32,764,500	22,694,100	23,150,000	21,034,300	8,331,200
Flood Control Contributions	4,000,000	41,361,400	44,000,000	1,370,000	370,000
Other Contributions	2,681,600	2,225,000	260,000	260,000	873,300
Tourism - Bed Tax	-	2,000,000	2,000,000	2,000,000	2,000,000
Other	2,800,000	1,810,000	3,000,000	3,500,000	3,500,000
Contingent Revenues	-	5,000,000	25,000,000	475,000	2,075,500
Prior Year Carryover	-	-	200,000,000	345,839,100	345,839,100
<b>Subtotal</b>	<b>179,246,100</b>	<b>232,293,600</b>	<b>324,955,600</b>	<b>409,478,400</b>	<b>453,089,100</b>
<b>Transfers In</b>					
General Fund	16,731,400	16,999,000	19,759,900	26,021,800	23,482,100
Water/Sewer Funds	29,437,000	24,919,200	23,262,900	31,973,800	38,933,100
Transportation Privilege Tax	13,307,800	10,230,000	15,300,300	20,878,300	17,601,600
Other	5,885,400	8,240,800	1,065,600	1,007,600	2,323,300
<b>Subtotal</b>	<b>65,361,600</b>	<b>60,389,000</b>	<b>59,388,700</b>	<b>79,881,500</b>	<b>82,340,100</b>
<b>Total Revenues &amp; Transfers In</b>	<b>244,607,700</b>	<b>292,682,600</b>	<b>384,344,300</b>	<b>489,359,900</b>	<b>535,429,200</b>
<b>Use of Funds:</b>					
Community Facilities	8,206,200	43,835,100	8,602,700	5,000,000	44,246,100
Preservation	85,502,400	66,638,600	24,000,000	24,000,000	-
Neighborhood Drainage & Flood Control	3,297,800	7,317,400	4,483,100	2,700,000	3,627,500
Improvement Districts	4,641,200	95,598,100	899,000	2,000,000	500,000
Public Safety	902,200	6,961,600	5,218,800	2,900,000	5,155,200
Service Facilities	4,538,800	7,204,500	5,521,000	5,700,000	10,366,700
Transportation	31,869,900	55,235,500	31,661,400	20,000,000	35,391,000
Water Resources	69,122,100	109,492,500	78,998,500	45,000,000	67,431,000
Contingency	-	5,889,800	918,800	650,000	2,065,600
Prior Year Carryover Budget*	-	-	200,000,000	60,539,600	345,839,100
<b>Subtotal</b>	<b>208,080,600</b>	<b>398,173,100</b>	<b>360,303,300</b>	<b>168,489,600</b>	<b>514,622,200</b>
<b>Transfers Out</b>					
Transfers Out to Debt Service	4,632,400	4,948,500	4,963,400	4,963,400	4,973,300
<b>Subtotal</b>	<b>4,632,400</b>	<b>4,948,500</b>	<b>4,963,400</b>	<b>4,963,400</b>	<b>4,973,300</b>
<b>Ending Fund Balance*</b>	<b>\$ 151,894,700</b>	<b>\$ 41,455,700</b>	<b>\$ 43,465,500</b>	<b>\$ 365,179,100</b>	<b>\$ 381,012,800</b>

\* Estimated for carryover of funds needed to complete multi-year projects

The Capital Improvement Program (CIP) Funds are used to account for all activity associated with the acquisition and construction capital facilities. Expenditures are presented on an approved budget (or total project cost) basis while revenues are presented on a cash-flow basis (as revenues are expected to be received). This presentation will often result in what appears to be a negative fund balance at the end of a particular fiscal year, but as construction progress may take several years, the funds (cash flow) to pay obligations associated with the projects will not be needed until future periods. All budgets lapse at the end of the fiscal year, therefore, \$345.8 million is planned for re-appropriation in 2001/02 for projects begun in prior years, which have not yet been completed.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Forecast 2001/02
<b>Source of Funds:</b>					
<b>Beginning Fund Balance</b>	71,000	(322,000)	-	(808,000)	-
<b>Revenues:</b>					
Grant Revenue	6,230,000	5,746,000	6,254,207	6,823,565	19,197,301
Contingent Grant Revenue			20,453,801	8,000,000	8,275,297
<b>Subtotal</b>	<b>6,230,000</b>	<b>5,746,000</b>	<b>26,708,008</b>	<b>14,823,565</b>	<b>27,472,598</b>
<b>Transfers In</b>					
Highway User Fund		62,000	-	738,642	-
Transportation Sales Tax		41,000	-	-	-
<b>Total Transfers In</b>	<b>-</b>	<b>103,000</b>	<b>-</b>	<b>738,642</b>	<b>-</b>
<b>Total Revenues &amp; Transfers In</b>	<b>6,230,000</b>	<b>5,849,000</b>	<b>26,708,008</b>	<b>15,562,207</b>	<b>27,472,598</b>
<b>Use of Funds:</b>					
<b>Grants</b>					
Community Development Block Grant	1,254,000	1,040,000	1,663,277	1,663,277	1,240,942
HOME Grant	308,000	39,000	269,448	269,448	290,626
Section 8 Housing	3,199,000	3,656,000	3,262,416	3,262,416	3,842,871
Other Federal & State Grants	1,862,000	1,600,000	1,059,066	1,059,066	13,822,862
Contingent Future Grants	-	-	20,453,801	8,500,000	8,275,297
<b>Subtotal</b>	<b>6,623,000</b>	<b>6,335,000</b>	<b>26,708,008</b>	<b>14,754,207</b>	<b>27,472,598</b>
<b>Total Operating Budget</b>	<b>6,623,000</b>	<b>6,335,000</b>	<b>26,708,008</b>	<b>14,754,207</b>	<b>27,472,598</b>
<b>Ending Fund Balance</b>	<b>\$ (322,000)</b>	<b>\$ (808,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Grant Fund is a special revenue fund used to account for restricted revenues such as Community Development Block Grants, Housing Assistance, and various other Federal and State Grants. A schedule of current and expected future grants appears on the following page.



Description	Purpose	Adopted 2001/01
<b>Grants:</b>		
<b>General Government</b>		
Victim's Assistance - Arizona Criminal Justice Commission	Costs associated with victim's rights mandates	45,777
Victims of Crime Act - 01/03	Provide funding to entities affected by Victim's Rights legislation	45,935
Disaster Preparation/Hazard Mitigation	Pre-disaster mitigation program	300,000
<b>Police Department</b>		
Community Oriented Policing Services- More '95	Purchase of computer equipment for patrol officers	75,000
Community Oriented Policing Services- More '96	Funding of salaries for community policing efforts and software	75,000
Cross Site Assessment Project	Funding for outside evaluation of burglary prevention efforts	5,000
Community Oriented Policing Services	Salaries and benefits for 20 officers for patrol deployment	282,197
Local Law Enforcement Block Grant 1999	Provide funding to supplement various law enforcement programs	107,038
Community Oriented Policing Services-Universal Phase 5	Provide salaries and benefits for community policing efforts	145,406
Local Law Enforcement Block Grant '2000	Provide funding to supplement various law enforcement programs	119,136
Regional Community Policing	Funding for one sergeant to attend statewide community policing institute	81,450
AZ Auto Theft Authority	Funding for auto theft deterrents	3,333
Community Oriented Policing Services - More 2000	Salaries and benefits for 3 officers plus steering wheel locking devices	126,489
Community Oriented Policing Services - In Schools	Hiring of 2 school resource officers for the Cave Creek School	97,060
Juvenile Accountability Incentive Block Grant - Year 3	Community Initiative to reduce juvenile crime	44,000
<b>Transportation Department</b>		
Local Transportation Assistance Fund II	Improvement of transit system (formally HB2565)	293,140
Community Funded Transportation	Improvement of transit system	70,000
FTA Improvement - X050 Enhancements	Construction of bus stop shelters.	106,560
FTA Improvement - X049	Purchase and installation of bus stop improvements	53,440
Land Acquisition	Purchase land for use by the airport	2,400,000
Bravo Taxiway Extension	Construction of airport taxiway improvements	2,832,370
Runway Improvements	Construction of airport runway improvements	1,232,594
Miscellaneous Airport Grants	Various airport projects	1,739,513
FTA/AZ0036 Bus	Purchase Buses	734,350
FTA X054 b-bus	Purchase Buses	1,390,161
STP X054-Bus Bays	Bus Bay Improvements	160,000
<b>Community Services</b>		
Community Development Block Grant	Community assistance	1,240,942
HOME Program	Community assistance	290,626
Section 8 Housing	Community assistance	3,842,871
State Grant in Aid 00A19	Library staff training	20,000
Grant-in-Aid 01A19	Library staff training	20,000
Community Housing Plan	Funding for Future Search Conference & Housing Issues	15,000
Scottsdale Ranch Desert Garden	To develop and maintain Scottsdale Ranch Desert Garden	250,000
Pinnacle Peak Trailhead	To develop trailhead at Pinnacle Peak	76,000
CAP Basin Sports Complex-Recreational Amenities	To develop recreational amenities at CAP Basin Sports Complex	500,000
Major Urban Resource Library - Recurring	Purchase of library books for applied science areas	4,000
Scottsdale Youth-Workforce Investment Act	Provide employment and training services to eligible Scottsdale youths	42,058
<b>Water Resources Department</b>		
Storage Tank Inspection	Inspection of leaking underground storage tanks	130,855
<b>Other</b>		
Future Grants - Various Purposes	Grant that are expected to be applied for in FY 01/02	8,275,297
<b>Total Grants by Department</b>		<b>\$ 27,472,598</b>

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Forecast 2000/01	Forecast 2001/02
<b>Source of Funds:</b>					
Beginning Fund Balance	1,369,789	1,800,136	2,309,535	1,500,000	1,500,000
<b>Revenues:</b>					
Trust Revenue	1,235,727	1,495,577	600,000	600,000	1,527,402
<i>Subtotal</i>	<i>1,235,727</i>	<i>1,495,577</i>	<i>600,000</i>	<i>600,000</i>	<i>1,527,402</i>
<b>Total Revenues &amp; Transfers In</b>	<b>1,235,727</b>	<b>1,495,577</b>	<b>600,000</b>	<b>600,000</b>	<b>1,527,402</b>
<b>Use of Funds:</b>					
<b>Trusts</b>					
Fine Arts Trust	805,380	408,688	600,000	600,000	861,402
Scdl Memorial Hospital Redevelopment	-	577,490	-	-	666,000
<i>Subtotal</i>	<i>805,380</i>	<i>986,178</i>	<i>600,000</i>	<i>600,000</i>	<i>1,527,402</i>
<b>Total Operating Budget</b>	<b>805,380</b>	<b>986,178</b>	<b>600,000</b>	<b>600,000</b>	<b>1,527,402</b>
Ending Fund Balance	\$ 1,800,136	\$ 2,309,535	\$ 2,309,535	\$ 1,500,000	\$ 1,500,000

The Expendable Trust Fund is used to account for assets held by the City in a trustee capacity. Currently the city holds funds for use by the Scottsdale Cultural Council for the Art in Public Places program, and for the Redevelopment District for Scottsdale Memorial Hospital.

**FINANCIAL SUMMARIES: *five year balanced financial plan***

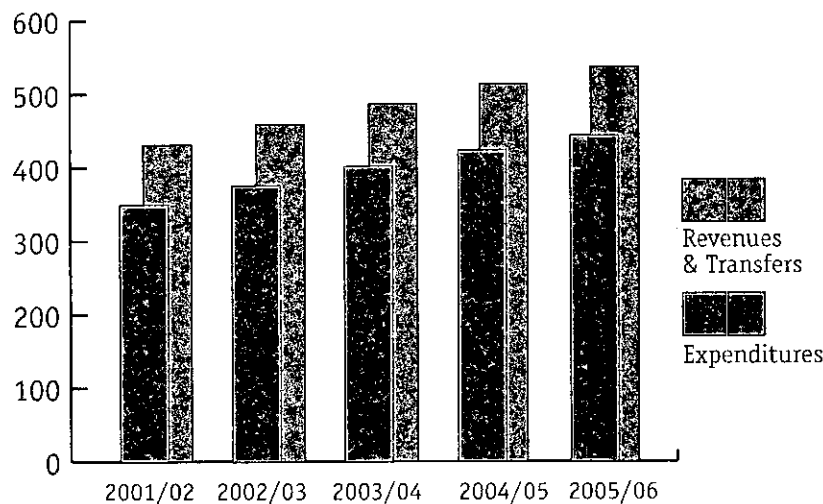
Scottsdale's five-year forecast is a tool for intermediate-range financial planning and policy development. Two benefits of the five-year forecast are to continue our emphasis on strategic planning and to identify the capacity of the City to fund forecasted expenditure requirements (fiscal capacity). Revenue/resource forecasts are based upon the latest available economic and demographic trend data. All significant expenditure issues have also been incorporated into the forecast, e.g., employee compensation changes, City growth and CPI cost changes, and additional operational costs associated with completion of capital projects. The forecast is not intended to be an exact predictor of what each department will spend over the next five years.

The following graph illustrates Scottsdale's operating resources more than offset City operating expenditures (departmental operations and debt service expense) forecast for the next five years.

Resources in excess of operating expenditures are used as pay-as-you-go funding source for the capital improvement program and/or to build City reserves and fund balances.

During this five year plan \$330 million of forecasted resources will be used to help pay for capital project expenses. Another \$52 million will be contributed to increasing City fiscal reserves and fund balances.

**Five Year Balanced Financial Plan  
In Millions of Dollars**



	2001/02	2002/03	2003/04	2004/05	2005/06
Operating Revenues/ Transfers	\$431.6	\$458.5	\$487.0	\$514.1	\$537.1
Operating Expenditures	350.9	377.0	403.4	425.0	444.7

**FIVE YEAR BALANCED FINANCIAL PLAN**

The development of the five-year financial plan was premised upon use of expenditure guidelines conservatively estimated to be available resources over the next five-year period. Departmental expenditure guidelines are identified to help balance the budget and encourage decision making by staff who have direct contact with citizens. Expenditure guidelines were conservatively estimated and include increases expected for changes in the consumer price index, increases to maintain current service levels, and the operating impacts of new capital improvements expected to be completed within the forecast period.

Departmental operating forecasts were required to be "within guidelines" and were used to develop the 2001/02 balanced budget and five year financial plan. Departments were encouraged to use a variety of methods to evaluate their financial needs over the five-year period and balance their budget within the estimated available resources. Methods used included: trade-offs with current service level budget (modified zero-base budgeting), partnering efforts between departments, reengineering efforts, use of volunteers, and leveraging technology. Forecasted expenditures for years two through five of the financial plan are intended for management discussion purposes regarding strategic fiscal planning and policy development for the next several years.

*five year financial plan - operations* FINANCIAL SUMMARIES

	Adopted 2001/02	Forecast 2002/03	Forecast 2003/04	Forecast 2004/05	Forecast 2005/06
<b>Source of Funds:</b>					
<b>Beginning Balance:</b>	<b>90,384,414</b>	<b>89,772,002</b>	<b>89,839,589</b>	<b>88,778,122</b>	<b>89,503,790</b>
<b>Revenues:</b>					
Taxes - Local					
Privilege Tax	88,564,928	94,941,602	101,587,515	107,682,765	114,143,731
Privilege Tax - Transportation	17,001,565	18,225,678	19,501,475	20,671,564	21,911,858
Privilege Tax - Preservation	17,448,121	18,704,385	20,013,692	21,214,514	22,487,385
Property Tax	36,166,123	41,049,145	47,005,479	50,670,797	53,593,908
Transient Occupancy Tax	8,057,840	8,380,154	8,715,360	9,063,974	9,245,254
Light & Power Franchise	5,122,021	5,429,342	5,755,102	6,100,409	6,466,433
Cable TV	1,013,441	1,043,844	1,075,159	1,107,414	1,140,636
Salt River Project Lieu Tax	202,864	210,979	219,418	226,001	232,781
Fire Insurance Premium	200,000	210,000	220,500	227,115	233,928
Taxes - From Other Agencies					
State Shared Sales Tax	16,683,219	17,684,212	18,568,422	19,496,843	20,471,686
State Revenue Sharing	20,754,041	21,999,283	23,099,247	24,254,209	25,466,920
Transportation					
Highway User Tax	13,155,736	13,879,302	14,573,267	15,301,930	15,914,007
Auto Lieu Tax	6,893,233	7,306,827	7,672,168	8,055,777	8,458,566
Local Trans Assistance Fund	1,194,034	1,205,974	1,218,034	1,230,215	1,242,517
Transit Funding	738,000	-	-	-	-
Internal Service Charges					
Motor Pool	10,861,504	10,529,887	10,845,783	11,171,157	11,506,292
Self Insurance	4,650,000	4,650,000	4,750,000	4,900,000	5,000,000
Licenses, Permits & Fees					
Development Permits & Fees	19,000,000	19,570,000	20,157,100	20,761,813	21,384,667
Business Licenses & Fees	1,732,939	1,819,586	1,910,565	2,006,093	2,106,398
Recreation Fees	2,129,765	2,236,253	2,348,066	2,465,469	2,588,743
WestWorld	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Fines & Forfeitures					
Court Fines	3,831,643	4,061,542	4,305,234	4,563,548	4,837,361
Parking Fines	187,000	187,000	187,000	187,000	187,000
Photo Radar	1,500,000	1,550,000	1,627,500	1,708,875	1,794,319
Library Fines	445,659	454,573	463,664	472,937	482,396
Interest Earnings/Property Rental					
Interest Earnings	14,000,000	14,300,000	14,200,000	14,300,000	14,400,000
Property Rental	3,267,348	3,386,842	3,511,116	3,640,360	3,774,775
Utilities & Enterprises					
Water Charges	62,469,405	68,114,464	74,046,558	80,775,189	84,922,221
Sewer Charges	26,828,738	28,033,980	29,859,286	31,923,186	33,973,818
Refuse/Recycling	16,228,835	16,869,454	17,575,965	18,254,009	18,802,007
Airport	1,481,591	1,526,039	1,571,820	1,618,974	1,667,544
Other Revenue					
Improvement District Assessments	3,072,265	3,533,454	3,147,267	2,962,496	1,270,725
Miscellaneous	5,712,578	5,884,846	6,004,846	6,131,346	6,258,346
Special Revenue (trust)	4,672,372	4,820,167	4,978,675	5,139,109	5,306,814
Less Internal Service Funds Offset	(15,361,504)	(15,029,887)	(15,445,783)	(15,921,157)	(16,356,292)
<b>Subtotal</b>	<b>401,155,303</b>	<b>428,018,926</b>	<b>456,519,502</b>	<b>483,613,932</b>	<b>506,166,743</b>
<b>Transfers In</b>					
Carryover/Rebudgets	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000
Capital Improvement Program	4,973,319	4,958,281	4,969,869	4,953,294	4,953,606
Fund Reserves					
Facilities Maintenance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Economic Investment	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Solid Waste Management	500,000	500,000	500,000	500,000	1,000,000
Self Insurance	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Water/Sewer Weather Reserve	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Subtotal</b>	<b>30,473,319</b>	<b>30,458,281</b>	<b>30,469,869</b>	<b>30,453,294</b>	<b>30,953,606</b>
<b>Total Revenues &amp; Transfers In</b>	<b>431,628,622</b>	<b>458,477,207</b>	<b>486,989,371</b>	<b>514,067,226</b>	<b>537,120,349</b>

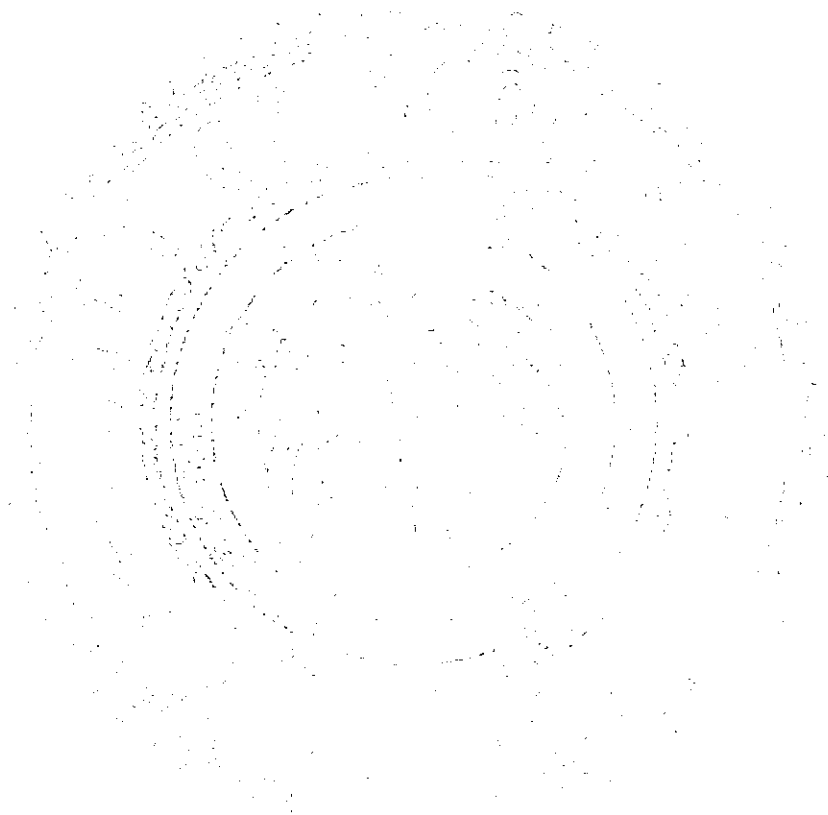
# FINANCIAL SUMMARIES *five year financial plan - operations*

	Adopted 2001/02	Forecast 2002/03	Forecast 2003/04	Forecast 2004/05	Forecast 2005/06
<b>Use of Funds:</b>					
<b>Departments</b>					
General Government	20,883,111	21,897,694	23,951,661	25,051,369	26,897,451
Police	49,411,687	52,861,974	56,553,354	62,107,684	66,445,345
Financial Services	14,593,929	15,508,603	16,467,537	17,480,671	18,556,100
Transportation	11,545,295	12,235,424	12,969,549	13,747,722	14,572,586
Community Services	45,672,287	48,826,114	52,198,548	55,804,782	59,661,069
Information Systems	8,174,539	8,689,535	9,297,802	9,855,671	10,427,299
Planning Systems	13,730,027	14,594,401	15,469,567	17,917,986	18,807,115
Economic Vitality	5,760,046	6,134,449	6,533,188	6,925,179	7,340,690
Preservation	486,602	515,798	544,167	574,096	605,671
Fire	16,574,622	17,486,226	18,360,538	19,278,564	20,242,493
Water Resources	42,070,129	44,213,991	46,435,180	48,768,364	51,219,371
Municipal Services	34,507,806	35,567,409	39,307,410	41,518,467	46,980,085
Citizen & Neighborhood Resources	2,455,556	2,639,723	2,824,503	2,993,973	3,173,612
Less Internal Service Fund Offsets	(15,361,504)	(15,029,887)	(15,445,783)	(15,921,157)	(16,356,292)
Less PC Replacement & Telephones	(2,634,249)	(2,634,249)	(2,634,249)	(2,634,249)	(2,634,249)
<b>Subtotal</b>	<b>247,869,883</b>	<b>263,507,204</b>	<b>282,832,972</b>	<b>303,469,123</b>	<b>325,938,346</b>
<b>Debt Service</b>					
General Obligation Bonds	27,983,199	32,495,281	37,105,556	39,592,217	43,204,339
General Obligation Bonds-Preserve	8,411,436	13,299,503	15,491,144	15,451,249	15,412,307
Preserve Authority Bonds	6,920,945	6,909,432	6,894,982	6,890,295	6,873,382
Revenue Bonds	9,642,430	9,623,971	9,623,792	9,648,293	9,663,195
MPC Bonds	10,845,275	11,511,850	12,000,966	10,502,816	6,121,609
Special Assessment Bonds	3,012,265	3,533,454	3,147,267	2,962,496	1,270,725
Contractual Debt	5,849,438	6,667,144	6,839,010	7,020,148	6,705,956
<b>Subtotal</b>	<b>72,724,988</b>	<b>84,040,635</b>	<b>91,102,717</b>	<b>92,067,514</b>	<b>89,251,513</b>
<b>Other Activity</b>					
Reserve Appropriations					
Facilities Maintenance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Economic Investment	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Operating Contingency	3,285,626	2,500,000	2,500,000	2,500,000	2,500,000
Special Revenue Contingency	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Solid Waste Management	500,000	500,000	500,000	500,000	500,000
Self Insurance	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Water/Sewer Weather Reserve	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Carryover/Rebudgets	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000
<b>Subtotal</b>	<b>30,285,626</b>	<b>29,500,000</b>	<b>29,500,000</b>	<b>29,500,000</b>	<b>29,500,000</b>
<b>Total Operating Budget</b>	<b>350,880,496</b>	<b>377,047,840</b>	<b>403,435,689</b>	<b>425,036,637</b>	<b>444,689,859</b>
<b>Transfers Out</b>					
General Fund to CIP	23,482,143	26,181,600	23,108,100	19,116,200	19,036,600
Water/Sewer Funds to CIP	38,933,142	35,630,615	40,687,686	45,850,170	46,886,360
Self-Insurance to CIP	14,095	14,095	14,095	14,095	14,095
Fleet Fund to CIP	247,083	253,683	345,383	27,083	27,083
Solid Waste to CIP	827,009	275,809	225,809	2,025,809	25,809
Special Revenue Fund to CIP	255,500	180,300	132,600	-	-
Transportation Tax Fund to CIP	17,601,565	18,825,678	20,101,475	21,271,564	22,511,858
<b>Subtotal</b>	<b>81,360,537</b>	<b>81,361,780</b>	<b>84,615,149</b>	<b>88,304,921</b>	<b>88,501,805</b>
<b>Total Expenditures/Transfers Out</b>	<b>432,241,034</b>	<b>458,409,620</b>	<b>488,050,838</b>	<b>513,341,558</b>	<b>533,191,664</b>
<b>Ending Balance</b>					
General Fund					
Economic Stabilization Reserve	19,456,791	20,770,066	22,174,311	23,884,070	25,354,207
Economic Investment Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Facilities Maintenance Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Unreserved	6,429,341	3,927,074	3,605,331	4,600,934	9,191,387
Debt Service Reserve	4,255,286	4,255,286	4,255,286	4,255,286	4,255,286
Water/Sewer Funds	17,130,974	19,316,981	21,205,070	23,432,409	25,780,735
Solid Waste Management Reserve	1,962,270	2,794,954	3,213,870	1,274,786	1,065,229
Special Revenue Funds	11,705,222	9,124,593	5,736,345	4,092,231	3,787,843
Internal Service Funds	21,832,118	22,650,635	21,587,908	20,964,075	16,997,789
<b>Total Ending Balance</b>	<b>\$ 89,772,002</b>	<b>\$ 89,839,589</b>	<b>\$ 88,778,122</b>	<b>\$ 89,503,790</b>	<b>\$ 93,432,476</b>

*five year financial plan - capital* FINANCIAL SUMMARIES

	Adopted 2001/02	Forecast 2002/03	Forecast 2003/04	Forecast 2004/05	Forecast 2005/06
<b>Source of Funds:</b>					
<b>Beginning Balance*</b>	<b>365,179,100</b>	<b>381,012,800</b>	<b>400,988,055</b>	<b>341,338,175</b>	<b>328,908,344</b>
<b>Revenues</b>					
Bonds/Contracts					
General Obligation	40,000,000	64,700,000	54,500,000	34,500,000	47,600,000
Special Assessment	100,000	50,000	-	-	-
Municipal Properties Corporation	-	-	1,700,000	5,500,000	-
Preserve Bonds	50,000,000	55,000,000	-	-	-
Pay-As-You-Go	-	-	-	-	-
Water/Sewer Development Fees	8,331,200	13,904,100	13,617,000	9,216,300	14,482,400
Flood Control Contributions	370,000	2,200,000	3,200,000	-	-
Other Contributions	873,300	6,600,000	1,000,000	1,000,000	1,000,000
Tourism - Bed Tax	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Other	3,500,000	1,000,000	1,100,000	1,100,000	1,100,000
Contingent Revenues	2,075,500	1,000,000	1,000,000	1,000,000	1,000,000
Prior Year Carryover	345,839,100	375,000,000	375,000,000	375,000,000	375,000,000
<b>Subtotal</b>	<b>453,089,100</b>	<b>521,454,100</b>	<b>453,117,000</b>	<b>429,316,300</b>	<b>442,182,400</b>
<b>Transfers In</b>					
General Fund	23,482,100	26,181,600	23,108,100	19,116,200	19,036,600
Water/Sewer Funds	38,933,100	35,630,600	40,687,700	45,850,200	46,886,400
Transportation Privilege Tax	17,601,600	18,825,700	20,101,500	21,271,600	22,511,900
Other	2,323,300	723,900	717,800	2,066,900	66,900
<b>Subtotal</b>	<b>82,340,100</b>	<b>81,361,800</b>	<b>84,615,100</b>	<b>88,304,900</b>	<b>88,501,800</b>
<b>Total Revenues &amp; Transfers In</b>	<b>535,429,200</b>	<b>602,815,900</b>	<b>537,732,100</b>	<b>517,621,200</b>	<b>530,684,200</b>
<b>Use of Funds:</b>					
Community Facilities	44,246,100	32,950,000	31,295,200	19,398,300	28,683,100
Preservation	-	226,500	1,699,200	-	-
Neighborhood Drainage & Flood Control	3,627,500	15,740,645	19,994,580	16,180,642	17,743,000
Improvement Districts	500,000	500,000	500,000	-	-
Public Safety	5,155,200	14,932,500	39,886,300	7,145,591	2,199,400
Service Facilities	10,366,700	6,555,800	7,322,000	11,460,800	3,957,100
Transportation	35,391,000	61,126,900	57,528,300	47,076,399	58,724,700
Water Resources	67,431,000	69,850,000	58,186,500	47,836,000	27,431,500
Contingency	2,065,600	1,000,000	1,000,000	1,000,000	1,000,000
Prior Year Carryover Budget*	345,839,100	375,000,000	375,000,000	375,000,000	375,000,000
<b>Subtotal</b>	<b>514,622,200</b>	<b>577,882,345</b>	<b>592,412,080</b>	<b>525,097,732</b>	<b>514,738,800</b>
<b>Transfers Out</b>					
Transfers Out to Debt Service	4,973,300	4,958,300	4,969,900	4,953,300	4,953,500
<b>Subtotal</b>	<b>4,973,300</b>	<b>4,958,300</b>	<b>4,969,900</b>	<b>4,953,300</b>	<b>4,953,600</b>
<b>Total Use of Funds</b>	<b>519,595,500</b>	<b>582,840,645</b>	<b>597,381,980</b>	<b>530,051,032</b>	<b>519,692,400</b>
<b>Ending Fund Balance*</b>	<b>\$ 381,012,800</b>	<b>\$ 400,988,055</b>	<b>\$ 341,338,175</b>	<b>\$ 328,908,344</b>	<b>\$ 339,900,144</b>

\* Estimated for carryover of funds needed to complete multi-year projects

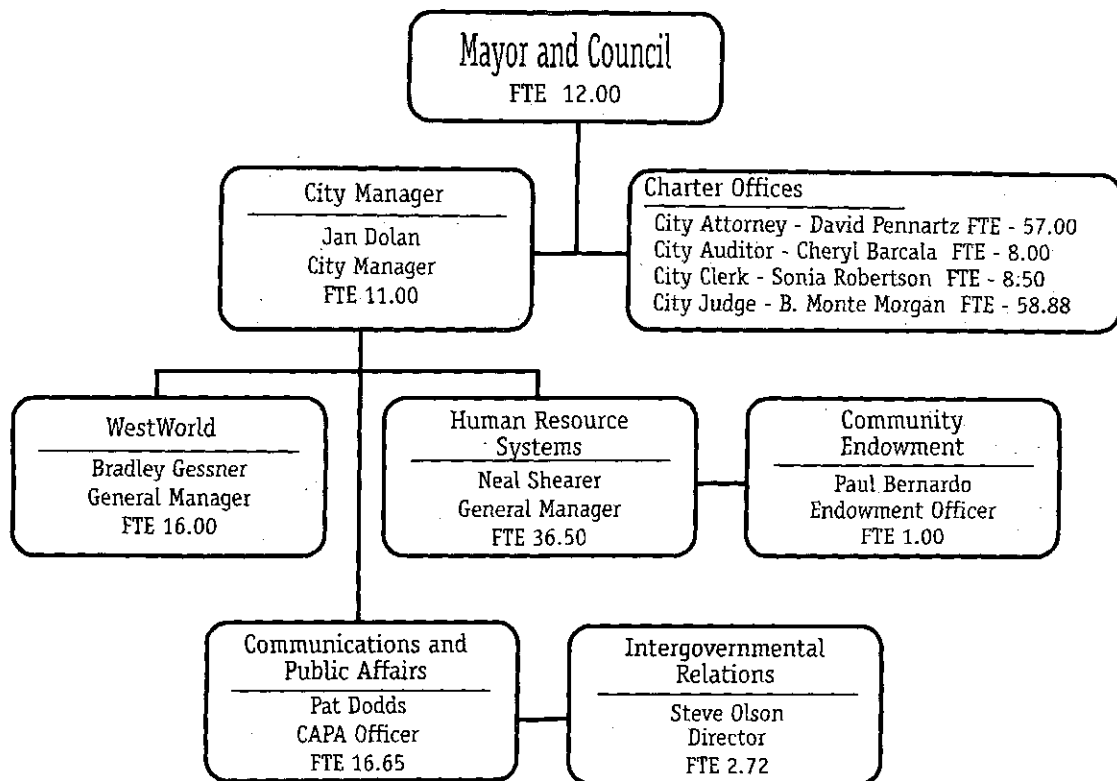


# **D**EPARTMENTAL BUDGETS

THIS SECTION PROVIDES INFORMATION REGARDING ALL CITY SERVICE AREAS. INFORMATION INCLUDES: KEY TRENDS IMPACTING SERVICE DELIVERY, PROGRAM OBJECTIVES AND RELATIONSHIP TO COUNCIL BROAD GOALS, PRIOR YEAR RESULTS AND OUTCOMES, BUDGET HIGHLIGHTS, ANNUAL OPERATING COSTS, STAFFING, AND PROGRAM PERFORMANCE MEASURES.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA





**FINANCIAL HIGHLIGHTS**

The General Government budget increases \$3,313,311 (18.8%) in 2001/02. The personal services budget increase of \$2,404,601 reflects the addition of 24.28 full time equivalent (FTE) positions and normal salary adjustments for 204.97 existing positions. Staffing additions are as follows: staffing for new 4<sup>th</sup> courtroom scheduled for July 2001 opening - 5 positions in the City Attorney's Office and 4 positions assigned to City Court; staffing for in-house litigation staffing (3) fully offset by reductions in the outside legal services and appropriate charges to existing city budgets; Victim's Assistance (1.5); Prosecution staffing (1.28); Legal Advisor; Court Interpreter; Public Information Officers (2.0 FTE) to support communication

efforts for the new Citizen and Neighborhood Resources Department and an expanded Capital Improvement Program; Audio Visual position to provide logistical support for City Council, Commissions and other public meetings; Management Intern and part-time Support Specialist in Human Resource Systems (1.5 FTE); and transfers in from other departments: Redevelopment staffing (2);

Public Information Officers (2); and transfer one Human Resources position to Community Services Department. Other increases include the transfer of budgets from other departments to support staffing transfers; a spring City Council election; three organizational audits; employee benefits review; and increases in the job advertising and tuition reimbursement budgets based on historical expenditures.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	15,881,136	16,239,123	17,569,800	18,321,762	20,883,111
% of City's Operating Total	7.66%	7.43%	7.08%	7.08%	7.85%
Full-time Equivalent (FTE)	174.81	197.47	203.97	202.97	228.25

**TRENDS**

As the variety of challenges facing Scottsdale expands, fair and responsible management of public funds will become more critical.

As Scottsdale matures, reinvestment in established areas will increase.

A greater focus shall be placed on neighborhood services and social services for all residents.

A greater focus shall be placed on balancing the opportunity for existing businesses to prosper with the need to attract new industry.

Greater attention shall be placed on fundamental City services for neighborhoods, businesses, and visitors.

Continuing rapid changes in information technology require automation solutions to improve case and file management, retrieval efficiency, and provide a high standard of customer service.

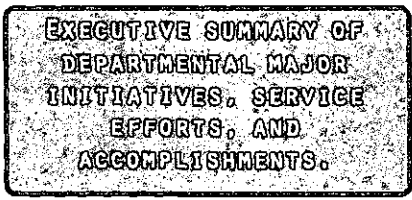
Increased interest from State, regulatory agencies, and citizens requires more dedicated effort in review of the internal control environment and adherence to laws, regulations, and contractual terms.

Approximately 1200 bills are annually proposed at the Arizona State Legislature, a large number of which impact City funding and operations.

Attempts at the state and federal levels to reduce government, threaten the cities' local authority to make decisions that best represent the citizens we serve.

Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and City assets.

Enhance and expand neighborhood services by centralizing appropriate functions during fiscal year 2001/02.



Initiate implementation of the bond program expenditures and projects during fiscal year 2001/02.

Continue aggressive land acquisitions to complete the McDowell Sonoran Preserve during fiscal year 2001/02.

Create an Economic Vitality Program to address existing and new Scottsdale businesses during fiscal year 2001/02.

Implement a Citizen Information Call Center to improve organizational responsiveness and consistency to citizen inquiries during fiscal year 2001/02.

Reach closure on current redevelopment programs and seek to stabilize impacted areas during fiscal year 2001/02.

Improve communications of City Council meetings through improved notification, agenda planning, and other creative efforts during fiscal year 2001/02.

Create and implement a Family Advocacy Center during fiscal year 2001/02.

Establish neighborhood investment programs enabling impacted residents to determine how to invest funds in their neighborhood during fiscal year 2001/02.

Explore and forward proposals to address housing needs of Scottsdale during fiscal year 2001/02.

Expand opportunities for public participation in City business and decision-making.

Reorganize, as appropriate, City programs to ensure they are critical to, and align with, the City Council's Mission and Goals.

**DEPARTMENTAL OBJECTIVES**

Enhance and protect a diverse, family-oriented community where neighborhoods are safe, secure, and well maintained.

Enrich the character and environment of Scottsdale.

Provide for the safe, efficient and affordable movement of people and goods.

Position Scottsdale for long-term economic prosperity by diversifying our economic resources.

Coordinate planning to balance infrastructure and resource needs.

Ensure government is accessible, responsive, and accountable where pragmatic decisions reflect community input and expectations.

**PRIOR YEAR RESULTS & OUTCOMES**

Continued to lead McDowell Sonoran Preserve efforts by approving land acquisitions and coordinating with the State Land Department.

Developed City Council Agenda planning and review process.

Initiated a review of the organization's structure to match Council's Mission Statement and Goals.

City Council meeting agendas and full packet of backup materials placed on the Internet on Friday prior to Council meetings, in addition to legal posting sites and placement at all libraries and citizen service centers.

Developed and implemented 162 policies and procedures along with flow charts for all the activities within the court.

Installed enhanced audio software and devices in all courtrooms.

Installed a lobby management system and an information booth in order to improve service to the public and to allow for better access to the court.

Partnered with Information Services to upgrade the City's Internet site by developing web standards, providing more staff training, and assisting with the development and marketing of new web services.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
Personal Services	10,007,224	10,659,327	11,710,664	11,710,664	14,115,265
Contractual Services	4,521,306	4,525,159	4,816,471	5,452,138	5,520,366
Commodities	671,114	653,953	746,675	860,229	710,970
Capital Outlays	681,492	400,684	295,990	298,731	536,510
<b>Total</b>	<b>15,881,136</b>	<b>16,239,123</b>	<b>17,569,800</b>	<b>18,321,762</b>	<b>20,883,111</b>
<b>Expenditures By Division</b>					
Mayor & Council	500,345	512,302	600,112	602,738	781,563
City Manager	1,131,840	1,179,450	1,220,219	1,220,219	1,438,772
City Clerk	595,252	625,697	697,096	696,956	706,227
Elections	156,539	419,297	7,272	7,412	332,524
City Attorney	3,192,330	3,311,899	3,679,958	4,190,754	4,678,638
City Auditor	584,144	639,445	657,843	657,843	725,727
City Court	3,356,519	3,000,216	3,656,295	3,631,295	4,105,010
Communications/ Public Affairs	1,381,808	1,407,508	1,516,019	1,516,129	1,692,088
Intergovernmental Relations	354,615	392,201	417,376	467,573	460,274
Human Resources Systems	3,091,643	3,121,086	3,416,285	3,431,280	3,976,838
WestWorld	1,536,101	1,562,073	1,613,765	1,812,003	1,893,294
Endowment	-	67,949	87,560	87,560	92,156
<b>Total</b>	<b>15,881,136</b>	<b>16,239,123</b>	<b>17,569,800</b>	<b>18,321,762</b>	<b>20,883,111</b>
<b>Staffing</b>					
Full-time	161.00	186.00	196.00	195.00	220.00
Part-time	20.00	16.00	15.00	15.00	15.00
Full-time Equivalent (FTE)	174.81	194.47	203.97	202.97	228.25
Grant Funded	-	-	1.00	1.00	1.00

**MISSION**

It is the mission of the City of Scottsdale to provide open and responsive government; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for all residents and visitors shall be the paramount consideration.

**TRENDS**

- As Scottsdale reaches build out, less revenues will be generated by construction related sales taxes and retail sales taxes.
- Scottsdale neighborhoods will continue to age and mature.
- Scottsdale's population will become more diverse.
- Greater external pressures will make it increasingly difficult to complete the McDowell Sonoran Preserve.
- Continued population growth of the metropolitan area and the state will broaden traffic congestion.
- Scottsdale citizens will continue to demand open, accessible, responsible, and responsive local government.
- As the variety of challenges facing Scottsdale expands, fair and responsible management of public funds will become more critical.
- As Scottsdale matures, reinvestment in established areas will increase.

**PROGRAM OBJECTIVES**

- Enhance and protect a diverse, family-oriented community where neighborhoods are safe, secure, and well maintained.
- Enrich the character and environment of Scottsdale.
- Provide for the safe, efficient and affordable movement of people and goods.
- Position Scottsdale for long-term economic prosperity by diversifying our economic resources.
- Coordinate planning to balance infrastructure and resource needs.
- Ensure government is accessible, responsive, and accountable where pragmatic decisions reflect community input and expectations.
- Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and City assets.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

The Mayor and City Council budget increases by \$181,451 (30.2%) in 2001/02. Increases include the transfer of two positions, one from Communications and Public Affairs (CAPA) and one from the City Manager's Office, and one half of the salary for an Executive Assistant position shared with the City Manager's Office. The contractual budget includes support of the World Affairs Council, formerly budgeted in CAPA. Other increases reflect normal inflation in contractual and commodity accounts, and normal salary adjustments for eligible employees.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	331,027	336,958	353,045	353,045	518,666
Contractual Services	133,203	131,338	213,176	213,375	215,473
Commodities	26,879	27,894	26,187	28,614	29,000
Capital Outlays	9,236	16,112	7,704	7,704	18,424
<b>Total</b>	<b>500,345</b>	<b>512,302</b>	<b>600,112</b>	<b>602,733</b>	<b>781,563</b>
<b>Staffing</b>					
Full-time	10.00	10.00	10.00	10.00	12.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	10.00	10.00	10.00	10.00	12.00

PRIOR YEAR RESULTS & OUTCOMES

- Established City Council Mission Statement and Goals.
- Appointed Downtown Task Force.
- Appointed 14 member Citizen Budget Review Committee.
- Appointed 14 member Citizen Bond Review Commission.
- Voted not to further pursue the Desert Greenbelt Project.
- Continued to lead McDowell Sonoran Preserve efforts by approving land acquisitions and coordinating with the State Land Department.

**Goal:** Implement programs and services to support the City Council's Mission and Goals.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide leadership throughout organization.	Approval by the City Council of the performance of program and service delivery.	n/a	n/a	meet measure	meet measure	meet measure
Ensure a responsive and accountable organization through effective leadership.	City Council satisfaction of organizational performance and service delivery.	n/a	n/a	meet measure	meet measure	meet measure



Winnie and Pooh, the City Hall lagoon swans, became proud parents to two cygnets, affectionately named Christopher and Robin.

**MISSION**

Successfully implement the City Council's mission and goals by leading the organization's delivery of effective and efficient public services and programs.

**TRENDS**

A greater focus shall be placed on neighborhood services and social services for all residents.

Continued emphasis will be placed on successfully acquiring the 16,600 acres of State lands for the McDowell Sonoran Preserve.

Continued innovative efforts shall be placed on reducing traffic congestion through local and regional programs.

A greater focus shall be placed on balancing the opportunity for existing businesses to prosper with the need to attract new industry.

Greater attention shall be placed on fundamental City services for neighborhoods, businesses, and visitors.

A greater emphasis shall be placed on serving maturing neighborhoods.

A greater focus shall be placed on retrofitting aging infrastructure.

Continued importance will be placed on community participation and citizen involvement on planning, development and redevelopment.

**PROGRAM OBJECTIVES**

Enhance and expand neighborhood services by centralizing appropriate functions during fiscal year 2001/02.

Initiate implementation of the bond program expenditures and projects during fiscal year 2001/02.

Continue aggressive land acquisitions to complete the McDowell Sonoran Preserve during fiscal year 2001/02.

Create an Economic Vitality Program to address existing and new Scottsdale businesses during fiscal year 2001/02.

Implement a Citizen Information Call Center to improve organizational responsiveness and consistency to citizen inquiries during fiscal year 2001/02.

Reach closure on current redevelopment programs and seek to stabilize impacted areas during fiscal year 2001/02.

Improve communications of City Council meetings through improved notification, agenda planning, and other creative efforts during fiscal year 2001/02.

Create and implement a Family Advocacy Center during fiscal year 2001/02.

Establish neighborhood investment programs enabling impacted residents to determine how to invest funds in their neighborhood during fiscal year 2001/02.

Explore and forward proposals to address housing needs of Scottsdale during fiscal year 2001/02.

Expand opportunities for public participation in City business and decision-making.

Reorganize, as appropriate, City programs to ensure they are critical to, and align with, the City Council's Mission and Goals.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The City Manager's budget increases \$218,553 (17.9%) in 2001/02. Highlights include the transfer in of two positions from the Planning and Community Development Department; transfer out of one position and 50% of the salary of another position to the Mayor and City Council's budget; and normal operating increases in salary, contractual and commodity accounts to support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	971,468	1,011,105	1,004,534	1,004,534	1,209,943
Contractual Services	106,658	135,972	161,352	161,352	157,245
Commodities	45,844	27,947	35,501	35,501	40,000
Capital Outlays	7,871	4,426	18,832	18,832	31,584
<b>Total</b>	<b>1,131,840</b>	<b>1,179,450</b>	<b>1,220,219</b>	<b>1,220,219</b>	<b>1,438,772</b>
<b>Staffing</b>					
Full-time	10.00	10.00	10.00	10.00	11.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	10.00	10.00	10.00	10.00	11.00

**PRIOR YEAR RESULTS & OUTCOMES**

- Conducted two City Council Retreats, where Council members developed their Mission Statement and Goals.
- Assisted in the formation and support of the City Council appointed Downtown Task Force.
- Assisted with McDowell Sonoran Preserve coordination efforts with the Arizona State Land Department and the Arizona Game and Fish Department.
- Developed City Council Agenda planning and review process.
- Initiated a review of the organization's structure to match Council's Mission Statement and Goals.
- Developed and administers the City Council Weekly Report.
- In conjunction with the City Clerk's Office, reformatted the City Council Meeting agendas.
- In conjunction with the City Clerk's Office, initiated the reorganization of the Board and Commission appointment process.

**Goal:** Implement programs and services to support the City Council's Mission and Goals.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Provide leadership throughout organization.	Approval by the City Council of the performance of program and service delivery	n/a	n/a	meet measure	meet measure	meet measure
Ensure a responsive and accountable organization through effective leadership.	City Council satisfaction of organizational performance and service delivery.	n/a	n/a	meet measure	meet measure	meet measure

**MISSION**

Our mission is to exceed our customers' expectations through increased interaction, expanded services, technological improvements, and continuous learning.

**TRENDS**

Requests for electronic versus hard copy documents/records is increasing.  
 Expectation is growing for immediate response to requests for records.  
 Passport applications continue to increase, especially for expedited services which increases amount of time required to process applications.

**PROGRAM OBJECTIVES**

Expand the imaging system to include all documents identified as public records in Arizona Statute, by December 2002.  
 Ensure the majority of users will reference the City Code electronically, by June 2002.  
 Establish a completely electronic Council meeting agenda process to meet Council expectations and respond to citizen requests and suggestions, by June 2002.

**PRIOR YEAR RESULTS & OUTCOMES**

Completed scanning of all prior year agendas, minutes, council action reports, ordinances, resolutions and contracts into the City Clerk's imaging system.  
 City Council meeting agendas and full packet of backup materials placed on the Internet on Friday prior to Council meetings, in addition to legal posting sites and placement at all libraries and citizen service centers.  
 Permanent records of City Council decisions scanned into the Document Imaging System following every council meeting to facilitate storage and retrieval.  
 Provided passport application acceptance service twice weekly. Accepted an average of 577 passport applications per month with waiting time of less than 30 minutes.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The City Clerk's budget increases \$9,131 (1.3%) in 2001/02. Increases maintain current service level within the City Clerk's Office.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	389,494	410,759	423,911	423,911	453,792
Contractual Services	150,680	176,521	199,985	199,845	208,052
Commodities	19,704	9,039	30,586	30,586	24,643
Capital Outlays	35,375	29,377	42,614	42,614	19,740
Total	595,252	625,697	697,096	696,956	706,227
<b>Staffing</b>					
Full-time	8.00	8.00	8.00	8.00	8.00
Part-time	1.00	.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	8.50	8.50	8.50	8.50	8.50



**Goal:** Preserve & maintain legislative documents that are 100% accurate & in accordance with applicable laws to promote an informed public & enhance city operational efficiency.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide records of City Council meetings that meet legal requirements.	Average # of days between meeting & transcription of minutes	3 days	3 days	3 days	3 days	3 days
	% of minutes transcribed within seven days	100%	100%	100%	100%	100%
Postings of legal notices for public hearings & publishings within 24 hours of the meeting in accordance with statutory requirements.	# of legal postings	624	608	620	630	640
	Cost per legal posting	\$7.06	\$8.97	\$9.20	\$9.30	\$9.50
	% of legal notices posted within 24-hr requirement	100%	100%	100%	100%	100%
Place Council agenda packets on the internet.	% of Council Actions placed by the Friday before the scheduled meeting	100%	100%	100%	100%	100%
Provide Council agendas for citizens at least 24 hours prior to scheduled meeting.	# of meetings/agendas	63	69	65	65	65
	# of hours to prepare agenda	400.5	554.0	565.0	565.0	565.0
	# of amended agendas	6	15	12	12	12
	# of agenda items	801	853	870	880	880
Provide Council with Boards & Commissions information relating to vacancies & appointments.	# of applications received	n/a	214	230	250	260
	# of Boards & Commissions appointments	n/a	99	97	100	105

**Goal:** Preserve & maintain legislative documents that are 100% accurate & in accordance with applicable laws to promote an informed public & enhance city operational efficiency.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Scan permanent documents within 1 week of meeting.	# of documents scanned	10,249	8,473	8,685	8,901	9,000
	# of pages scanned	n/a	59,078	60,550	61,460	62,380
	% of documents scanned within one week of meeting	94.50%	100%	100%	100%	100%
Distribute legal services submitted (i.e., claims, lawsuits, appeals, etc.) to appropriate departments within 1 day of receipt.	# of services accepted, delivered to appropriate department within 1 day of receipt	100%	100%	100%	100%	100%
	# of legal services accepted	333	339	345	350	350

**Goal:** Provide a convenient location for citizens to apply for passports.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Process requests for passports the same day they are received.	# of passports processed	5,726	6,888	7,200	7,500	7,800
	# of hours spent on processing	935	1,243	1,243	1,243	1,243
	Cost per document processed	\$3.40	\$3.11	\$3.47	\$3.50	\$3.54
	% of citizens served within 30 minutes	99.69%	99.50%	100%	100%	100%

**MISSION**

Encourage Scottsdale citizens to participate in the democratic process by preserving the integrity of the election process to foster voter confidence.

**TRENDS**

Early ballot requests increase with each election. More voters now vote early than vote at the polls on election day.  
 Election costs are increasing.  
 Voter turnout is declining.  
 Fewer residents are registering to vote.

**PROGRAM OBJECTIVES**

Maintain an Election 2002 web page as soon as possible before the March 12 General and May 21 Runoff elections, by January 2002.  
 Provide links to Maricopa County Elections Department web pages for complete election information, especially the polling place locator, by January 2002.  
 Attend election training provided by League of Arizona Cities & Towns and Arizona Municipal Clerks' Association, by August 2001.

**PRIOR YEAR RESULTS & OUTCOMES**

Conducted three elections.  
 March 14, 2000 General Election - elected Mayor and two council members.  
 May 16, 2000 Runoff Election - elected one council member.  
 September 12, 2000 Special Election - voters approved bond projects totaling \$358.2 million.  
 Prepared and mailed Candidate Information Pamphlets to every household with a registered voter 30 days prior to March and May elections and an Informational Pamphlet 30 days prior to the September bond election.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Elections budget increases \$325,252 in 2001/02. The increase is due to the regular election schedule, which occurs every other year. An election is scheduled in March 2002. Special elections are not routinely budgeted.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	13,816	21,770	-	-	-
Contractual Services	140,628	395,738	6,416	6,556	331,884
Commodities	159	782	-	-	640
Capital Outlays	1,936	1,007	856	856	-
<b>Total</b>	<b>156,539</b>	<b>419,297</b>	<b>7,272</b>	<b>7,412</b>	<b>332,524</b>
<b>Staffing</b>					
Full-time	-	-	-	-	-
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	-	-	-	-	-

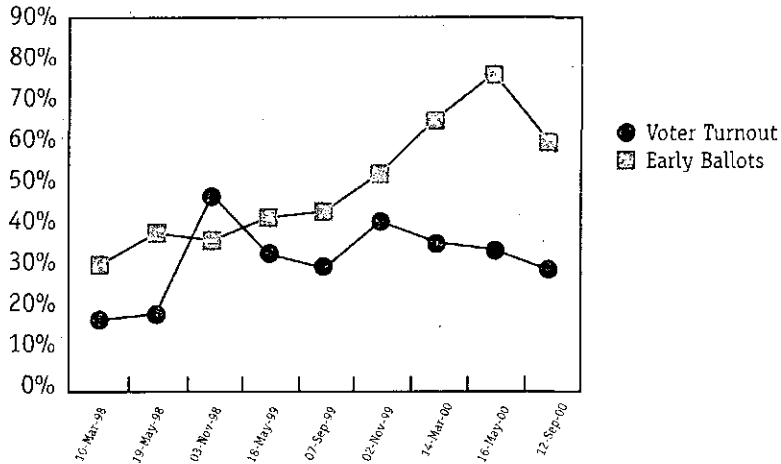
**Goal:** To provide a fair, effective and efficient municipal election process that enables citizens to participate in the democratic process.

**Strategy**

Encourage voter turnout while maintaining election costs.

Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
# of elections held	2	4	1	2	0
% of total population registered to vote	55.5%	48.4%	40.5%	45.0%	n/a
% of registered voter turnout	40.1%	34.5%	28.9%	32.0%	n/a
Cost per registered voter per election	\$0.63	\$1.19	\$0.42	\$1.66	n/a
% of early ballot	15.5%	52.2%	59.9%	60.0%	n/a

**Voter History by Date of Election**



MISSION

Provide legal and advocacy services that assist the organization to enhance the quality of life within Scottsdale and build trust in the integrity of City government.

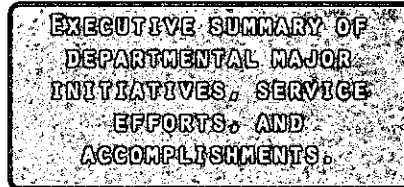
TRENDS

Continuing population growth, new and revised criminal laws, increasing numbers of police officers and criminal case backlogs have required additional justice system resources. Prosecution caseloads have increased approximately 15% each of the past four fiscal years. First quarter trends for fiscal year 2000 indicate an 18% caseload increase. Victim Assistance caseload has increased proportionately.

Continuing rapid changes in information technology require automation solutions to improve case and file management, retrieval efficiency, and provide a high standard of customer service.

Utilization of victim assistance notification and advocacy services is on the rise for a number of reasons including the geographic growth of the City, changes in domestic violence legislation, better understanding of the legal mandates and parameters of victim services, and a stronger working partnership between the Prosecution Division staff and the Victim Assistance Program Staff.

Increased need to be more accessible and provide better responsiveness to citizen inquiries.



PROGRAM OBJECTIVES

CIVIL DIVISION

Assign in-house attorneys to support City Council goals and objectives.

Represent City in civil litigation, administrative, and regulatory proceedings.

Advocate for City and citizen interests on legislative matters.

Expand and improve customer service, legal representation, and exchange of information through increased use of technology.

Provide timely response to citizen inquiries.

Victim Assistance Program

Provide both written and oral victim notification services to every eligible misdemeanor crime victim involved in the Scottsdale municipal court system.

Deliver Level 4 victim advocacy case management services, as defined by the Arizona Attorney General's Office, to every eligible victim seeking victim assistance services.

The Victim Assistance Program will increase victim satisfaction with services provided by the Scottsdale Victim Assistance Program.

Continue to increase community partnerships, community outreach activities, and staff training opportunities in order to better serve crime victims and decrease operational expenses.

Utilize technology to enhance the efficient delivery of services to crime victims.

PROSECUTION DIVISION

Develop and implement a process, technology, and continuing legal education training program in the Division.

Resolve cases in a competent, professional, and timely fashion through effective prosecution processes.

Develop and implement training and information programs for City departments and citizens.

Provide timely response to citizen inquiries and requests.

Provide ongoing process refinement through active participation on the Criminal Justice Team.

DEPARTMENTAL OBJECTIVES

Enhance City services by providing legal advice to City officials and departments in support of their efforts to achieve the mission and broad goals of the City.

Advocate for City and citizen interests to enhance and protect a diverse, family-oriented community where neighborhoods are safe and well maintained.

Expand and improve customer services, legal representation, and exchange of information through the increased use of technology in helping to make government accessible, responsive and accountable.

Represent the City in all court proceedings required to defend, prosecute, and support the mission and broad goals of the City.

Handle more litigation in-house in response to City Council direction.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The City Attorney's budget increases \$998,680 (27.1%) in 2001/02. The increase includes the addition of 11.78 full time equivalent staffing (FTSE) positions are follows: staffing for new 4<sup>th</sup> Courtroom scheduled to open July 2001 (5 positions); in-house litigation staffing (3), fully paid by reduction in outside legal services, delay in hiring new positions, and charges to other operating departments within the city receiving the benefits of the service; Victim's Assistance staffing (1.5); Prosecution staffing (1.28); and a Police Legal Advisor.

**PRIOR YEAR RESULTS & OUTCOMES**

The City Attorney's Office initiated its in-house litigation program with the appointment of a new Deputy City Attorney. The Office also installed an electronic document management system and assisted in initiating a mediation program and nuisance abatement task force. The office brought in various matters that had previously been handled by outside legal counsel. Office staff also garnered several awards including Prosecutor of the Year, the City's Bill Donaldson Award, and a City Manager Award for Excellence. All three divisions of the Attorney's Office utilized law students, interns and volunteers to save a combined total of 3,516 hours of staff time.

During the current fiscal year, the Prosecution Division was able to bring on-line the Prosecution Module portion of the CJT automation project. This provided the Division with improved and efficient case management and processes. As a result, we achieved the goal of a 99% successful case completion rate.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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**CIVIL DIVISION**

**Expenditures By Type**

Personal Services	1,485,051	1,619,913	1,773,356	1,773,356	2,124,413
Contractual Services	565,038	463,277	640,465	1,149,793	663,527
Commodities	56,890	57,348	48,965	47,965	71,598
Capital Outlays	60,693	65,412	21,400	21,400	57,929
<b>Total</b>	<b>2,167,673</b>	<b>2,205,950</b>	<b>2,484,186</b>	<b>2,992,514</b>	<b>2,917,467</b>

**Staffing**

Full-time	22.00	23.00	24.00	24.00	29.00
Part-time	2.00	3.00	2.00	2.00	2.00
Grant Funded	-	-	1.00	1.00	1.00
Full-time Equivalent (FTE)	23.22	24.72	26.22	26.22	31.00

**PROSECUTION DIVISION**

**Expenditures By Type**

Personal Services	979,365	1,014,993	1,093,810	1,093,810	1,608,162
Contractual Services	35,262	71,850	60,311	62,718	66,483
Commodities	10,030	10,649	15,115	15,115	27,436
Capital Outlays	-	8,458	26,536	26,597	59,090
<b>Total</b>	<b>1,024,657</b>	<b>1,105,949</b>	<b>1,195,772</b>	<b>1,198,240</b>	<b>1,761,171</b>

**Staffing**

Full-time	19.00	20.00	20.00	20.00	27.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	19.00	20.00	20.00	20.00	27.00

The Victim Assistance Program provided victim assistance and case management services to more victims than in any previous year. In order to better serve victims, VAP utilized funding from the Arizona Criminal Justice Commission and the City's Endowment Program to translate program materials into Spanish and large-type formats. Additionally, revising the Victim Satisfaction Survey format as well as the distribution and collection procedures for the survey, resulted in a 40% increase in the number of returned surveys for fiscal year 1999/00.

**GENERAL GOVERNMENT**

*city attorney*

**Goal:** Assign in-house attorneys to support City Council goals & objectives.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Provide legal advice to clients.	% of client satisfaction rated as good or very good	n/a	93%	84%	90%	95%
Provide attorney support for ordinance updates.	# of ordinances & resolutions reviewed	314	352	390	400	425
Participate in interdisciplinary task forces & cross-departmental teams.	% of client satisfaction rated as good or very good	n/a	93%	84%	90%	95%
Review 100% of referred professional services agreements, IGA, & other contracts.	# of contracts & agreements reviewed	126	191	200	225	250

**Goal:** Represent City in civil litigation, administrative & regulatory proceedings.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Increase # of litigation matters retained in-house.	% of cases retained in-house	34%	26%	63%	70%	80%
Provide in-house legal representation on all federal & state regulatory matters 100% of the time.	% of in-house attorney time compared to outside counsel time	100%	100%	100%	100%	100%

**Goal:** Advocate for City & citizen interests on legislative matters.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Review legislative proposals for conformance to City Council goals.	% of legislative proposals referred & reviewed	n/a	n/a	100%	100%	100%
Provide legal support to IGR Department & public officials on legislative lobbying.	Level of client satisfaction of legal services	n/a	n/a	94%	95%	96%

**Goal:** Expand & improve customer service, legal representation, & exchange of information through increased use of technology.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Develop a functional intranet site, by June 30, 2002.	% of website completed	n/a	n/a	25%	75%	100%
Develop centralized repositories of electronic information.	% of case/matter management system completed	n/a	n/a	25%	50%	100%
Develop an Internet website for citizen use.	% of site developed	n/a	n/a	25%	50%	100%

**Goal:** Provide timely response to citizen inquiries.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Task personnel to review call referrals from the call centers as a first priority the morning of the next business day & make first contact with the caller within 24 hours 100% of the time.	% of call referrals by the call centers on which first contact with the caller is made within 24 hours.	n/a	n/a	50%	100%	100%

**Goal:** In keeping with the City Council's goal of enhancing & protecting a diverse, family-oriented community where neighborhoods are safe & well maintained, the Victim Assistance Program will provide both written & oral victim notification services to every eligible misdemeanor crime victim involved in the Scottsdale municipal court system.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide written notification to victims of their rights within 5 days of receiving police report 100% of the time.	% of written notifications sent within 5 days of receiving the police report	n/a	n/a	95%	100%	100%
Provide a follow-up phone call to each victim who receives written notification 100% of the time.	% of victims who will receive a follow-up phone call within a minimum of 7 days of written notification being sent via U.S. mail	n/a	n/a	95%	100%	100%
Provide victims with written notification of the outcome of a court proceeding 100% of the time.	% of victims who will receive written notification of the outcome of a court proceeding within 15 days of the final disposition of a case	n/a	n/a	90%	100%	100%

**Goal:** Develop & implement training programs for staff in areas of process, technology & continuing legal education.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
All Division employees to attend a minimum of 16 hours IS training, 24 hours of in-house process & automation training during first six months of employment.	% of employees in compliance	n/a	n/a	100%	100%	100%

**Goal:** Provide competent & effective prosecution services to assure appropriate & timely resolution of misdemeanor cases.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Review, process, & file long form complaints within 30 days of submittal.	% of submittals processed within 30 days	63.9%	64.8%	80%	83%	85%
Review cases scheduled for arraignment & pre-trial conference four workdays prior to docket date.	% of cases reviewed within timeframe	97.2%	97.6%	98%	99%	100%
Provide discovery to defendants & their attorneys within time limits required by Rule 15, Rules of Criminal Procedure.	% of discovery provided within timeframe	n/a	n/a	90%	93%	95%

**Goal:** Provide Prosecution support to promote safe & well-maintained neighborhoods & build citizen trust.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Implement & conduct 4 training sessions regarding case investigation & hearing presentation protocol for City Departments regarding violations of the City Code related to neighborhood safety & maintenance issues.	% of training sessions held	n/a	n/a	0%	100%	100%
Provide information to citizens regarding Prosecution case processes via pamphlets at Library branches, Citizen Service Centers & webPage.	% of program completed	n/a	n/a	0%	100%	100%
Provide 6 Domestic Violence awareness forums at Citizen Service Centers.	% of forums conducted	n/a	n/a	0%	100%	100%

**MISSION**

The City Auditor responds to City needs by providing independent research, analysis, and consultative and educational services to promote operational efficiency, effectiveness, and integrity. The City Auditor's Office also performs the functions of False Alarm Hearing Officer, Property Disposition Hearing Officer, and Taxpayer Resolution Officer.

**TRENDS**

Increased focus on e-business applications requires more audit resources to ensure that adequate security is in place.

Increased interest from State, regulatory agencies, and citizens requires more dedicated effort in review of the internal control environment and adherence to laws, regulations, and contractual terms.

Growth in City programs results in increased interest in performance monitoring.

Growth in City budget and new bond program increases risk and requires more audit resources to ensure that proper controls are in place.

**PROGRAM OBJECTIVES**

Implement a risk orientation process in the allocation of resources and in the performance of audits and evaluations.

Ensure that all audits are completed by technically competent professional staff who adhere to government auditing standards.

Foster trust, teamwork, and participation with City management and staff to facilitate the development of useful recommendations.

Ensure that the duties of False Alarm Hearing Officer, Taxpayer Resolution Hearing Officer, and Property Disposition Hearing Officer meet all required City regulations and professional standards.

**PRIOR YEAR RESULTS & OUTCOMES**

Completed eight audits ranging from reports on Travel Expenditures to the state mandated Agreed Upon Procedures Report for the Scottsdale City Court.

Initiated audits for Information Technology General Controls, Anti-Virus Procedures, and Controls Over Check Requisitions.

Completed an Information Technology Audit Plan, and updated the annual calculation of indirect rates.

Two auditors completed certification and became Certified Internal Auditors, and all staff participated in a minimum of 40 hours of continuing education.

Successfully underwent a Peer Review as required by Government Auditing Standards.

Served as the City's Taxpayer Resolution Officer and Property Disposition Hearing Officer.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The City Auditor's budget increases \$67,884 (10.3%) in 2001/02. The increase includes funding to provide for technical advice as required for assistance in completing audits, and software required for the completion of the Security Penetration Audit. Other increases support maintenance of current service level.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	473,410	530,358	528,710	528,710	576,765
Contractual Services	51,338	93,160	82,926	82,926	109,957
Commodities	32,189	9,886	37,647	37,647	25,845
Capital Outlays	27,207	6,042	8,560	8,560	13,160
<b>Total</b>	<b>584,144</b>	<b>639,445</b>	<b>657,643</b>	<b>657,843</b>	<b>725,727</b>
<b>Staffing</b>					
Full-time	8.00	8.00	8.00	8.00	8.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	8.00	8.00	8.00	8.00	8.00



**Goal:** Allocate audit resources in a cost-effective manner.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Implement a risk based approach to audit planning 100% of the time.	% of audits to have a risk matrix completed prior to the development of the audit program	100%	100%	100%	100%	100%

**Goal:** Adhere to Government Auditing Standards.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Staff assigned to conduct the audit will have the professional proficiency for the tasks required 100% of the time.	% of audits to have a planning document that requires determination of staff proficiency related to audit assignment	n/a	100%	100%	100%	100%
Maintain an independent attitude and appearance 100% of the time.	% of auditors to sign an annual statement on independence	100%	100%	100%	100%	100%
Maintain an appropriate internal quality control system 100% of the time.	% of audits to undergo an internal peer review to ensure that standards are met	n/a	100%	100%	100%	100%

**Goal:** Conduct audits in a professional manner.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Ensure that audits are completed by technically competent professional staff 100% of the time.	% of staff to receive 40 hours of continuing professional education annually	100%	100%	100%	100%	100%
Ensure that audits are appropriately planned 100% of the time.	% of audits to have an audit plan before start of fieldwork	100%	100%	100%	100%	100%
Ensure that audits are completed in a timely manner 100% of the time.	% of audits to be completed by the budgeted due date	95%	95%	95%	95%	95%

In December 2000, the Office of the City Auditor of Scottsdale, qualified for the Institute of Internal Auditors' Commitment to Quality Improvement Award.

This award recognizes internal auditing departments that demonstrate an ongoing commitment to improving the quality of internal auditing in the areas of professional excellence, quality of service, and professional outreach.

The Office of the City Auditor of Scottsdale is one of only eight internal auditing departments in the world receiving the award in 2000 and one of 64 since the inception of the Award.



**MISSION**

Scottsdale City Court is dedicated to serving the community by providing a dignified and professional forum for the efficient resolution of cases within its jurisdiction. All persons shall be treated equally and fairly to promote public trust and confidence.

**TRENDS**

Jury trial requests have increased by 15%.

Interpreting services for Spanish speakers continues to increase.

Orders of Protection requests have increased by 12%. With the move of Justice Court in February 2001, it is anticipated the increase could grow to 16%.

**PROGRAM OBJECTIVES**

Complete court expansion activities, including construction of a fourth criminal court, by June 2001.

Increase internal collection efforts to ensure compliance with court orders by implementing a comprehensive collection program, by August 2001.

Implement processes and technology that will reduce paper files by 75%.

Reduce jury trial settings to 60 days 80% of the time.

Reduce pretrial settings from 60 days to within 30 days of arraignment by 80%.

**PRIOR YEAR RESULTS & OUTCOMES**

Implemented modifications to financial procedures ensuring the court is in compliance with Minimum Accounting Standards.

Developed and implemented 162 policies and procedures along with flow charts for all the activities within the court.

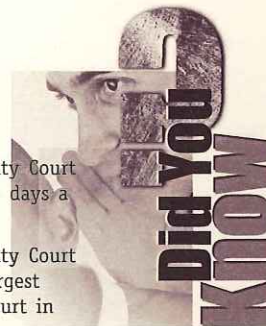
Installed enhanced audio software and devices in all courtrooms.

Improved access to the court by hiring an additional hearing officer to handle civil traffic matters.

Reorganized the court structure to allow for increased efficiency and professional development.

Implemented external collection efforts to reduce court collectibles by 13%.

Installed a lobby management system and an information booth in order to improve service to the public and to allow for better access to the court.



Scottsdale City Court operates 365 days a year.

Scottsdale City Court is the 4th largest municipal court in the state.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The City Court's budget increases a total of \$448,715 (12.2%) in 2001/02. The increase includes 5.0 new full time equivalent (FTE) positions - staffing for the new 4th Courtroom scheduled for July 2001 operation includes: 1 Judge , 1 Court Interpreter and 3 support positions. Other increases maintain the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,653,687	1,946,478	2,486,586	2,486,586	3,065,810
Contractual Services	1,109,126	779,042	996,052	980,528	748,470
Commodities	105,788	68,106	70,937	58,781	60,875
Capital Outlays	487,918	206,580	102,720	105,400	229,855
<b>Total</b>	<b>3,356,519</b>	<b>3,000,206</b>	<b>3,656,295</b>	<b>3,631,295</b>	<b>4,105,010</b>
<b>Staffing</b>					
Full-time	34.00	47.00	51.00	51.00	56.00
Part-time	5.00	6.00	6.00	6.00	6.00
<b>Full-time Equivalent (FTE)</b>	<b>36.90</b>	<b>49.88</b>	<b>53.88</b>	<b>53.88</b>	<b>58.88</b>

**Goal:** To provide court users with timely resolution of all criminal and civil cases.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Reduce outstanding criminal charges to less than 130% of filings.	# of criminal filings	13,451	15,517	16,443	16,632	16,965
	% of growth	n/a	15%	6%	1%	2%
	Average # of criminal charges outstanding at the end of the month	14,867	20,060	24,561	21,302	21,376
Reduce outstanding civil charges to less than 35% of filings.	% to criminal filings	111%	129%	149%	128%	126%
	# of civil filings	98,644	103,843	93,174	94,250	96,135
	% of growth	n/a	5%	-10%	1%	2%
	Average # of civil charges outstanding at the end of the month	29,521	34,531	38,507	32,045	32,686
	% to civil filings	30%	33%	41%	34%	34%

**Goal:** To provide prompt efficient customer service and issue court orders in a timely manner while ensuring equal access to all court users.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Process 75% of all civil traffic defaults within 15 days.	# of defaults entered	3,341	2,213	3,384	3,423	3,491
	% of defaults entered within 15 days	38%	63%	67%	75%	75%
Serve 95% of customers served within 15 minutes.	# of customers served at the front counter	37,842	45,067	40,904	41,313	42,139
	% of customers served within 15 minutes	100%	100%	100%	100%	100%
Process 75% of warrants ordered within 5 business days.	# of warrants ordered	17,505	4,756	6,012	6,081	6,203
	% of warrants issued within 5 business days	10%*	23%*	45%	75%	75%
Answer 97% of all calls received within 6 minutes.	# of calls received	n/a	38,332	30,678	30,985	31,604
	% answered within 6 minutes	n/a	93%	84%	97%	98%

\*Based on policy to issue warrants within 2 business days

**GENERAL GOVERNMENT communications & public affairs**

**MISSION**

Responsibly and proactively communicate timely, accurate, and credible information to Scottsdale's citizens and City of Scottsdale employees.

Continue to upgrade the City Internet website by assuring that web developers in all departments receive training in City standards and quality controls for all content published on the website, by Fall 2002.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

**TRENDS**

According to the annual Citizen Survey, satisfaction with City communications during the past three years has fluctuated from 82% in 1998 to 76% in 1999 and 84% in 2000. In a similar survey in the Scottsdale Citizen magazine in 2000, 87% said the City always or usually does a good job keeping citizens informed.

The Communications & Public Affairs (CAPA) budget increases \$176,069 (11.6%) in 2001/02. This includes the transfer in of two Public Information Coordinator positions formerly housed in other departments, the transfer out of one position to the Mayor and City Council Office, and three new positions as follows: one Public Information Coordinator to support the communications function of the new Citizen and Neighborhood Resource Department; another Public Information Coordinator is focused on communicating with neighborhoods concerning the Capital Improvement Program and is fully charged to the capital program; and a third, an audio visual position, provides logistical support for City Council, Commissions, and other public meetings. Other increases support the current service level within CAPA.

According to the 2000 Citizen Survey, two-thirds of residents responding said they get most of their information about City government through newspapers. Similar results were received through CAPA surveys showing citizens rely heavily on newspapers for information about City government.

**PRIOR YEAR RESULTS & OUTCOMES**

The proportion of citizens with access to the Internet at home is increasing. A 1998 CAPA survey indicated 52% had access at home. In the 2000 Citizen Survey, the number had risen to 72%.

Continued to publish Scottsdale Citizen magazine quarterly, winning several regional and national professional awards, and conducted four mail-in surveys yielding about 1,000 responses each. More than 85% of readers responding said the magazine is useful.

According to a 2000 mail-in survey, 86% of Scottsdale Citizen readers said the magazine "always" or "usually" offers useful information, and 13% said the magazine is "somewhat" useful.

Continued to upgrade and refine weekly Construction Updates reporting traffic restrictions to the media; continued updates on traffic restrictions on CityCable 11.

**PROGRAM OBJECTIVES**

Improve public notification regarding City meetings, events, and issues affecting specific neighborhoods by continuing to emphasize use of targeted communications (e.g., mailings, door hangers, signs) and assess results for the City Manager, by October 2001.

Revise Scottsdale Citizen magazine to meet needs identified by citizen focus groups and by the City. Begin changes with Fall 2001 edition.

Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
Personal Services	691,477	704,882	742,221	742,221	977,015
Contractual Services	640,162	609,164	732,733	732,733	666,087
Commodities	38,113	75,508	24,801	24,911	26,850
Capital Outlays	12,056	17,954	16,264	16,264	22,136
<b>Total</b>	<b>1,381,808</b>	<b>1,407,508</b>	<b>1,516,019</b>	<b>1,516,129</b>	<b>1,692,088</b>
<b>Staffing</b>					
Full-time	12.00	12.00	12.00	12.00	16.00
Part-time	2.00	1.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	13.15	12.65	12.65	12.65	16.65

**communications & public affairs** GENERAL GOVERNMENT

Installed a new sound system in the City Hall Kiva that has reduced feedback problems and improved overall quality.

Took advantage of a change in cable transmission lines to set up live broadcast capability from the Scottsdale Center for the Arts auditorium, providing a much larger venue for large public meetings.

Partnered with Information Services to upgrade the City's Internet site by developing web standards, providing more staff training, and assisting with the development and marketing of new web services.

Continued to refine and enhance weekly electronic newsletter for employees, recognized in 2000 as the best in its class nationally by the leading organization for city and county government communications.

**Goal:** Provide citizens with timely information about city government.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve a 90% customer satisfaction rating in the annual Citizen Survey.	% of citizens satisfied with citizen communications	76%	84%	90%	90%	90%
Increase the % of citizens who say the city does a "good" or "excellent" job in communications.	% of citizens in biennial CAPA survey rating City as "good" or "excellent" in communications	51%	n/a	75%	n/a	80%

**Goal:** Assure that information is available in a variety of formats, and make sure citizens are aware of them.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Increase to 25% the proportion of cable subscribers watching CityCable.	% of cable subscribers in biennial CAPA survey who watch CityCable weekly	17%	n/a	21%	n/a	25%
Increase proportion of citizens aware of City internet site.	% of citizens in biennial CAPA survey with Internet access who know of City site	50%	n/a	65%	n/a	75%
Achieve an 80% level of recognition for the Scottsdale Citizen magazine.	% of citizens in biennial CAPA survey who say they receive the Citizen magazine	n/a	n/a	56%	n/a	80%

**Goal:** Assure that information provided to the staff and public is clear and useful.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve a 90% approval rating for usefulness of Citizen Magazine.	% of citizens aware of Citizen Magazine in biennial CAPA survey who say it is useful	n/a	n/a	76%	n/a	90%
Achieve a 90% approval rating for usefulness of PRIDE newsletter.	% of citizens aware of PRIDE Newsletter in biennial CAPA survey who say it is useful	n/a	n/a	78%	n/a	90%
Achieve a 90% approval rating for employee communications in the annual survey.	% of employees in annual survey who strongly agree or agree that they receive information they need	83%	90%	90%	90%	90%

**GENERAL GOVERNMENT** *intergovernmental relations*

**MISSION**

Represent the City of Scottsdale at all levels of government by promoting positive and cooperative relations, in an effort to advance Scottsdale's objectives and policies as set forth in the Mayor and City Council Mission and Goals.

Successfully advocate positions consistent with the Mayor and City Council Mission and Goals through collaboratively working with the League of Arizona Cities and Towns, the National League of Cities, the U.S. Conference of Mayors, the Maricopa Association of Governments, the Regional Transportation Authority and other interest groups.

Provide support to the Mayor, City Council, City staff and City residents in pursuit of federal, state, and regional regulatory and funding issues as requested.

**TRENDS**

Approximately 1200 bills are annually proposed at the Arizona State Legislature, a large number of which impact City funding and operations.

State Legislative District boundaries will be revised in 2001 and effective in the 2002 elections, which may increase the number of legislative districts in Scottsdale.

Budgetary issues at the state and federal levels continue to threaten to reduce funds available to municipal governments.

Arizona will continue to address land use, transportation, social services and environmental issues on a regional and subregional basis, which will require municipalities to work with agencies at all levels of government to meet local objectives.

Attempts at the state and federal levels to reduce government, threaten the cities' local authority to make decisions that best represent the citizens we serve.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Intergovernmental Relations budget increases \$42,898 (10.3%) in 2001/02. Increases support the current service level within this program.

**PRIOR YEAR RESULTS & OUTCOMES**

Scottsdale remains an active leader at the regional, state and local levels. At the National level Scottsdale representatives filled key positions on the National Drought Policy Council; the National League of Cities Transportation Infrastructure and Services Steering Committee; the National League of Cities Energy, Environment and Natural Resources Policy Committee; and the National League of Cities Finance, Administration and Intergovernmental Relations Policy Committee. At the state and regional levels, city representatives were active in the Maricopa Association of Governments, League of Arizona Cities and Towns, Arizona Municipal Water Users Association, and Regional Public Transportation Association committees and governing bodies.

**PROGRAM OBJECTIVES**

Assure that at the federal, state, and regional levels of government, the Mayor and Council Mission and Goals are represented and advocate that the legislative and administrative policies set at each of these governmental levels provide the tools by which Scottsdale's goals and objectives may be achieved.

Continue to represent Scottsdale's interests in regional issues that transcend our boundaries by playing a key role in regional programs and planning efforts.

Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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	<b>Expenditures By Type</b>				
Personal Services	174,123	175,332	190,555	190,555	205,659
Contractual Services	170,394	212,482	219,303	269,500	245,717
Commodities	5,936	2,374	4,950	4,950	4,950
Capital Outlays	4,163	2,014	2,568	2,568	3,948
<b>Total</b>	<b>354,615</b>	<b>392,201</b>	<b>417,376</b>	<b>467,573</b>	<b>460,274</b>
				<b>Staffing</b>	
Full-time	2.00	2.00	2.00	2.00	2.00
Part-time	1.00	1.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	2.72	2.72	2.72	2.72	2.72

**intergovernmental relations**

**GENERAL GOVERNMENT**

**Goal:** Maintain and improve effective internal communication regarding intergovernmental issues relevant to Scottsdale.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Develop the Scottsdale State Legislative Program by January of each year & the Federal Program by March of each year.	Approval by the City Council of the state & federal programs	achieved	achieved	meet measure	meet measure	meet measure
Prepare & distribute concise reports on federal, state & regional issues monthly, & weekly during the Legislative session.	% of reports distributed	98%	95%	95%	95%	95%
Complete & present end-of-session State Legislative Report within 30 days of adjournment.	Presentation of the end-of-session report within 30 days of adjournment	achieved	achieved	meet measure	meet measure	meet measure

**Goal:** Maintain excellent working relationships with other entities and other City departments in order to represent Scottsdale's interests in regional issues.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Maintain a 95% satisfaction rate for services provided to other cities & regional governments & organizations.	% of satisfaction rating in annual survey	n/a	95%	95%	95%	95%
Maintain a 95% satisfaction rate for services provided to other City departments.	% of satisfaction rating in annual survey	n/a	95%	95%	95%	95%

**Goal:** Effectively advocate Scottsdale's Legislative Program before Congress and the State Legislature.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Maintain a 90% satisfaction rate for services provided to Scottsdale's Congressional & State Legislative delegations & related Legislative staff.	% of satisfaction rating in annual survey	n/a	90%	90%	90%	90%
Provide direct communication with Congressional & Legislative Representatives for the City Council to advocate City of Scottsdale issues.	# of City Council Legislative meetings scheduled	4	3	3	3	3
	Schedule at least two meetings of the Mayor & Council representatives with individual Legislators	achieved	achieved	meet measure	meet measure	meet measure
Active participation in federal & state advocacy organizations.	Coordinate City Council membership & participation in the National League of Cities, League of Arizona Cities and Towns, & the U.S. Conference of Mayors	achieved	achieved	meet measure	meet measure	meet measure

**GENERAL GOVERNMENT** *Human Resource Systems*

**MISSION**

HRS hires, develops and retains a competent, committed and diverse workforce to provide high quality and cost-effective services to Scottsdale citizens; and cultivates an environment within the organization and community where differences are valued, respected, and embraced through community outreach and deliberative dialogue.

**TRENDS**

The most competitive job market in decades makes it more challenging to attract and retain quality employees. While overall employee turnover rate is still relatively low, it is trending upward, increasing from 4% in FY 95/96 to 9% this fiscal year. We experienced a 38% drop in the number of applications per recruitment the past five years. Job advertising costs have risen an average 28% annually the past 2 years, partly due to increased efforts to attract job candidates. We are getting fewer highly qualified applicants for critical vacancies such as high-tech professionals and police officers, resulting in these positions remaining vacant longer.

The City's workforce is becoming more diverse and tenured. Minority employees represent 16% of the workforce, compared to 14% in 1997. The average employee tenure is 8.6 years, up from 7.2 years five years ago. We have 334 employees with 15 years or more of service, up from 275 two years ago. There are 136 full time employees who will be eligible to retire within the next 3 years, including 21 senior managers.

The broader community is also becoming more diverse, which reflects the growing interest to provide a central point of contact for diversity issues and concerns.

Constructively addressing employee concerns in the workplace is becoming more complex and time consuming due to the size of the city's workforce, the

diverse needs of employees, and evolving and complicated employment laws. In 2000 we handled over 450 types of employee issues, ranging from informal "open door" concerns to formal EEO complaints.

**PROGRAM OBJECTIVES**

- Recruit and hire the most qualified people to staff the City's service delivery needs.
- Implement progressive total compensation and employment practices to promote a healthy and productive work environment.
- Foster positive employment practices and a healthy and productive work environment.
- Design and implement organization development strategies to address the City's workforce and service delivery needs.
- Continuously improve HRS operations, strengthen teamwork and apply technology to provide high quality and efficient services.
- Encourage citizens and employees to respect our differences and seek understanding and appreciation through dialogue.

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Human Resource Systems budget increases \$560,553 (16.4%) from 2001/02. This budget reflects the inclusion of the Office of Diversity & Dialogue, and the exclusion of the Endowment Office, now shown separately. Staffing changes include the addition of a Management Intern and part-time Support Specialist offset by the transfer of one position to the Community Services Department in FY 2000/01. Salary increases reflect the inclusion of the recommended citywide market increase and merit increases for

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,014,497	2,015,671	2,320,571	2,320,571	2,387,368
Contractual Services	881,522	882,385	897,408	897,408	1,323,759
Commodities	163,492	185,771	159,786	174,781	198,227
Capital Outlay	32,132	37,259	38,520	38,520	67,484
<b>Total</b>	<b>3,091,643</b>	<b>3,121,086</b>	<b>3,416,285</b>	<b>3,431,280</b>	<b>3,976,838</b>
<b>Staffing</b>					
Full-time	27.00	30.00	34.00	33.00	34.00
Part-time	3.00	4.00	4.00	4.00	4.00
Full-time Equivalent (FTE)	28.50	32.00	36.00	35.00	36.50



eligible employees meeting stated performance standards. Other increases include \$150,000 for consultants to conduct departmental assessments; \$50,000 for a consultant to assist with a total review of employee benefits; \$100,000 increase for job advertising; \$100,000 increase for tuition reimbursement benefits; and other increases necessary to maintain the current service level for this program.

**PRIOR YEAR RESULTS & OUTCOMES**

HRS staff assisted the City Council with the implementation of two new citizen's advisory boards—the Judicial Appointments Advisory Board and the Human Relations Commission.

Coordinated a City Council initiative to implement a new ordinance to restrict and regulate the acceptance of gifts by city employees and officials, including the filing of disclosure forms for public review.

Coordinated three Charter Officer recruitments for the City Council and completed 484 recruitments in 1999 and 2000, a 29% increase over the previous 2 year period.

Increased minority applicants from 16% in 1995 to 20% in 2000, and the percentage of minority applicants hired has increased from 13% to almost 25% during that same period.

Completed citywide organizational assessment of policies and procedures as relates to managing diversity.

Hosted "affordable housing" discussion in Belleview residential area and completed plans for public dialogues on promoting civility-fighting hate crime, teaching tolerance, and eliminating racism.

Conducted training programs to improve staff's understanding of key policies and legal issues impacting today's complex workplace. Over 250 supervisors and managers attended these programs in 2000.

Redesigned the Benefits Enrollment, Recruitment & Selection, and Classification & Compensation processes to meet current and future customer service demands.

**Goal:** HRS will recruit and retain qualified people to staff the City's service delivery needs.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Maintain staff turnover rate to 10% or less.	Employee Turnover Rate	7.1%	7.9%	9.0%	9.5%	10.0%
Hire and promote qualified staff.	% of minority applicants	19.0%	18.0%	20.3%	22.0%	22.0%
	% minority new hires	19.0%	19.1%	24.6%	22.0%	22.0%
	% of new employees still employed after 6 months	89.0%	89.0%	89.0%	90.0%	90.0%
	% of non-entry level vacancies filled by City staff	56.0%	56.0%	48.0%	55.0%	60.0%

**Goal:** HRS will role model efficient and effective management and service delivery.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Maintain or improve operating efficiency while maintaining quality of customer services at or above 95%.	% of survey respondents satisfied with HRS services	94.7%	97.3%	95.0%	95.0%	95.0%
	HRS Operating Cost as a % of City Payroll	3.8%	3.2%	3.2%	3.2%	3.0%

**MISSION**

We are dedicated to remaining a premier, nationally recognized equestrian center and special event facility that provides family entertainment for the metropolitan area and beyond.

**TRENDS**

- Increased spectators at WestWorld and the TPC of Scottsdale will mean increased roadway maintenance costs.
- Event participation of all size shows at WestWorld will increase by 10% annually.
- Requests for facility use by non-equestrian events will increase annually.
- Parking venue requirements for the Phoenix Open will continue to increase.

**PROGRAM OBJECTIVES**

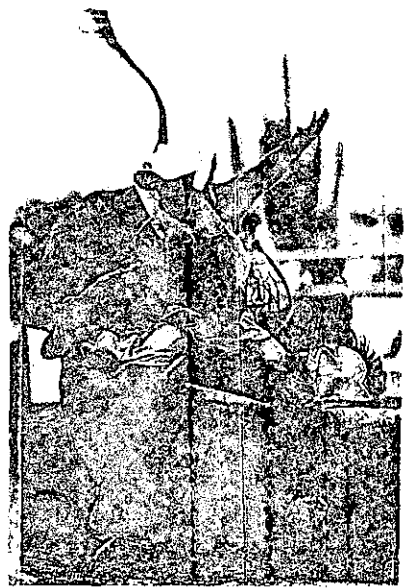
- Continue to implement the capital improvement plan outlined in WestWorld's Business Plan. The improvements will help attract major events to WestWorld.
- Update the Facility and Operations Management Plan for WestWorld with the Bureau of Reclamation, by July 2001.
- Partner with State and Federal officials in order to secure the state land adjacent to WestWorld for event parking for Signature Events.
- Develop and implement a comprehensive parking plan to support the Phoenix Open and Scottsdale Stadium, by December 2001.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The WestWorld budget increases \$279,519 (17.3%) in 2001/02. Increases include a change in the personal services budget due to position reclassifications, market increase effective July 1, 2001, and merit increase for eligible staff meeting stated performance goals. Other increases occur in professional services accounts supporting day and seasonal labor for special events, the cost of which is paid from event revenues.

Yeehaw!!  
Ride 'em cowboy!  
WestWorld Equestrian Center provides a western setting for a variety of family entertainment events.

Photo courtesy of Scottsdale Convention & Visitors Bureau.



	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
Personal Services	741,629	754,169	779,126	874,834	906,050
Contractual Services	633,488	644,199	665,517	747,270	778,221
Commodities	149,452	151,082	156,312	176,175	195,863
Capital Outlay	11,530	12,623	12,810	13,724	13,160
<b>Total</b>	<b>1,536,101</b>	<b>1,562,073</b>	<b>1,613,765</b>	<b>1,812,003</b>	<b>1,893,294</b>
<b>Staffing</b>					
Full-time	9.00	15.00	16.00	16.00	16.00
Part-time	6.00	-	-	-	-
Full-time Equivalent (FTE)	14.82	15.00	16.00	16.00	16.00

**PRIOR YEAR RESULTS & OUTCOMES**

Completed and opened the Sanctuary Golf Course at WestWorld.

Hosted the following Signature Events: Thunderbird Balloon Classic, the Barrett/Jackson Auction, the Sun Country Quarter Horse Show, and the Arabian Horse Show.

Worked with the Phoenix Thunderbirds to coordinate activities that resulted in a very successful Phoenix Open.

Worked with City staff and ADOT to minimize freeway construction impacts to events at WestWorld.

**Goal:** Provide a quality venue emphasizing equestrian and western theme events.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain percentage of equestrian/western theme events of total events at greater than 50%.	Total # of events	111	108	129	120	120
	% of events that are equestrian & western theme in nature	75%	74%	73%	74%	74%

**Goal:** WestWorld will offer excellent customer service.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve 95% or better on customer satisfaction ratings.	% of park users satisfied with events, services and facilities	95%	95%	95%	95%	95%
	% of RV users satisfied with the RV facility and services	89%	91%	95%	95%	95%

**Goal:** The total economic impact of events at WestWorld will provide a positive return on the Operating Dollar.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain a positive return on the operating dollar.	WestWorld's return on the operating dollar	n/a	\$1.13	\$1.09	\$1.09	\$1.09

**Goal:** The City of Scottsdale will ensure that all contractual obligations related to the TPC and WestWorld are met.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Closely monitor all Facility Use and Concessionaire Agreements for 100% compliance.	% of Facility Use Agreements and Concessionaire Agreements that comply w/City and Bureau of Reclamation policies	100%	100%	100%	100%	100%
Monitor the TPC of Scottsdale Agreement for 100% compliance.	% of time the TPC of Scottsdale agreement complies w/City & Bureau of Reclamation policies	100%	100%	100%	100%	100%

**GENERAL GOVERNMENT** *community endowment*

**MISSION**

To encourage philanthropy to address the needs of the Scottsdale community through the building of endowment funds. The guiding principles are:

- Spread the message of community philanthropy.
- Tap donor's values and passions.
- Match donor's interests to community needs.
- Encourage endowment giving.

**TRENDS**

Arizona Community Foundation (ACF) asset growth nearly tripled between 1996 and 1999 from \$103 million to \$284 million. The ACF ranks among the top 15% in asset size of the more than 500 community foundations in the country.

The year 2001 marks the first full year the Scottsdale Community Endowment begins its outreach as a true community program. Scottsdale is one of 14 affiliate organizations of the ACF. The majority of other affiliate organizations were started in 1996.

Scottsdale begins their effort ranked 7<sup>th</sup> among the 12 active affiliate organizations with assets just over \$800,000.

Most requested donor services: preparing children for their wealth, research on specific issues and charities, meetings with other donors, and recognition.

New organizations are needed that act as a matchmaker of sorts. Many donors have a strong desire to get involved in charitable work but don't have a personal connection to a particular cause, or who simply don't know where to begin.

As a result of an ACF donors' survey in 1999, 41% were referred to ACF by their financial advisor and/or Attorney, while 24% were referred by a friend.

A person with an after-tax income of \$140,000 and assets worth \$650,000 are in the top 5% of Americans in terms of wealth. Most of these people believed they were only in the top 20-30%. The wealthiest 1% (after-tax income of \$515,000) has more assets than the bottom 95% combined (40.1% of total net worth vs. 38.2%).

Americans gave \$190 billion to charity in 1999, an increase of 6.7% from 1998. The flow of these charitable gifts went to Religion (43%), Health and Human Services (18.5%), Education (14.4%), Gifts to Foundations (7.9%), Art & Humanities (5.8%), and the Environment (3.1%).

**PROGRAM OBJECTIVES**

Build an effective network of contacts and prospective donors that includes political leaders, community leaders, professional advisors (attorneys, trust officers, financial advisors), and existing Scottsdale donors with the Arizona Community Foundation (ACF).

Develop an effective public relations plan that tells our story, clarifies our vision/mission, creates community awareness, and emphasizes the benefits of our program and services.

Establish endowment funds that address community needs, reflect the values, passions and interests of donors, promotes involvement, and encourages collaboration and partnerships to maximize resources and achieve goals.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Endowment Office budget increases \$4,596 (5.2%) in 2001/02. This budget supports the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	-	65,467	77,205	77,205	81,622
Contractual Services	-	2,372	9,855	9,855	5,491
Commodities	-	110	500	500	5,043
Capital Outlays	-	-	-	-	-
<b>Total</b>	-	<b>67,949</b>	<b>87,560</b>	<b>87,560</b>	<b>92,156</b>
<b>Staffing</b>					
Full-time	-	1.0	1.0	1.0	1.0
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	-	1.0	1.0	1.0	1.0

PRIOR YEAR RESULT & OUTCOMES

Prior to Fall 2000, the endowment program was restricted to raising funds to support City of Scottsdale programs only. With the expanded scope, donors can contribute dollars to virtually any program and/or cause that supports Scottsdale citizens.

As a result of the new program direction, all materials were revised and updated. A six-minute promotional video was produced and a complete information folder was developed. In December, this video and folder were mailed to nearly 300 prospective donors and their advisors including company Presidents and CEOs, Attorneys and Trust Officers.

The Scottsdale Community Endowment cosponsored the first Philanthropy Symposium with the publication *PhilanthropyWorksAZ* and The Scottsdale Hilton Resort & Villas on November 6<sup>th</sup>. Approximately 80 people attended, representing various constituent groups within the philanthropic sector including donors, corporate funders, government agency staff, board members and nonprofit staff.

For the first time, the Scottsdale Community Endowment was included in the City's annual Scottsdale Employee's Charitable Connection campaign in partnership with the Valley of the Sun United Way. The Scottsdale Community Endowment was recognized by United Way as a participating organization. Nearly \$15,000 was raised through employee contributions to establish their own endowment fund. These donations were matched with approximately \$7,500 from the Arizona Community Foundation. The program hopes to expand this option to other large employers in Scottsdale next year because of the success of this pilot effort.

**Goal:** Build an effective network of contacts and prospective donors.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Conduct a series of outreach events targeting specific demographic groups.	# of outreach events held	n/a	n/a	2	4	4
	# of mailings	n/a	n/a	1	2	2
Complete promotional mailings to specific demographic groups.	# of persons mailed to	n/a	n/a	300	450	450

**Goal:** Develop an effective public relations plan that tells our story and creates community awareness.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Work with local media and publications to provide advertising and program related stories.	# of ads and stories about the endowment program	n/a	n/a	12	12	12

**Goal:** Establish endowment funds.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Meet with prospective donors to identify interests, values and passions.	# of one-on-one meetings held with prospective donors	n/a	n/a	14	28	28
Maximize resources and achieve donor goals.	% of programs receiving grants that met objectives	n/a	86%	100%	100%	100%
Increase the number of established funds.	# of existing funds	4	4	6	8	10
Expand United Way participation to other employers.	# of employers participating in United Way partnership	n/a	n/a	1	2	3



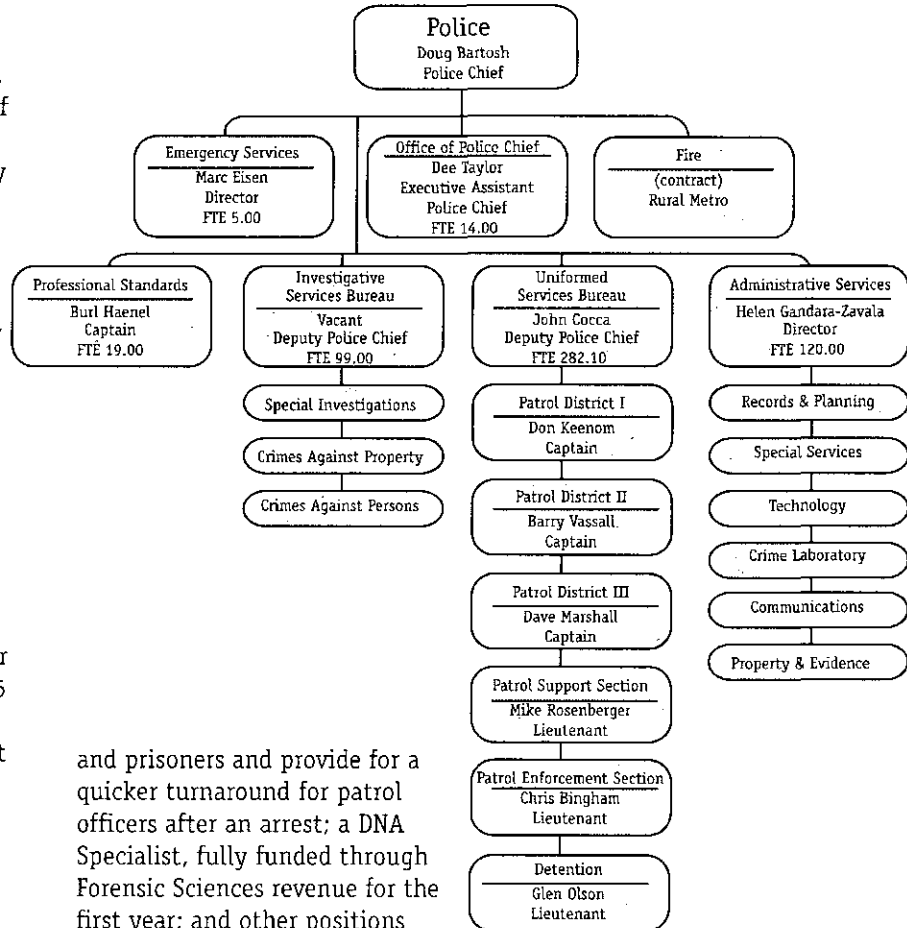
**Honor the Past - Imagine the Future**

**MISSION**

The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement's role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less.

**FINANCIAL HIGHLIGHTS**

The Police Department budget increases \$5.0 million (11.1%) in 2001/02. The personal services portion of the budget accounts for the majority of the increase - \$4.5 million supporting 34 full time equivalent (FTE) positions, market adjustments for current staff, merit pay, and transfer in of one grant position midyear 2000/01. New positions are: federal grant positions transitioned to the General fund at grant expiration (+7 positions, one midyear 2000/01) — includes Communications Dispatchers, Personnel Supervisor, Policy Development Specialist, Accreditation Manager, and Detention Supervisor; Violent crimes staffing — includes six detectives to address increased workloads associated with sex crimes, domestic violence crimes, and increased time involved with investigating these crimes; Communication Dispatchers (9) in support of 9-1-1 and non-emergency phone calls due to increased work loads; School Resource Officers (2), fully supported from grant revenue, the school district, and federal RICO resources; Detention Officer staffing (5) to provide security and safety for detention personnel



and prisoners and provide for a quicker turnaround for patrol officers after an arrest; a DNA Specialist, fully funded through Forensic Sciences revenue for the first year; and other positions supporting current workloads (+4.0), including Detention Fingerprint Technician, Police Analyst, Crime Analysis Technician, and Recruitment Specialist.

Other non-salary increases relate to the increased costs of Maricopa County jail services, and one time expenditures for capital outlay, including new vehicles and equipment, increases in the PC replacement account due to a

change in citywide policy to include printers, laptop computers, and servers in the replacement schedule/charge.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	36,909,798	40,113,998	44,458,845	44,458,845	49,411,687
% of City's Operating Total	17.80%	18.34%	17.92%	17.20%	18.58%
Full-time Equivalent (FTE)	452.11	457.11	506.10	507.10	540.10

**TRENDS****Crime Rates:**

10% increase in overall crime from calendar years 1999 to 2000 with property crime increasing 8% (8,762 from 8,091) and violent crime increasing 45% (569 from 393).

Sexual assault crimes increased 4% in fiscal year 2000/01 from fiscal year 1999/00. Over a three-year period (fiscal year 1998/99 through fiscal year 2000/01), sexual assault crimes have increased 22%. Mandatory investigative protocols have increased the time spent in these investigations from 50 to 90 hours per case.

Domestic violence crimes increased 25% in fiscal year 2000/01 from fiscal year 1999/00. Over a three-year period (fiscal year 1998/99 through fiscal year 2000/01), domestic violence crimes have increased 54%. Mandated Prosecutor/Court protocols have also increased the time per case.

22% of all violent crimes reported are related to domestic violence.

Methamphetamine lab investigations increased 4% in fiscal year 2000/01 from fiscal year 1999/00. In fiscal year 2001/02, 45 cases are expected, representing an 80% increase due to the addition of a second narcotics unit.

**Deployment:**

Calls for service increased 5.4% in fiscal year 2000/01 in comparison to fiscal year 1998/99. The population has increased 7.9% for the same time period.

Patrol officers spend an average of 62.5 minutes per call, which is an increase of 14.8%, compared to 54.4 minutes in fiscal year 1997/99. The result is an increase in officer unavailable time.

Community based policing time continues to decrease to 20% while the goal is 33%.

21.8% of police calls for service are alarm calls with a 99.9% false alarm rate. The percentage of alarm activations are decreasing .05% per year, while the number of issued permits increases 7% per year.

5.7% (+20,695) increase in emergency /non emergency phone calls answered by the Communications Center.

**Traffic:**

Traffic related issues continue to be a significant community issue ranking traffic flow as the second least

liked problem facing the City for the fifth consecutive year.

11% (-503) decrease in accidents projected for 2000/01 in comparison to 1999/00, with injury accidents decreasing by 16% (-275) and non injury accidents decreasing by 8% (-228).

279 formal citizen complaints regarding traffic conditions were received and investigated. The Traffic Enforcement Unit handled 45% of those complaints, while Patrol officers

handled the remaining complaints, diminishing their available and community based policing time.

**Recruitment:**

Average police officer vacancies decreased to 7 positions in fiscal year 2000/01 from 15 positions in fiscal year 1999/00. At any given time, there are an additional 8 police officers on transitional duty.

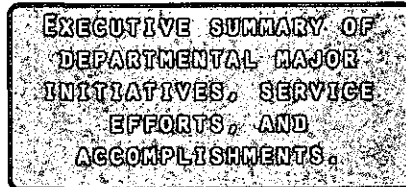
Average civilian staffing vacancies decreased to 12 positions in fiscal year 2000/01 from 14 positions in fiscal year 1999/00.

**DEPARTMENT OBJECTIVES**

The following departmental objectives and the program objectives shown within each of the Police Department divisions primarily support the City Council's broad goals of: enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained through crime prevention, intervention, and law enforcement; providing for the safe, efficient and affordable movement of people and goods through traffic enforcement efforts; and making government accessible, responsive and accountable through emergency (911) and non-emergency response centers.

Maximize the department's community outreach resources and look at other creative alternatives to enhance crime prevention efforts. The anticipated outcomes include lowering the crime rate, and increasing citizen satisfaction with public safety efforts.

Reorganize the department's organizational structure to ensure effectiveness and efficiency in meeting City Council Broad Goals as they pertain to neighborhood safety and City department partnerships to meet community goals.





Implement key department technology projects as identified in the Technology Strategic Plan and identify key projects for implementation from the Department's Strategic Plan.

Identify bond project leaders and establish timelines to implement projects on time and within budgetary limits. Projects include: New District 1 Facility; Operational Support Center; Phase II of the Training Facility; and Air Support Unit.

Assist the space consultant with the development of a long-term space needs plan to optimize productivity by providing adequate workspace for department employees.

**PRIOR YEAR RESULTS & OUTCOMES**

Successfully gained reaccreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) in November, 2000.

Completed construction and opened the 9,300 square foot Police District 3 Station located at Pima Road and Thompson Peak Parkway to serve Scottsdale's far north area, by December 2000.

Initiated a pilot program known as "LOCK'EM OUT" to address the City's residential burglary rate. A collaborative effort of the community, police and local businesses, the program increases citizens' knowledge of burglary prevention techniques while augmenting proven home security measures.

Received federal grants for 20 patrol officers and 7 narcotics officers leveraging over 2 million dollars in federal funds to meet community needs.

Realized a 29% reduction in chargeable police vehicle accidents and a subsequent 129% decrease in costs.

Successfully established initial phases of Volunteer in Policing Program which uses volunteers trained to assist patrol officers and police aides with duties throughout the City. There are currently four active volunteers who work a minimum of 4 hours per week each assisting with traffic

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approve 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	27,304,382	30,234,939	33,032,929	33,062,929	37,240,002
Contractual Services	7,888,148	8,463,083	9,343,032	9,313,032	10,209,366
Commodities	1,034,262	1,044,235	1,194,360	1,194,360	1,279,451
Capital Outlays	683,006	371,741	888,524	888,524	682,868
Total	36,909,798	40,113,998	44,458,845	44,458,845	49,411,687
<b>Expenditures By Division</b>					
Chief Of Police	1,232,391	970,667	1,020,609	1,020,609	1,697,082
Uniformed Services	18,464,894	21,619,548	12,972,513	22,972,513	26,575,803
Investigative Services	6,814,000	7,183,471	8,308,460	8,308,460	9,075,519
Records & General Admin Services	7,556,808	2,124,900	7,671,222	7,661,222	8,970,339
Professional Standards	2,320,890	2,341,244	2,477,502	2,457,502	2,002,144
Emergency Services	203,891	240,422	458,922	458,922	570,886
Special Programs	313,905	188,173	500,500	500,500	426,559
Reserve Officers	-	445,573	49,117	79,117	93,355
Total	36,909,798	40,113,998	44,458,845	44,458,845	49,411,687
<b>Staffing</b>					
Full-time	450.00	455.00	503.00	504.00	537.00
Part-time	5.00	5.00	5.00	5.00	5.00
Total Full-time Equivalent (FTE)	452.11	457.11	506.10	507.10	540.10
Grant Positions	27.00	54.00	31.00	37.00	33.00

accidents, abandoned and disabled vehicles, handicap parking enforcement and other duties.

Developed and implemented a comprehensive action plan in preparation for Y2K which included internal computer systems upgrades, additional training for sworn personnel, and a multitude of contingency plans addressing varying public safety hazards.

**WHAT WE DO**

The Chief of Police provides the leadership, management, strategic planning, and administrative support necessary to ensure the most effective delivery of public safety services to the community.



Chief Bartosh with citizen Jane Rau.

**PROGRAM OBJECTIVES**

Continue to enhance community involvement in crime prevention outreach efforts through the Block Watch Advisory Council, the Chief's Advisory Council, Neighborhood Block Watch organizations, Silent Witness, and the monthly Crime Trends meetings.

Ensure competitive salaries and benefits, and offer creative alternative working schedules and environments to attract and retain qualified staff in fiscal year 2001/2002.

Continue to leverage grant funding to assist in the acquisition of needed resources for both staffing and technology.

Work with Financial Services to plan for the resulting funding details for these positions.

Continue assessment of patrol, detective, and support staff deployment levels to identify alternative service delivery methods without decreasing customer service, effectiveness, or efficiency.

Implement technology for an Internal Affairs Early Warning System to identify complaint trends (Police Foundation will help seek grant for this system).

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Chief of Police budget increases \$676,473 (66.3%) in 2001/02. This increase reflects the salaries, benefits and other operating expense of six positions — a Community Affairs Specialist, four Police Sergeants, and a Police Officer – transferred in from the Professional Standards division within the Police Department, as well as normal increases in salaries and other operating expenses related to the 2000/01 staffing level of eight positions.

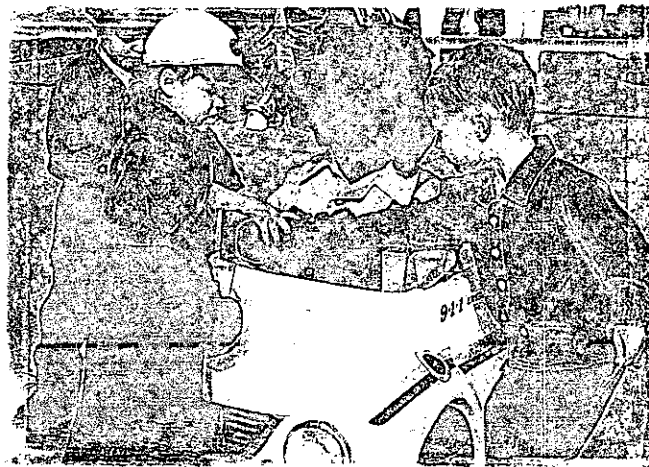
	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	698,222	896,745	963,129	963,129	1,591,195
Contractual Services	525,085	60,605	45,980	45,980	72,772
Commodities	9,085	13,317	11,500	11,500	33,115
Capital Outlays	-	-	-	-	-
<b>Total</b>	<b>1,232,391</b>	<b>970,667</b>	<b>1,020,609</b>	<b>1,020,609</b>	<b>1,697,082</b>
<b>Staffing</b>					
Full-time	6.00	8.00	8.00	8.00	14.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>14.00</b>

**Goal:** Provide effective and efficient police services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve a 95% citizen satisfaction rate or higher.	% of citizens satisfied with police services	94%	93%	91%	93%	93%
	Cost per capita	177.00	184.25	197.41	214.68	225.37
	Valley cities cost per capita	205.18	221.15	240.29	260.0	280.0

**Goal:** Maintain a high level of citizen safety from criminal victimization.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Calculate one dimension of citizen safety by measuring Uniform Crime Report (UCR) Part 1 crimes per thousand against the national average of comparably sized communities.	Crimes per 1,000	48	39	42	42	42
	National average	46	43	43	43	43
	Valley average	70	62	67	67	67



Neighborhood children at Public Safety Day.

**WHAT WE DO**

The Uniformed Services Bureau handles general law enforcement responsibilities, completes initial criminal investigations, handles traffic accidents and traffic related issues requiring special investigative skills; performs traffic enforcement and control duties, implements community policing strategies, utilizes mounted and canine officers when their skills are required, and houses and transports prisoners.

Remain actively involved in the design and redevelopment of Los Arcos Mall and the Downtown Redevelopment efforts to ensure public safety elements are included in the design of public areas. This also includes the development of effective large event traffic plans, CPTED elements in the parking and pedestrian areas with the outcome of imparting an atmosphere of safety and security.

**PROGRAM OBJECTIVES**

Focus crime prevention efforts through the continuation of successful programs such as the Self Awareness and Citizen Academy programs, and develop new programs/community partnerships with groups such as the Blockwatch Advisory Council and the expansion of the LOCK 'EM OUT program.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Uniformed Services budget increases \$2,603,290 (10.9%) in 2001/02. Staffing changes include: a Police Officer previously approved as a grant funded position and transitioned to the General Fund midyear 2000/01; a Detention Supervisor scheduled to transition from grant funding to the General Fund in April 2002; and five (5) new Detention Officers the cost of which is totally offset by a reduction in overtime. Staffing increases are partially offset by the net reduction of four (4) positions transferred among other divisions within the Police Department. Significant expenditure increases include \$2.3 million in personal services representing salary and benefits for new positions, and performance based merit increases and market adjustment for existing staff; increase in county jail contract - \$275,000; increase in animal control contract - \$80,000; increase in self-insurance rate - \$172,000; and other increases as necessary to maintain the current service level of this program.

Deploy traffic enforcement assets to target specific high accident and neighborhood locations for directed traffic enforcement efforts to further reduce injury collisions. Strategies include: the use of existing photo-enforcement speed cameras; the use of existing photo-red light cameras; the deployment of a new traffic enforcement unit targeting daylight hours and the evening rush hour; supporting legislative efforts for making photo-enforcement efforts more effective.

Partner with other City departments in the development of the General Plan and with private concerns to incorporate elements of Crime Prevention Through Environmental Design (CPTED) into new development projects.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
Personal Services	13,911,876	16,340,182	18,018,698	18,018,698	20,271,712
Contractual Services	3,976,733	5,134,885	5,727,641	5,727,641	6,104,716
Commodities	211,113	144,481	226,174	226,174	199,375
Capital Outlays	368,191	-	-	-	-
<b>Total</b>	<b>18,464,894</b>	<b>21,619,548</b>	<b>23,972,513</b>	<b>22,972,513</b>	<b>26,575,803</b>
<b>Staffing</b>					
Full-time	248.00	245.00	277.00	278.00	280.00
Part-time	3.00	3.00	3.00	3.00	3.00
<b>Total Full-time Equivalent (FTE)</b>	<b>249.11</b>	<b>246.11</b>	<b>279.10</b>	<b>280.10</b>	<b>282.10</b>

**Goal:** Ensure citizens receive quality police services in a timely manner.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Monitor calls for service as a benchmark for deployment levels.	# of calls for service & officer-generated calls by all patrol personnel	154,846	148,687*	157,728	162,459	167,333
Provide emergency services to the community within six minutes. (Excludes traffic accidents).	Average response time to emergency calls	4.6	5.2	5.0	5.5	6.0
Provide officers with appropriate time for Community Based Policing and problem solving efforts 33% of the time.	% of time available for CBP and problem solving	28%	23%	20%	20%	20%
Ensure safe roadways through traffic enforcement by patrol officers.	# of moving and non-moving citations issued by patrol personnel	34,397	38,502	40,427	42,448	44,570
Reduce traffic collisions by proactive enforcement.	# of reportable traffic collisions	4,968	4,687	4,184	4,000	4,000

\* Between 3,000 to 4,000 calls for service lost due to computer aided dispatch system conversion in December 1999.

**Goal:** Increase Crime Prevention efforts through an increase in the neighborhood watch and crime free multi-housing programs.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve a 5% increase in ongoing neighborhood watch and crime free multi housing programs.	# of neighborhood watch programs	235	261	275	290	305
	# of crime free multi-housing programs	18	49	60	65	70
Achieve a 5% increase in Crime prevention presentations.	# of crime prevention presentations	479	494	519	545	572
	# of participants at crime prevention presentations	33,975	26,967	33,000	34,000	35,000

**Goal:** Enhance the public safety environment in the downtown area (Bicycle Units).

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide high visibility in the downtown area and addressing community problems.	% of time patrolling the downtown entertainment district	35%	31%	29%	30%	31%

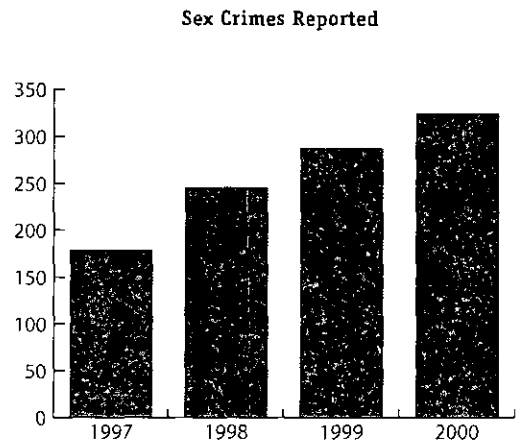
**Goal:** Provide safe, secure short-term holding facilities and transportation for prisoners; to make victim notification as required by law.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide a safe/secure environment for arrested persons.	Total # of bookings	6,921	7,471	8,000	8,500	9,000
	Bookings per FTE (includes working supervisors)	385	393	400	425	450
Provide notice to crime victims as required by state law.	# of notifications	404	432	600	640	680
Ensure 100% of victim notification requirements are fulfilled.	% of notifications made which met timelines	n/a	n/a	100%	100%	100%

**WHAT WE DO**

The Investigative Services Bureau addresses criminal activity through undercover operations and surveillance; responds to events requiring the use of special weapons and tactics; locates and serves outstanding criminal warrants; conducts violent crime investigations; proactively investigates youth involved in crime and utilizes intervention strategies; employee gang interdiction and suppression; assists victims and their families; coordinates the investigation of runaway juveniles; and provides referral information to persons experiencing problems in social situations; provides education programs, counseling opportunities, and enforcement to middle and high schools through the school resource officer program.

There has been a 13% increase (+37) in reported sex crimes in CY 2000. This budget includes additional sex crimes detectives plus funding for establishing a Family Advocacy Center to better serve victims of sex crimes, domestic violence and crimes against children.



**PROGRAM OBJECTIVES**

- Establish a Family Advocacy Center through a joint public/private partnership to better serve the victims of sex crimes, domestic violence, and crimes against children.
- Review and/or investigate crime against person and property crime reports effectively; maintain clearance rates above the Arizona averages.
- Update City ordinances and/or state legislation to address pawnshop/second hand dealers.
- Improve the quality of life and timely investigations of drug activity in City neighborhoods through the implementation of a grant-funded second narcotics unit approved in fiscal year 2000/01.
- Continue the instruction of the S.A.V.E. (Students Against a Violent Environment) and RESPECT (a program that educates students about the law and how to communicate with officers) programs in an effort to reduce gang related crimes in the community.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Investigative Services budget increases \$767,059 (9.2%) in 2001/02. Staffing changes include the addition of eight (8) new Police Officers – five beginning July 2001 and three in January 2002; and the net addition of five currently approved positions transferred from within the Police Department. Expenditure changes include an increase of \$0.9 million in personal services representing salary and benefits for new positions; and performance based merit increases and market adjustment for existing positions. This increase is partially offset by a reduction in onetime capital outlay expenditures.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	5,453,354	5,972,530	6,773,647	6,773,647	7,675,736
Contractual Services	1,217,205	1,077,389	1,213,733	1,213,733	1,238,242
Commodities	143,440	133,553	211,680	211,680	161,541
Capital Outlays	-	-	109,400	109,400	-
<b>Total</b>	<b>6,814,000</b>	<b>7,183,471</b>	<b>8,308,460</b>	<b>8,308,460</b>	<b>9,075,519</b>
<b>Staffing</b>					
Full-time	79.00	84.00	86.00	86.00	99.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>79.00</b>	<b>84.00</b>	<b>86.00</b>	<b>86.00</b>	<b>99.00</b>

**Investigative Services**

**POLICE DEPARTMENT**

**Goal:** Review &/or investigate crimes against persons reports effectively; maintain clearance rates above the Arizona standard.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Review &/or investigate sexual assault/domestic violence reports.	# of sexual assault cases	246	288	300	320	340
	# of domestic violence cases	690	851	1,060	1,260	1,460
	# total violent crimes	6,430	5,198	5,100	5,500	5,900
Maintain a clearance rate above the Arizona average (% of cases cleared compared to Arizona average).	Homicides (56.4%)	100%	25%	90%	70%	70%
	Robbery (21.3%)	19%	29%	30%	30%	30%
	Sexual Assault (29.4%)	50%	24%	60%	70%	70%
	Aggravated Assault (47.9%)	67%	62%	68%	70%	70%
	Violent crimes per 1,000	34	25	24	25	25

**Goal:** Effectively review & investigate property crime reports; maintain the property crime rate below the Arizona average.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Review &/or investigate property crime reports.	# of property crimes reviewed & investigated	9,450	8,091	9,191	9,452	9,840
Maintain property crime rate below 49.9 per thousand and below that of other major valley cities.	Property crime rate per 1,000 population	46	38	45	46	48
	Other valley agency average per 1,000 population	65	58	60	60	60
Maintain property crime clearance rate above Arizona average.	Burglary (7.6%)	6.6%	6.9%	7.6%	7.6%	7.6%
	Theft (18.9%)	24.0%	16.0%	18.9%	18.9%	18.9%

**Goal:** Effectively review & investigate auto theft crimes & maintain auto theft clearance rate above the Arizona average.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Review &/or investigate all auto theft reports.	# of auto theft cases reviewed & investigated	1,286	1,057	1,100	1,284	1,308
Maintain auto theft rate at or below 10.9 per thousand.	Auto theft rate per 1,000 population	4.9	5.0	5.6	6.0	6.0
Maintain auto theft clearance rate above Arizona average of 11.1%	Auto theft clearance rate	20.3%	21.7%	21.7%	22.0%	22.0%

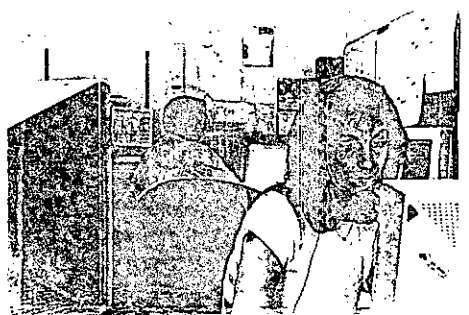
**Goal:** Investigate narcotics activity effectively & respond to citizen complaints within 10 days.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Investigate narcotics activity requiring further investigation within 10 days.	# of narcotics activity requiring further investigation	177	203	210	250	275
	# of citizen complaints (beginning Jan 1999)	29	108	112	120	133
	% of citizen complaints responded to in 10 days	80%	55%	35%	35%	100%
	Methamphetamine lab investigations	5	24	25	45	50

**WHAT WE DO**

The Administrative Services Bureau is responsible for providing operational, technical, and administrative support to all areas of the Police Department including gathering and analyzing evidence, maintaining department records and criminal history databases, storing and disposing of impounded property and evidence. Additional responsibilities include responding to all citizen telephone calls for service and serving as the public safety answering point for all 9-1-1 calls, analyzing crime trends and patterns, supporting computer applications, maintaining the department's fleet and communications equipment, and providing project management for the installation of major technology projects.

Begin the planning component for the approved bond projects for a new Operational Support building to house Communications, Property and Evidence, and the Crime Laboratory.



Dispatchers Veshiem Walther and Dave Williams in the Communications Center answering 9-1-1 phone calls.

**PROGRAM OBJECTIVES**

Lead the Department's technology efforts through the implementation of the Technology Strategic Plan and continued partnerships with the City's Information Systems.

Complete the following major technology projects: Smartzone radio system for improved voice communications; message switch project allowing mobile computing; migration of mobile computing solutions to a wireless environment; and assessment/completion of an improved Records Management System.

Expand department-wide crime analysis efforts using crime data to enhance neighborhood crime prevention efforts. Outcomes include the prevention and suppression of crime, and the apprehension of criminals.

Develop a deployment plan to pursue additional civilian staff for front line service delivery services in Records, Communications, and Forensic Services units.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Administrative Services budget increases by \$1,299,117 (16.9%) in 2001/02. Staffing changes include the addition of a Fingerprint Technician, Police Analyst, Crime Analysis Technician, and eleven (11) Communications Dispatchers, two of which have been funded from grants, but will transition to the General Fund in April 2002. Hiring dates for these new positions range from October 2001 through May 2002. Expenditure changes include an increase of \$770,955 in personal services representing salary and benefits for new positions; and performance based merit increases and market adjustment for existing positions. Other increases are necessary to maintain current service levels for this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	5,457,622	4,757,436	5,248,694	5,248,694	6,019,649
Contractual Services	1,340,490	1,435,166	1,640,180	1,630,180	1,659,319
Commodities	444,849	561,564	505,436	505,436	616,267
Capital Outlays	313,847	370,734	276,912	276,912	675,104
<b>Total</b>	<b>7,556,808</b>	<b>7,124,900</b>	<b>7,671,222</b>	<b>7,661,222</b>	<b>8,970,339</b>
<b>Staffing</b>					
Full-time	93.00	94.00	105.00	105.00	119.00
Part-time	2.00	2.00	2.00	2.00	2.00
<b>Total Full-time Equivalent (FTE)</b>	<b>94.00</b>	<b>95.00</b>	<b>106.00</b>	<b>106.00</b>	<b>120.00</b>



**Goal:** Provide quality and timely response to crime scenes requiring forensic processing.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Respond to 90% of all crime scenes requiring forensic processing within 3 hours and process each crime scene in a manner that will develop and preserve the evidence necessary to solve the crime.	# of crime scenes processed	2,760	2,756	2,600	2,750	2,900
	% of crime scenes responded to within 3 hours	91%	80%	72%	88%	92%
	# of crime scenes processed per FTE	394	394	433	344	363

**Goal:** Provide quality and timely analysis of crime data to support community policing and to enhance public safety through awareness, prevention and suppression of crime, and the identification and apprehension of criminal offenders.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Respond to Crime Analysis Unit requests in a timely and effective manner.	# of Crime Analysis requests	298	354	240	250	250
	% of requests completed on schedule	99%	99%	100%	99%	99%

**Goal:** Protect and secure impounded property from damage and deterioration.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Safely and securely impound all items as they are impounded.	# of items impounded	26,314	28,943	34,260	38,900	42,500
	# of audits conducted to comply with Departmental policy and Accreditation standards	2	2	2	2	2
Effectively manage impounded items and release those items no longer needing to be stored.	# of items disposed of according to statutory requirements	14,264	21,236	24,000	26,000	29,000

**Goal:** Provide quality and timely processing of police reports for internal and external customers.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Process all incoming reports within 72 hours of receipt while maintaining or improving operating efficiency.	# of reports processed	29,839	30,989	32,000	33,150	34,000
	% reports processed within 72 hours	70%	80%	90%	80%	70%
	# of reports per FTE	1570	1631	1455	1,507	1,545

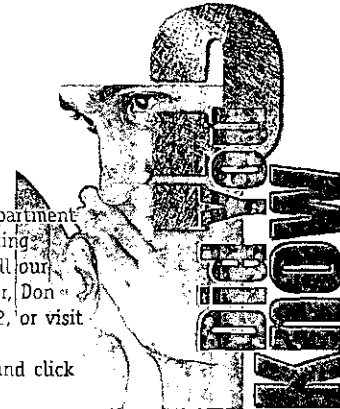
**Goal:** To answer all phone calls to the dispatch center expeditiously and accurately and dispatch for police services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Answer 911 calls within 3 rings.	Total 911 calls	110,186	128,068	137,032	146,624	156,887
	% of 911 calls answered within 3 rings	91%	92%	96%	96%	96%
Answer non-emergency calls within 2 minutes	Total non-emergency calls	230,142	234,634	246,365	258,683	271,617
	% of non-911 calls answered within 2 minutes	95%	90.5%	94%	94%	94%

**WHAT WE DO**

The Professional Standards Division is charged with handling internal investigations and policy development; is responsible for media relationships and the dissemination of public information, the neighborhood watch programs, crime prevention programs, the volunteer program and oversees the pursuit of national reaccreditation; guarantees compliance with all mandated training and ensures a qualified pool of applications to fill existing vacancies through model recruiting practices.

The Scottsdale Police Department has a wide range of exciting career opportunities. Call our Personnel Unit Supervisor, Don Burgess, at 480-312-5312, or visit the City's website at [www.ci.scottsdale.az.us](http://www.ci.scottsdale.az.us) and click onto "Employment."



**PROGRAM OBJECTIVES**

Research alternative recruitment methods including enhanced website presence to identify, recruit, and hire qualified candidates consistent with department goals.

Finalize planning and begin construction of the training facility expansion to add classroom space to meet existing department needs. This objective will be ongoing throughout the budget term.

Fully develop and implement a department-wide annual staff inspections program designed to provide quality control of police operations and to meet national accreditation standards.

Implement Drug Abuse Resistance Education (DARE) Parent program during fiscal year 2001/02 in the Scottsdale School District to inform parents of the harmful effects of drugs and provide available resources in identifying a possible drug problem with their children.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Professional Standards budget decreases by \$475,358 (-19.2%) in 2001/02. Staffing changes include the addition of a recruitment Specialist; and an Accreditation Manager, Personnel Supervisor, and Policy Development Specialist transitioning to the General Fund from grant funding in March 2002. Staffing increases are offset by the net reduction of eight (8) positions transferred to other divisions within the Police Department. Expenditure changes include decreases in personal services and related accounts to correspond with the reduction in staffing from 23 to 19 full-time positions; and increases in personal services representing performance based merit increases and market adjustment for existing positions.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,700,415	1,739,486	1,763,071	1,763,071	1,233,141
Contractual Services	398,187	415,518	494,861	474,861	501,134
Commodities	222,288	186,241	219,570	219,570	264,053
Capital Outlays	-	-	-	-	3,816
<b>Total</b>	<b>2,320,890</b>	<b>2,341,244</b>	<b>2,477,502</b>	<b>2,457,502</b>	<b>2,002,144</b>
<b>Staffing</b>					
Full-time	23.00	23.00	23.00	23.00	19.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>19.00</b>

**Goal:** To provide students and parents with accurate information on substance abuse education and youth life skills education.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Have students successfully complete all requirements of the DARE program.	% of students participating in DARE to a successful conclusion	96%	96%	95%	95%	95%
Provide community awareness training in DARE related issues.	# of hours spent conducting DARE related instruction to adults	16	16	15	15	15
Provide additional instruction to students not normally enrolled in DARE.	# of students contacted outside the program's parameters (grades K-4)	5,276	8,334	7,500	7,700	8,000

**Goal:** Achieve a minimum 35% hiring ratio from protected classes and a 20% ratio from minority classes for police officer positions.

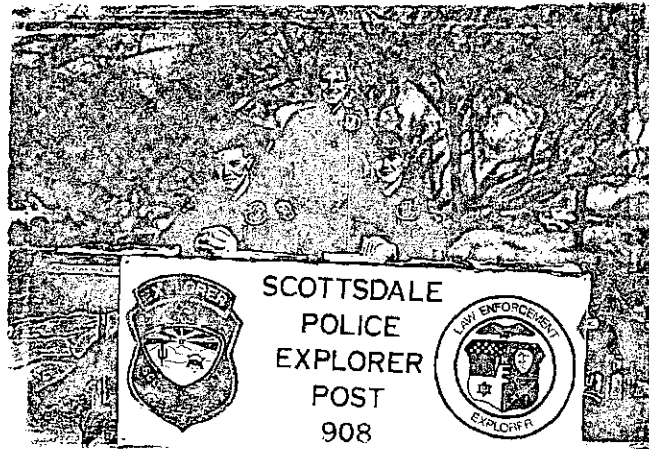
Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve a minimum 35% hiring ratio from protected classes.	% hired from protected classes	40%	28%	30%	35%	40%
Achieve a minimum of 20% hiring from minority classes.	% hired from minority classes	25%	18%	20%	20%	20%

**Goal:** Achieve a minimum 75% hiring ratio of police officers possessing a 4 year college degree.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Ensure that 75% of police officers possess college degrees.	% of police officers hired with 4 year college degree	63%	59%	75%	75%	75%

Left to Right: Explorer Daniel Walker, Explorer Sergeant Jennifer Kassing, Explorer Heather Kennedy.

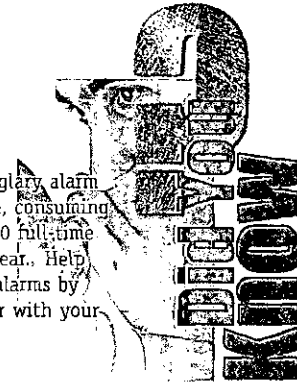
For teenage police training opportunities, please contact Kathy Erickson at (480) 312-3056.



**WHAT WE DO**

The Emergency Services Division provides effective administration of the City's contract for emergency fire and ambulance service with Rural/Metro including fiscal accountability and contract compliance; manages the City's contracts with Maricopa County for emergency management and animal control; provides emergency planning assistance as requested; serves as the facilities physical security coordinator for the City; oversees design and construction of public safety facility initiatives; responsible for administering and tracking the City false alarm reduction program.

99.9% of burglary alarm calls are false, consuming the time of 10 full-time officers per year. Help reduce false alarms by being familiar with your equipment.



**PROGRAM OBJECTIVES**

- Reduce false alarms by targeting repeat false alarm abusers and increasing the number of alarm schools to improve end user education.
- Complete the design and construction of the Via Linda Police Station addition, by December 2002.
- Complete design and construction of four new fire stations: Airport; Troon North 2002; 100<sup>th</sup> and Bell 2003; Ashler Hills and Pima.
- Continue to conduct annual Citywide emergency preparedness exercises.
- Continue evaluations and assist in the implementation of workplace safety issues for City owned facilities.
- Transition animal control service delivery from the existing, limited Maricopa County contract to a City animal control unit to enhance community service delivery, by July 2001.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Emergency Services budget increases by \$111,964 (24.4%) in 2001/02. The staffing increase of one (1) position results from the transfer of an Alarm Coordinator from the Uniformed Services division. The expenditure increase represents the addition of salary and benefits for the transferred position; and performance based merit increases, and market adjustments for existing and transferred staff.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	82,893	82,988	216,573	216,573	317,155
Contractual Services	117,657	151,348	220,637	220,637	244,683
Commodities	2,373	5,079	20,000	20,000	5,100
Capital Outlays	968	1,007	1,712	1,712	3,948
<b>Total</b>	<b>203,891</b>	<b>240,422</b>	<b>458,922</b>	<b>458,922</b>	<b>570,886</b>
<b>Staffing</b>					
Full-time	1.00	1.00	4.00	4.00	5.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>

**Goal:** Respond to 100% of citizen Fire/EMS inquiries within 24 hours.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Respond to 100% of citizen inquiries within 24 hours.	# of inquiries	64	79	90	90	100
	% responded to within standard	100%	100%	100%	100%	100%

**Goal:** Review 100% of all fire and EMS exception reports to ensure contract compliance.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Review 100% of the exception reports.	# of exception reports received	3,232	3,296	3,200	3,200	3,200
	% of reports reviewed	100%	100%	100%	100%	100%

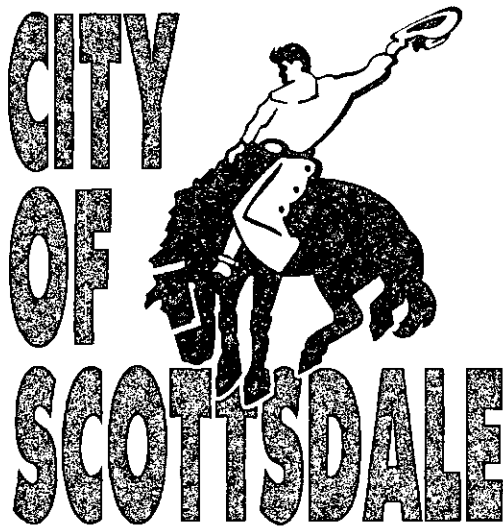
**Goal:** Monitor cost Effectiveness of contracted fire service.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Cost per citizen.	Cost per citizen	\$61.25	\$66.81	\$69.84	\$71.95	\$74.39

**Goal:** Reduce false alarm response throughout the city.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Reduce alarm response throughout the City.	# of alarms reported as calls for service	18,000	23,972	26,428	27,749	29,136
	% of false alarms	99.5%	99%	99%	99%	99%
Reduce the number of alarms activations per user	# of activations	20,564	19,767	19,668	19,570	19,472
	# of permitted users	23,740	25,093	26,850	28,729	30,740
	Average activations per user	.87	.78	.73	.68	.63

FY 1999/00, # of alarms reported as calls for service exceeded number of activations due to 6,086 calls for service were not licensed alarm owners.

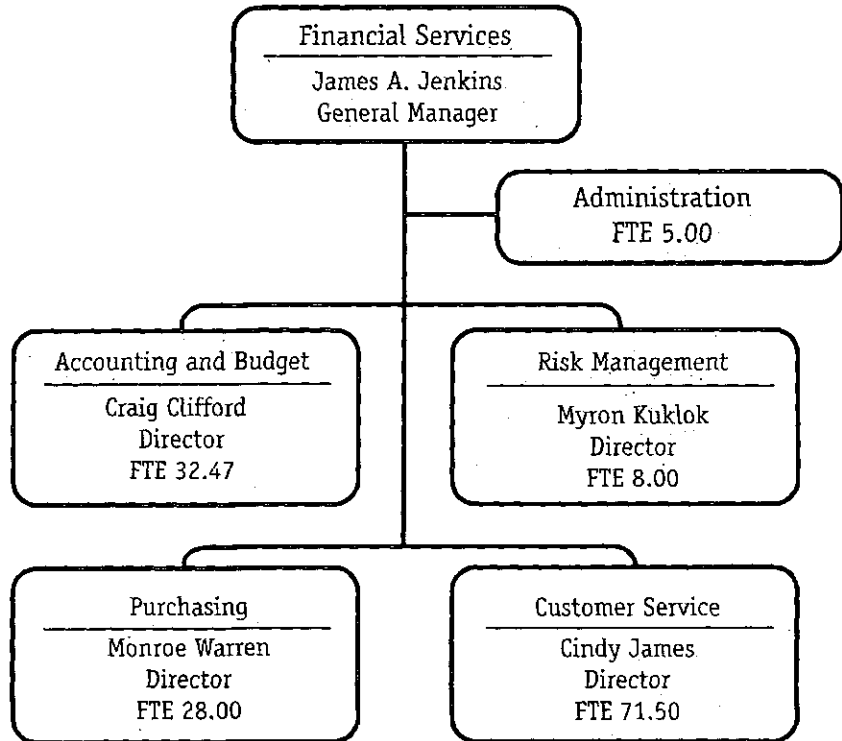


**departmental summary FINANCIAL SERVICES DEPARTMENT**

**MISSION**

"Quality Service and Innovative Solutions"

Provide personalized quality service and innovative solutions - each of us continually striving to understand our customer's individual needs and expectations while working together to develop and maintain systems and strategies to ensure that our quality commitment is timeless.



**FINANCIAL HIGHLIGHTS**

The Financial Services Department budget increases \$931,553 (6.8%) in 2001/02. Salary increases account for \$759,668 of the total increase, including market adjustment, merit pay, transfer of

two staff positions midyear 2000/01 from Citizen Service Centers to Customer Service, a new Customer Service Representative and conversion of a contractual Bid and Contract

Specialist to regular full-time status. Other base budget increases support current service levels within the department.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	11,442,702	10,389,707	13,662,376	14,382,418	14,593,929
% of City's Operating Total	5.52%	4.75%	5.51%	5.54%	5.49%
Full-time Equivalent (FTE)	126.97	136.47	140.97	142.97	144.97

**FINANCIAL SERVICES DEPARTMENT** *departmental summary*

**TRENDS**

Greater emphasis is being placed upon using the Internet for information/reporting and E-commerce solutions and service enhancements, resulting in multiple high priority projects and higher workloads.

Continued reliance on departmental staff technical expertise for system/application maintenance and upgrade functions, as well as web development. Increasing need for training and skill development in order to stay current with new technology.

Threat of legislative pressures that can potentially disrupt or change the percent allocation of State 'shared funds' (\$60 million of Scottsdale's budget resource).

Council's desire for more financial modeling and costing of decision alternatives will require more financial acumen by departmental staff and/or added resources in Financial Services or via consultants.

Influence upon Risk Management claims and attorney costs for accident cases as a result of: (1) increased social trend to litigate; (2) increased uncertainty of jury awards in accident cases; (3) erosion of City liability immunity; (4) increased perception of City as 'deep pocket'.

**DEPARTMENT OBJECTIVES**

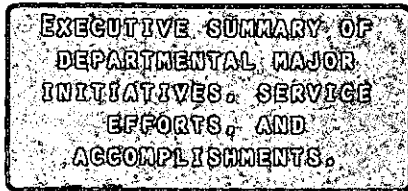
The following departmental objectives and the program objectives shown within each of Financial Services' divisions support the City Council's broad goal to ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and City assets:

Seek optimum financing structure to mitigate debt service costs, while retaining our high credit ratings.

Utilize inter/intradepartmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.

Facilitate Long-term Financial Planning - Prepare strategic financial forecasts and assist others in developing long-term financial models to identify the City's capacity to fund future service needs.

Provide Financial Information to Stakeholders - Prepare and distribute financial information to interested stakeholders, i.e., Citizens, Media, Financial Institutions, on which they can make informed judgments and decisions related to City operations and finances.



Maintain Risk Management budget to within 2% of the City's operating budget.

Provide safety in the workplace through highly visible efforts and programs. Maintain Voluntary Protection Program (VPP) Star certification.

Continue to implement flexible procurement processes (procurement cards, on-line ordering, cooperative purchasing, etc.) and educate City staff about best value procurement of goods and services.

Continue to secure long-term contracts and advantageous pricing arrangements.

Create a technology-driven work environment by implementing a new utility billing system and continuing to improve and expand other systems to increase service to our customers.

Provide choices for establishing services by providing an option for our customers to use the internet to submit license and utility service applications and to make credit card payments.

**PRIOR YEAR RESULTS AND OUTCOMES**

Received several rating upgrades. Most significantly the City now carries a AAA rating (the highest rating possible) from all three of the major rating agencies for our general obligation bond debt.

Acting on the department's advice, voters authorized the issuance of \$200 million of General Obligation debt for preservation, resulting in a savings of \$4 million over the life of the program.

The department coordinated the September, 2000 bond election. Voters authorized \$358.2 million of General Obligation debt for various purposes.

Implemented a new time and attendance system utilizing a large inter/intradepartmental team. This Citywide web application improves accuracy and eliminates many of the manual tasks of the prior paper process.

Coordinated/participated in internal service financial planning (Fleet, Information Systems, Risk) and enterprise financial planning (Solid Waste, Water, Sewer, Airport rates & fees).

Distributed Budget Summary to 80,000+ residents, updated the City's website, and provided bond program communication.



Received the Occupational Safety and Health Administration (OSHA) recertification and continuation of the Voluntary Protection Program (VPP) for another three years.

Updated Purchasing's website to provide download of current bids and the ability to register on-line to get on the City's vendor listing.

Relocated Customer Service's North office providing more convenience and easier access to customers with a Citizen Service Center located in the same office.

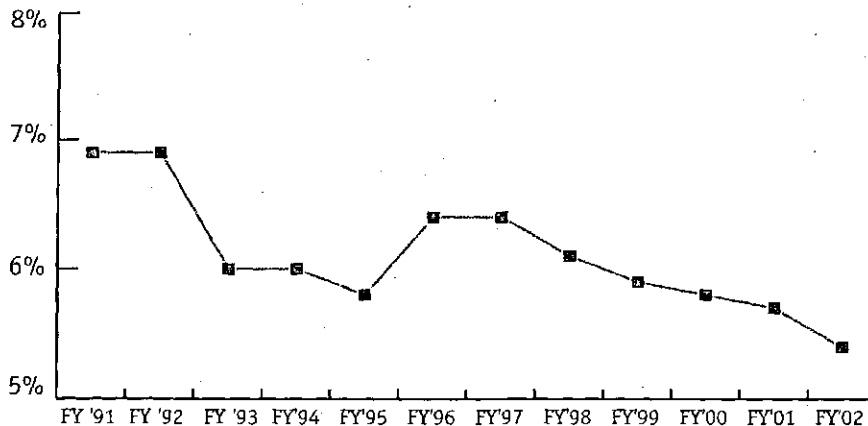
Implemented Interactive Voice Response (IVR) which allows for payment of utility bills using a touch tone phone and a credit card.

Implemented check imaging to provide easier access to check records for researching payments and quicker response to customer inquiries on payments processed.

Expanded the use of document imaging technology by scanning records at two locations, providing more flexibility and immediate document access by all users.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	6,226,798	6,642,457	7,127,651	7,175,619	7,887,319
Contractual Services	4,710,872	3,284,697	5,913,296	6,670,278	6,341,000
Commodities	245,129	166,097	280,947	278,786	126,342
Capital Outlays	259,903	296,456	340,482	257,735	239,268
<b>Total</b>	<b>11,442,702</b>	<b>10,389,707</b>	<b>13,662,376</b>	<b>14,382,418</b>	<b>14,593,929</b>
<b>Expenditure By Division</b>					
Administration	401,021	496,312	672,140	575,792	586,955
Accounting & Budget	2,191,033	2,312,106	2,410,933	2,550,991	2,666,470
Risk Management	3,328,278	1,847,921	4,303,557	4,689,364	4,500,838
Purchasing	1,794,788	1,727,878	1,907,883	1,913,631	1,945,993
Customer Service	3,727,582	4,005,490	4,367,863	4,652,640	4,893,673
<b>Total</b>	<b>11,442,702</b>	<b>10,389,707</b>	<b>13,662,376</b>	<b>14,382,418</b>	<b>14,593,929</b>
<b>Staffing</b>					
Full-time	25.00	134.00	138.00	140.00	142.00
Part-time	3.00	4.00	5.00	5.00	5.00
Total Full-time Equivalent (FTE)	126.97	136.47	140.97	142.97	144.97

**Financial Services Department  
Reflects a Continual Decline As  
a Percent of the City's Total  
Operating Budget**



**FINANCIAL SERVICES DEPARTMENT** *administration*

**WHAT WE DO**

The Administration division coordinates the department's operations, manages the City's short-term and long-term debt, coordinates the financing of City projects and Citywide energy procurement, and provides City management with current information concerning economic conditions and the potential fiscal impact to the City.

**PROGRAM OBJECTIVES**

- Reinforce our solid standing with rating agencies and maintain or improve our excellent bond ratings.
- Seek optimum financing structure to mitigate debt service costs, while retaining our high credit ratings.
- Issue bonds, when necessary, to fund the City's capital program.
- Educate citizens and City employees about the City's fiscal condition through existing programs and special events and presentations.
- Utilize inter/intrdepartmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.
- Coordinate the procurement of energy for the City and seek ways to reduce the cost of buying energy.
- Act as a catalyst to develop a space management plan.

Date	Rating Agency	Bond Type	Prior Rating	Current Rating
2-01	S&P	GO	AA+	AAA
2-01	Moody's	GO	Aa1	Aaa
2-01	Moody's	MPC	Aa2	Aa3
2-01	Moody's	SPA	A1	Aa3
2-01	Moody's	HURF	A1	Aa3
2-01	Moody's	ID	A2	Aa2
5-00	Fitch	SPA	A+	AA
11-99	Fitch	GO	AA+	AAA
11-99	Fitch	MPC	AA	AA+

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Administration budget decreases \$85,185 (-12.7%) in 2001/02. This overall decrease results primarily from the removal of one time capital items budgeted in 2000/01 - a reduction of nearly \$100,000. Offsetting increases in personal services, contractual, and commodity accounts support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	367,434	437,011	460,197	460,197	510,051
Contractual Services	21,150	41,795	42,991	67,043	57,508
Commodities	6,232	4,415	63,816	43,416	11,500
Capital Outlays	6,205	13,091	105,136	5,136	7,896
Total	401,021	496,312	672,140	575,792	586,955
<b>Staffing</b>					
Full-time	4.00	5.00	5.00	5.00	5.00
Part-time	-	-	-	-	-
Total Full-time Equivalent (FTE)	4.00	5.00	5.00	5.00	5.00

**Goal:** Manage the City's cash and investments according to our investment policy which emphasizes safety of principal, liquidity and yield, in that order. Maximize the percent of City cash actively invested on a daily basis. Preserve invested principal and achieve weighted average yield on investments at or above the Federal Funds Rate.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Safeguard the City's cash and maximize yields.	% total cash actively invested	99.6%	99.9%	99.9%	100%	100%
	Weighted average yield on investments	5.21	5.87	6.25	6.00	5.70
	Federal Funds Rate average annual yield	4.80	5.71	6.00	5.75	5.50

**Goal:** Maintain or improve General Obligation Bond rating which contributes to lower cost of debt.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain or improve bond ratings. (Outside objective measure of the City's overall economic and financial viability.)	Moody's Investor Service	Aa1	Aa1	Aaa	Aaa	Aaa
	Standard & Poor's Rating Group	AA+	AA+	AAA	AAA	AAA
	Fitch Investor Services, Inc.	AA+	AAA	AAA	AAA	AAA

**Goal:** Maintain or improve Municipal Property Corporation Revenue rating which contributes to lower cost of debt.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain or improve bond ratings. (Outside objective measure of the City's economic and financial viability with a focus on excise taxes.)	Moody's Investor Service	Aa2	Aa2	Aa1	Aa1	Aa1
	Standard & Poor's Rating Group	AA+	AA+	AA+	AA+	AA+
	Fitch Investor Services, Inc.	AA	AA+	AA+	AA+	AA+

**Goal:** Maintain or improve Water and Sewer Revenue bond rating which contributes to lower cost of debt.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain or improve bond ratings. (Outside objective measure of the City's economic and financial viability with a focus on enterprise fund revenues.)	Moody's Investor Service	Aa1	Aa1	Aa1	Aa1	Aa1
	Standard & Poor's Rating Group	AA	AA	AA	AA	AA
	Fitch Investor Services, Inc.	AA	AA	AA	AA	AA

**FINANCIAL SERVICES DEPARTMENT *accounting & budget***

**WHAT WE DO:**

The Accounting and Budget division maintains the City's financial system and fiscal controls including: cash and investments; accounts payable; payroll; preparation of special, monthly, and annual financial reports; economic and financial trend analysis and forecasts; Capital Improvements Plan coordination; and preparation of the City's budget and five-year financial plan.

**PROGRAM OBJECTIVES**

Develop and Maintain Integrated Financial Systems - Administer the various financial operating and internal control systems to ensure accurate and reliable data processing and financial information tracking.

Facilitate Long-term Financial Planning - Prepare strategic financial forecasts and assist others in developing long-term financial models to identify the City's capacity to fund future service needs.

Be a Financial and Administrative Consultant to Departments - Provide financial and administrative training/ advice to departmental customers and City Council to increase their financial acumen and confidence with financial and administrative responsibilities.

Provide Financial Information to Stakeholders - Prepare and distribute financial information to interested stakeholders, i.e., Citizens, Media, Financial Institutions, on which they can make informed judgments and decisions related to City operations and finances.

The Accounting and Budget Staff Implemented a New Time and Attendance System with Several Benefits:

- ➊ Reliability of time & attendance input from employees improved of over 18%.
- ➋ Time savings on critical payroll process reducing by 1.5 days or 50% improvement.
- ➌ Made employee input easier saving 218 hours biweekly citywide.
- ➍ Provided on-line employee and management payroll info (vacation, sick, comp-time, etc.)
- ➎ Increased employee learning curve regarding web-based transaction and information with positive employee feedback.
- ➏ Paved the way for additional citywide web applications for the future.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Accounting and Budget division budget increases \$255,537 (10.6%) in 2001/02. Staffing levels remain constant in this budget year as compared to 2000/01. The personal services increase of \$139,756 accounts for approximately one-half of the budget increase and reflects performance based merit increases for eligible employees, and a market adjustment. The contractual services budget increases primarily due to the banking fee charged to the City for processing credit card payments from customers. This bank fee has steadily increased as more customers pay by credit card. However, this year for the first time, the non-utility citywide charge is centralized in Accounting and Budget. Other minor changes support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,547,370	1,646,723	1,735,360	1,735,360	1,858,909
Contractual Services	546,900	548,746	602,390	727,390	718,671
Commodities	36,732	42,518	36,375	37,267	36,250
Capital Outlays	60,033	74,119	36,808	50,974	52,640
<b>Total</b>	<b>2,191,033</b>	<b>2,312,106</b>	<b>2,410,933</b>	<b>2,550,991</b>	<b>2,666,470</b>
<b>Staffing</b>					
Full-time	29.00	30.00	30.00	30.00	30.00
Part-time	2.00	3.00	4.00	4.00	4.00
<b>Total Full-time Equivalent (FTE)</b>	<b>30.47</b>	<b>31.97</b>	<b>32.47</b>	<b>32.47</b>	<b>32.47</b>

**accounting & budget FINANCIAL SERVICES DEPARTMENT**

**Goal:** Coordinate Operating and Capital Budget Review process with City Staff, Council, and Citizens.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Encourage participation and excellence in reporting.	100% of all budget review sessions are publicized.	Yes	Yes	Yes	Yes	Yes
	Budget meets all requirements and GFOA reporting excellence benchmarks.	Yes	Yes	Yes	Yes	Yes

**Goal:** Coordinate annual financial audit and maintain City financial reporting integrity, consistency, and accuracy.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Complete audit timely, accurately, and in conformance with GAAP.	Annual financial audit and single audit opinions from external auditors are unqualified and completed by September 15 <sup>th</sup> .	No - Auditor late 9/24	Yes	Yes	Yes	Yes
	Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks.	Yes	Yes	Yes	Yes	Yes

**Goal:** Process City payroll payments in an accurate and timely manner.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Provide timely, efficient, and accurate payroll processing.	100% payroll processed timely every two weeks.	100%	100%	100%	100%	100%
	# of payroll checks processed.	52,723	57,060	61,625	66,550	71,900
	100% payroll accuracy based upon departmental input.	100%	100%	100%	100%	100%
	# of Payroll checks processed per FTE Payroll Specialist.	17,574	19,020	20,542	22,183	23,967

**Goal:** Process vendor invoices accurately within an average of five days of receipt in Accounts Payable.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Achieve timely and efficient payment to vendors.	Invoices are processed for payment within 7 days of receipt.	Yes	Yes	Yes	Yes	Yes
	# of invoices processed.	65,523	67,930	70,647	73,473	76,412
	# of invoices processed per FTE Accounts Payable Staff.	10,920	11,322	10,868	11,303	11,756

**WHAT WE DO**

The Risk Management division coordinates the City's safety and risk management functions; including the procurement of insurance; investigates and adjusts claims in the areas of property loss, liability, workers' compensation, Occupational Safety and Health Administration (OSHA), and unemployment compensation exposures; and assists in the preparation of fiscal impact statements and negotiations in the area of employee health benefits. This budget is offset by user rates charged to other City operating departments.

**PROGRAM OBJECTIVES**

Maintain Risk Management budget to within 2% of the City's operating budget.

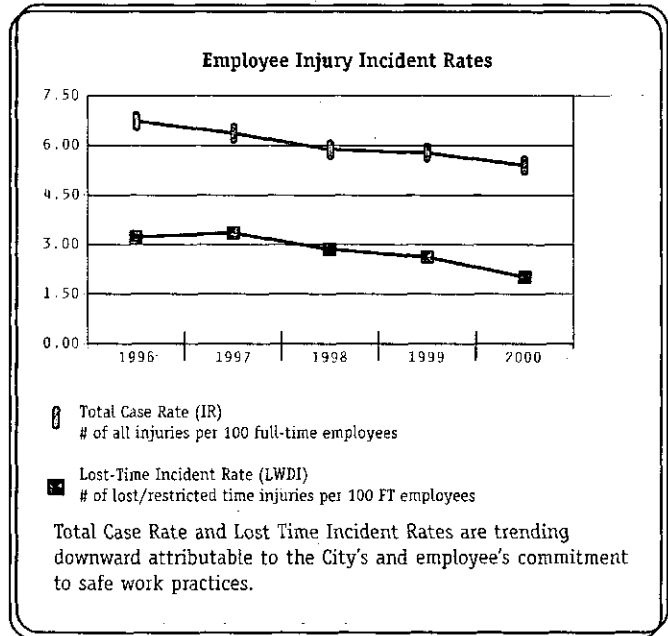
Provide safety in the workplace through highly visible efforts and programs. Maintain Voluntary Protection Program (VPP) Star certification.

Reduce outside legal fees on litigated accident cases by: In conjunction with legal department, develop and fund internal legal expertise to handle litigated cases in lieu of sending cases to outside counsel. Closely monitor and manage outside council case time and fees.

Continue aggressive contract administration process of inserting strong indemnification and insurance requirements language in all City contracts.

Maintain current level of reduced outside claim adjuster fees.

Act as resource and advisor to City personnel on life-safety issues and related loss prevention issues.



**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Risk Management budget increases \$197,281 (4.5%) in 2001/02. There are no staffing changes. The largest increase - \$134,600, reflects an increase in the expected claims liability as projected in the City's annual actuarial report. Other changes include an increase in the personal services budget in accordance with the City's compensation plan and other minor overall changes to support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	432,779	431,071	474,767	474,767	510,219
Contractual Services	2,758,065	1,234,062	3,734,386	4,105,387	3,897,643
Commodities	126,697	172,813	86,700	98,480	77,500
Capital Outlays	10,737	9,975	7,704	10,730	15,476
<b>Total</b>	<b>3,328,278</b>	<b>1,847,921</b>	<b>4,303,557</b>	<b>4,689,364</b>	<b>4,500,838</b>
<b>Staffing</b>					
Full-time	7.00	8.00	8.00	8.00	8.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Goal:** Maintain Risk Management budget to within 2% of the City's operating budget.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Practice fiscal responsibility.	% of Risk Management's total budget to City's operating budget	1.03%	1.36%	1.80%	1.80%	1.80%

**Goal:** Control General Liability accident frequency to within 1.00 per million City budget and severity to within \$5,000 per million City budget through effective Risk Management services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote safe practices.	Accident frequency/million budget	0.62	0.54	1.0	1.0	1.0
	Cost of losses/million budget	\$2,164	\$3,075	\$5,000	\$5,000	\$5,000

**Goal:** Control Vehicle Liability accident frequency to within 10.00 per million miles driven and severity within \$100,000 per million miles driven through effective Risk Management services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote safe practices.	Accident frequency/million miles	6.61	4.7	10.0	10.0	10.0
	Cost of losses/million miles	\$45,805	\$26,472	\$100,000	\$100,000	\$100,000

**Goal:** Control vehicle physical damage accident frequency to within 27.00 per million miles driven and severity within \$27,000 per million miles driven through effective Risk Management services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote safe practices.	Accident frequency/million miles	26.08	25.77	27.0	27.0	27.0
	Cost of losses/million miles	\$27,200	\$23,252	\$27,000	\$27,000	\$27,000

**Goal:** Control Workers Compensation accident frequency to within 50.00 per million hours worked and severity within \$150,000 per million hours worked through effective Risk Management services.

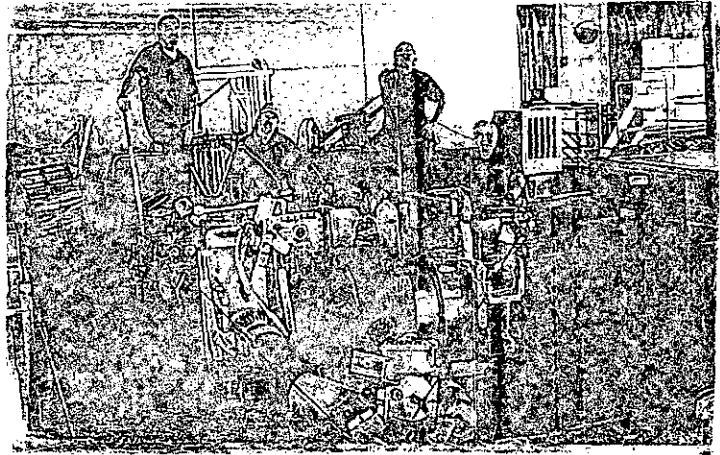
Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote safe practices.	Accident frequency/million hours worked	46.8	44.22	45.0	50.0	50.0
	Cost of losses/million hours worked	\$131,054	\$70,356	\$150,000	\$150,000	\$150,000

**Goal:** Fund the City's Loss Trust Fund to minimum of 100% of Actuary's recommended fund balance, by June 2000.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Strengthen fiscal vitality.	Fiscal year fund balance-% of the actuarial projected funding required	118.2%	133%	125%	125%	125%

**WHAT WE DO**

Purchasing division purchases or facilitates the purchase of all materials, services, and construction required by the City; provides assistance to Contract Administrators; maintains and dispenses inventory items; manages surplus property; produces or purchases printed material; designs or provides design assistance for printed material; and provides all mail services.



**PROGRAM OBJECTIVES**

Continue to implement flexible procurement processes (procurement cards, on-line ordering, cooperative purchasing, etc.) and educate City staff about best value procurement of goods and services.

Continue to secure long-term contracts and advantageous pricing arrangements.

Enhance the computerized purchasing integrated system.

Develop an electronic system that facilitates the disposal of surplus and confiscated City property utilizing the Internet.

Provide a professional graphics operation for the City that delivers a high quality, professional, cost efficient product using both City assets and outside graphic vendors.

Surplus, excess, obsolete, and worn out property must be disposed of through the City's warehouse. The City saved \$65,000 last year by recycling surplus property to other City departments. Other property is sold through a bid process or legally disposed of through other means.

budget decreases due to the conversion of the contractual employee to regular City employee status. Included in the commodities expenditure type, is a budget offset (or credit) representing charges to other programs within the City for printing services. The credit to Purchasing — or charge to others — is larger in 2001/02 than it was in 2000/01.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Purchasing budget increases \$38,110 (2.0%) in 2001/02. Staffing changes include the addition of a Bid and Contract Specialist position. This position was previously a contractual position budgeted in the contractual services expenditure category. The personal services budget increases by \$140,062 reflecting the additional position, as well as performance based merit adjustments and a market adjustment for existing employees. The contractual services

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,304,738	1,337,828	1,394,700	1,394,700	1,522,137
Contractual Services	434,555	516,263	533,221	537,957	480,206
Commodities	-1,626	-160,003	-52,680	-51,668	-108,557
Capital Outlays	57,120	33,790	32,642	32,642	52,207
<b>Total</b>	<b>1,794,788</b>	<b>1,727,878</b>	<b>1,907,883</b>	<b>1,913,631</b>	<b>1,945,993</b>
<b>Staffing</b>					
Full-time	27.00	27.00	27.00	27.00	28.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>



**Goal:** Purchase and facilitate the acquisition of products, services, and construction required to support the operation of the City.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Prepare and issue solicitations.	# of bids	148	150	155	180	200
	# of RFP's	24	27	30	37	42
	# of RFQ's	92	94	100	110	121

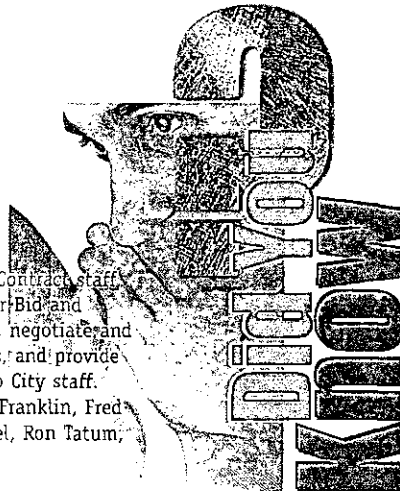
**Goal:** Encourage the use of alternative forms of purchasing to reduce purchase order processing costs.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Prepare and develop long-term purchasing contracts with vendors.	# of customer requisitions	11,788	8,681	9,000	9,500	10,000
	# of long-term contracts in effect at year end	193	230	235	245	255
Administer an informal purchasing program.	# of purchasing cards	551	587	600	615	630
	# of transactions	22,702	24,599	26,000	28,000	30,000
	Dollars expended	\$3,441,638	\$3,786,875	\$4,000,000	\$4,300,000	\$4,700,000

**Goal:** Timely pick up, delivery, sorting, and inserting of mail.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Pick up and deliver mail for City staff.	# of mail staff	3	3	3	3	4
	Total # of pieces	1,703,469	2,666,412	2,900,000	3,200,000	3,500,000

Purchasing's Bid and Contract staff prepare Invitations for Bid and Requests for Proposal, negotiate and manage City contracts, and provide procurement advice to City staff. Contract staff: Larry Franklin, Fred Johnson, Sue McDaniel, Ron Tatum, and Dory Borlongan.



**WHAT WE DO**

The Customer Service division is responsible for the accurate and timely billing and collection of the City's water, sewer, and solid waste; administers and collects sales, transient occupancy and business license taxes, special license fees, alarm user permit fees, and liquor license fees; responds to customer requests for initiation, transfer, and disconnection of utility services; and provides for the collection of all delinquent money owed to the City.



Customer Service provides services at two convenient locations: 7447 East Indian School Road, Suite 110 and 9379 East San Salvador, Suite 100 (pictured above).

**PROGRAM OBJECTIVES**

- Create a technology-driven work environment by implementing a new utility billing system and continuing to improve and expand other systems to increase service to our customers.
- Provide a high level of responsive, personalized service by continuing to encourage customer and employee input for improving processes or service levels.
- Maximize revenue collection and compliance with City ordinances by utilizing the Geographic Information System (GIS) to identify unlicensed businesses.
- Provide choices for establishing services by providing an option for our customers to use the Internet to submit license and utility service applications and to make credit card payments.
- Improve customer response by providing a centralized on-line system to maintain and retain essential knowledge and information to more quickly transition new employees into the work environment.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Customer Service budget increases \$525,810 (12.0%) in 2001/02. Staffing changes include the addition of a Customer Service Representative to maintain current service levels in Remittance Processing. The personal services budget increase represents the addition of the new position as well as performance based merit adjustments for eligible employees and a market adjustment for all employees. The Contractual Services budget increase is primarily due to bank fees charged for credit card payment processing. Other increases support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,574,476	2,789,825	3,062,627	3,110,595	3,486,003
Contractual Services	950,202	943,830	1,000,308	1,226,299	1,186,972
Commodities	77,095	106,354	146,736	157,493	109,649
Capital Outlays	125,808	165,481	158,192	158,253	111,049
<b>Total</b>	<b>3,727,582</b>	<b>4,005,490</b>	<b>4,367,863</b>	<b>4,652,640</b>	<b>4,893,673</b>
<b>Staffing</b>					
Full-time	58.00	64.00	68.00	70.00	71.00
Part-time	1.00	1.00	1.00	1.00	1.00
<b>Total Full-time Equivalent (FTE)</b>	<b>58.50</b>	<b>64.50</b>	<b>68.50</b>	<b>70.50</b>	<b>71.50</b>

**Goal:** Read 100% of the water meters monthly with an accuracy rate of 99.85%.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Accurately read water meters monthly.	# of meter readers	10	11	12	12	13
	# of meters read monthly per meter reader	7,182	6,821	6,500	6,792	6,523
	% of meters read: Monthly	99.95%	99.95%	99.95%	99.95%	99.95%
	% of meters read: Accuracy	99.91%	99.90%	99.90%	99.90%	99.90%

**Goal:** 98% of customers' utility bills will be mailed to provide customers with 14 days to pay.

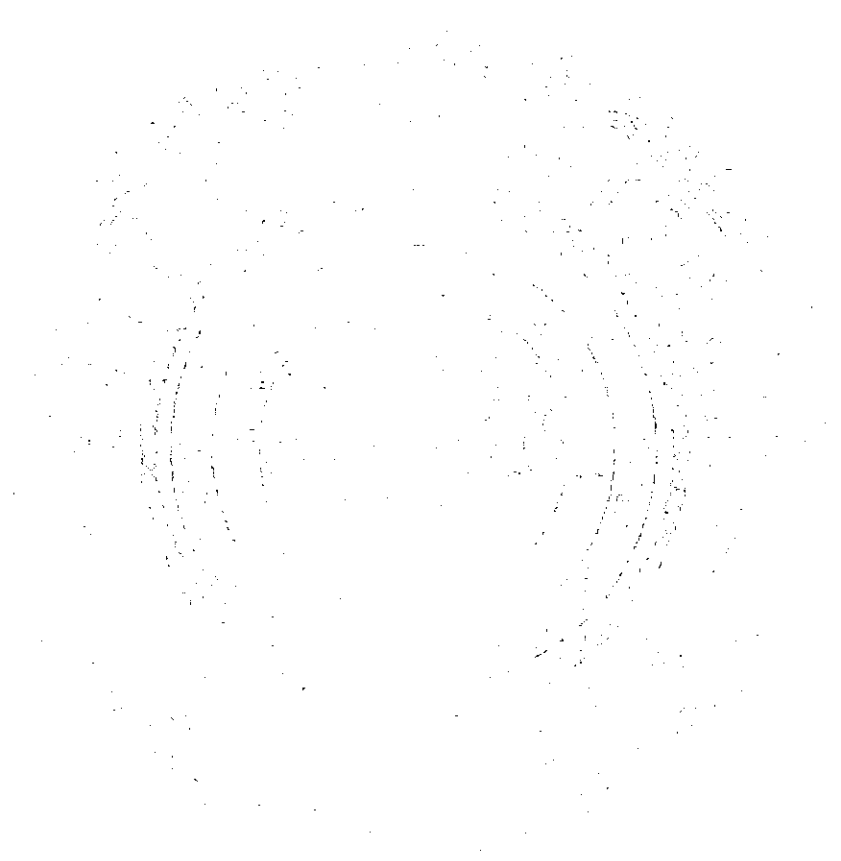
Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide customer with 14 days to pay after receipt of bill.	# of bills produced per bill day	3,453	3,619	3,800	3,900	4,000
	% of bills processed and ready for mailing within 3 days of meter read	98.5%	98.4%	98.0%	98.0%	98.0%

**Goal:** Collect delinquent receivables to minimize account write-offs.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Minimize account write-offs.	Delinquent receivables collected per Collector	\$3,649,493	\$4,047,652	\$4,452,417	\$4,897,659	\$5,387,425
	# of Collectors	3	4	4	4	4
	\$ collected per \$1.00 spent	\$16.38	\$20.37	\$20.00	\$21.00	\$22.00
	% of delinquent receivables collected by Collectors	55%	76%	75%	75%	75%
	Write-offs as a % of total revenue	0.2%	0.2%	0.2%	0.2%	0.2%

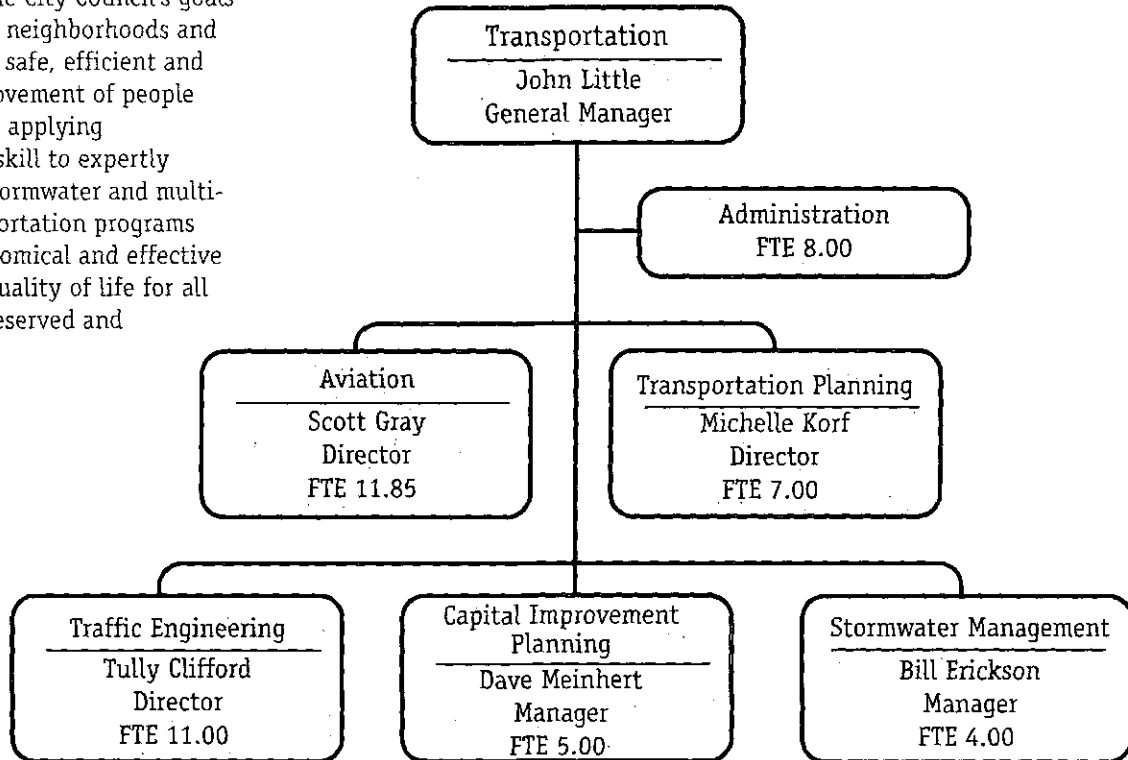
**Goal:** Promote accurate privilege tax self-assessments through compliance audits and education.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote accurate tax assessments.	Audit 2.5% of Scottsdale businesses	2.2%	2.4%	2.2%	2.0%	2.0%
	Audit hearings and appeals occur 5% or less of audits performed	2.3%	0.8%	5.0%	4.0%	4.0%
	Obtain 90% satisfaction rate on taxpayer survey	96%	95%	90%	95%	95%
	Maintain a minimum ratio of \$2.00 collected for every \$1.00 in cost	\$3.65	\$4.04	\$2.00	\$2.25	\$2.50



**MISSION**

To support the City Council's goals of protecting neighborhoods and providing for safe, efficient and affordable movement of people and goods by applying professional skill to expertly administer stormwater and multi-modal transportation programs that are economical and effective so that the quality of life for all citizens is preserved and enhanced.



**FINANCIAL HIGHLIGHTS**

The Transportation Department budget increases \$1,023,789 (9.7%) in 2001/02. Highlights include the elimination of Airpark bus service due to low ridership, offset by increased service levels within the transit system to better match service of neighboring cities; increases in the taxi voucher program and travel reimbursement and information program (TRIPS); a new replacement charge for buses purchased in 2000/01 through the grant program; and increased staffing of 4.0 full time staff

positions as follows: Capital Projects Management (+2.0) and Stormwater Management (+1.0) - these positions will be fully charged to the capital improvement program; Senior Traffic Engineering Analyst (+1.0) to respond to increasing citizen requests for traffic studies and analysis and to support the Neighborhood Traffic Management Program; Airport

Specialist (+1.0) to maintain current service to a growing tenant base; and the transfer of a Public Information Officer (-1.0) to Communications and Public Affairs to centralize the City's public communications function.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	7,456,563	8,352,135	10,521,506	11,953,861	11,545,295
% Of City's Operating Total	3.60%	3.82%	4.24%	4.60%	4.34%
Full-time Equivalent (FTE)	27.32	41.85	42.85	42.85	46.85

# TRANSPORTATION DEPARTMENT *departmental summary*

## TRENDS

Transportation Department programs and services continue to be a City priority. Scottsdale citizens report that growth and traffic congestion are the two most critical issues facing the City, and several City Council goals relate to the Department.

City Council has indicated its desire to expand citizen participation in all facets of City activity, including transportation, transit, and stormwater planning and development.

According to the 2000 Citizen Survey, citizens are satisfied with bicycle and pedestrian facilities. The 2000 Bond Election provides \$9.2 million to expand and improve bikeways even further.

According to the Survey, bus services and Dial-A-Ride, for the first time in 4 years, rose above the lowest rated services. Between 1997 and 2000, the satisfaction rating improved 24 percentage points, to 53%. This means that 83% more citizens surveyed responded that bus service and Dial-A-Ride were very good or good.

Stormwater Management's rating also improved between 1999 and 2000 to a satisfaction level of 82%, a 7 percentage point improvement.

The September 2000 Bond Election authorizes over \$160 million for transportation and stormwater management projects, a building program that affects Transportation's workload significantly, added to other planned and on-going projects.

Calendar year 1999 operations at the Scottsdale Airport were almost 25% greater than anticipated, and activity is expected to increase an additional 5% in 2001.

Based on survey data, ideas for possible solutions to traffic congestion vary depending upon location, pointing to the need for neighborhood-based approaches to public involvement in project planning.

Transportation continues joint ventures with the Maricopa County Flood Control District, that result in contributions that defray up to three-fourths of the costs of local projects.

The .2% sales tax revenue reserved for transportation improvements grew from \$8.5 million in 1995 to \$15.9 million in 2000. Projections for the funds were that fiscal year 2000/01 to 2005/06 would see annual increases of up to 14%.

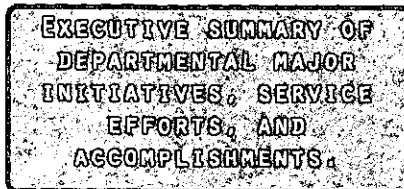
Development project reviews almost always require traffic analyses, and while the numbers of projects coming in for review is declining, participation by Transportation staff is increasing.

The Transportation industry continues to innovate technological solutions to enhance the capacity of roadways and transit to reduce congestion and increase mobility.

Right-of-Way management will become increasingly important for the City as private and public entities compete for

space "between the curbs" to construct communication systems.

Funding requirements for federally mandated floodplain, clean water and emergency programs continue to be of concern.



## DEPARTMENT OBJECTIVES

The following departmental objectives, and the program objectives shown within each of the Transportation Department divisions, support the City Council's broad goals of: providing for the safe, efficient and affordable movement of people and goods by providing for alternative transportation modes; positioning Scottsdale for long-term economic prosperity by providing quality air transportation facilities, resulting in positive economic impact to the City; and coordinating planning to balance infrastructure and resource needs through transportation and stormwater management capital planning efforts.

Install simple and effective processes for getting and using information from neighborhood residents and the public related to transportation, aviation and stormwater project design and program or service operation, by December 2001.

Design and support the construction of approved transportation and stormwater projects on schedule and on budget.

Create an organizational structure for transportation, capital project, and stormwater planning that crosses department lines, by November 2001.

Implement a strategy for more effectively taking control of our rights-of-way, by December 2001.

Improve performance and service levels within approved resource allocations by incorporating technological innovations and exemplary administration, and tracking and reporting progress toward short and long-term objectives.

Formalize criteria for proposal and project evaluation focused on protecting and enhancing community character and environment, by March 2002.

**PRIOR YEAR RESULTS & OUTCOMES**

Citizen Survey results demonstrated that the Transportation Department satisfaction improved significantly, particularly in the area of bus service, Dial-A-Ride, and drainage.

Construction on the Pima Freeway provided interim openings for northbound and southbound traffic from 90<sup>th</sup> Street to Princess Drive.

The Cab Connection taxi voucher program for eligible seniors and disabled individuals launched successfully with an unprecedented positive response.

The Department initiated a Major Investment Study to address the City's growing travel demand and to maintain the potential to connect to a regional transit system.

Transportation Commission's "Let's Get Moving" public outreach was completed. Data was gathered from 15 public workshops, 8 business workshops, a statistically valid telephone survey, a postcard survey, and postal and electronic mail.

Scottsdale Airport enhanced its communication and marketing program to include a quarterly airport newsletter to tenants, citizens, and the aviation industry.

Scottsdale RoundUp downtown trolley and the spring training Giants Shuttle enjoyed dramatic ridership increases.

The Neighborhood Traffic Management Program was initiated to provide a systematic process to help find solutions to neighborhood traffic problems.

Construction of a traffic circle at 64<sup>th</sup> Street and Lafayette Boulevard succeeded in attractively and safely calming traffic in a neighborhood.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,171,289	2,419,532	2,617,458	2,617,458	2,877,897
Contractual Services	5,060,002	5,642,218	7,786,809	9,109,566	8,435,067
Commodities	154,855	121,307	58,930	77,902	114,299
Capital Outlays	70,417	169,078	58,309	148,935	118,032
<b>Total</b>	<b>7,456,563</b>	<b>8,352,135</b>	<b>10,521,506</b>	<b>11,953,861</b>	<b>11,545,295</b>
<b>Expenditure By Division</b>					
Administration	439,387	706,817	638,912	680,321	806,898
Aviation	929,467	1,051,463	1,022,852	1,046,909	1,153,279
Transportation Planning	3,973,878	4,795,377	6,911,074	8,089,164	8,092,661
Traffic Engineering	1,495,872	1,246,503	1,405,722	1,571,814	1,492,457
Capital Projects Planning	339,878	303,586	298,620	311,109	-
Stormwater Management	278,081	248,389	244,326	254,544	-
<b>Total</b>	<b>7,456,563</b>	<b>8,352,135</b>	<b>10,521,506</b>	<b>11,953,861</b>	<b>11,545,295</b>
<b>Staffing</b>					
Full-time	35.00	40.00	41.00	41.00	45.00
Part-time	3.00	3.00	3.00	3.00	3.00
Total Full-time Equivalent (FTE)	37.32	41.85	42.85	42.85	46.85

The final phase of the Indian Bend Wash Multiuse Path was completed using funds from a 1989 Bond Election.

The first phase of the Traffic Management Center was completed, laying the groundwork for the next stage of the Intelligent Transportation System.

Video and computer enhancements significantly improved traffic operations and accident analysis.

The Via Linda Community Facility District extended Via Linda from 136<sup>th</sup> Street to 144<sup>th</sup> Street, and provided major drainage improvements, bike lanes, and landscaped medians.

The Oak Street Outfall Storm Drain project resulted from significant public input and a detailed planning and concept design effort coordinated through the Maricopa County Flood Control District.

Expanded bus services, including 15-minute frequency on the City's busiest routes, began in March 2000.

48 new bus shelters, funded mostly from federal grants, were installed throughout the City to provide shade and shelter to bus riders.

**WHAT WE DO**

Direct the resources of the department to accomplish the goals of the City Council. To provide leadership, direction and support for the department and our commissions, and form responsive linkages among departments, City Council and citizens.

**PROGRAM OBJECTIVES**

Establish a succession plan for the department, by innovating staffing solutions, and by documenting policies and procedures, individual development plans, and computer security, by January 2002.

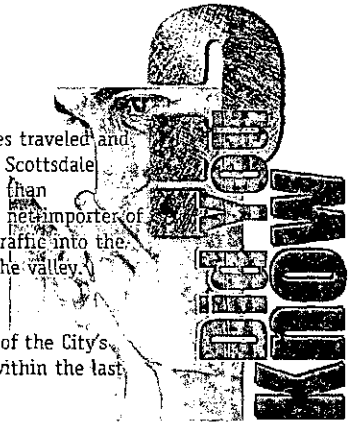
Implement the Customer Contact Tracking system, by September 2001, to enhance customer service and analysis.

Administer the Annual Transportation Survey.

Continuously improve communications with the public and City Council by excellent website design and maintenance, publications, and presentations, and provide exceptional support to the Transportation Commission.

Average daily vehicle miles traveled and annual fuel consumed on Scottsdale streets are growing faster than population. The City is a net importer of jobs, which brings more traffic into the City from other parts of the valley.

70,000 people, one-third of the City's population, moved here within the last five years.



**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

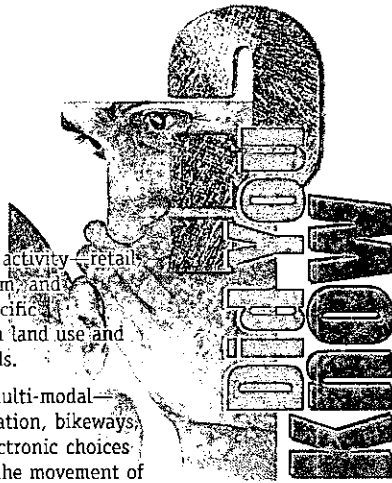
The Administration budget increases \$167,986 (26.3%) in 2001/02. Major increases occur in contractual services to provide for transportation survey research; marketing service to increase public participation, outreach, and information relative to transportation issues; and personal services — \$77,906 increase — reflecting performance based merit increases for eligible employees, and a market adjustment for all employees. One position, a Public Information Officer has been reassigned to Communications and Public Affairs to centralize the public communications function. Offsetting this transfer out, is the transfer in of one position from the Capital Projects Planning program within this department.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	340,150	496,762	500,057	500,057	577,963
Contractual Services	52,858	95,581	124,659	119,757	191,647
Commodities	18,083	26,826	500	13,700	13,600
Capital Outlays	28,296	87,649	13,696	46,807	23,688
<b>Total</b>	<b>439,387</b>	<b>706,817</b>	<b>638,912</b>	<b>680,321</b>	<b>806,898</b>
<b>Staffing</b>					
Full-time	5.00	8.00	8.00	8.00	8.00
Part-time	1.00	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>5.97</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>



**Goal:** Install simple and effective processes for getting and using information from neighborhood residents and the general public related to transportation and stormwater project design and program or service operation.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Reduce % of citizens who believe transportation is a major area needing improvement to 15% or below.	% of citizens who believe transportation is a major area needing improvement	28%	20%	20%	18%	15%
Enhance opportunities to inform and involve citizens.	# of Transportation and Airport Commission meetings	18	32	28	36	36
	# of neighborhood and public meetings held	11	36	50	60	60
	# of meetings, briefings, or policy documents provided to City Council	n/a	15	20	25	30
	# of visits to the department's internet site	n/a	31,083	49,304	65,000	80,000
	# of public information pieces prepared	n/a	28	40	45	50



Every development activity—retail, employment, tourism, and housing—has a specific relationship to both land use and transportation needs.

Transportation is multi-modal—streets, transit, aviation, bikeways, pedestrian, and electronic choices all are involved in the movement of people and goods.

Arizona State Law requires Scottsdale to have a General Plan, which defines goals and policies for development for up to 50 years into the future.

**WHAT WE DO**

Provide input on regional aviation issues to protect the character and environment of Scottsdale. Further, to effectively manage resources to develop and operate an air transportation facility in a safe, efficient and environmentally compatible manner that serves a diversity of aviation needs.

**PROGRAM OBJECTIVES**

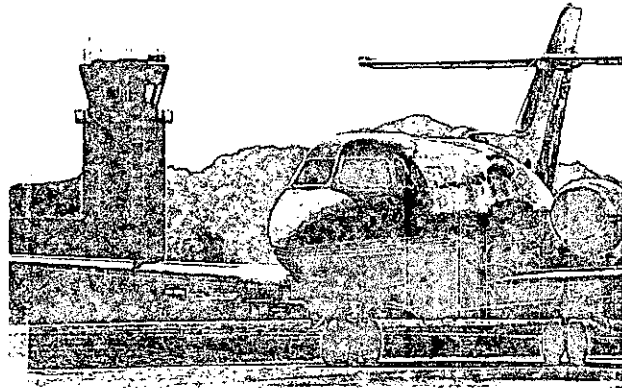
Annually update an aviation financial plan to more efficiently recover operating and capital costs through equitable user fees.

Continue to increase awareness and availability of aviation related information through an enhanced marketing effort utilizing the internet, intranet, industry publications, and airport newsletter.

Annually examine and update the development opportunities identified in the 1997 Airport Master Plan.

Work with citizens, regulators and airport operators to protect neighborhoods from aviation-related noise.

Ensure compliance with Federal Aviation Administration Safety Standards.



Eight thousand passengers a year travel through Scottsdale Airport.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Aviation budget increases \$130,427 (12.8%) in 2001/02. This increase includes \$89,734 in additional personal services costs, including the addition of one Airport Specialist position to maintain current service to a growing tenant base, performance based merit increases for eligible employees, and a market adjustment. Other increases include contractual Airport security, and increases needed to support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	464,469	493,382	508,117	508,117	597,851
Contractual Services	341,505	483,483	459,127	478,864	489,105
Commodities	110,399	58,892	43,260	47,580	50,795
Capital Outlays	13,094	15,705	12,348	12,348	15,528
<b>Total</b>	<b>929,467</b>	<b>1,051,463</b>	<b>1,022,852</b>	<b>1,046,909</b>	<b>1,153,279</b>
<b>Staffing</b>					
Full-time	8.00	9.00	9.00	9.00	10.00
Part-time	2.00	3.00	3.00	3.00	3.00
<b>Total Full-time Equivalent (FTE)</b>	<b>9.35</b>	<b>10.85</b>	<b>10.85</b>	<b>10.85</b>	<b>11.85</b>

**Goal:** Continue to be involved in land use and development issues as they relate to aviation and aircraft noise.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Review proposed development within the adopted airport influence area consistent with airport planning documents.  Respond to 85% of constituent calls (homeowners, airport tenants) within 6 hours and 100% within 10 hours.	# of developments reviewed within the airport influence area	42	72	110	100	90
	# of noise-related calls	520	495	650	700	750
	# of aircraft noise-related calls requesting a return call from staff	164	132	180	194	207
	% of calls responded to within 6 hours	65%	50%	70%	85%	85%
	% of calls responded to within 10 hours	76%	71%	80%	100%	100%

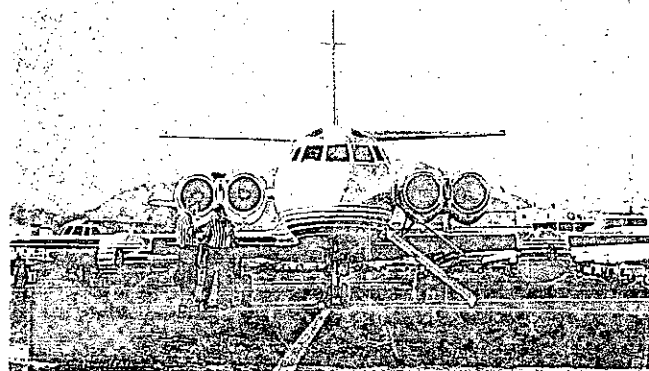
**Goal:** Conduct a self-assessment of service levels and the associated cost at Scottsdale Airport.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Ensure compliance with Federal Aviation Administration (FAA) safety standards for airports accommodating charter and schedule commuter passenger services.	# of annual airport facility inspections to ensure operational safety	266	730	730	730	730
	# of annual airport work orders	160	111	130	150	170

**Goal:** Implement and maintain a rates and fees system that will reduce the City's General Fund subsidy to the Airport Enterprise Fund.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Reduce the General Fund Subsidy to the Airport Enterprise Fund.	General Fund Subsidy	\$584,000	\$493,700	\$607,000	\$463,000	\$525,000
	Airport Revenue	\$1,020,000	\$1,260,000	\$1,450,000	\$1,480,000	\$1,530,000

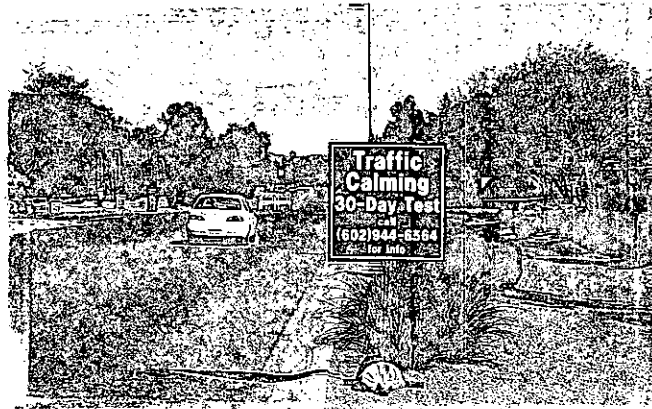
Scottsdale Airport is one of the busiest single runway facilities in the nation.



**TRANSPORTATION DEPARTMENT** *transportation planning*

**WHAT WE DO**

Anticipate and plan for Scottsdale's long-term mobility needs in a manner which will sustain Scottsdale as a livable community and protect its interests in federal, state, and regional transportation issues. Offer real transportation choices in a way that meets the needs of individuals, neighborhoods, and the community as a whole.



Solutions to traffic concerns from citizens emphasize collaboration between the public and city planners.

**PROGRAM OBJECTIVES**

Improve the quality, performance and safety of Scottsdale's transportation system by developing methods of more accurately assessing system effectiveness, by March 2002.

Raise community awareness of transportation opportunities, constraints, and funding needs, and increase transit ridership through comprehensive marketing, education and promotion.

Actively engage neighborhoods in finding transportation solutions that protect their character and quality of life by implementing the Neighborhood Traffic Management Program, by December 2001.

Develop transportation choices through master and project plans that respect the character of the surrounding community, meet Scottsdale's high standards for aesthetics and design, and improve the coordination of land use and transportation.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Transportation Planning budget increases \$1,181,587 (17.1%) in 2001/02. Major increases occur in the transit contract budget for increased service on routes connecting with neighboring cities, new replacement charge for buses purchased in 2000/01 with grant funding, and increased funding for the taxi voucher program and the travel reimbursement and information program (TRIP), both approved by City Council in August 2000 as an alternative to Dial-A-Ride. These increases are partially offset by a reduction in personal services budget reflecting an allocation of staff salaries to transportation capital projects representing the estimated time to be spent engaged in the pre-construction phase of these projects.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	253,736	411,590	489,879	478,525	358,787
Contractual Services	3,698,374	4,316,147	6,404,172	7,573,616	7,715,168
Commodities	14,324	26,050	7,870	7,870	8,010
Capital Outlays	7,444	41,590	9,153	29,153	10,696
<b>Total</b>	<b>3,973,878</b>	<b>4,795,377</b>	<b>6,911,074</b>	<b>8,089,164</b>	<b>8,092,661</b>
<b>Staffing</b>					
Full-time	4.00	4.00	7.00	7.00	7.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>4.00</b>	<b>4.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**Goal:** Design and support the construction of projects on schedule and on budget.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Implement traffic management solutions.	Miles of calmed local streets	5	5	+4	+4	+8
Implement the bicycle system network.	# of miles in bicycle system	84	88	100	110	120
Construct sidewalks and other pedestrian improvements.	# of pedestrian improvements	100	n/a	50	75	100

**Goal:** Improve performance and service levels within approved resource allocations.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Improve transit service levels and quality, and implement an effective marketing program to promote, educate and inform the public so that ridership increases.	Satisfaction levels as measured by the annual citizen survey	43%	53%	58%	63%	65%
Increase transit ridership.	# of passenger trips	1,152,422	1,201,226	1,297,324	1,362,190	1,430,300

**Goal:** Install simple and effective processes for getting and using information from neighborhoods.

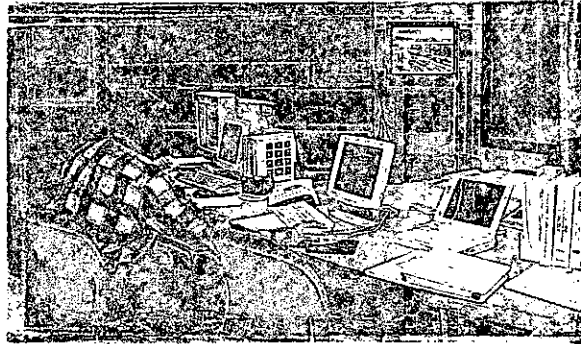
<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Redefine the look and feel of transportation improvements.	# of neighborhood traffic management projects completed	n/a	5	10	15	20

**Goal:** Create an organizational structure for planning that crosses department lines.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Improve the coordination of Transportation and Land Use.	Decrease in average commute SOV trips - miles	11.8	13.3	14	12	11.5
	Decrease in average commute time - minutes	22.4	23.4	24.0	23.5	23.0

**WHAT WE DO**

Operate and maintain the City's roadways to provide for the safe and efficient movement of people and goods; to develop and use technology to optimize traffic flow and provide vital traffic information to our traveling public; and provide technical assistance for the planning and design of the City's roadways.



**PROGRAM OBJECTIVES**

Provide accurate and thorough responses to all requests for data collection and analysis, or for traffic control changes, from citizens, neighborhoods, and other departments.

Optimize traffic signal coordination and reduce average vehicle delay for intersections on major streets through the continued construction and operation of Intelligent Transportation System elements.

Increase the number of major intersections that are connected to the City's Traffic Operations Center to allow video monitoring and direct communications.

Develop an on-call consulting process for objective review of development projects, by October 2001.

Establish a Right-of-Way Management function working with other related departments, creating a process and documenting policies, by December 2001.

Intelligent transportation systems technology moves traffic better without building larger streets.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Transportation Engineering budget increases \$86,735 (6.2%) in 2001/02. This increase in personal services costs represents performance based merit increases and market adjustment for current staff. Other increases include funding for traffic impact studies, and maintenance for the Intelligent Transportation System. These increases are offset by a reduction in the self-insurance rate for this division. The annual charge is based on a formula including salary expense and historical loss expenditures within the program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	563,877	521,215	643,385	632,032	722,072
Contractual Services	922,937	700,989	748,465	887,958	709,330
Commodities	3,249	8,220	3,600	5,052	21,886
Capital Outlays	5,808	16,078	10,272	46,772	39,169
<b>Total</b>	<b>1,495,872</b>	<b>1,246,503</b>	<b>1,405,722</b>	<b>1,571,814</b>	<b>1,492,457</b>
<b>Staffing</b>					
Full-time	9.00	10.00	10.00	10.00	11.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>

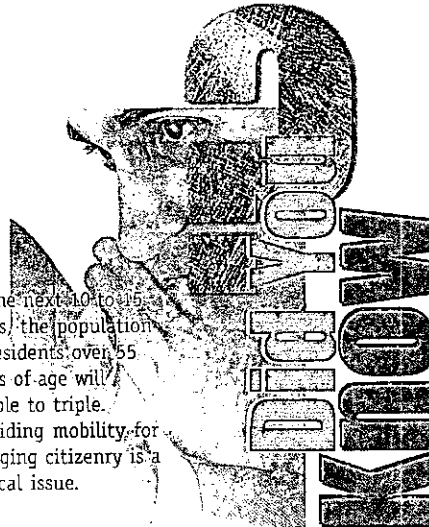
**Goal:** Improve performance & service levels within approved resource allocations.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Perform device reviews on all collector & arterial roadways, & issue work orders for necessary modifications 100% on schedule.	% of Traffic control device reviews completed on schedule	46%	60%	58%	62%	67%
Provide review & approval of barricade plans within 48 hours of receipt 75% of the time.	% of barricade plans reviewed & approved within 48-hours of receipt	72%	65%	72%	76%	78%
Optimize traffic signal coordination & reduce average vehicle delay.	% of major streets actually reviewed compared to reviews scheduled	25%	25%	50%	75%	90%
	Average vehicle delay at major intersections	45 seconds	n/a	n/a	40 seconds	35 seconds
	Citizen Survey ratings for traffic flow/signalization of good or better	50%	50%	50%	60%	70%

**Goal:** Design & support the construction of approved projects on schedule & on budget.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Increase the number of major intersections that are connected to the City's Traffic Management Center to allow video monitoring & direct communications.	Total # of connected intersections	2	2	5	10	20

In the next 10 to 15 years, the population of residents over 55 years of age will double to triple. Providing mobility for an aging citizenry is a critical issue.



**TRANSPORTATION DEPARTMENT** *capital projects planning*

**WHAT WE DO**

Develop effective, efficient, environmentally sound and publicly accepted transportation and stormwater infrastructure, and special tax districts by coordinating planning to balance infrastructure and resource needs.

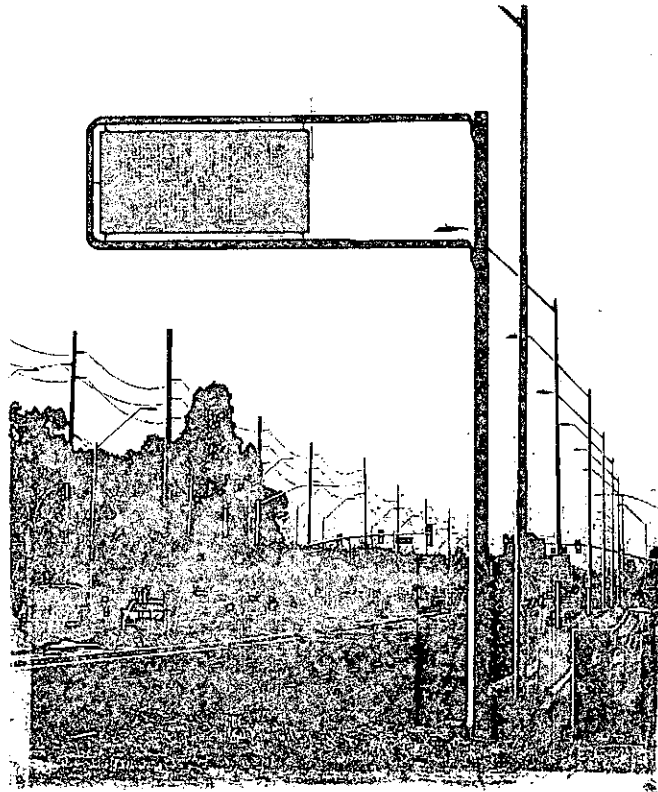
**PROGRAM OBJECTIVES**

Apply Geographic Information System and Internet capabilities to provide comprehensive public notification, to expand neighborhood participation, and to assist in construction sequencing, by October 2001.

Support the construction of approved transportation and stormwater control infrastructure on schedule and on budget by administering consultant contracts for detailed planning and Design Concept Reports for projects efficiently and effectively.

Ensure cross-departmental and citizen involvement in the planning of Transportation capital projects.

Efficiently administer the formation and operation of approved special taxing districts in conformance with City Council objectives.



\$36 million in transportation capital projects will be worked on during fiscal year 2001/02 - there truly is road work ahead.

year period. The total operating budget will be allocated to the specific projects being managed by staff assigned to this program.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Capital Projects Planning budget will be charged to the Capital Improvement Program in its entirety beginning in 2001/02. The staffing for this program increases by one position. One staff position has been reassigned to Transportation Administration, and two Capital Projects Planning Coordinators are added to plan and implement an expanded transportation capital improvement program made possible by \$126 million in new voter authorized bonds. The bond program will be implemented over a 5-7

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	301,981	273,121	261,811	274,300	324,995
Contractual Services	24,381	25,309	27,712	27,154	-362,659
Commodities	4,840	725	2,035	2,035	12,222
Capital Outlays	8,677	4,431	7,062	7,620	25,442
<b>Total</b>	<b>339,878</b>	<b>303,586</b>	<b>298,620</b>	<b>311,109</b>	<b>-</b>
<b>Staffing</b>					
Full-time	5.00	5.00	4.00	4.00	5.00
Part-time	-	-	-	-	-
<b>Total Full-time Equivalent (FTE)</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>



**Goal:** Create an organizational structure for planning that crosses departmental lines.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide interactive maps of programs.	# of maps completed	n/a	n/a	8	8	8
Provide interactive neighborhood project maps.	# of maps completed	n/a	n/a	6	6	6
Update maps quarterly.	# of maps updated	n/a	n/a	28	56	56

**Goal:** Improve performance and service levels within approved resource allocations.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Complete detailed planning for transportation projects on schedule.	% of Design Concept Reports completed on schedule	n/a	n/a	34%	30%	30%
Complete detailed planning for flood control projects on schedule.	% of Design Concept Reports completed on schedule	2%	2%	3%	2%	3%
Reduce major street project cycle to 4 years or less.	Average time to complete planning, design and construction	8 years	7 years	6 years	6 years	5.5 years

**Goal:** Install simple and effective processes for getting and using information from neighborhoods and the public related to project design.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Hold regular neighborhood meetings to discuss projects.	# of neighborhood meetings	n/a	n/a	24	24	24
Perform neighborhood surveys to gain additional feedback.	# of neighborhood surveys completed	n/a	n/a	6	6	6

**Goal:** Create an organizational structure for planning that crosses department lines.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Hold regular meetings with utility companies.	# of meetings	2	2	12	8	6
Hold regular meetings with telecommunications companies.	# of meetings	2	4	5	5	5

**TRANSPORTATION DEPARTMENT *stormwater management***

**WHAT WE DO**

Protect the health, safety, and welfare of citizens and neighborhoods by providing effective, efficient, environmentally sound, and cost-effective stormwater management policies and practices that have the support and involvement of citizens.

**PROGRAM OBJECTIVES**

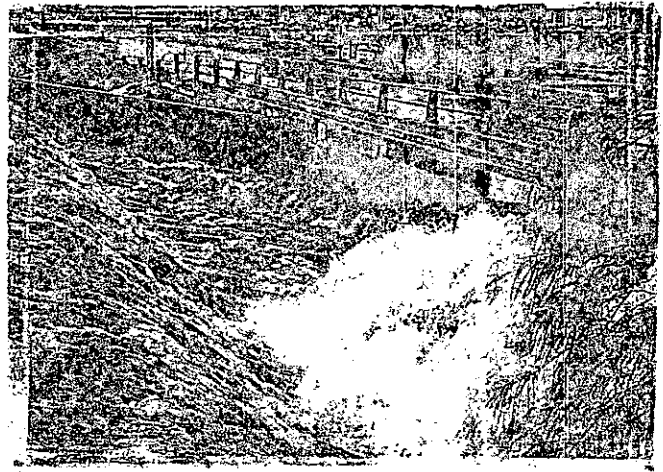
Protect the community so neighborhoods are safe from flooding and stormwater pollution.

Assist in providing for safe movement within the community by identifying drainage deficiencies, coordinating stormwater projects, and alerting the public to emergency conditions.

Coordinate City capital project planning and private development planning by completing the Citywide Stormwater Master Plans.

Educate and assist the public, neighborhoods, and other City departments in floodplain and stormwater management issues.

Preserve the character and environment of Scottsdale by participation in the Character Area planning process and by identifying and mapping drainage corridors and watersheds.



Even in the desert, storm waters can create public safety concerns.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Stormwater Management budget will be charged to the Capital Improvement Program beginning in 2001/02. The staffing for this program increases by one Senior Stormwater Planning Manager to plan and implement an expanded neighborhood flood control capital improvement program made possible by \$25.3 million in new voter authorized bonds. The bond program will be implemented over a 5-7 year period. The total operating budget will be allocated to the specific projects being managed by staff assigned to this program.

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	247,075	223,463	214,209	224,427	296,229
Contractual Services	19,948	20,707	22,674	22,217	-307,524
Commodities	3,960	594	1,665	1,665	7,786
Capital Outlays	7,099	3,625	5,778	6,235	3,509
Total	278,082	248,389	244,326	254,544	-
<b>Staffing</b>					
Full-time	4.00	4.00	3.00	3.00	4.00
Part-time	-	-	-	-	-
Total Full-time Equivalent (FTE)	4.00	4.00	3.00	3.00	4.00

# stormwater management TRANSPORTATION DEPARTMENT

**Goal:** Improve performance and service levels within approved resource allocations.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Federal programs (NPDES, FEMA, CRS) annual reporting and reapplication.	% of annual reports submitted on time	100%	100%	100%	100%	100%
Continue to improve service levels.	Citizen Satisfaction of good or above as reported on annual survey	75%	85%	87%	90%	90%
Develop a plan & implement storm warning system.	% of storm warning system complete	n/a	n/a	n/a	40%	60%

**Goal:** Design and support the construction of approved projects on schedule and on budget.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Develop capital project plans.	% of plans accomplished as scheduled on capital budget	70%	50%	80%	100%	100%
Install storm drain markers per bond program.	% of storm drain markers installed	n/a	n/a	n/a	50%	50%

**Goal:** Create an organizational structure for planning that crosses department lines.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Complete Master Plans.	% of area completed each year	n/a	n/a	10%	20%	20%
Provide technical assistance to other departments.	# of hours billed annually	n/a	n/a	400	350	300
Map floodplains.	% of floodplains mapped	n/a	60%	10%	10%	20%



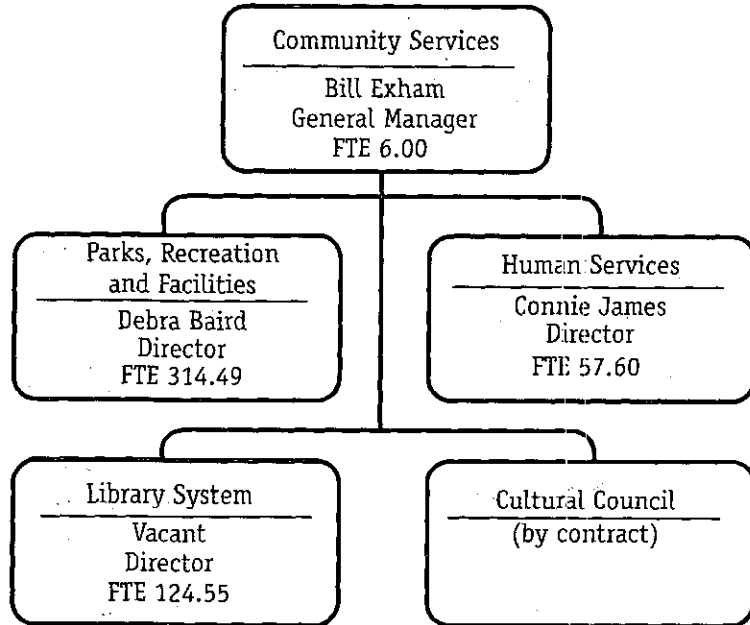
**Honor the Past - Imagine the Future**

**MISSION**

Improve and preserve Scottsdale's quality of life through the development of safe and highly maintained facilities, and imaginative services that provide opportunities for family interaction, cultural enrichment, and development of lifetime skills which build self-esteem, promote healthy lifestyles, and are a catalyst for community involvement. Provide assistance and guidance to those in need and link our citizens with information and resources throughout the world.

**FINANCIAL HIGHLIGHTS**

The Community Services Department budget increases \$3,503,265 (8.3%) in 2001/02. Salary increases account for \$2.5 million of the total increase and include a market adjustment and merit increase for eligible employees, consistent with the citywide compensation plan; the mid-year 2000/01 transfer of one position from Human Resources; and staffing increases of 17.5 full time equivalent positions as follows: staffing for the operation of new or expanded facilities (+5.0 FTE) - provides staffing for the expansion of Paiute Community Center, expansion of the Via Linda Senior Center, maintenance of the new Scottsdale Ranch Desert Garden, and maintenance of increased inventory of medians and rights-of-way; increased business hours at Arabian Library (+2.0 FTE) - provides for public access to the library consistent with the business hours of Palomino Library, the City's other joint public/school library; preventative maintenance staffing (+2.0 FTE) to maintain the city's growing inventory of facilities; enhanced maintenance (+1.0 FTE) in the City's downtown area;



staffing to maintain service levels (+6.0 FTE) - includes two maintenance workers in the Civic Center area, conversion of a part-time Stadium worker to full-time; a Systems Integrator to maintain technical systems for recreational and facilities programs, a Human Services Specialist position at Vista del Camino, conversion of contractual Library Pages to 2,860 additional part-time hours; and 480 additional hours of Specialty Class Instruction at both the Civic Center and Via Linda Senior Centers, the cost of which is fully

recovered through program fees; and staffing for adult sports leagues (+1.6 FTE), fully recovered through fees.

Other budget increases include expenditures associated with increased staffing as well as modest increases in various other contractual and commodities accounts to support current service levels for this department.

One position, a Housing Development Manager in Human Services, is transferred to the new Citizen and Neighborhood Resources Department in 2001/02.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	36,378,502	37,961,731	42,169,022	43,943,371	45,672,287
% Of City's Operating Total	17.60%	17.36%	17.00%	16.92%	17.18%
Full-time Equivalent (FTE)	450.60	465.14	485.11	486.11	502.64

**TRENDS:**

Age and increase in City infrastructure requiring major maintenance and renovation and the need for preventative maintenance programs.

Change in Scottsdale's population demographics resulting in higher percentage of non-English speaking residents; increasing population of older, but more active senior populations, and a greater percentage of children in growth areas impacting both recreation and social services.

Employment and population growth in Scottsdale continues to add new demand to the existing housing market with housing costs continuing to outpace increases in median income, and redevelopment in mature areas negatively impacts existing affordable housing stock.

Demand from residents for access to emerging technology and ability to do business and obtain information faster, easier, and on their timetable is changing service delivery requirements.

Northern areas of Scottsdale are developing with families with youth demanding more lighted recreational facilities and services, in conflict with empty nesters preferring passive open spaces with dark skies.

Continuing conflict in developing areas to implement master plans for community facilities, trails, schools, and services with those wanting to keep their areas more private.

Existing facilities and programs are being changed to provide a greater variety of service choices to meet different family needs for structured programs for adults and children to fit time constraints.

**DEPARTMENT OBJECTIVES**

The following departmental objectives and the program objectives shown within each of the Community Services Department operating divisions primarily support the City Council's broad goals of: enhancing and protecting a diverse, family-oriented community by providing a variety of recreational amenities and programs for people of all ages; preserving the character and environment of Scottsdale through parks and trail planning and development; and balancing infrastructure and resources through maintenance and preventative maintenance of the City's growing inventory of facilities and infrastructure.

Respond to maintenance recommendations from the downtown consultant and implement an enhanced

maintenance program for downtown that is acceptable to the merchants, by October 2001.

Complete the construction or renovation of Mustang Library Study Room addition, Paiute Neighborhood Center Buildings 7 & 9 Renovation, Tennis Court Rebuilds, Scottsdale Stadium Field Renovation, Sonoran Hills Park, Chaparral Pool Bathhouse Renovation, Scottsdale Ranch Park Desert Garden, Scottsdale Mall West Restrooms, Civic Center Mall Improvements Phase 2, La Mirada Park, Pinnacle Peak Park Trailhead, Vista del Camino Multi-Use Path Lighting, Multiuse Path Lighting from Murray Lane to Indian School Road, and Mustang Off Leash Facility, by June 2003.

In conjunction with the Scottsdale School District develop a plan by January 2002 for the potential reuse or acquisition of schools that the District offers for sale in the future.

Working in conjunction with redevelopment, complete the plan for the reuse of the Smitty's site that is supported by the neighborhoods surrounding the site and respond to both the aesthetic and human needs of the area, by September 2001.

Initiate planning, public involvement and design of the following Capital Improvement Program projects in growth areas: McDowell Mountain Ranch Park & Aquatic Center, CAP Basin Lighted Sports Complex and Arabian Library Phase 2, by June 2003.

**PRIOR YEAR RESULTS & OUTCOMES**

In partnership with the Scottsdale Cultural Council completed a high profile "signature" public art project: *resiting, redesign and building of James Turrell's Elliptical Skyspace* adjacent to the Scottsdale Museum of Contemporary Art (SMoCA).

In collaboration with the Transportation Department, the Scottsdale Cultural Council and the New Foundation commissioned the "Poetry Bus" which holds an intimate collection of writings by teens about life, home, foundations, change and self.

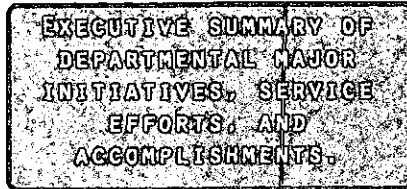
Developed and implemented a new work order system providing improved productivity and more efficient deployment of maintenance staff in facilities, irrigation, grounds, and water systems.

Awarded \$250,000 Heritage Grant from the State of Arizona for Scottsdale Ranch Desert Garden.

Pinnacle Peak Park was dedicated to the City and the land for the trailhead was acquired from the State Land Department.

Opened La Mirada Desert Park, Phase I and began planning for Phase II in response to neighbors' requests.

Completed Apache Park and initiated development at Ironwood, and Stonegate Parks.



Initiated new processes to manage infrastructure maintenance as a result of new development throughout the City.

Completed preventative maintenance studies for facilities maintenance providing a better understanding of the costs and allowing for better planning for future preventative maintenance implementation.

Implemented intersession programs, recreational programs for children that are offered when school is not in session.

Developed and implemented a maintenance oversight program to ensure proper scheduling of horticultural practices in parks and streetscapes throughout the city.

Purchased two "green machines" for the Downtown area. These environmentally sensitive machines sweep and clean the streets, curbs, and gutters quickly and efficiently.

The Parks, Recreation and Facilities Division was reaccredited. This national program recognizes best practices for parks and recreation agencies.

Human Services created a 5-year strategic plan to assess and address future human service needs in Scottsdale.

The Community Assistance Office developed, and City Council unanimously approved, Scottsdale's *Strategy for the Creation and Preservation of High Quality, Safe and Affordable Housing* in July 1999.

Construction was completed on the Early Childhood Learning Center at the Paiute Neighborhood Center; a provider was selected and the Center began operation.

Vista Del Camino assisted 2,351 families in need of emergency services for utility assistance, food boxes and financial assistance to prevent eviction and homelessness.

Youth Services staff and the Scottsdale Mayor's Youth Council worked with the city's Communications and Public Affairs office and the Scottsdale School District to assist with the *Keep the Peace* campaign that focused on tolerance and acceptance.

Civic Center Senior Center developed intergenerational partnerships that have grown to include the quarterly visitation

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	17,878,708	18,718,255	20,324,733	20,321,710	22,785,570
Contractual Services	14,351,493	15,105,995	17,396,418	18,899,524	18,329,161
Commodities	3,793,477	3,680,440	3,698,003	3,901,894	4,046,147
Capital Outlays	354,824	457,041	749,868	820,243	511,410
Total	36,378,502	37,961,731	42,169,022	43,943,371	45,672,288
<b>Expenditures by Division</b>					
Community Services Administration	1,048,614	1,011,007	1,065,312	1,226,057	1,097,135
Parks, Recreation & Facilities	22,893,487	23,739,391	25,865,282	27,255,770	27,558,689
Human Services	2,883,121	3,090,822	3,756,564	3,906,693	4,237,156
Libraries	6,593,805	6,768,705	7,521,620	7,594,607	8,208,931
Cultural Council	2,204,333	2,270,730	2,338,577	2,338,577	2,408,734
Special Programs	755,142	1,081,076	1,621,667	1,621,667	2,161,642
Total	36,378,502	37,961,731	42,169,022	43,943,371	45,672,287
<b>Staffing</b>					
Full-time	293.00	304.00	318.00	319.00	332.00
Part-time	433.00	441.00	455.00	455.00	467.00
Full-time Equivalent (FTE)	450.60	465.14	485.11	486.11	502.64
Grant Funded	11.75	11.75	11.75	11.75	10.75

from a 6<sup>th</sup> grade class at Sonoran Sky School, pen pal program at Hohokam, and the reading program at Yavapai Elementary School.

Via Linda Senior Center created the Eldercare Library providing an informative resource tool for researching health and wellness issues.

Vista Del Camino partnered with the non profit agency Concerned Citizens for Community Health to bring Yaqui artist Mario Martinez to Vista Del Camino for two months to work with the community to create a mural documenting the history and contributions of the Yaqui Indians to Scottsdale.

Expansion of Via Linda Senior Center was begun and will double the size of this facility located on Scottsdale Ranch Park.

The Library System expanded to 101 public access PC's in the Library that have Internet access, the library catalog, and electronic reference sources available.

Received a Bill and Melinda Gates Foundation grant, providing ten PCs with the complete Microsoft Office Suite for a computer training room at Civic Center Library with an additional four PCs for the children's area. The public will have access to the lab all hours the library is open with hands-on classes and one-on-one instruction.

Completed a Strategic Planning process involving a 14 member citizens' committee, library staff, and the Library Advisory Board that will provide direction for library growth and enhanced services.

**WHAT WE DO**

Provide guidance and support to all divisions within the Community Services Department. Encourage innovative thinking and expanded productivity through efficient use of resources with the overall goal of providing quality services to citizens, and to ensure attainment of City Council Goals.

**PROGRAM OBJECTIVES**

Develop an office space plan for the Community Services Department, recognizing anticipated management and technology staff needs, by December 2001.

Provide oversight to establish significant Community Services Department web presence with Intranet/Internet services, to further link customers and citizens to city community services, by June 2002.

Update the Community Services Department strategic plan to reflect new goals, strategies and tactics outlined by City Council and city executive staff, by December 2001.

Establish an ongoing measurement and analysis program to extend effectiveness and initiate improvements in the Community Services Department, by June 2002.

Work with Scottsdale Cultural Council public art staff and Public Art and Collections Committee members to develop, fund and execute a preventative maintenance plan for public art, by December 2001.

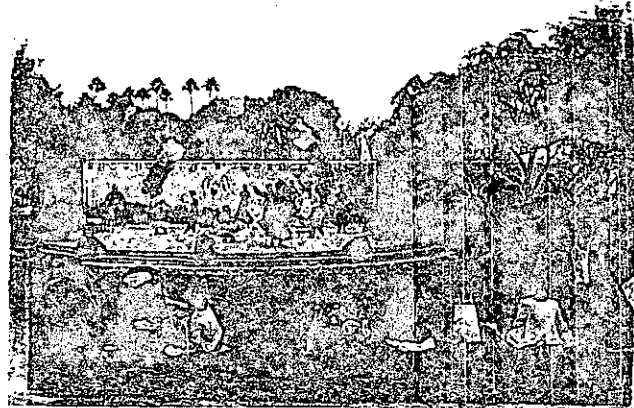
Complete a Community Needs Assessment and Master Plan for Community Services in all planning units Citywide in order to better respond to citizens' needs, by April 2002.

Work with Scottsdale Cultural Council operations staff to review the impact of activity on the turf of Civic Center Mall, and develop use guidelines to limit the damage caused by large-scale events, by December 2001.

Support and assist Scottsdale Cultural Council executive staff with plans for design and funding for the Desert Foothills and Waterfront theater projects, in preparation for review by the City Council, by December 2001.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Administration budget increases \$31,823 (3.0%) in 2001/02. This increase reflects the cost of maintaining the current service level for this program. Salary increases, consistent with the citywide compensation plan, are partially offset by the transfer of a special event program to the Parks, Recreation and Facilities Division within Community Services.



Civic Center Mall features special events such as Holiday Harmony - Celebrate the World.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	849,999	862,563	909,289	874,589	970,692
Contractual Services	91,781	98,336	132,913	279,202	106,209
Commodities	44,006	36,226	14,550	46,206	8,390
Capital Outlays	62,829	13,882	8,560	26,060	11,844
Total	1,048,614	1,011,007	1,065,312	1,226,057	1,097,135
<b>Staffing</b>					
Full-time	7.00	7.00	6.00	6.00	6.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	7.00	7.00	6.00	6.00	6.00



**Goal:** Recognize and support the benefit of financial independence to the Scottsdale Cultural Council.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Annually the SCC operating budget is not more than 30% city subsidy money.	Scottsdale Cultural Council budget	\$10,332,477	\$9,125,390	\$10,000,000	\$8,700,000	\$9,135,000
	City financial participation	\$2,204,333	\$2,270,463	\$2,338,577	\$2,408,734	\$2,480,996
	City subsidy % in the SCC budget	21.3%	24.9%	23.4%	27.7%	27.2%

**Goal:** Actively seek alternate ways to offer and manage Community Services Department well.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Volunteer staffing and involvement will not be less than 10% of the C. S. Dept. staffing commitment.	Community Services FTE count	450.60	465.14	485.11	502.64	520.17
	Volunteer staffing commitment	62.1	62.9	60.65	62.0	62.0
	Volunteer staffing % of the dept. FTE commitment	13.78%	13.78%	12.50%	12.33%	11.92%

**Goal:** Establish an effective capital projects design and installation program.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Have operational 85% of funded capital projects within 90 days of the initially planned completion date.	# of capital projects planned	New Measure	New Measure	17	10	14
	# of capital projects operating on target	n/a	n/a	16	10	14
	% of capital projects operating on target	n/a	n/a	94%	100%	100%

(Active) (Identified & Budgeted)

**Goal:** Resources, services, and facilities are available in support of the needs of Scottsdale families.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Annually 95% of city residents indicate Scottsdale as a good place to raise a family.	Annual Scottsdale Citizen Survey Results	94%	96%	96%	96%	96%

**COMMUNITY SERVICES** *parks, recreation & facilities*

**WHAT WE DO**

Provide quality recreation, sports, youth and senior services and maintain safe, clean and attractive parks and City facilities, which enhance and enrich Scottsdale and the quality of life for our citizens.

**PROGRAM OBJECTIVES**

Implement the enhanced maintenance and replacement plans for existing infrastructure, paying specific attention to targeted areas, so that renovation and replacement of aging facilities and amenities is completed *before* it detracts from the area in which it is located, by July 2002.

Continue to coordinate the management and implementation of the general plan trails system. Await Council direction to expand the Trails Plan to include neighborhood trails, by January 2002.

Complete a Community Needs Assessment for parks, trails, and recreation services in all planning units citywide in order to better respond to citizens' needs, by December 2001.

Implement after school programming and summer recreation programs to growth areas throughout the City, so that neighborhoods have access to similar services and facilities, by July 2001.

Focus on upgrading division technology in order to provide a higher-level service to customers and to make services and information more accessible to the citizens.

Enhance communication and coordination with other departments throughout the City in order to avoid duplication and inefficiencies with maintenance management responsibilities.



Chaparral Pool was renovated to include a "zero-depth" beach entry leisure pool with interactive play structures.

positions as follows: transfer of one position from Human Resource Systems mid-year 2000/01; a Systems Integrator to maintain technical systems; adult sports league staffing (+1.6 FTE), the cost of which is fully recovered through fees; preventative maintenance staffing (+2.0 FTE) to maintain the city's growing and aging inventory of facilities; enhanced maintenance (+1.0 FTE) in the City's downtown area; staffing for the maintenance of the new Scottsdale Ranch Desert Garden (+0.5 FTE); maintenance of increased inventory of medians and rights-of-way (+2.0 FTE); maintenance workers (2.0 FTE) to support the newly renovated Civic Center Mall and perimeter area; and conversion of a part-time Stadium worker to full-time (+0.4 FTE). Other increases include salary adjustments for existing employees consistent with the citywide compensation plan, additional equipment and supplies to address various maintenance issues, and normal operating expenses associated with increased staffing.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Parks, Recreation and Facilities budget increases \$1,693,407 (6.5%) in 2001/02. Staffing changes account for approximately \$1.5 million of the increase and include the addition of 11.5 full time equivalent (FTE)

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	10,014,970	10,600,636	11,502,817	11,534,494	12,974,729
Contractual Services	10,478,180	10,904,558	12,290,962	13,511,113	12,095,853
Commodities	2,252,351	2,092,992	1,969,639	2,094,424	2,294,264
Capital Outlays	147,986	141,205	101,864	115,739	193,843
<b>Total</b>	<b>22,893,487</b>	<b>23,739,391</b>	<b>25,865,282</b>	<b>27,255,770</b>	<b>27,558,689</b>
<b>Staffing</b>					
Full-time	169.00	176.00	184.00	185.00	195.00
Part-time	361.00	363.00	378.00	378.00	388.00
Full-time Equivalent (FTE)	281.10	291.84	302.96	303.96	314.49

**parks, recreation & facilities**      **COMMUNITY SERVICES**

**Goal:** Effectively meet the needs of the community for recreation through youth and adult programming and sports and aquatics services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Cost of services shall not exceed the combined percentage increase of the population and inflation.	Population/Inflation	8%	6.5%	5.5%	5.4%	5.2%
	Service Cost per citizen	107.80	\$113.57	\$119.86	\$127.46	\$132.78
	% Cost per citizen increase	0%	5%	6%	6%	4%
Maintain/increase customer satisfaction.	Annual customer satisfaction rating for parks and open spaces	93%	90%	93%	93%	93%
	Annual customer services rating for recreation services	95%	95%	95%	95%	95%

**Goal:** Respond efficiently and effectively to customer requests for use of Community Services facilities.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide opportunities for citizens to reserve use of Community Services facilities.	# of reserved hours for indoor facilities	60,503	61,000	61,500	61,500	61,500
	# of reserved hours for outdoor facilities	146,604	148,000	149,000	149,000	149,000
	# of reserved hours for private citizen rentals	28,896	30,000	31,000	31,000	31,000
	# of reserved hours for sponsored youth sports groups	60,758	61,500	61,500	63,000	63,500
	% use of facilities	n/a	43%	45%	45%	45%

**Goal:** Efficiently maintain city streetscapes.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain or reduce the cost to provide maintenance services for citywide medians and rights-of way (ROW).	# of sq. ft. of medians and ROW areas maintained	8,276,400	10,498,608	11,332,176	13,490,411	14,500,000
	Cost per sq. ft. of medians and ROW maintenance	\$ .17	\$ .17	\$ .17	\$ .15	\$ .15

**Goal:** Efficiently maintain all city buildings.

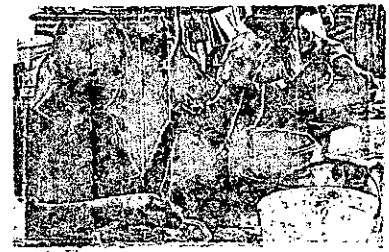
Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain or reduce the cost to provide custodial services for City facilities.	# of sq. ft. maintained	592,838	600,538	696,954	698,454	700,000
	Cost per sq. ft. of building custodial services	\$1.77	\$1.76	\$1.55	\$1.56	\$1.58

**COMMUNITY SERVICES** *Human Services*

**WHAT WE DO**

Provide an integrated system of services, resources, and opportunities to help people improve their lives, the lives of others, neighborhoods, and the total community.

A grant provided funding for an Artist in Residence program at Paiute Neighborhood Center.



**PROGRAM OBJECTIVES**

Conduct an assessment of the Paiute Neighborhood Center to determine the impact the Center has had on the community and incorporate new services or change existing services to meet ongoing needs in the neighborhood, by September 2002.



Shown here are some of the children working together with the artist to make tiles for a sitting wall at the new Early Childhood Learning Center.

In conjunction with the citywide ADA Committee, complete a self-assessment and update the transition plan for all city facilities and programs to be in compliance with the American with Disabilities Act, by January 2002.

Neighborhood Center to provide additional senior services and recreational programming; and the addition of a Human Services Specialist and additional part-time hours at newly expanded Via Linda Senior Center to provide additional social services and programs for seniors. Other increases include salary adjustments for existing employees consistent with the citywide compensation plan, and increases necessary to maintain services levels in this program. Increases are partially offset by the transfer of the Housing Development Manager to the new Citizen and Neighborhood Resources Department.

Identify the best site to relocate the Civic Center Senior Center that is accessible to seniors in South Scottsdale incorporating neighborhood input into structural design and associated services, by June 2002.

Update the Human Service 5 Year Plan and revise the Human Service Indicators Report based on the 2000 Census, by September 2001.

Develop and disseminate a community-based housing action plan, which includes locally acceptable solutions to Scottsdale's housing needs in response to the Spring 2001 Community Housing Conference, by June 2002.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Human Services budget increases \$480,592 (12.8%) in 2001/02. Increases include the addition of 3.72 full time equivalent positions as follows: a Human Services Specialist at Vista del Camino to support the growing demand for services; the addition of two part-time recreation leaders at the newly expanded Paiute

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,058,215	2,267,372	2,553,379	2,553,379	2,904,247
Contractual Services	657,137	688,089	993,595	1,100,941	1,048,647
Commodities	114,092	87,338	150,526	156,109	181,285
Capital Outlays	53,677	48,023	59,064	98,064	102,977
<b>Total</b>	<b>2,883,121</b>	<b>3,090,822</b>	<b>3,756,564</b>	<b>3,908,493</b>	<b>4,237,156</b>
<b>Staffing</b>					
Full-time	34.00	35.00	39.00	39.00	40.00
Part-time	18.00	21.00	26.00	26.00	28.00
Full-time Equivalent (FTE)	45.52	48.07	54.92	54.92	57.60

**Goal:** Community Resources: Maximize the availability of community resources in City facilities and community centers.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote brokerage services in City facilities and community centers.	# of brokerage agencies in City facilities	32	78	80	82	85
	Cost of space provided to the brokerage agencies	\$227,656	\$428,691	\$445,800	\$463,600	\$482,200

**Goal:** Improve housing conditions in neighborhoods through the planning and implementation of multiple strategies and policies to preserve, rehabilitate, upgrade or replace existing affordable housing units; and develop new affordable housing products and services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Preserve the quality of residential neighborhoods.	# of owner occupied homes repaired or rehabilitated	62	64	60	60	60
Preserve and improve multi-family rental communities.	# of rental units rehabilitated and preserved as affordable	16	9	10	19	100*

\*Note: Includes the development of new affordable housing.

**Goal:** Provide youth and employment training and job placement information to participate in work experiences, which promote their positive development.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Support education by providing assessment, job and social skills training, and referrals for youth interested in entering the world of work.	% of youth demonstrating increased job skills knowledge	88%	90%	90%	90%	90%
	% of youth receiving a job referral	98%	98%	98%	98%	98%
	% of employers satisfied with teen job referrals	92%	95%	95%	95%	95%

**Goal:** Address the needs of the growing senior population by providing older citizens meaningful opportunities to enrich their lives and connect with the broader community.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide social service opportunities at the Scottsdale Senior Centers.	# of support groups offered	16	19	20	24	26
	# of health related programs offered	17	19	20	23	25
	# of other social service programs offered	33	34	41	45	47
	# of off-site partnerships	18	24	28	32	34

**WHAT WE DO**

Provide quality customer service and up-to-date information in a variety of formats. Provide library materials and programs that educate, enrich, and entertain. The Scottsdale Public Library System links citizens with resources and people worldwide.

**PROGRAM OBJECTIVES**

Open all library facilities a minimum of 68 hours per week by December 2003 to meet demand for consistent service hours at every library.

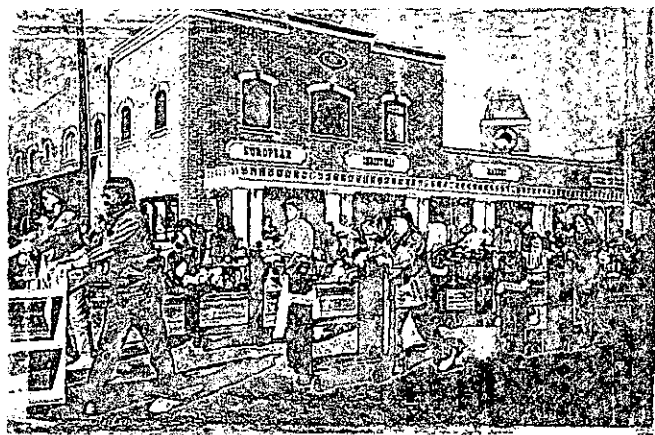
Implement software to provide a remote gateway to subscription electronic resources to enable users to access information from home, school, or office, by August 2001.

Establish deposit book collections at three additional sites in selected neighborhoods in response to citizen committee recommendation to take library services outside the libraries, by June 2002.

Support the creation of Community Technology Centers in libraries, senior centers, citizen service centers, etc. to address the need for public access to electronic resources, by April 2002.

Pursue a restructuring of library management to address needs identified by the "Planning for Results" citizens committee and the changing needs of the library system and implement, by March 2002.

off-site computers; addition of a Librarian and a Supervising Library Assistant to expand hours of operations at Arabian Library consistent with hours of operation at Palomino Library, the City's other joint public/school library; and contractual funding to conduct a records retention/archival needs study. Other increases include salary adjustments for existing employees consistent with the citywide compensation plan.



The award winning library book cart drill team in the 2001 Parada del Sol parade. Left to right, Mitizi Cole, Richard Howley, Deanna Adams, Kelly Hudson, Cindy Martin, Barbara Brandt.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Library System budget increases \$687,311 (9.1%) in 2001/02. Increases include the addition of computer laboratory contractual staffing at the Civic Center Library to provide assistance and training to citizens; purchase of electronic resource reference databases to supplement current library resources and provide access to users via home, school, office, or other

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	4,534,545	4,687,848	5,104,359	5,104,359	5,653,725
Contractual Services	814,772	798,168	963,806	991,062	1,089,902
Commodities	1,152,333	1,105,284	1,223,245	1,271,476	1,262,558
Capital Outlays	92,155	177,406	230,210	230,210	202,746
<b>Total</b>	<b>6,593,805</b>	<b>6,768,705</b>	<b>7,521,620</b>	<b>7,597,107</b>	<b>8,208,931</b>
<b>Staffing</b>					
Full-time	84.00	86.00	89.00	89.00	91.00
Part-time	52.00	51.00	51.00	51.00	51.00
Full-time Equivalent (FTE)	116.98	118.23	121.23	121.23	124.55

**Goal:** Provide quality programming and outreach services to youth families, and adults (including seniors).

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Increase the opportunity for adult/senior programming by 10% annually.	# of program discussion groups and special programs	310	375	412	453	498
	Attendance	3,588	5,378	5,915	6,506	7,156
Implement additional outreach services and/or sites for all ages.	# of home delivery visits	463	353	500	525	550
	# of deposit library collections	2	5	5	8	8
Increase the opportunity for children/youth programming by 2% annually.	# of programs for youth	830	870	890	910	930
	# of participants in youth programs	40,502	36,334	37,060	37,801	38,557

**Goal:** Efficiently meet the needs of the community for library materials.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain a 95% or higher citizen satisfaction rating.	% of satisfied citizens	98%	98%	98%	98%	98%
Meet or exceed materials guidelines as set by professional standards.	Population projections	209,630	212,980	221,190	228,640	235,230
	Circulation per capita	8.67	8.37	8.7	8.9	9.1
	Materials per capita (not including periodical subscriptions)	3.16	3.18	3.2	3.4	3.7

**Goal:** Continue to use volunteer hours to enhance library services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Increase volunteer hours by 2% yearly.	# of volunteer hours worked	25,505	25,879	27,173	28,532	29,958
	% of increase	1.3%	1.5%	5%	5%	5%

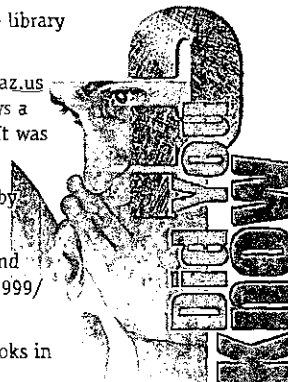
On average there were 14,129 hits per day on the library website. The average visitor stayed 20 minutes.

The Library web site: <http://library.ci.scottsdale.az.us> provides library service 24 hours per day, 365 days a year with minimal down time for maintenance. It was visited 5,163,985 times last year.

Over 330,000 reference questions were answered by library staff in fiscal year 1999/2000.

Almost 1.5 million persons visited the libraries and 1,783,982 items were checked out in fiscal year 1999/2000.

The Scottsdale Public library has over 600,000 books in its collection.



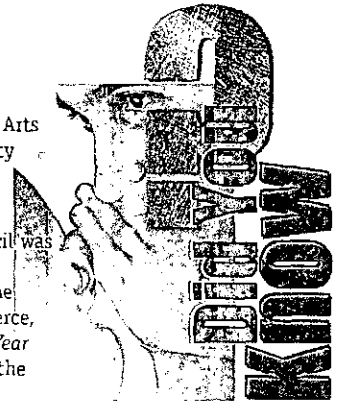
**WHAT WE DO**

The Scottsdale Cultural Council is a private, nonprofit arts management organization administering the arts and cultural affairs of the City of Scottsdale, and managing the Scottsdale Center for the Arts and Scottsdale Museum of Contemporary Art.

The Scottsdale Center for the Arts was originally managed by City staff and not the Scottsdale Cultural Council.

The Scottsdale Cultural Council was recognized with two awards: *Excellence in Business* from the Scottsdale Chamber of Commerce, and *Arts Organization of the Year* from Business Volunteers for the Arts.

The visual arts program of the Scottsdale Museum of Contemporary Art is accredited by the American Association of Museums.



**PROGRAM OBJECTIVES**

Launch the capital construction and endowment plan for building improvements to the Scottsdale Center for the Arts, to remain competitive in the metropolitan area, by June 2002.

Expand the prominence of the City's Fine Art Collection with significant acquisitions to enhance Scottsdale's reputation as an arts and cultural center in the Valley.

Develop a plan to initiate fee-based professional arts education programs for children and adults, not duplicating what is already offered in Scottsdale, by June 2003.

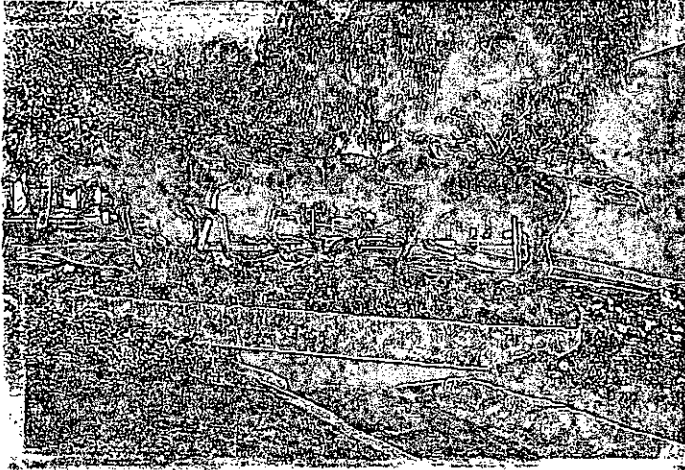
Develop comprehensive plans for a Desert Foothills area theater and a theaters complex in the Downtown Scottsdale Waterfront Project with costs, potential revenue and funding alternatives, by December 2002.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

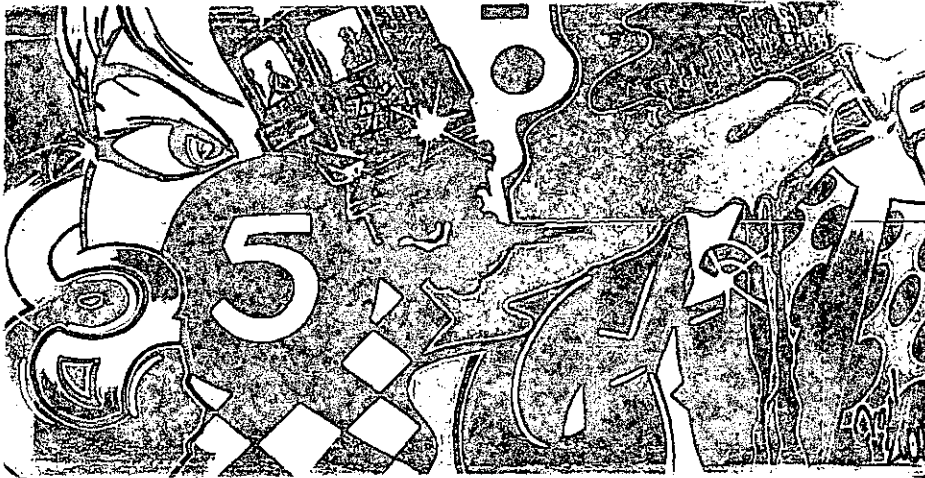
The budget for the City's commitment to the Cultural Council increases \$70,157 (3%) in 2001/02 as provided for in the operating agreement between the City of Scottsdale and the Cultural Council governing board.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	-	267	-	-	-
Contractual Services	2,204,333	2,270,463	2,338,577	2,338,577	2,408,734
Commodities	-	-	-	-	-
<b>Total</b>	<b>2,204,333</b>	<b>2,270,730</b>	<b>2,338,577</b>	<b>2,338,577</b>	<b>2,408,734</b>



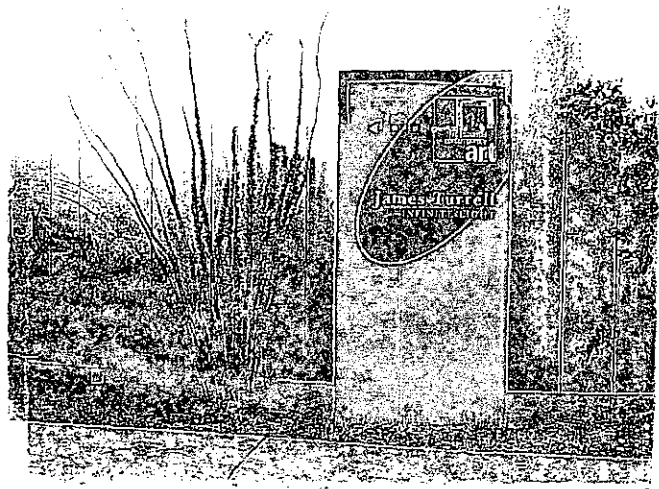


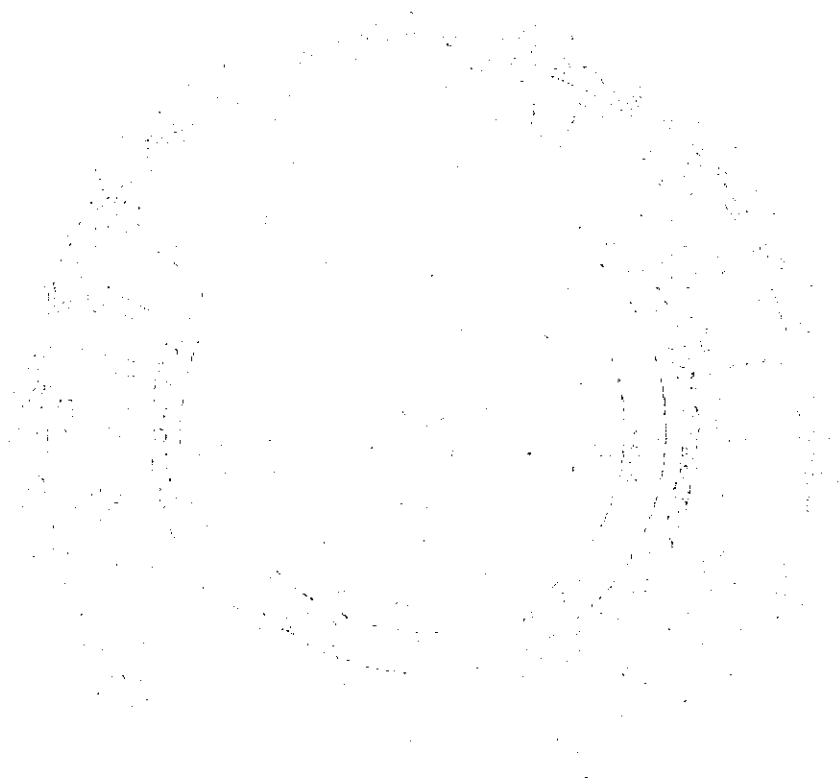
Honor the Past...George-Ann Tognoni's *Yearlings* sculpture is sited on the west end of the Civic Center Mall, symbolizing much of Scottsdale's first fifty years of heritage and history.



Imagine the Future . . . The Scottsdale Culture council offers wide-ranging visual arts opportunities, including *From East to West, 2000* by John "Crash" Matos, mounted on the west exterior wall of the Scottsdale Center for the Arts Building.

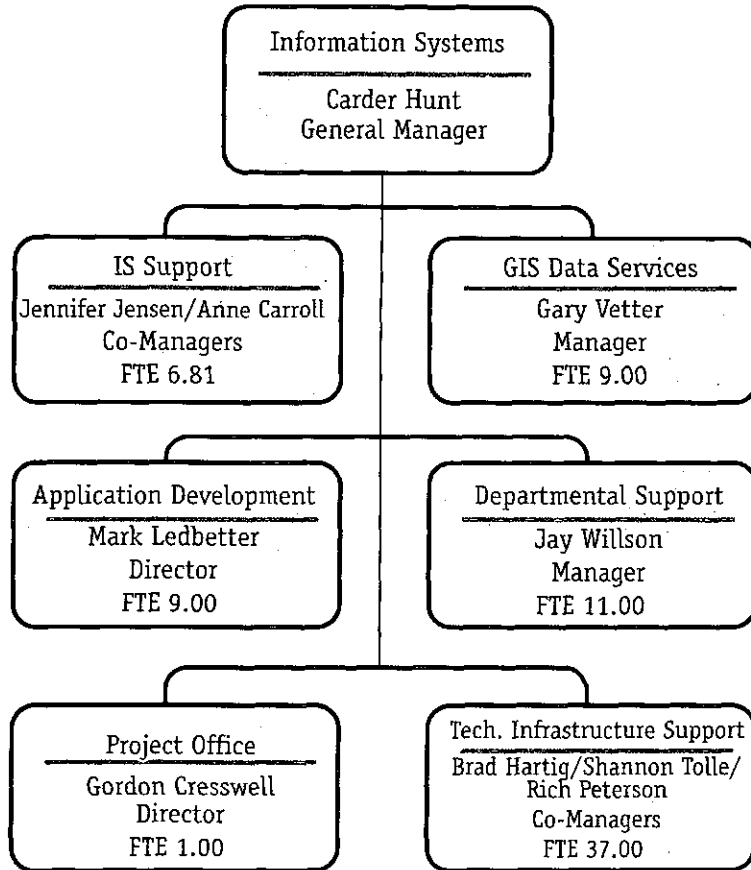
Imagine the Future . . . A new experience in the art of seeing, the Scottsdale Museum of Contemporary Art is offering James Turrell's *Infinite Light* exhibition.





**MISSION**

Scottsdale Information Systems provides reliable, secure, and flexible technologies, supported by excellent customer service and leadership in technical innovation.



**FINANCIAL HIGHLIGHTS**

The Information Systems budget increases \$958,612 (13.2%) in 2001/02. The majority of the increase, \$939,272, occurs in the salary accounts and is comprised of normal salary adjustments for current staffing, a mid-year 2000/01 salary adjustment for

employees whose salaries were determined to be under the current valley wide market for those positions; and the addition of eight (8) new positions as follows: Field Technicians (5.0 FTE) to provide desktop technical support services

through the city, Geographic Information Systems (GIS) Technicians (2.0 FTE); and a Technical Instructor to support application training.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	7,206,907	6,579,973	7,215,927	7,332,082	8,174,539
% Of City's Operating Total	3.49%	3.01%	2.92%	2.84%	3.07%
Full-time Equivalent (FTE)	53.81	63.81	65.81	65.81	73.81

**TRENDS**

Over the past two years, the number of "Hits" on the City's Internet Web Site has grown from 140,000 hits per month to 1,688,000 hits per month. This is an increase of over 1200%.

Over the past two years, the number of mobile applications that have been developed and deployed to the field staff has increased by 1000% from 1 to 10.

The amount of information the City backs up via the network has grown 107% in the last two years, from 1.3 Terabytes to 2.7 Terabytes (2.7 trillion bytes).

Citizens now access the City's Land Information System (Digital Map Center) over 500 times per day via the Internet.

The number of servers used to support City functions has increased 63% over the last two years, from 65 to 103.

The number of personal computers used to serve the Scottsdale citizens has increased by 33% over the past two years, from 1487 to 1989.

The number of homes in Scottsdale with Internet access is currently 72%, an increase of nearly 12% over the last two years, and three times the current national average.

The number of staff with remote access in the City has grown 48% over the last two years, from 235 to 490.

The number of internal Land Information System users has increased by 100%, from 400 to 800 over the last two years.

The number of computer room enterprise systems being supported and monitored by the computer operators has increased from 14 to 37 over the last two years, an increase of 165%.

**DEPARTMENT OBJECTIVES**

The following departmental objectives and the program objectives shown within each of the Information Systems divisions primarily support the City Council's broad goal of making government accessible, responsive and accountable through the use of technology.

Design, develop and implement four new technology applications that contribute to Scottsdale City Council and community goals: -Wireless code enforcement, third quarter, 2001; Pavement Management System,

fourth quarter, 2001; Wireless Building Inspections, fourth quarter, 2001; Work order management, fourth quarter, 2001.

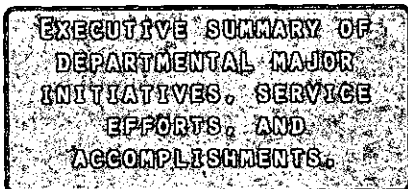
Implement seven electronic government applications that deliver on-line customer services, thereby helping to make government more open and accessible, and fiscally responsible.

Increase the reliability and speed of the City's Internet connection and double it's capacity supporting data rates of 1.544 Mbits per second, by

September 2001.

Implement 3 additional IVR (Interactive Voice Response) applications, by June 2002. (Planning Review, Courts, and Prosecution)

Formalize an information systems security policy for the City. Provide continuing education to City staff on security awareness and responsibilities ongoing.



**PRIOR YEAR RESULTS & OUTCOMES**

Y2K Preparation - Completed all phases of Y2K preparation, remediation, replacement, testing, and retesting to insure the City was ready to handle all Y2K related issues or emergencies. There were very few problems reported, and all systems survived the date rollover.

Generator/UPS Installation - Completed the installation of a new diesel generator and battery backup in February 2000.

Rollout 2000 - Completed the upgrade of existing software on all City computers, as well as installed new software that enhanced the daily work experience. These upgrades included the Microsoft Office 2000 suite (Access, Word, Excel, and PowerPoint) and Internet Explorer 5.5. The three new software packages that were installed increased the capability to communicate from City network connected desktops. These packages included Microsoft Outlook 2000, the new citywide email client, Expressions, a computer based voice mail system that integrates with Microsoft Outlook, and RightFax, a program that allows customers to fax documents from the desktop.

Kiva Remodel - Remodeled the City's council chambers to improve presentation capabilities at public meetings. Enhancements included: a new dais that supports network based laptop computers, access to

cable 11 from the laptops on the dais, a new rear projection system for displaying presentations and visuals with direct feeds to Cable 11, a new sound system, and a new carpeted raised floor with an updated wiring infrastructure.

IVR Applications - Implemented 3 new Interactive Voice Response (IVR) applications for the new phone system that allow city staff, customers and citizens to access City services 24 hours a day. These applications included Building Permits and Inspections, Special Assessment, and PD Off Duty Scheduling.

Credit Card Authorization - Partnered with Financial Services to implement a credit card authorization system. This system provides authorization for E-commerce applications, walk-up credit card authorization, voice response systems and "cardless" applications. The City was able to utilize a single connection to the credit card authorization company that was in place. This product is now used as the enterprise solution for all City credit card authorization. By implementing this system, the need for multiple telephone lines and multiple credit card authorization systems has been eliminated.

Proxy Server Migration - Migrated to Microsoft Proxy Server for easier administration of Internet access privileges and better reporting of Internet Utilization. Over 1,100 staff names are now in the "authorized" list.

Web Content Developers Manual - Published an on-line version of the Web Content Developers Manual for the City's intranet website and the internet website at [www.ci.scottsdale.az.us/dspm](http://www.ci.scottsdale.az.us/dspm).

Streaming Video - Began using streaming video to deliver "Videoline On-line" from Cable 11 via the City's intranet.

On-line Discussion Groups - The on-line community discussion groups named "STEP-UP Dialogues" were launched on the City's Internet website. Five topics are now available at [www.ci.scottsdale.az.us/dialogues](http://www.ci.scottsdale.az.us/dialogues).

On-line Solicitations Website - Developed new e-service application for Purchasing. The new "On-line Solicitations" application is now operational on the City's website at [www.ci.scottsdale.az.us/solicitations](http://www.ci.scottsdale.az.us/solicitations).

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	3,410,084	3,903,165	4,456,947	4,448,947	5,396,219
Contractual Services	2,267,726	1,877,141	2,034,526	2,245,523	2,017,162
Commodities	978,029	475,082	514,202	382,010	412,418
Capital Outlays	551,067	324,585	210,252	255,602	348,740
Total	7,206,907	6,579,973	7,215,927	7,332,082	8,174,539
<b>Expenditures By Division</b>					
IS Support Team	879,706	673,426	646,119	646,209	621,223
GIS Data Services	1,330,093	1,012,049	935,977	935,977	1,174,568
Application Development	1,103,992	842,226	958,945	960,855	1,043,492
Project Office	465,646	370,760	172,306	172,306	120,217
Departmental Support	934,082	936,568	811,746	823,166	966,663
Technology Infrastructure Support	2,493,388	2,744,944	3,690,834	3,793,569	4,248,376
Total	7,206,907	6,579,973	7,215,927	7,332,082	8,174,539
<b>Staffing</b>					
Full-time	53.00	63.00	65.00	65.00	73.00
Part-time	1.00	1.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	53.81	63.81	65.81	65.81	73.81

Digital Map Center - Created a new website that provides Internet access to GIS databases and aerial photos to the citizens at [maproom.ci.scottsdale.az.us](http://maproom.ci.scottsdale.az.us).

On-line One Stop Shop - Created a new website that offers citizens Internet based permit applications, permit inquiry, and inspections scheduling at [www.ci.scottsdale.az.us/onestopshop](http://www.ci.scottsdale.az.us/onestopshop).

Virtual Call Center - Created an enterprise-wide constituent request tracking system. This allows for a team oriented problem solving approach to citizen contacts.

Community Development System/ Inspections Module - Automated the building inspections system. This integrates plan review, permit and inspections processes. Mobile inspector modules allow field-based capture of inspection results. IVR component enables phone-based inspections scheduling.

**INFORMATION SYSTEMS** *information systems support*

**WHAT WE DO**

Information Systems Support Team provides the leadership, coordination, and administration for the six cost centers within the Information Systems Department, coordinates citywide telecommunications efforts, and supports other citywide initiatives.

**PROGRAM OBJECTIVES**

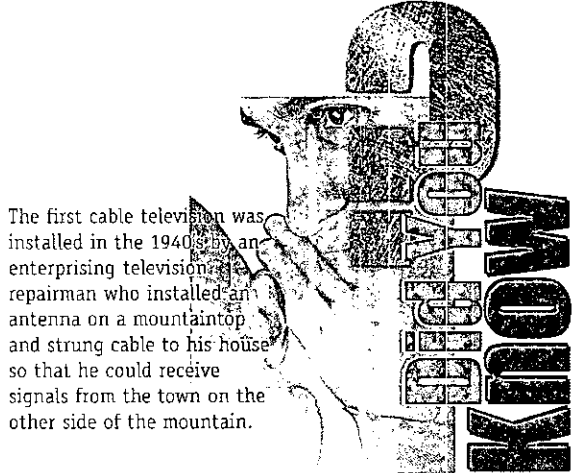
Administer City Council, state, and federal policies for any telecommunications business in Scottsdale.

Administer joint-trench policies and alternatives for proper management of Scottsdale's Rights of Way, seeking to minimize impact on traffic flow and maximize community aesthetics.

Analyze and prepare options and alternatives for City Council consideration of any request for a Telecommunications and/or Cable Television License in Scottsdale or for any proposed changes in state or federal legislation regarding telecommunications issues, fees or charges.

Administer the network, server, and personal computer infrastructure replacement account.

Guide the strategic direction for the Scottsdale City government in its use of technology to better serve the Scottsdale Community.



The first cable television was installed in the 1940s by an enterprising television repairman who installed an antenna on a mountaintop and strung cable to his house so that he could receive signals from the town on the other side of the mountain.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

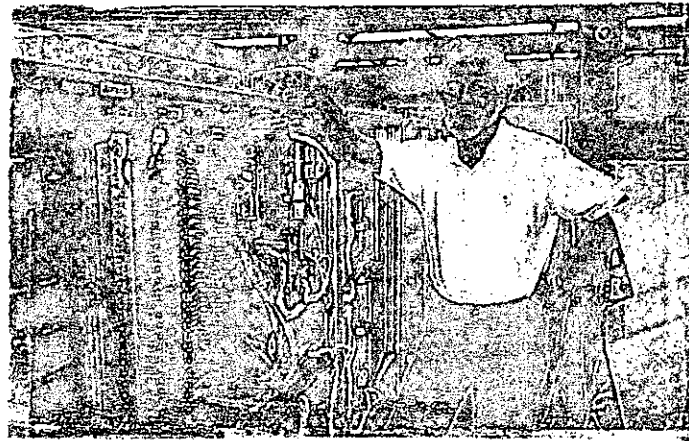
The Support Team budget decreases \$24,896 (-3.9%) in 2001/02. This decrease is primarily due a change in the training budget. In past years, the training budget for the entire department was budgeted here. Beginning in 2001/02, training is budgeted in the appropriate division. This results in a reduction of approximately \$100,000 in this division, but a corresponding increase in other divisions within this department. This decrease is offset by increases in personal services and other operating accounts to support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	440,273	438,611	449,684	441,684	511,727
Contractual Services	219,037	146,692	171,039	171,039	79,200
Commodities	83,618	52,188	17,692	25,782	17,136
Capital Outlays	136,778	35,934	7,704	7,704	13,160
<b>Total</b>	<b>879,706</b>	<b>673,426</b>	<b>646,119</b>	<b>646,209</b>	<b>621,223</b>
<b>Staffing</b>					
Full-time	5.00	7.00	6.00	6.00	6.00
Part-time	1.00	1.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	5.81	7.81	6.81	6.81	6.81

**Goal:** Encourage growth of new technologies to provide quality connectivity to Scottsdale Citizens.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Oversee build out of new hardware to the Citizens to provide additional telecommunications services.	% of residents with Internet Access	53.84%	63.56%	74.27%	81.05%	89.50%
	% of residents with high-speed Internet Access available	0	30%	75%	90%	98%
Ensure that quality services are provided to the residents of Scottsdale.	% compliance for Cable Television Provider with customer service standards	98%	99%	72%	98%	99%

This was the City's "Unisys 1100/92 Mainframe Computer System" that served the City from 1987 through 1996. This state-of-the-art system was actually water cooled, had a whopping 32 mg of memory, and processing power that in today's standards would be equal to an early model Pentium PC. My how technology has changed.



**WHAT WE DO**

Geographic Data Services provides planning, development, and implementation of geographically enabled technologies; and develops and maintains the digital base maps for the City of Scottsdale.

**PROGRAM OBJECTIVES**

Maintain GIS Databases in a timely manner to meet all business needs and help to enhance the city's revenue stream through significant real growth information.

Use GIS as a planning tool to enhance visualization technologies, help with the preservation of meaningful open space and maintain Character Areas.

Complete the GIS Water and Wastewater data layers to help analyze future infrastructure needs for the community, by December 2001.

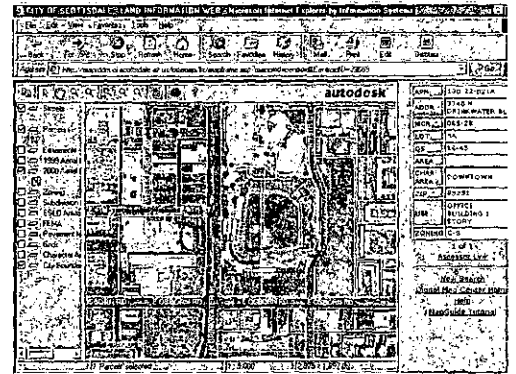
Implement/plan the annual acquisition of Aerial Photography of the entire City that will enhance our public safety search and rescue, assist in managing crisis situations, view character of area trails, and create visual planning and analysis tools needed for City business needs.

Complete Pavement data layer to help analyze maintenance needs, coordinate future street projects, and minimize disruption to traffic, by December 2001.

Complete Case Development History Information layer giving staff and citizens the ability to research general case information on any particular parcel from the time of its incorporation, by December 2001.

Provide Internet based GIS system to our citizens, for better customer service and easier access to visual map-based information on a wide variety of subjects from home or business.

The **Land Information Web** has been created to enable Internet based navigation of the City of Scottsdale GIS parcel database. This application will allow users to navigate the GIS maps by ADDRESS, INTERSECTION, or PARCEL NUMBER. The downloaded maps will show parcel boundaries and streets. Parcel specific data (APN, address, owner, etc.) will be displayed for parcels that are "selected" (via mouse) within the downloaded Map Window at [maproom.ci.scottsdale.az.us](http://maproom.ci.scottsdale.az.us)



**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Geographic Data Services budget increases \$238,591 (25.5%) in 2001/02. This increase reflects the addition of two Geographic Information Systems Technicians to maintain current service levels, salary increases for existing staff consistent with the citywide compensation plan, and the inclusion of this division's training budget (approximately \$84,000), formerly budgeted in the Support Team budget.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	469,316	322,489	372,365	372,365	530,411
Contractual Services	717,034	581,412	485,459	485,459	561,223
Commodities	50,917	33,895	43,913	43,913	31,610
Capital Outlays	92,826	74,253	34,240	34,240	51,324
<b>Total</b>	<b>1,330,093</b>	<b>1,012,049</b>	<b>935,977</b>	<b>935,977</b>	<b>1,174,568</b>
<b>Staffing</b>					
Full-time	3.00	7.00	7.00	7.00	9.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	3.00	7.00	7.00	7.00	9.00



**Goal:** To support community planning, land development, public safety, and asset management functions by maintaining timely and accurate GIS maps and databases.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide timely output of new information to staff and citizens.	% of subdivision mapping completed within 10 days of receipt of data	75%	81%	88%	93%	96%
	% of weekly updates to LIS and Digital Map Room files completed on time	n/a	85%	90%	92%	95%
	% of zoning approval updates and Database update completed within 5 working days of Council approval	42%	54%	75%	90%	95%
	% of subdivision addressing completed within 5 working days of receipt of the recorded subdivision plat from the records department	76%	84%	90%	95%	98%
	% of all new utility mapping as-builts completed within 10 working days of receipt of data from Survey	76%	84%	90%	95%	98%
	% of all new docket easement dedications completed within 5 working days of receipt of the recorded information from the County	76%	84%	90%	95%	98%
	% of all data requests completed within 5 working days, except where staff needs data for a specific deadline or Council meeting	76%	84%	90%	95%	98%
	# of maps that are downloaded across the Internet from the Digital Map Center	n/a	n/a	66,000	85,000	93,500
To increase the amount of data stored in computerized format.	# of employees who use the Land Information System	365	425	530	585	615
	Total # of GIS data layers	11	18	26	28	30

**INFORMATION SYSTEMS** *application development*

**WHAT WE DO**

Application Development provides software engineering, technical support, research and development, and database administration services for technology solutions that support organizational and community objectives.

**PROGRAM OBJECTIVES**

Design, develop and implement four new technology applications that contribute to Scottsdale City Council and community goals:

- 1) Wireless code enforcement, fourth quarter, 2001 (allows code inspectors wireless, real-time connections to the city's network —strengthens neighborhoods);
- 2) Pavement Management System, fourth quarter, 2001 (Provides for automated tracking and scheduling of street maintenance, overlay and service seal, capital projects, etc. —facilitates traffic movement and street safety);
- 3) Wireless Building Inspections, fourth quarter, 2001 (provides real-time access to the City network for our Building Inspectors — contributes to city character and long-term economic prosperity);
- 4) Work order management, fourth quarter, 2001 (automates field work orders for Water Resources and Community Services, enhancing a family oriented community, protecting Scottsdale character and environment, helping our organization to be more responsive and accountable).

Provide technology research and planning for emerging, next generation applications and technologies, and complete the migration to a new platform for GIS mapping, helping to make government more fiscally responsible and responsive (faster turnaround time for citizen requests).

Implement seven electronic government applications that deliver on-line customer services, thereby helping to make government more open and accessible, and fiscally responsible. These seven include:

- ⊗ on-line building permits and payments
- ⊗ on-line job notifications and employment applications
- ⊗ on-line development plan submittals and reviews
- ⊗ on-line Request for Proposals and submittals
- ⊗ on-line "Virtual Call Center"
- ⊗ enhancements to the on-line "Digital Map Center" which provides additional visual and land-based information to our citizens
- ⊗ on-line visual display of all active zoning cases, with case details stored in the zoning map (hard to describe, easy to access)

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**


The Application Development budget increases \$84,547 (8.8%) in 2001/02. This increase includes salary increases for existing staff consistent with the citywide compensation plan, and the addition of this division's training budget (approximately \$53,000) formerly budgeted in the Support Team budget. These increases are partially offset by a reduction in the contractual services budget. In 2000/01, funding was included for programming for the Community Development System, an application that tracks all development information from pre-application to certificate of occupancy. This programming is now complete, resulting in a budget reduction.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	873,965	652,503	701,610	701,610	810,400
Contractual Services	193,916	68,999	183,843	183,843	146,276
Commodities	7,074	56,063	57,228	59,138	63,128
Capital Outlays	29,037	64,661	16,264	16,264	23,688
<b>Total</b>	<b>1,103,992</b>	<b>842,226</b>	<b>958,945</b>	<b>960,855</b>	<b>1,043,492</b>
<b>Staffing</b>					
Full-Time	9.00	9.00	9.00	9.00	9.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	9.00	9.00	9.00	9.00	9.00

**Goal:** To create, deploy, and support software-based business solutions that address organizational and community objectives.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
To track the migration of the City to a virtual City Hall model.	Cumulative number of e-Gov (Internet) Applications	0	0	7	14	17
	Number of Internet-based software developers	0	2	4	7	7
	Cumulative number of applications that are supported	n/a	n/a	15	26	27
To estimate dollar savings using automation or new programs.	Estimated market value of support services that are provided for existing production applications	n/a	n/a	\$931,000	\$1,050,000	\$1,275,000
	Estimated market value of new applications that are produced	n/a	n/a	\$830,000	\$1,260,000	\$1,410,000
	Estimated market value of services that are provided	n/a	n/a	\$1,700,000	\$2,300,000	\$2,900,000
To track the number of users of automated processes.	Cumulative # of mobile employees that use our applications	6	11	50	95	135
	Annual # of constituent request that are logged within the Virtual Call Center system	n/a	n/a	8,500	12,000	17,000
	# of workorders processed by the automated Blue Stake (Call before you dig) system	n/a	n/a	61,151	60,000	60,000

The E-One Stop Shop provides permits, permit and inspection status updates, plan review status updates, online inspection scheduling, maps and forms to citizens 24 hours a day. [www.ci.scottsdale.az.us/onestopshop](http://www.ci.scottsdale.az.us/onestopshop).



More info or apply for a Scottsdale Charge account:  
 ABO-312-2500  
 Mon-Fri 8:00 a.m. - 5:00 p.m.

Inspection Questions:  
 ABO-312-5750  
 Mon-Fri 7:00 a.m. - 4:30 p.m.

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<p><b>Permit Application</b></p> <ul style="list-style-type: none"> <li>• All permits not requiring plan review only</li> <li>• Scottsdale charge account required</li> <li>• Permit number will be text to your e-mail</li> </ul>	<p><b>Inspection Scheduling</b></p> <ul style="list-style-type: none"> <li>• Submittal from building inspections</li> <li>• Encroachment permits not eligible</li> <li>• Required keywords printed on permit receipt</li> </ul>
<p><b>Building Permit / Inspection Status</b></p> <ul style="list-style-type: none"> <li>• Search by permit number or address</li> <li>• View Building Inspection status</li> <li>• View permit location on map</li> </ul>	<p><b>Maps and Reports</b></p> <ul style="list-style-type: none"> <li>• Create various types of maps and reports</li> <li>• View certificate of occupancy maps and reports</li> </ul>
<p><b>Civil Permit / Inspection Status</b></p> <ul style="list-style-type: none"> <li>• Search by permit number or address</li> <li>• View an encroachment inspection status</li> <li>• View permit location on map</li> </ul>	<p><b>Forms / Documents / Fees</b></p> <ul style="list-style-type: none"> <li>• Download printable forms and documents for plans and building permits</li> </ul>
<p><b>Plan / Renew Status</b></p> <ul style="list-style-type: none"> <li>• View plan details and history</li> <li>• Search by plan check number, case number, or address</li> </ul>	<p><b>Per Application Meeting Calendar</b></p> <ul style="list-style-type: none"> <li>• Listing of events per application meetings</li> </ul>
<p><b>Frequently Asked Questions</b></p>	<p><b>Case Fact Sheets</b></p> <ul style="list-style-type: none"> <li>• View recent cases by case type</li> <li>• View hearing dates and results</li> </ul>

WHAT WE DO

The Project Office promotes and supports the use of effective project management practices, focusing on project completions— on time and on budget.

PROGRAM OBJECTIVES

Research and evaluate new technologies and promote the implementation of those technologies to effectively support enterprise-wide as well as departmental strategic and business objectives.

Support departments in budgeting for technology to achieve departmental strategic and business objectives.

Perform Business Analyses and promote Business Process Improvement as well as Business Systems Improvement. i.e. Comprehensive Planning Business Systems Improvement Project.

Extend the use of effective technology project management practices citywide.



The Project Office Team assists operating departments with the planning and coordination of new technology projects. Working together brings the City experts in all aspects of the project and thus greater efficiencies

SIGNIFICANT EXPENDITURE & STAFFING CHANGES

The Project Office budget decreases \$52,089 (30.2%) in 2001/02. This decrease reflects the reduction in professional services contract funding to support year 2000 (Y2K) planning in 2000/01. Other offsetting increases support the current service level for this program.

The City has implemented the RightFax system that allows the sending and receiving of faxes from the desktop. This system will save the City \$.03 per page.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	144,253	132,770	100,430	100,430	105,458
Contractual Services	105,895	200,853	66,808	66,808	10,759
Commodities	112,682	37,138	2,500	2,500	4,000
Capital Outlays	102,816	-	2,568	2,568	-
<b>Total</b>	<b>465,646</b>	<b>370,760</b>	<b>172,306</b>	<b>172,306</b>	<b>120,217</b>
<b>Staffing</b>					
Full-time	1.00	1.00	1.00	1.00	1.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	1.00	1.00	1.00	1.00	1.00

**Goal:** To improve efficiency and effectiveness of application development through planning.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Increase # of projects using the Project Management Systems.	# of Active Projects	n/a	14	25	30	35
	# of completed projects	n/a	14	25	28	32
	% of projects using the PM method to total # of projects	n/a	10%	35%	50%	60%



## Benefits Online

Catch the Wave to Wellness!



Online Benefits was the first application program using the project methodology. This methodology is currently being used on over 18 projects which represent most operating departments within the City.

### Voluntary Life Insurance

#### On Yourself

You may purchase additional life insurance coverage on yourself up to the maximum of \$300,000, in units of \$10,000. This amount can not exceed five times your annual salary. You will be required to complete an application and a physical examination may be required in order to buy this additional coverage. Look at the chart below for premium rates based on age and smoking status. If you choose to purchase additional life insurance protection, your share of the premiums will be deducted from your after-tax pay.

[Voluntary Life Rates](#)

[Voluntary Life Frequently Asked Questions](#)

[Have a Question? Ask HR](#)

[Voluntary Life Insurance Application \(PDF: 22KB/2 pages\)](#)

[Voluntary Life Insurance Evidence of Insurability \(PDF: 197KB/2 pages\)](#)

#### On Your Dependents

On Your Spouse, you may purchase up to a maximum of \$150,000, in units of \$10,000. Monthly premium rates are based on the employee's age and smoking status.

On Your Children, you may purchase up to the maximum of \$10,000, in units of \$2,000. Monthly cost is \$0.40 per \$2,000. You must purchase additional life insurance on yourself or dependent life insurance on your spouse to be eligible to

**WHAT WE DO**

Departmental Support provides maintenance and enhancement for off the shelf applications, as well as general technology consultation and training to the City.

**PROGRAM OBJECTIVES**

Complete all changes required by the State of Arizona for adoption of the new state-sponsored sales tax form in STARS (Sales Tax and Revenue System), by December 31, 2001. The adoption of this form will standardize Sales Tax reporting for all Cities throughout the State of Arizona and make tax reporting simpler for the Citizens.

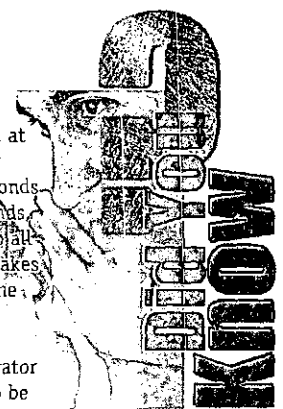
Implement Windows 2000 Terminal Server for SmartStream financial applications. This allows the entire suite of applications to run off of a single file server, eliminating any client machine conflicts in software installation. This will significantly reduce the application support time needed for this suite of application software, by September 2001.

Complete the database changes needed to bring the SCT Banner Licensing System into compliance with vendor's current release, by September 2001. This includes changes made to the database to eliminate constraints that currently exist on the foreign keys.

Provide alternative methods of learning delivery (CBT, On-Line Learning, Peer Learning, Consultation), by September 2001.

Assist the Customer Service division in the exploration of a buy vs. build decision for a new Utility Billing System and a new Sales Tax and Revenue system, by June 2002.

The diesel generator that was installed at the City's Computer Center in February 2000 automatically starts within 8 seconds of a power outage. During this 8 seconds, 120 - 12-volt batteries supply power to all of the equipment until the generator takes over. This has occurred 7 times over the past year, with not one single piece of computer equipment shutting down or being negatively impacted. This generator will run for 24 hours before needing to be refueled.



**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Departmental Support budget increases \$154,917 (19.1%) in 2001/02. This increase includes the addition of a Technical Instructor to provide application training, an increase in the educational supplies budget, the inclusion of this division's training budget formerly budgeted in the Support Team's budget, and salary and benefit increases consistent with the citywide compensation plan.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	490,290	672,207	661,713	661,713	814,622
Contractual Services	409,052	126,805	116,264	126,991	47,161
Commodities	32,700	9,668	7,233	7,926	60,136
Capital Outlays	2,040	127,889	26,536	26,536	44,744
<b>Total</b>	<b>934,082</b>	<b>936,568</b>	<b>811,746</b>	<b>823,166</b>	<b>966,663</b>
<b>Staffing</b>					
Full-time	10.00	10.00	10.00	10.00	11.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	10.00	10.00	10.00	10.00	11.00

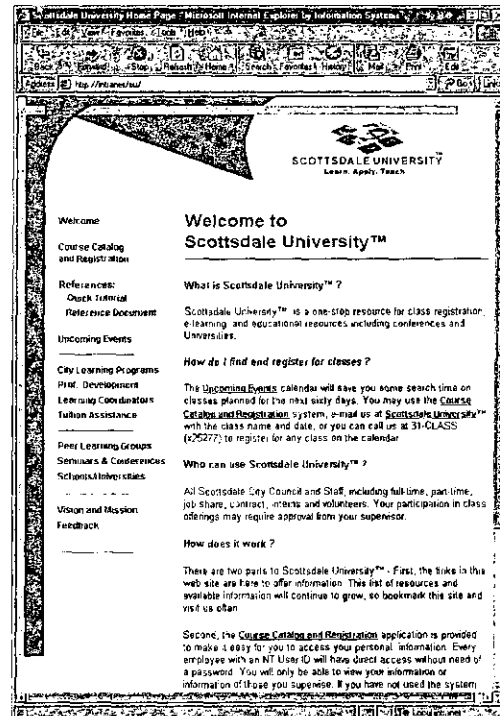
**Goal:** To provide quality application programming maintenance & database support to City Operating Departments, through effective partnerships with departmental staff.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Support Departmental Application Software.	# of Departmental Applications Supported	20	23	33	48	50
	# of Application Programmers assigned to support Applications	9	10	11	11	11
	Ratio of Applications to Staff	2.22	2.3	3.0	4.36	4.55
Installation of Departmental Application Software.	# of departmental applications requiring client workstation installation & support	20	21	18	12	12
Provide personalized technology learning opportunities.	# of Training Classes Offered	100	90	104	105	115
	# of Classes taught by Customers as Trainers	40	45	50	55	55
	# of employees using Scottsdale University	0	2	30	600	1,200

Classroom training is available to employees on all enterprise software applications. Trainers work with small groups to improve their skills and increase productivity using technology tools.



Through this system, employees can locate detailed information on course offerings and register online. Employees can also now track their own training plans and historical training, as well as skills and certifications.



**INFORMATION SYSTEMS** *technology infrastructure support*

**WHAT WE DO**

Technology Infrastructure Support develops, maintains, and supports the City's voice and data infrastructure. This includes all telephones, personal computers, computer systems, file servers, and the underlying network required for these components to operate. All systems that are located within the computer room are monitored on a 24-hour, 365 days per year basis.

- Install Internet email content and virus scanner for additional security, by December 2001.
- Provide organizational support for Public Key Infrastructure and digital signatures, by July 2002.
- Evaluate and establish a strategic direction for improving the City's management and enterprise-wide utilization of disk storage and backup techniques employing such technologies as Storage Area Network System (SANS).

**PROGRAM OBJECTIVES**

- Increase the reliability and speed of the City's Internet connection and double it's capacity supporting data rates of 1.544 Mbits per second, by September of 2001.
- Upgrade the City's computing infrastructure to the newest release of the operating system and productivity tools for all City desktops and servers, by December 2002.
- Implement new technology that will provide the ability to more effectively administer and grow network addresses used by all network-connected devices throughout the City, by December 2001.
- Implement 3 additional IVR (Interactive Voice Response) applications, by June 2002. (Planning Review, Courts, and Prosecution)
- Review call processing voice mailboxes associated with the City's 30+ call distribution systems and evaluate for possible conversion to the City's IVR system for message delivery, adding another 5 to 8 IVR applications, by June 2002.
- Formalize an information systems security policy for the City. Provide continuing education to City staff on security awareness and responsibilities ongoing.
- Evaluate, purchase and distribute PC personal firewall software for remote PC users, by August 2001.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Technology Infrastructure Support budget increases \$557,542 (15.1%) in 2001/02. This increase includes the addition of five (5) Field Technicians to provide desktop technical support services throughout the city; mid-year market salary adjustments for many existing staff based on a valley wide market analysis of similar positions; and 2001/02 salary adjustments consistent with the citywide compensation plan. Other increases support the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	991,987	1,684,586	2,171,145	2,171,145	2,623,601
Contractual Services	622,792	752,380	1,011,113	1,211,383	1,172,543
Commodities	691,039	286,130	385,636	242,751	236,408
Capital Outlays	187,570	21,848	122,940	168,290	215,824
<b>Total</b>	<b>2,493,387</b>	<b>2,744,944</b>	<b>3,690,834</b>	<b>3,793,569</b>	<b>4,248,376</b>
<b>Staffing</b>					
Full-time	25.00	29.00	32.00	32.00	37.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	25.00	29.00	32.00	32.00	37.00



**technology infrastructure support**

**INFORMATION SYSTEMS**

**Goal:** To support a mobile workforce and reduce staff travel in support of federal trip reduction programs.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
To provide users with alternative methods of connecting with the City information.	# of Dial-up Users	147	273	387	444	509
	# of Video Conferencing Meetings Conducted	0	104	50	100	150
	# of field employees using Wireless Computer Technology	0	10	65	270	295

**Goal:** To support Citizens with non-walk-in methods of service delivery.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide alternate payment methods to Citizens.	# of payments received via the Internet	0	0	200	4,000	10,000
	# of payments received via telephone IVR applications	0	0	8,000	24,000	36,000
Provide additional methods of service delivery to operating departments.	# of services offered via the Internet	0	0	1	2	4
	# of services offered via telephone IVR applications	0	1	5	7	8
Provide interaction opportunities for the Citizens with the City Council.	# of service transactions received via the Internet	0	0	4,800	10,000	20,000
	# of service transactions received via the telephone IVRs	0	0	76,000	132,000	145,200
	# of Council meetings available over the Internet	0	0	0	13	52

**Goal:** To provide quality technical service in support of City Operating Departments.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Ensure operating departments have the tools needed to meet Citizen Service levels.	# of PCs used to support City services	1,453	1,759	1,989	2,169	2,387
	# of telephones used to support City services	1,921	2,241	2,617	2,864	3,008
	Total # of Incoming Phone calls to the City	n/a	n/a	3,467,204	3,813,924	4,004,621
To provide efficient problem solving support to technology related issues.	Total # of Internet hits on the City web page per month	140,000	900,000	2,300,000	2,461,000	2,707,100
	# of work orders processed annually	8,136	6,979	7,377	7,798	8,242
	Satisfaction survey ratings results from customers	n/a	n/a	95%	96%	97%

## SCOTTSDALE'S PLAN FOR NATURAL DESERT OPEN SPACE

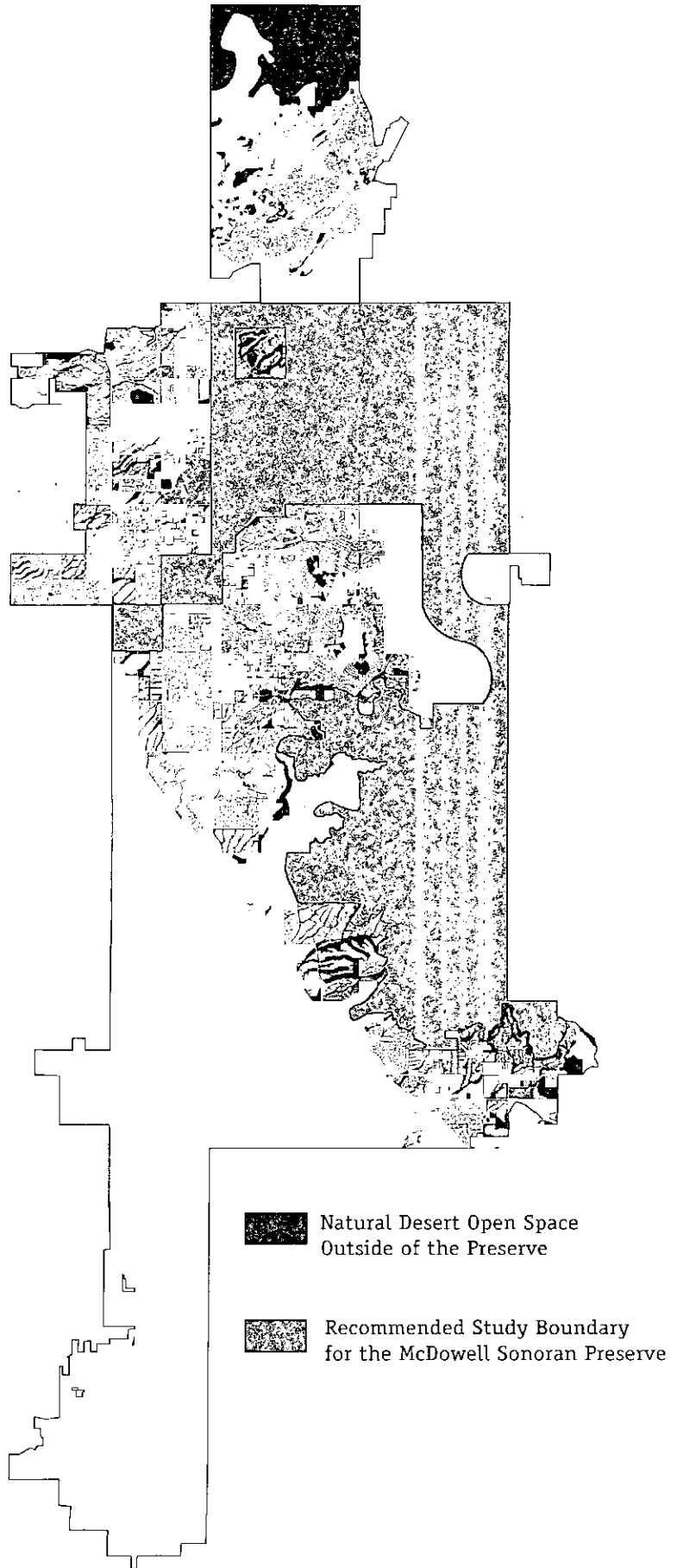
Over 1,100 acres of desert open space were protected in 2000 by easements required in Scottsdale's Environmentally Sensitive Lands Ordinance.

These desert areas were protected without the City having to purchase land. With local land costs running between \$20,000 and \$54,000 an acre, this represents a significant taxpayer saving.

To date the City has secured 10,571 acres of natural area open space through city ordinance requirements.

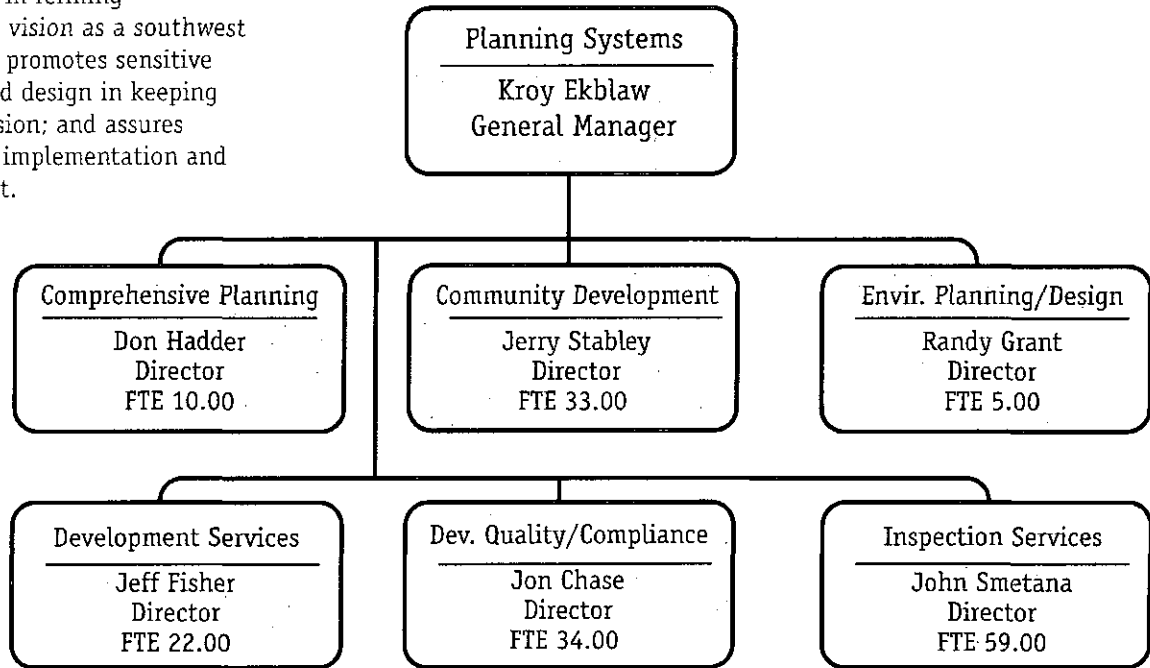
This is dedicated open space that compliments the city's to date purchase of 14,411 acres of a 36,400 acre recommended McDowell Sonoran Preserve area.

One of the 32 indicators in the 2001 Sustainability Indicators Report.



**MISSION**

Planning Systems involves the community in refining Scottsdale's vision as a southwest desert city; promotes sensitive land use and design in keeping with the vision; and assures responsible implementation and enforcement.



**FINANCIAL HIGHLIGHTS**

The Planning Systems budget decreases \$332,023 (-2.4%) in 2001/02. Decreases relate to reallocations of staffing within the organization. Staffing changes – net reduction of 15.00 full-time equivalent (FTE) positions include: addition of a Quality Compliance Review Team (3 positions) to support master planned development in northern Scottsdale – all costs fully paid by development community; an Engineering Technician position in Records; transfer in of two staff positions from Redevelopment and Urban Design; transfer out of a Public Information Officer to

Communications & Public Affairs to centralize communication function; and reassignment of six Neighborhood Code Inspectors, five Comprehensive Planning staff, and seven Citizen Service Center employees to the new Citizen and Neighborhood Resources Department. Two

Citizen Service Center employees were transferred to Financial Services in 2000/01. Decreases due to staff reassignments are partially offset by normal increases in operating line item and staffing accounts due to inflation and salary increases.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	11,898,466	13,465,806	14,062,050	14,260,915	13,730,027
% of City's Operating Total	5.76%	6.16%	5.67%	5.49%	5.16%
Full-Time Equivalent (FTE)	132.80	160.00	178.00	176.00	163.00

**TRENDS**

Character area and neighborhood planning are the focus of long term planning in the community. Local community groups will tend to assume greater ownership of these plans.

Scottsdale (South of Indian Bend Road) will increasingly become "choice" residential location for young families searching for affordable housing and educational and cultural amenities.

Housing and population growth will slow, but commercial and business growth will remain strong due to new freeway construction.

Total single family home production construction is declining, but is offset by increases in custom home construction, home renovations, and new commercial projects.

Large, master planned projects are becoming rare. Most new applications for review and processing will be relatively small in size and will focus on design instead of zoning process.

The number of utility permits is increasing steadily, reflecting construction of newer technology facilities (fiber optics) and increased maintenance of existing utilities.

87% of all inspection requests are placed through the "integrated voice response" system and 2% via the Internet.

Public hearings, the development process, and public involvement activities are becoming much more time intensive.

There is a strong and growing community expectation that planning and review systems use the most up-to-date technology that is available in order to respond to inquiries accurately and quickly as well as display proposals visually.

Increased number of ordinance interpretations and appeals are required due to the age of the Zoning Ordinance.

**DEPARTMENT OBJECTIVES**

The following departmental objectives and the program objectives shown within each of the Planning Systems divisions primarily support the City Council's broad goal of preserving the character and environment of

Scottsdale through environmental planning, general plan update, enforcement of zoning ordinance, and community involvement.

Promote interactive community and organizational involvement in all planning activities and development application requests.

Provide a user-friendly web site for public information and on-line services.

Achieve complete coverage of the City with Character Area Plans, at a rate of 2-4 per year, in order to define and

promote the diverse and unique character that exists across the City.

Communicate and implement Scottsdale Sensitive Design Standards.

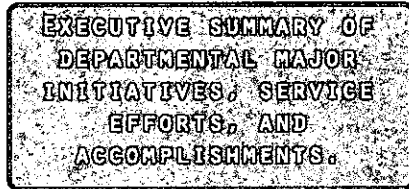
Complete the General Plan update and then maintain the plan as State laws change and the community evolves, by December 2001.

Continuously strive for environmental awareness, compliance, and responsiveness within the organization and community.

Revise the Zoning Ordinance in accordance with legal requirements as required to preserve the community vision.

Continue to offer professional analysis, comparison, and reporting of options available to development application requests.

Integrate and enhance our information systems in ways that increase the data availability to support decision-making processes and increase awareness in the community of changes as they are occurring.



**PRIOR YEAR RESULTS & OUTCOMES**

Conversion of 35 contract positions to City positions over 2 years reduced staff turnover and resulted in elimination of 1 contract staff position and savings of \$175,000.

The CDS (Community Development System) combines all development information from preapplication to certificate of occupancy. The CDS system saves approximately 1,730 staff hours annually and provides 24-hour access to the organization and community.

Implementation of the new automated inspection scheduling request line provides 24-hour automated

scheduling for building and encroachment permits, better service to customers, and a 5% reduction in phone calls to staff.

The Community Mediation Team offers citizens access to mediation that resolves neighbor-to-neighbor issues and helps build community by dissolving barriers, fostering partnerships and encouraging cooperation.

Future in Focus, the process to update the General Plan with a comprehensive citizen involvement program, has provided the foundation for the General Plan update that affirms the vision and values of our community.

The new Sensitive Design Program provides a comprehensive focus to integrating development with Scottsdale's natural, desert settings. This program is used to guide future decisions and maintain Scottsdale's unique character.

Two character Area Plans: Desert Foothills, and Dynamite Foothills, were approved. A major implementation instrument, the Foothills Overlay, was developed as a follow through from these plans.

A new Zoning Ordinance update process was initiated to cover new technologies and issues.

With the help of many citizen groups, the Native Plant Ordinance was amended to increase the number of native plants protected and ensure greater preservation of desert vegetation. A native plant tracking system was initiated to document salvaged plant survival as a measurement of community sustainability.

The Right of Way (ROW) Management Team ensures that projects in the ROW are proactively coordinated to minimize disruption. In addition, the team oversees management of issues such as legal and fees, space and priorities, aesthetics, policies, maintenance, and construction impacts.

Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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	<b>Expenditure By Type</b>				
Personal Services	7,933,847	9,007,652	10,526,424	10,478,456	10,841,787
Contractual Services	3,441,601	3,551,115	2,981,178	3,065,546	2,479,820
Commodities	311,350	317,709	216,793	223,997	248,189
Capital Outlays	211,668	589,330	337,655	492,916	273,288
<b>Total</b>	<b>11,868,466</b>	<b>13,424,363</b>	<b>14,062,050</b>	<b>14,260,915</b>	<b>13,730,027</b>

	<b>Expenditures By Division</b>				
Development Quality/Compliance	1,947,541	2,336,420	2,460,115	2,475,115	3,009,996
Comprehensive Planning	1,287,280	1,787,361	1,449,098	1,493,575	902,931
Environmental Planning & Design	558,891	549,864	535,411	554,411	505,758
Development Services	1,664,458	1,802,275	1,879,917	1,938,566	1,612,056
Neighborhood Services	462,833	440,783	496,701	474,859	-
Inspection Services	4,097,269	4,504,438	4,668,363	4,705,722	4,873,246
Community Development	1,880,194	2,044,665	2,572,445	2,618,567	2,826,040
<b>Total</b>	<b>11,898,466</b>	<b>13,465,806</b>	<b>14,062,050</b>	<b>14,260,915</b>	<b>13,730,027</b>

	<b>Staffing</b>				
Full-time	130.00	160.00	178.00	176.00	163.00
Part-time	3.00	-	-	-	-
Full-time Equivalent (FTE)	132.80	160.00	178.00	176.00	163.00

Land survey services saved the City \$80,000 through use of in-house survey data collected from CORS (Continuous Operation Reference Station).

Neighborhood College provided 205 citizens, neighborhood groups, and homeowners associations with information that enhances group interaction and helps reinforce a sense of community.

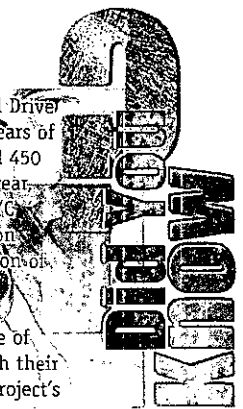
Recovered 100 percent of costs related to the development process through development process fees.

**PLANNING SYSTEMS** *development quality/compliance*

**WHAT WE DO**

Development Quality/Compliance reviews all plans for construction to ensure compliance with Council, Board and Commission case stipulations, City code service requirements and Scottsdale Design Standards for building a city consistent with the community vision.

There are 40,000 home south of McDonald Drive in Scottsdale which are approaching 45 years of age. The past several years have averaged 450 to 500 home improvement projects each year with an average value of \$37,000. The O/C Division will have a special focus (based on invitation) by providing in home evaluation of these project's Code and plan submittal requirements. The intent is to give the homeowner confidence in their knowledge of the improvement project and proceed with their reinvestment secure in the grasp of the project's scope.



**PROGRAM OBJECTIVES**

- Complete a review of Year 2000 International Building Code for adoption in 2002.
- Develop a "Green Building" supplement to the International Building Code for adoption in 2002. On-line at [www.ci.scottsdale.az.us/greenbuilding](http://www.ci.scottsdale.az.us/greenbuilding)
- Complete a review of Energy Conservation Code for adoption in 2002.
- Implement an on site home improvement advisory service and plan review program.
- Implement a pre-application process, to disclose design constraints, on custom ESLO home sites.
- Emphasize the examination of "edge relationships" between new and existing development.
- Deliver the *Planning and Community Development* course at Scottsdale Community College. (5<sup>th</sup> year)
- Deliver the *Sustainable/Green Building* Course at Scottsdale Community College. (2nd year). On-line at [www.ci.scottsdale.az.us/communitydev/scc\\_class.asp](http://www.ci.scottsdale.az.us/communitydev/scc_class.asp)
- Implement and deliver the *Homeowner's Home Improvement Course* at Scottsdale Community College. On-line at [www.ci.scottsdale.az.us/communitydev/home\\_improvement\\_guidenew.asp](http://www.ci.scottsdale.az.us/communitydev/home_improvement_guidenew.asp)
- Assist the City of Phoenix Development Services Division with implementation of a Valley Development Review "Systems" Coordinating Committee. The goal is the improved coordination of development review service systems among valley cities and the county.

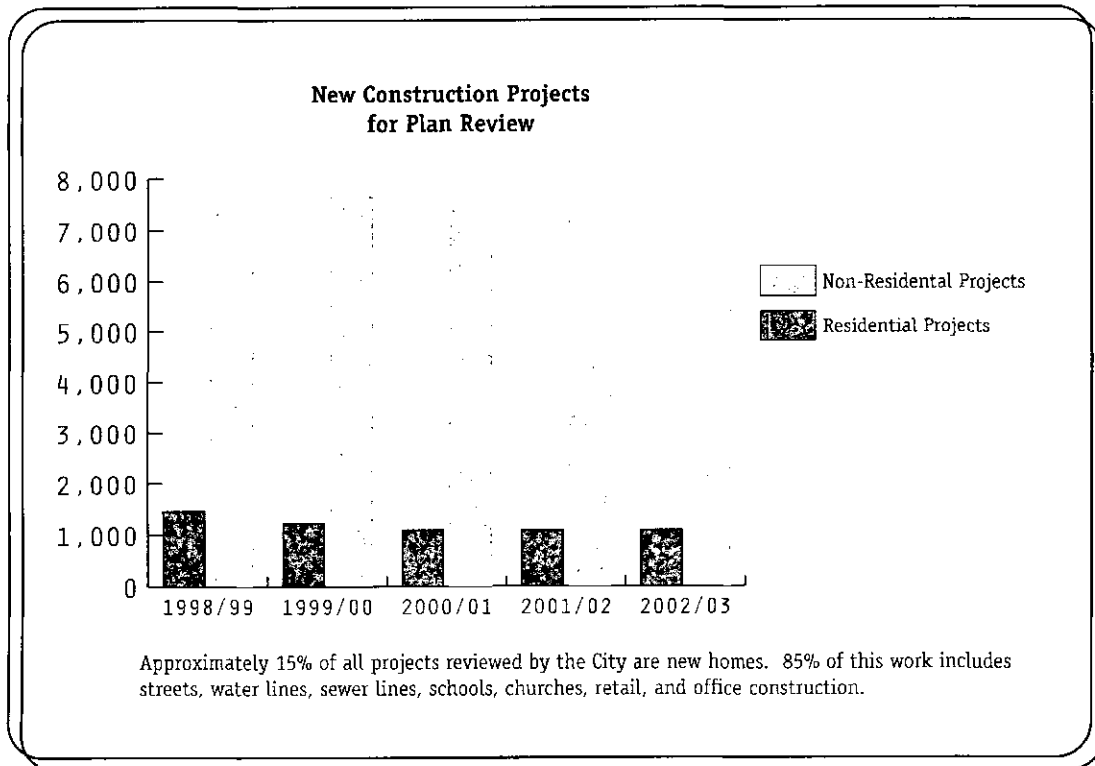
**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Development/Quality Compliance budget increases \$549,881 (22.3%) in 2001/02. This increase includes the salaries, benefits and other operating expense of three new employees - a Civil Engineer, Senior Plans Examiner, and a Planner - dedicated to the review of approximately 8,500 new construction projects in master planned communities. The total cost — approximately \$225,000 in 2001/02 - will be paid by the community being served. Other increases include transfer of the Green Building program from Environmental Planning, and normal increases in salaries and other operating expenses to maintain the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,391,214	1,767,332	2,048,955	20,489,955	2,503,228
Contractual Services	537,393	465,437	361,042	376,042	421,486
Commodities	2,961	30,573	16,734	16,734	18,870
Capital Outlays	15,974	73,079	3,384	33,384	66,412
<b>Total</b>	<b>1,947,541</b>	<b>2,336,420</b>	<b>2,460,115</b>	<b>2,475,115</b>	<b>3,009,996</b>
<b>Staffing</b>					
Full-Time	20.00	27.00	31.00	31.00	34.00
Part-time	-	-	-	-	-
Full-Time Equivalent (FTE)	20.00	27.00	31.00	31.00	34.00

**Goal:** Provide efficient and effective plan review for all single family, multi family, commercial, industrial, and subdivision projects.

Strategy	Measure	Actual	Actual	Forecast	Forecast	Forecast
		1998/99	1999/00	2000/01	2001/02	2002/03
Review building projects within 15 working days.	# of building projects	8,368	8,068	8,000	8,000	8,000
	Average days per project	10	15	15	15	15
Review infrastructure projects within 15 working days.	# of infrastructure projects	645	838	500	500	500
	Average days per project	10	12	15	15	15
Review 85% of projects in 3 review cycles.	Average hours per project	6.6	5	7.5	8	8
	% reviewed in 3 cycles	95%	90%	90%	90%	90%
Provide priority service to home improvement projects.	# of home improvement projects	500	582	500	500	500



**WHAT WE DO**

Comprehensive Planning is dedicated to integrating the community vision into the General Plan – Citywide, Character Area and Neighborhood Plans – through ongoing public and organizational dialogue and involvement.

**PROGRAM OBJECTIVES**

Complete the update of the General Plan in compliance with State law, with Council approval by December 31, 2001, and a public vote by, May 2002. On-line at [www.ci.scottsdale.as.us/generalplan](http://www.ci.scottsdale.as.us/generalplan).

Continue to initiate and complete Character Area Plans, including substantial public involvement. On-line at [www.ci.scottsdale.az.us/communityplan/charplan.asp](http://www.ci.scottsdale.az.us/communityplan/charplan.asp)

Establish processes to conduct Neighborhood and local area plans and initiate the creation of such plans.

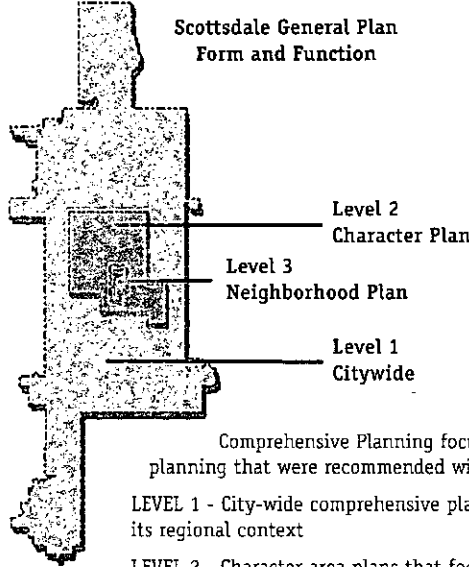
Coordinate the creation of Citywide master plans with other City programs.

Research and monitor growth management policies and evaluate their applicability to Scottsdale.

Establish an ability to provide 3-D visualizations and enhanced graphics for planning reports and studies.

Begin the development of a visual theme and design approach for the enhancement of Scottsdale Road.

Improve the analysis of demographic information and improve the access of such information to the community. In concert with this, coordinate the review and distribution of Census 2000 information about the City and its regional context.



Comprehensive Planning focused on the three levels of planning that were recommended with CityShape 2020:

- LEVEL 1 - City-wide comprehensive plans that look at the City and its regional context
- LEVEL 2 - Character area plans that focus on strengthening the physical character and infrastructure of distinct areas of the City
- LEVEL 3 - Neighborhood plans that focus on strengthening local neighborhoods

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Comprehensive Planning budget decreases \$546,167 (-37.7%) in 2001/02. This decrease reflects the transfer of salaries, benefits, and related operating expenditures of five positions transferred to the new Citizen and Neighborhood Resources Department, and one position to Communications and Public Affairs to centralize the City's communication function.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,095,120	1,170,548	1,074,548	1,074,548	741,831
Contractual Services	63,727	481,138	203,937	244,305	93,428
Commodities	106,333	72,267	41,175	41,175	38,720
Capital Outlays	22,100	63,408	129,438	133,547	28,952
<b>Total</b>	<b>1,287,280</b>	<b>1,787,361</b>	<b>1,449,098</b>	<b>1,493,575</b>	<b>902,931</b>
<b>Staffing</b>					
Full-Time	15.00	17.00	16.00	16.00	10.00
Part-time	1.00	-	-	-	-
Full-Time Equivalent (FTE)	15.80	17.00	16.00	16.00	10.00



**Goal:** Update the General Plan to be current, comprehensive, and consistent with State law.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Complete General Plan update per State law by 12/31/01 deadline.	% complete.	5%	60%	90%	100%	n/a
Encourage citizen involvement.	# of public events held	0	38	12	2	n/a
	# of people attending	0	838	500	100	n/a
	# of citizen contacts	2,000	185,000	20,000	5,000	n/a

**Goal:** Achieve complete coverage of the City with Character Area Plans.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
3-5 character area plans underway at all times.	# of active plans	4	6	4	5	4
Encourage citizen participation & involvement.	# of citizens participating	1,600	1,000	1,200	2,000	1,600
Complete 2-4 Character Plans per year.	# of character plans approved	n/a	2	1	3	2
Actively implement policies & strategies of Character Plans.	# of implementation actions approved	n/a	n/a	2	2	4

**Goal:** Institute an active neighborhood and local area planning program.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
2-6 active neighborhood/local plans per year.	# of active plans	n/a	n/a	1	3	4
Encourage citizen involvement & participation.	# of citizens participating in plans	n/a	n/a	400	1,000	1,500
Complete 2-4 neighborhood/local area plans per year.	# of plans approved	n/a	n/a	0	2	3

**Goal:** Provide complete and up-to-date demographic and planning information for the organization and community.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Update population/housing projections twice per year.	# of times the official projections are updated	2	4	4	4	4
Encourage use of the website to access demographic information.	# of website hits	n/a	n/a	200	500	1,000

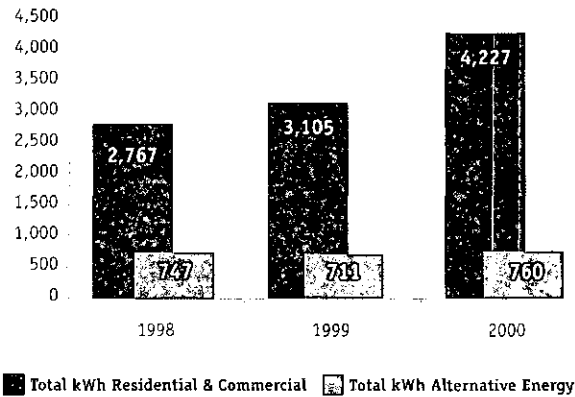
**WHAT WE DO**

Environmental Planning and Design acts as environmental consultants for citizens and City staff by promoting and implementing an Environmental Management System as well as sensitive design principles that help achieve our community vision and quality of life.

**PROGRAM OBJECTIVES**

- Implement "Environmental Management" system.
- Monitor and maintain the City's underground/above-ground storage tank program.
- Implement an internal environmental audit checklist process.
- Complete a comprehensive update to the Environmentally Sensitive Lands Ordinance.
- Maintain on-line library of City design-related documents at [www.ci.scottsdale.az.us/design](http://www.ci.scottsdale.az.us/design).
- Create communication program to promote sensitive design principles.
- Provide technical, environmental consulting services to the organization.
- Respond to community inquiries on environmental topics.

**Total Residential and Commercial Kilowatt Hours Used**



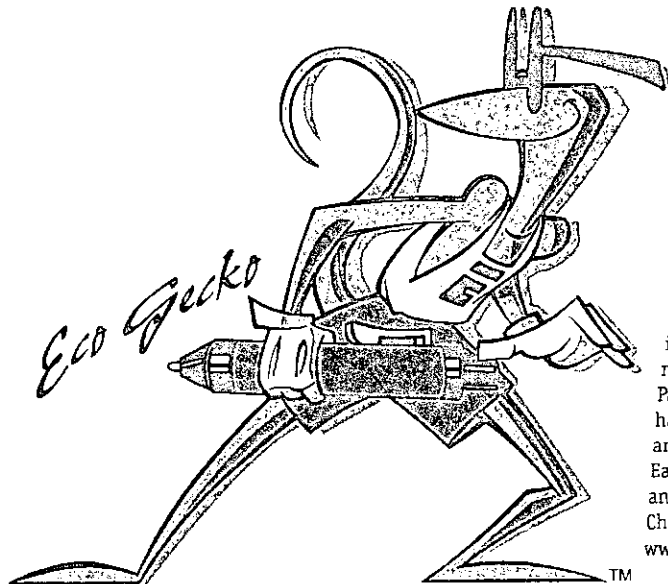
**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Environmental Planning budget decreases \$29,653 (-5.5%) in 2001/02. This decrease reflects the transfer of the Green Building program to Development/Quality Compliance. The decrease is partially offset by normal salary increases and operating expenses to maintain the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	350,003	354,990	355,234	355,234	375,249
Contractual Services	181,687	148,146	158,768	177,768	106,579
Commodities	14,396	35,209	13,705	13,705	9,454
Capital Outlays	12,805	11,519	7,704	7,704	14,476
<b>Total</b>	<b>558,891</b>	<b>549,864</b>	<b>535,411</b>	<b>554,411</b>	<b>505,758</b>
<b>Staffing</b>					
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-time	-	-	-	-	-
Full-Time Equivalent (FTE)	5.00	5.00	5.00	5.00	5.00

**Goal:** Continually improve environmental awareness, compliance, and responsiveness within the organization and the community.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Communicate issues of environmental importance in the organization and the community.	% of employees having access to current & relevant environmental information	98%	99%	100%	100%	100%
	# of monthly internet hits to the City's environmental websites	25,000	30,000	40,000	55,000	70,000
Demonstrate environmental sensitivity in City operations and programs.	# of permits issued under the Scottsdale Green Building Program	20	32	60	100	200
	% of work units using EMS tools	5%	10%	30%	70%	100%
	# of environmental objectives implemented	6	12	30	50	70



Since his birth in April of 1996, Eco Gecko, the City's environmental mascot, has delivered the City's environmental stewardship message to over 1,000,000 people by way of personal appearances, cable TV, posters, bookmarks, activity books, other displays, print and internet media. Eco has marched in both the Fiesta Bowl Parade and the Parada del Sol and has appeared at schools, library and neighborhood park events, Earth Day events, and the City's annual Public Safety Day. Check out Eco Gecko's website at: [www.ci.scottsdale.az.us/ecogecko](http://www.ci.scottsdale.az.us/ecogecko)

**WHAT WE DO**

Provides quality services to the community and citizens of Scottsdale, ensuring our public records are accurate and complete and issuing permits in a timely and professional manner. Code Enforcement promotes livability in Scottsdale neighborhoods through proactive, consistent and fair enforcement of the property maintenance and zoning ordinances of the City of Scottsdale.



Scottsdale recently re-designed its One Stop Shop service counter to be more accommodating/user friendly for its customers. The One Stop Shop processes an average of 14,528 permits annually.

**PROGRAM OBJECTIVES**

Implement a voice response system to respond to client requests concerning plan review status by July 2001.

Finalize and implement the document imaging system, which will improve security and enhance public access to development records by July 2001.

Maintain Records web page and introduce friendly search site capabilities. On-line at [www.ci.scottsdale.az.us/onestopshop](http://www.ci.scottsdale.az.us/onestopshop)

Enhance proactive partnership with Neighborhood Services to concentrate our neighborhood enhancement/reinvestment efforts in certain locations within the City.

Enhance code enforcement automation to allow quicker response time to citizen complaints and more efficient data retrieval in the field. On-line at [www.ci.scottsdale.az.us/communitydev/code\\_form.asp](http://www.ci.scottsdale.az.us/communitydev/code_form.asp)

Conduct the Neighborhood Beautification Awards (Scottsdale Outlook Program) to recognize exceptional properties in Scottsdale for specified categories of landscape, buildings, and other property maintenance improvements. We will increase these awards by one per year to successful properties within the City.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Development Services budget decreases \$267,861 (-14.2%) in 2001/02. This decrease reflects the transfer of six residential Code Inspectors to the new Citizen and Neighborhood Resources Department. Offsetting this decrease is the addition of one Engineering Technician position in Records, and normal salary increases and operating expenses to maintain current service levels for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,009,774	1,170,806	1,353,837	1,353,837	1,153,601
Contractual Services	481,750	470,799	406,718	406,718	328,397
Commodities	52,749	91,790	58,334	58,334	92,946
Capital Outlays	30,184	68,880	61,028	119,777	37,112
<b>Total</b>	<b>1,664,458</b>	<b>1,802,275</b>	<b>1,879,917</b>	<b>1,938,666</b>	<b>1,612,056</b>
<b>Staffing</b>					
Full-Time	23.00	26.00	27.00	27.00	22.00
Part-time	-	-	-	-	-
Full-Time Equivalent (FTE)	23.00	26.00	27.00	27.00	22.00

**development services**

**PLANNING SYSTEMS**

**Goal:** Provide quality, timely, and friendly permitting and development related services to customers and citizens of the City of Scottsdale.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Issue Residential T.I.'s, additions, and additions to standard plans reviewed in 3 working days.	# of plan reviews completed within 3 working days	1347	1549	1781	1300	1339
	% of permits issued within 3 working days	100%	100%	100%	100%	100%
Review sign permit applications within 3 working days.	# of sign permit applications reviewed within 3 working days	891	784	585	603	621
	% of sign permit applications reviewed within 3 days	99%	99%	99%	99%	99%
Issue minimum charge permits via phone and internet web site requests from clients.	# of permits issued	2219	2781	2900	3000	3100
	% issued within 48 hours	100%	100%	100%	100%	100%
Issue building permits and encroachment permits to walk-in clients at the service counter.	# of permits issued at counter per year	14,170	14,838	18,462	19,016	19,586
	% of permits issued within 3 working days	100%	100%	100%	100%	100%

**Goal:** Provide efficient and effective development records services for all internal and external customers.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Respond to all customer requests (walk-in or phone) within 24 hours.	# of walk-in customers served	12,264	12,113	12,378	12,749	13,131
	# of phone calls answered including FAX requests	28,466	51,749	48,891	50,358	51,869
	% of customer requests responded to within 24 hrs.	100%	100%	100%	100%	100%

**Goal:** To promote livability by enhancing and protecting Scottsdale's neighborhoods with proactive, fair, and consistent enforcement of the Zoning and Property Maintenance Codes.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Voluntary compliance of code violations within 30 days or less.	# of cases handled per year	14,456	13,845	15,700	17,500	19,500
	% of compliance achieved within 30 days	98%	98%	98%	98%	98%
Increase proactive cases initiated by the inspector by 10% per year.	# of proactive cases initiated through the Continuous Coverage Campaign (per inspector)	1,100	800	1,700	1,800	2,000
Abate all graffiti within 24 hours of report.	# of locations identified (through pro-active and call-in complaints)	460	448	504	525	550
	% of identified graffiti removed with 24 hours	100%	100%	100%	100%	100%
Review Business Licenses within 2 business days.	# of applications received	3,450	3,739	3,200	3,300	3,400
	% of applications reviewed within two business days	90%	90%	100%	100%	100%

**WHAT WE DO**

Inspection Services makes certain that Scottsdale's citizens, neighborhoods, and unique character and environment are protected and preserved by the best use of all its economic resources.

Through the inspections we provide, we add value to our neighborhoods and perpetuate integrity, safety, and the achievement of our community vision. Our motto: we are accessible, responsive, and accountable.



Inspection Services provides an average of 290,580 inspections per year.

**PROGRAM OBJECTIVES**

Continuous technology advancements during 2001 help ensure that inspection data is accurate & current for internal & external customers utilizing "24/7" services. On-line at [www.ci.scottsdale.az.us/onestopshop](http://www.ci.scottsdale.az.us/onestopshop)

Through construction inspection and management, assure the value & durability of City infrastructure while maximizing public use & enjoyment of the right-of-way by, December 2001.

Ensure that all new construction in the City complies with project stipulations, Environmentally Sensitive Lands and Native Plant Ordinance to preserve the unique visual character & environment in Scottsdale by, September 2001.

Measure and document the City's infrastructure by June 2001 to maintain the community's health, welfare, and safety.

Preserve the character & environment of our neighborhoods, provide protection & ensure public safety through community compliance with building codes & amending ordinances during 2001.

**SIGNIFICANT EXPENDITURE & STAFFING CHANGES**

The Inspection Services budget increases \$204,883 (4.3%) in 2001/02. Salaries increase by approximately \$350,000 due to normal market and merit adjustments for eligible employees. This increase is partially offset by a decrease in the self-insurance charge, an internally allocated charge based on salaries and historical loss experience within the program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,128,808	2,635,974	3,292,715	3,292,715	3,649,967
Contractual Services	1,874,439	1,732,925	1,272,668	1,272,668	1,087,954
Commodities	72,459	47,977	51,620	55,759	55,049
Capital Outlays	21,563	87,561	51,360	84,580	80,276
<b>Total</b>	<b>4,097,269</b>	<b>4,504,438</b>	<b>4,668,363</b>	<b>4,705,722</b>	<b>4,873,246</b>
<b>Staffing</b>					
Full-Time	35.00	48.00	59.00	59.00	59.00
Part-time	1.00	-	-	-	-
Full-Time Equivalent (FTE)	36.00	48.00	59.00	59.00	59.00

**inspection services**

**PLANNING SYSTEMS**

**Goal:** Provide quality and timely support for internal and external customers.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Process all work by the end of the day while maintaining or improving operating efficiency.	# of C of O's issued within 24 hours	4,976	4,599	4,162	4,162	4,162
	% of C of O's completed within 24 hours	100%	100%	100%	100%	100%

**Goal:** Perform quality and timely building inspection, and inspections on all structures to ensure compliance with codes, ordinances, and architect design.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Perform requested inspections by the end of the next work day while maintaining or improving operating efficiency.	# of building inspections	249,953	244,769	238,024	238,024	238,024
	% of inspections completed within 24 hours	99%	99%	99%	99%	99%

**Goal:** Assure quality infrastructure construction, consider public safety, compliance with plans/specifications, and long-term consequences of today's actions and decisions.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Perform requested inspections by end of the next work day while maintaining or improving operating efficiency.	Operating cost per inspection	\$61.00	\$45.00	\$42.51	\$42.51	\$42.51
	# of inspections	14,899	20,869	23,032	23,032	23,032
	% of inspections done within 24 hours	94%	99%	100%	100%	100%

**Goal:** Accurately locate new City owned assets for the Geographic Information Systems.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Perform as-built inspections within 48 hours of request.	% of as-built inspections completed within 48 hours	43%	74%	100%	100%	100%
	# of inspections	6,257	6,950	8,076	8,076	8,076

**Goal:** Perform quality and timely inspection of all single-family, multi-family, commercial, and subdivision projects to ensure compliance with project stipulations, Environmentally Sensitive Lands, Native Plant Ordinances, and site plan requirements.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Perform requested inspections by the end of the next work day while maintaining or improving operating efficiency.	Inspections per FTSE	3,233	3,000	3,576	3,576	3,576
	# of inspections	15,940	17,999	21,448	21,448	21,448
	% of inspections completed by end of day	98%	99%	97%	97%	97%

# PLANNING SYSTEMS *community development*

## WHAT WE DO

Provides professional implementation of the community vision for the development application process per the General Plan, Zoning Ordinance, and Scottsdale Design Guidelines for the benefit of the neighborhoods, community, and its citizens.

## PROGRAM OBJECTIVES

Increase public access to development application requests.

Provide leadership in the implementation of a strategic approach to land use, open space, infrastructure, and development.

Support City Council, Planning Commission, Development Review Board, and Board of Adjustment in the development request public hearing process.

Assure compliance to the Zoning Ordinance and City Code through case management, plan review, inspections, and code enforcement.

Revise the Zoning Ordinance in accordance with legal requirements as required to preserve the community vision. On-line at [www.ci.scottsdale.az/us.communitydev/ZoningOrdinanceUpdates.asp](http://www.ci.scottsdale.az/us.communitydev/ZoningOrdinanceUpdates.asp)

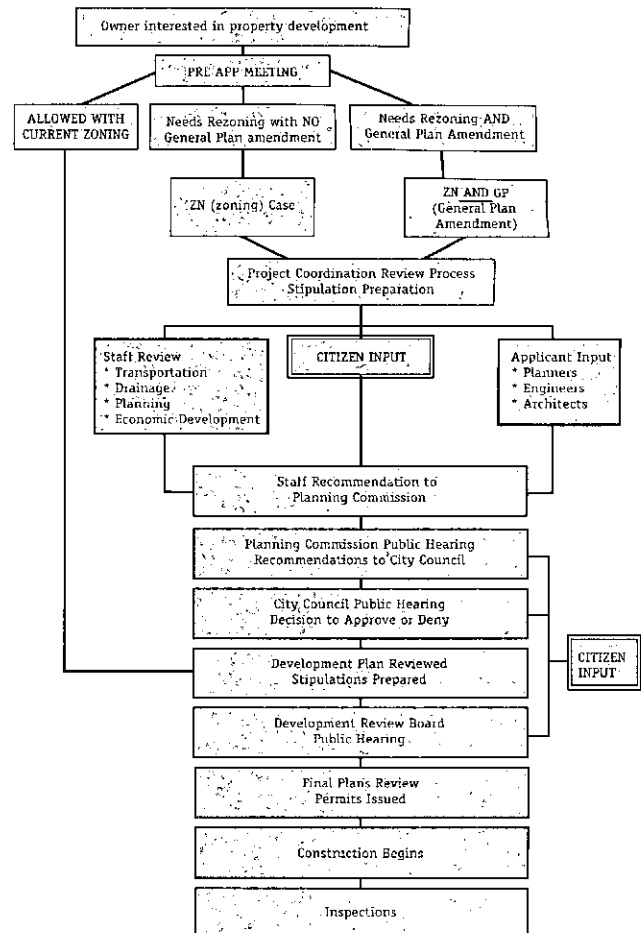
Proactively lead Master Planning and its coordination within the Planning, Redevelopment, Preservation, Water Resources, Planning Systems, and Community Services departments within the organization.

Increase development fees in accordance with development costs.

## SIGNIFICANT EXPENDITURE & STAFFING CHANGES

The Community Development budget increases by \$253,595 (9.8%) in 2001/02. This increase is due to the transfer of two positions and related operating expenditures from Redevelopment and Urban Design, and normal salary increases for existing staff within this program adjustments for existing and transferred staff.

### DEVELOPMENT PROCESS



	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,487,439	1,534,797	2,001,472	2,001,472	2,312,354
Contractual Services	266,260	215,179	512,216	497,216	434,476
Commodities	38,896	32,273	23,500	25,905	33,150
Capital Outlays	87,600	262,416	35,257	93,974	46,060
<b>Total</b>	<b>1,880,195</b>	<b>2,044,665</b>	<b>2,572,445</b>	<b>2,618,567</b>	<b>2,826,040</b>
<b>Staffing</b>					
Full-Time	23.00	28.00	31.00	31.00	33.00
Part-time	1.00	-	-	-	-
Full-Time Equivalent (FTE)	24.00	28.00	31.00	31.00	33.00



**Goal:** Provide thorough research, review, analysis, conditions, reports, graphics, and presentations of development requests.

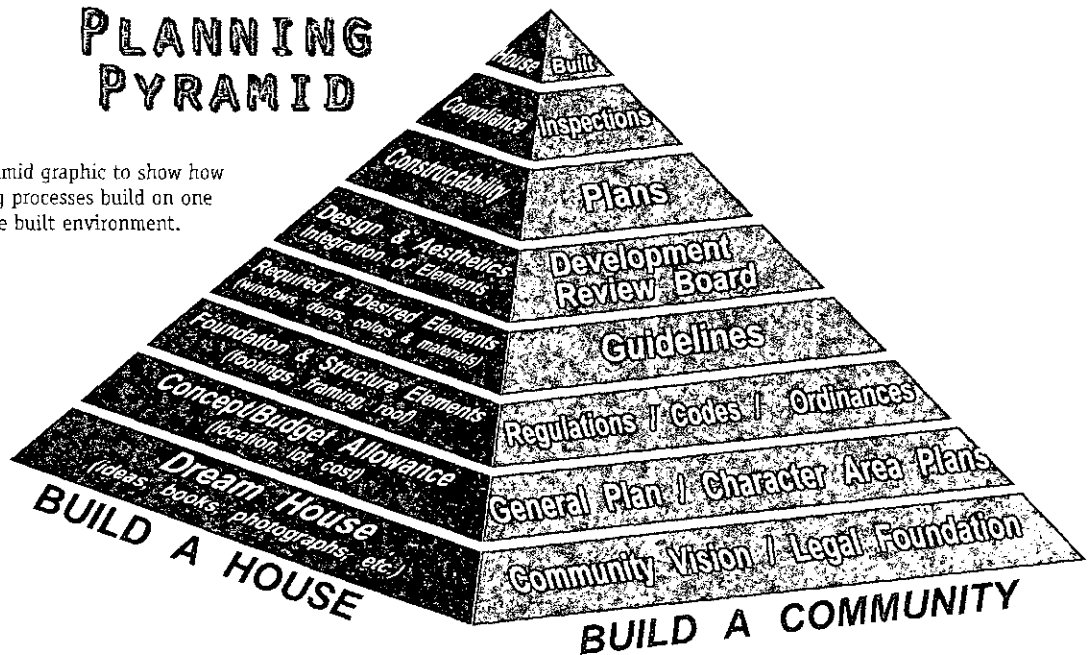
Strategy	Measure	Actual	Actual	Forecast	Forecast	Forecast
		1998/99	1999/00	2000/01	2001/02	2002/03
Provide applicant with pre-application meeting within 30 days of submitting request.	# of pre-application requests received	661	487	450	430	425
	% of meetings held within 30 days	99%	99%	99%	99%	99%
Coordinate cases through public hearing process.	# of cases presented to:					
	City Council	325	327	300	290	285
	Planning Commission	175	202	275	285	280
	Development Review Board	335	263	265	265	265
	Board of Adjustment	11	7	6	8	8
	Total Cases	846	799	846	848	838
	% change from prior year	-12%	-6%	6%	0%	-1%

**Development Process** (page 204)

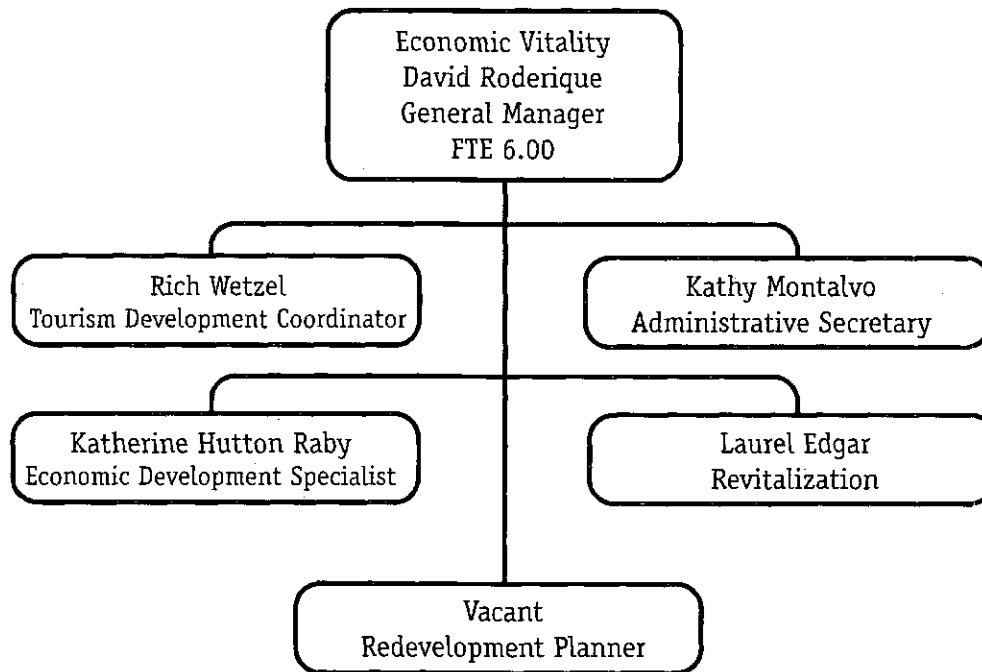
Scottsdale's development process is structured so that residents can be actively involved in all levels of review. Participation and awareness is encouraged through early notification, signage, mailed notices, neighborhood open houses and a series of public hearings. Information about projects under consideration is also provided on the city's website at [www.ci.scottsdale.az.us/communitydev](http://www.ci.scottsdale.az.us/communitydev).

**PLANNING PYRAMID**

Scottsdale uses a pyramid graphic to show how the different planning processes build on one another to achieve the built environment.



**OFFICE OF ECONOMIC VITALITY**



**MISSION**

To position Scottsdale for sustainable, long term economic vitality, in order to enhance the quality of life for all residents.

**FINANCIAL HIGHLIGHTS**

The Office of Economic Vitality budget increases \$506,795 (9.6%). Increases include the reassignment of two staff members formerly included in Redevelopment and Urban Design budget and associated contractual and commodity accounts (\$250,000), as well as normal salary increases for current staff and various increases and decreases in other contractual and commodity accounts.

**TRENDS**

Scottsdale has realized a "real growth" (inflation adjusted, per capita) in sales tax receipts of 47% since 1990. However, the slowdown in the economy combined with less new retail construction will result in lower increases in coming years.

Job growth continues to exceed the growth in the local labor force, resulting in the fourth year in a row the local unemployment rate has been about 2%.

The tourism industry is beginning to recover from the significant overexpansion of previous years - demand is increasing while no new properties are under construction, resulting in positive increases in room occupancy rates and City bed tax receipts.

Total property tax rates continue to be about 30% lower than metro area averages due to high assessed values per capita and the City's ability to generate significant sales tax revenues from non-Scottsdale residents.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	4,968,472	4,934,203	5,253,251	5,861,269	5,760,046
% Of City's Operating Total	2.40%	2.26%	2.12%	2.26%	2.17%
Full-Time Equivalent (FTE)	4.00	4.00	4.00	4.00	6.00

**PROGRAM OBJECTIVES**

The following departmental objectives support the City Council's broad goal of positioning Scottsdale for long-term economic prosperity by diversifying our economic resources.

Explore and model new financial scenarios that will enable the City to maintain a strong economic and fiscal future given our impending buildout and fundamental changes in the economic, social, and political structures of the community. Options to be presented to City Council by the end of 2001.

Use the proposed development of a new North Scottsdale regional mall to model a holistic analysis of the impact of major new development on the community. Analysis and options to be presented to City Council by mid-2001.

Based on the results of the financial scenario modeling and the major mall development impact analysis, prepare a new long term economic vitality strategy for the community. New strategy recommendations to be presented to City Council by early 2002.

Until a new economic vitality strategy is developed, continue to work to strengthen the economic base of the community using current economic development targets, but with a stronger emphasis on finding ways to mitigate potential negative community impacts of these activities.

Continue to seek out ways to support the local tourism industry, in order to realize the economic, community, and character benefits it provides.

Analyze and potentially overhaul the City's economic retention and expansion efforts to provide greater

value and services to existing small businesses. Results and recommendations to be presented to City Council by the end of 2001.

Seek out opportunities to enhance the overall quality of life through the attraction or expansion of community amenities - cultural, medical, educational, recreational facilities - by seeking out appropriate economic development opportunities.

Continue to be the best source of community economic information, and to improve communication about economic issues to community partners, and especially to local residents.

**PRIOR YEAR RESULTS & OUTCOMES**

Broadened the tax base through the attraction of a number of key retail developments, including new shopping centers, auto dealers, and specialty retail centers; city sales tax receipts rose 10.5% in fiscal year 1999/00, and are currently up 8% for fiscal year 2000/01 to date.

Increased the number of targeted jobs within Scottsdale by approximately 4,500 during this 2 year period, through a combination of attraction of new businesses, the retention/expansion of existing businesses, and the creation of new businesses through support of entrepreneurial activities; as a result, the City's unemployment rate has dropped to a record low 1.7%.

Strongly supported the community's tourism industry through a broad based tourism development program, including marketing, research, event promotion and the creation of new destination attractions; as a result, the City's bed tax receipts are currently up 19% for fiscal year 2000/01 to date.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	305,390	309,651	306,294	306,294	514,333
Contractual Services	4,655,295	4,583,646	4,933,621	5,539,632	5,226,485
Commodities	3,576	36,879	8,200	10,207	8,700
Capital Outlays	4,210	4,028	5,136	5,136	10,528
<b>Total</b>	<b>4,968,472</b>	<b>4,934,203</b>	<b>5,253,251</b>	<b>5,861,269</b>	<b>5,760,046</b>
<b>Staffing</b>					
Full-Time	4.00	4.00	4.00	4.00	6.00
Part-time	-	-	-	-	-
Grant Funded	-	-	-	-	-
Full-Time Equivalent (FTE)	4.00	4.00	4.00	4.00	6.00

**OFFICE OF ECONOMIC VITALITY**

**Goal:** Broaden the City's tax base in order to support the needs of the community.

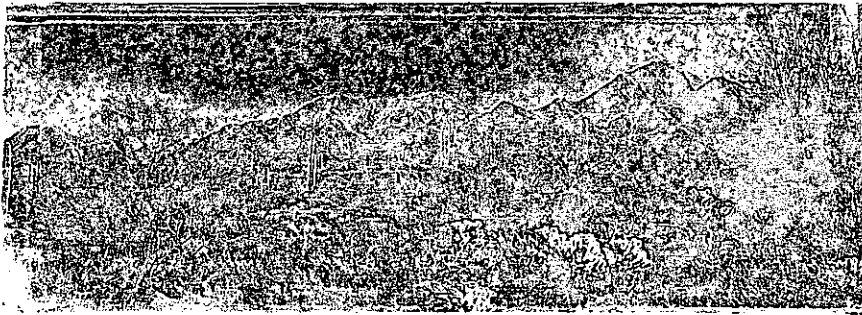
<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Enhance the City's revenue stream through significant real growth in sales tax receipts.	Change in sales tax receipts					
	Real growth in sales tax receipts (inflation adjusted/per capita)	+15.0%	+10.5%	+10.0%	+8.0%	+6.0%
	Real growth in sales tax receipts (inflation adjusted/per capita)	+ 6.1%	+ 3.2%	+ 2.8%	+ 2.8%	+ 0.8%

**Goal:** Increase the # of targeted jobs within Scottsdale.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Increase the # of targeted jobs through attraction, retention/expansion, and entrepreneurial support.	# of new targeted companies/jobs in Scottsdale assisted by ED program	14/1,050	11/1,705	10/2,000	10/1,500	10/1,200
	Scottsdale unemployment rate	1.9%	2.1%	1.9%	2.5%	3.0%

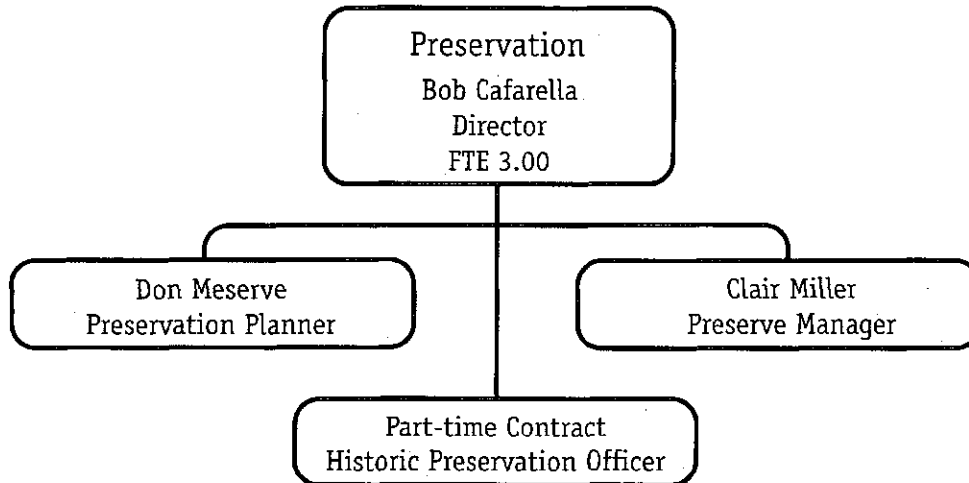
**Goal:** Create the Southwest's premier resort destination through targeted investments.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Enhance the tourism industry in order to generate community benefits resulting from increased visitation.	Est. # of Scottsdale hotel visitors	1.15 million	1.18 million	1.24 million	1.27 million	1.3 million
	% of bed tax receipts	-3.0%	+8.0%	+15.0%	+10.0%	+10.0%
	Est. occupancy rate	68.3%	61.6%	67.0%	69.0%	71.0%



**MISSION**

To provide the focus for the acquisition, preservation, management, and stewardship of the McDowell Sonoran Preserve for the benefit of this generation and those to follow, and to celebrate and acknowledge the community's rich heritage and unique character through the preservation of historical and archaeological resources.



**FINANCIAL HIGHLIGHTS**

The Preservation budget increases \$81,048 (20.0%) in 2001/02. Increases include normal increases in staffing and other related operating expenses. Additionally, funds are budgeted for attorney fees for condemnation of land outside the Preserve boundary; trail construction; and signs, gates, & barriers to control preserve land uses.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	218,867	298,393	405,554	450,554	486,602
% Of City's Operating Total	0.11%	0.14%	0.16%	0.17%	0.18%
Full-Time Equivalent (FTE)	2.00	3.00	3.00	3.00	3.00

**PRESERVATION**

**TRENDS**

Continued to increase the acres of land owned by the City for inclusion in the McDowell Sonoran Preserve.

Opened the first multiuse trail in the McDowell Sonoran Preserve.

Obtained approval of a new Chapter 21 of the Scottsdale City Code establishing rules and regulations for the Preserve.

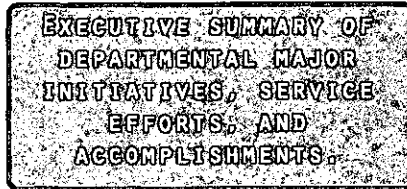
Established a Scottsdale Historic Register and placed the initial five (5) historic properties on the Register.

**PRIOR YEAR RESULTS & OUTCOMES**

Acquired 1132 acres in 1999 and 532 acres in 2000 for inclusion in the McDowell Sonoran Preserve.

Completed construction of the first six (6) miles of trail in the Preserve in partnership with the McDowell Sonoran Land Trust.

Hired the first Preserve Manager to provide management and stewardship responsibilities in the Preserve and to serve as a liaison with citizens on matters related to the Preserve.



Adopted new Chapter 21 Preserve Ordinance, of the Revised Scottsdale City Code to guide use of and rules and regulations for the Preserve.

Issued updated Preserve Brochure, an Updated Access Area Bulletin, and three issues of Overlook to inform interested citizens and others about the Preserve.

Served on two committees of the Governor's Growing Smarter Commission.

Staffed two commissions and six committees.

Established a Scottsdale Historic Register and managed the process that placed the first six properties on the Register.

Completed 230 archaeology study reviews in the one and one-half years the archaeological resources ordinance has been in existence.

**PROGRAM OBJECTIVES**

The following departmental objectives support the City Council's broad goal of preserving the character and environment of Scottsdale.

Complete the acquisition of all remaining private land in the Preserve boundary by the end of 2002.

Ensure Scottsdale interests are afforded maximum opportunity to advance the vision of preserving the 16,600 acres of State Trust land when the City's petition for reclassification of this land as suitable for conservation under the Arizona Preserve Initiative is considered by the State.

Strive to inform as many citizens as possible about the McDowell Sonoran Preserve, opportunities to experience the Sonoran Desert, rules and regulations adopted to ensure the environmental character of the Preserve is maintained, and the City's rich heritage.

Complete historic preservation themes for Scottsdale, historic preservation plans for historic properties, and add properties to the Scottsdale Historic Register.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
Personal Services	176,139	207,802	230,031	230,031	244,571
Contractual Services	38,445	72,853	166,455	211,455	228,562
Commodities	2,347	1,996	6,500	6,500	4,600
Capital Outlays	1,936	15,742	2,568	2,568	8,869
<b>Total</b>	<b>218,867</b>	<b>298,393</b>	<b>405,554</b>	<b>450,554</b>	<b>486,602</b>
<b>Staffing</b>					
Full-Time	2.00	3.00	3.00	3.00	3.00
Part-time	-	-	-	-	-
Full-Time Equivalent (FTE)	2.00	3.00	3.00	3.00	3.00

# PRESERVATION

**Goal:** Acquire land for inclusion to McDowell Sonoran Preserve.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Acquire private land in the Recommended Study Boundary.	# of acres acquired	1,132	532	1,100	1,000	1,000

**Goal:** Develop & implement programs and strategies for the management, preservation, and appropriate public use of the McDowell Sonoran Preserve.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Promote and implement the Preserve Ordinance to ensure the appropriate use of the Preserve and users' familiarity with the ordinance's provisions.	# of information signs placed in the Preserve	28	50	40	40	40
	# of educational meetings with and programs for user groups	12	40	12	12	12
Develop & implement activities to increase the public's knowledge of, active involvement in, and support for the Preserve.	# of projects completed by Preserve volunteers, School groups, Eagle Scouts, etc.	5	20	26	26	26
	# of programs & activities	10	15	12	15	14
	# of Public Outreach Activities	25	26	28	29	29
Increase opportunities for access and appropriate public use of the Preserve.	# of miles of trails to be built in the Preserve	4	2	5	6	6

**Goal:** Enhance the role of preservation as an amenity to strengthen the city as a tourism destination.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Increase tourism use and knowledge of the Preserve.	# of partnership projects and events with the Tourism Commission, local Resorts and Chamber of Commerce	2	2	2	2	2

**Goal:** Identify, protect and recognize significant historical resources in Scottsdale.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Designate significant historic including archaeological resources as HP-Historic Property and place on the Scottsdale Historic Register.	# of Historic resources listed on Scottsdale Register	5	2	3	3	3
Complete Historic Preservation Plans for historic resources on the Scottsdale Register.	# of Preservation Plans completed	0	3	5	5	5
Promote awareness of Scottsdale's historic and cultural resources.	# of informational items prepared and distributed	3	4	5	6	7
	# of events celebrating Scottsdale's past	3	3	3	4	4

**Goal:** Identify, protect and recognize significant archaeological resources in Scottsdale.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Continue to implement the archaeological protection ordinance requirements for field surveys, reports and plans for archaeology.	% of survey reports reviewed within 7 day timeframe	n/a	90%	95%	98%	99%
	% of mitigation plans reviewed within 10 day timeframe	n/a	100%	100%	100%	100%
Promote awareness and respect for archaeological resources through public information materials, events, presentations, etc.	# of informational items prepared and distributed (symposium)	1	2	4	4	4
	# of meetings attended in Arizona on archaeology when papers/reports on Scottsdale resources are presented	1	2	3	3	3

# FIRE

## MISSION

Provide cost effective and quality service while maintaining a high level of public safety throughout the community. The department provides all fire-related services which include, but are not limited to, fire prevention, public education, emergency medical service, and fire suppression.

## WHAT WE DO

In conjunction with the contract between Rural Metro and the City of Scottsdale and Scottsdale ordinance, Rural Metro Corporation provides the necessary manpower and equipment to handle all fire-related services within the City of Scottsdale. Rural Metro provides cost effective and quality service while maintaining a high level of public safety throughout the community. The department provides all fire-related services which include, but are not limited to, fire prevention, public education, emergency medical service, and fire suppression.

## DEPARTMENT OBJECTIVES

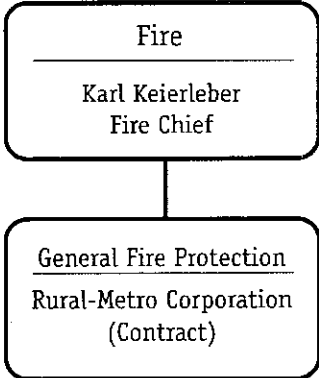
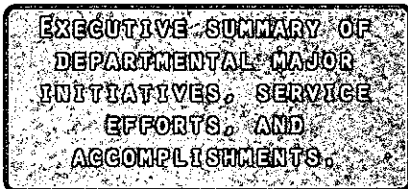
- Provide high quality, cost effective emergency and non-emergency services.
- Actively promote proactive community fire protection through the use of effective fire engineering principles, built-in protection and aggressive public education programs.
- Promote an active partnership with Scottsdale Police Department to achieve the overall public safety goals that will continue to provide the citizens of Scottsdale a high level of service and protection.
- Continue to maintain or improve established emergency protection service levels for the rapidly developing areas of the community.

## PRIOR YEAR RESULTS & OUTCOMES

Rural/Metro Fire Department and the City of Scottsdale continued to meet the challenges of Scottsdale's consistent growth during FY 2000/01. Scottsdale citizens once again gave Rural/Metro fire and emergency medical services respectively a 98 and 97 percent approval rating - among the highest marks in the City.

Rural/Metro's firefighters now have access to portable thermal imaging cameras, one of the most technologically advanced firefighting tools available. Thermal imagers allow firefighters to "see" heat through smoke-filled rooms and walls making it much quicker and easier to find a trapped person or the source of a hidden fire. We now have two thermal imagers in the city and will add an additional eight more units over the next two years.

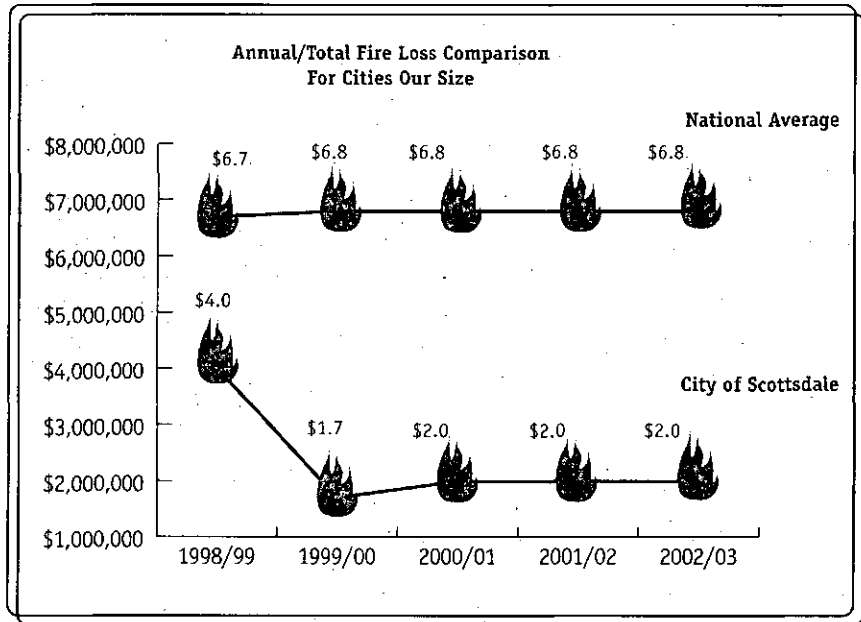
In December, residents in the North Scottsdale area welcomed the opening of the permanent fire Station #816 near Thompson Peak Parkway and Pima Road. The station is part of joint police/fire public safety facility at DC Ranch. This year, voters approved public safety bond money to build the permanent Airport Fire Station #812. This will replace the temporary building already in place at the base of the tower. During the next three years, two new fire stations will be built while two existing temporary stations will be replaced with permanent facilities. Station #827 will be a new permanent facility at Ashler Hills Drive and Pima Road. The current temporary Station #818 will get a permanent home at Alma School Road and Pinnacle Vista. Design is also underway for Station #817, a new facility that will be located at 100<sup>th</sup> Street and East Bell Road. Eventually, the city will have 12 fire stations. Currently, fire and advanced life support





emergency medical service is provided from seven permanent stations and three temporary sites.

Rural/Metro and the City celebrated more than the millennium this year. The year 2000/01 marked the 15<sup>th</sup> anniversary of Scottsdale's all encompassing fire sprinkler ordinance. This landmark legislation continues to be discovered, studied, and copied by jurisdictions from around the country and the world. And this year, like nearly every year since its implementation, the ordinance is credited with saving lives and property. Since it was passed in 1985, sprinklers have saved at least 13 lives in Scottsdale. More than 39,000 of the city's single-family homes are protected with automatic sprinkler systems. As the community continues to grow, the number of homes and the percentage of protected properties will continue to increase and contribute to making the City of Scottsdale one of the most fire safe communities in the country.



**FINANCIAL HIGHLIGHTS**

Fire services are contractually provided by Rural Metro Corporation. The Fire Department budget increases \$1,022,709 (6.6%) in 2001/02. Increases provide for staffing of a new station at McDowell Mountain Ranch beginning January 2002, as well as a salary adjustment of 5%, the valley wide average for fire fighters, and an average 3% increase in other contractual and commodity accounts.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Personal Services	-	-	165,683	165,683	204,548
Contractual Services	12,799,526	14,304,562	15,336,530	15,100,438	16,317,874
Commodities	43,834	32,824	49,700	45,700	52,200
Capital Outlays	-	-	-	32,288	-
<b>Total</b>	<b>12,843,360</b>	<b>14,337,386</b>	<b>15,551,913</b>	<b>15,344,109</b>	<b>16,574,622</b>
<b>% Of City's Operating Total</b>	<b>6.21%</b>	<b>6.56%</b>	<b>6.27%</b>	<b>5.90%</b>	<b>6.23%</b>

**FIRE**

**Goal:** Provide state certified, trained professional staff to serve the citizens of Scottsdale.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide minimum of 240 annual training hours per firefighter.	Average # of annual training hours per firefighter.	320	275	240	240	240
100% of full-time and fill-in personnel achieve State of Arizona Firefighter II Certification.	% of all full-time and fill-in personnel who achieve State Certification.	100%	100%	100%	100%	100%
100% of full-time firefighters maintain State Emergency Medical Technician Certification.	% of all full-time firefighters who maintain State EMT Certification.	100%	100%	100%	100%	100%

**Goal:** Provide cost effective, efficient emergency first response for fire and emergency medical service.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain effective annual cost per capita for fire protection.	Annual cost per capita for fire protection.	\$61.25	\$66.85	\$69.56	\$72.69	\$74.37
	Structural fires per 1,000 population	2.71	2.96	3.00	3.00	3.00
	Total fire calls per 1,000 population	6.33	6.03	7.00	7.00	7.00
	Structural Dollar Loss per year	\$2,218,455	\$904,750	\$2,000,000	\$2,000,000	\$2,000,000

**Goal:** Respond to emergency calls and general assistance calls expeditiously.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Answer emergency calls within 4 minutes.	Annual average response time	4:13	4:19	4:00	4:00	4:00
Answer general assistance calls within 5 minutes.	Annual average response time	5:02	5:08	5:00	5:00	5:00

**Goal:** Maintain a high approval rating on annual citizen survey for both fire and emergency medical services.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Actual 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain 95% or greater approval rating on annual citizen survey for fire services.	% approval rating on annual citizen survey for fire services	99%	98%	98%	95%	95%
Maintain 95% or greater approval rating on annual citizen survey for emergency medical services.	% approval rating on annual citizen survey for emergency medical services	98%	97%	96%	95%	95%

**Goal:** Review all building and fire plans submitted within 5 days.

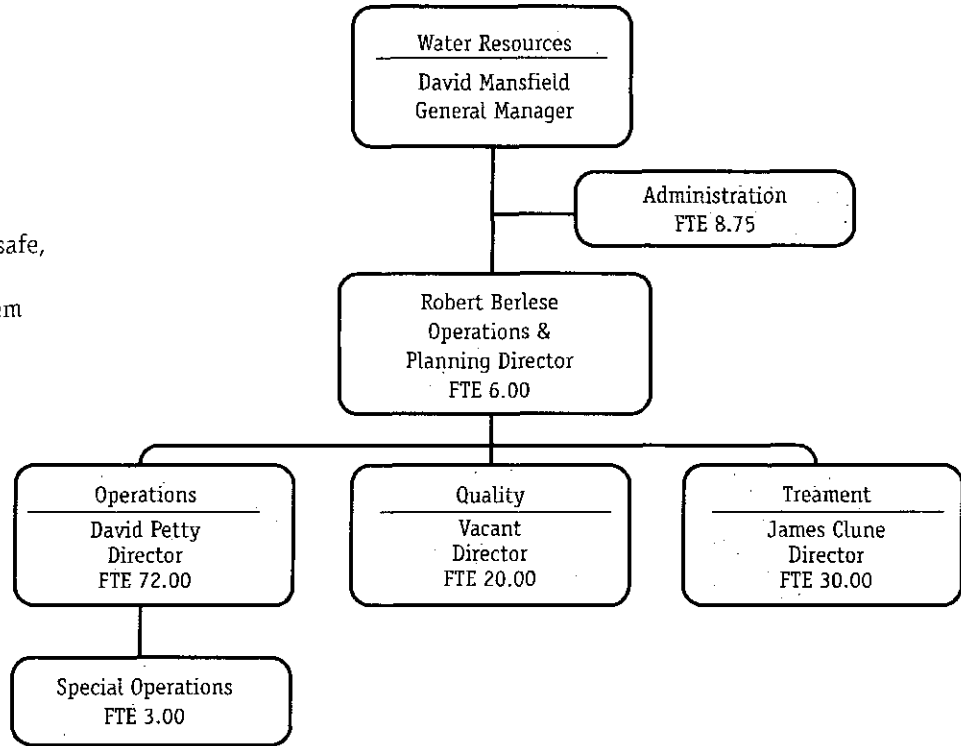
Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Review 100% of submitted fire plans within 5 days.	% of plans reviewed within 5 days.	98%	99%	98%	98%	98%

**Goal:** Provide fire safety demonstrations in Scottsdale Schools.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide a minimum of 125 fire safety demonstrations annually in Scottsdale Schools.	# of school demonstrations	123	152	125	125	125
	Total # of children instructed	11,062	29,983	15,000	15,000	15,000

**MISSION**

Plan, manage and operate a safe, reliable water supply and wastewater reclamation system and provide efficient, high quality customer service to Scottsdale citizens.



**FINANCIAL HIGHLIGHTS**

The Water Resources budget increases \$844,795 (2.0%) in 2001/02. The primary increases are: purchase of additional surface water for the Central Arizona Project (CAP) Treatment Plant; increased wastewater flows at the Multi-City 91st Avenue Treatment Plant; creation of an Industrial Pretreatment Program to help prevent sewer stoppages; odor control and preventive maintenance at the Water campus Pumpback System; and operation of the newly completed east portion of the Water Campus Pumpback System.

These increases are partially offset by a decrease on the electrical budget resulting from using actual historical expenditures versus projected estimates of electrical costs at the Water Campus Advanced Water Treatment Plant and the expanded CAP Drinking Water Treatment Plant.

Additionally, departmental restructuring to further centralize operational and financial accounting functions results in no net changes. The redistribution of existing resources results in the creation of the new Water Campus Treatment division, and the replacement of the contract operator with City staff at the Central Groundwater Treatment Facility.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	32,497,037	34,420,178	41,225,334	42,472,330	42,070,129
% of City's Operating Total	15.72%	15.74%	16.62%	16.34%	15.82%
Full-time Equivalent (FTE)	129.75	135.75	136.75	136.75	139.75

**TRENDS**

The cost of using non-ground water sources, as required under the Arizona Department of Water Resources (ADWR) Groundwater Management Act and the Assured Water Supply rules, will continue to increase.

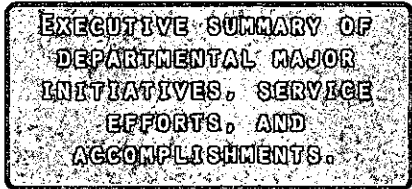
The cost to operate and maintain an aging water and wastewater system will increase.

The cost of complying with ADWR's Non-Per Capita Conservation Program (NPCCP) will continue to increase.

The demand for financial, legal, technical, and administrative resources to effectively manage Water Quality programs continues to increase significantly.

Laboratory sampling and testing requirements for Drinking Water, Industrial Pretreatment and Treatment necessary to comply with unfunded federal and state mandates continue to increase significantly.

Unfunded federal and state mandates, including arsenic, that impact departmental resources to safeguard the public health continue to increase significantly.



Deliver safe, reliable water and wastewater services, appropriately priced, to our customers by managing the City water and wastewater programs to maintain compliance with federal and state programs.

Reduce groundwater usage to safe-yield amounts to balance well pumping with recharge in compliance with the goals of the ADWR Groundwater Management Act.

Promote and encourage a viable water conservation program through the ADWR Non-Per Capita Conservation Program.

Ensure adequacy of financial resources by annual updates of five and ten year financial plans.

Minimize service disruptions to customers through preventative maintenance of all system facilities.

Continue to improve treatment, distribution, and collection efficiencies through the use of technology and competitive benchmarking.

**PRIOR YEAR RESULTS & OUTCOMES**

Acquired 12,500 acre-feet of additional Central Arizona Project surface water from the San Carlos Apache Tribe to continue to assure that the City has a long-term renewable supply to meet all current and committed future of water demands.

Maintained Federal and State environmental quality compliance for our municipal water system, continuing to provide safe water to our customers.

Completed the 2001 Water Resources Master Plans, which provides policy guidance for the planning, programming and budgeting of the five-year capital program for the Water Resources Department.

Completed development fee increases and the five and ten-year financial plans to assure fiscal adequacy.

Within the current Capital Program, completed the Northeast Wastewater Pump Station and the Water Campus Influent Pump Station, with its associated pipeline; acquired the site and initiated design of the Salt River Project (SRP) Water Treatment Plant; and completed the major pipeline and pump station necessary to transport Central Arizona Project (CAP) surface water north to Pinnacle Peak Road.

Obtained appropriate licenses and certification for Water Quality Laboratory and staff.

Expanded CAP water distribution in north area of Scottsdale with completion of Pima Road Water Transmission Line and booster pump.

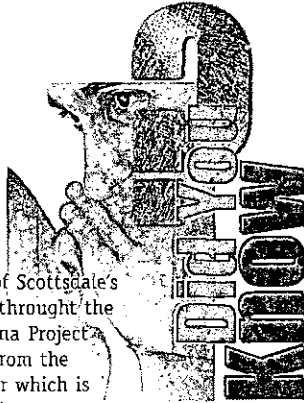
**DEPARTMENT OBJECTIVES**

The following departmental objectives, and the program objectives shown within each of the Water Resources Department divisions, support the City Council's broad goals of: preserving the character and environment by providing a safe, reliable water supply; and balancing infrastructure and resources by planning and financing water and sewer capital infrastructure required to meet current and future system demands.

Secure and maintain a long term assured water supply by identifying and obtaining water rights from other sources, and by effectively managing existing resources.

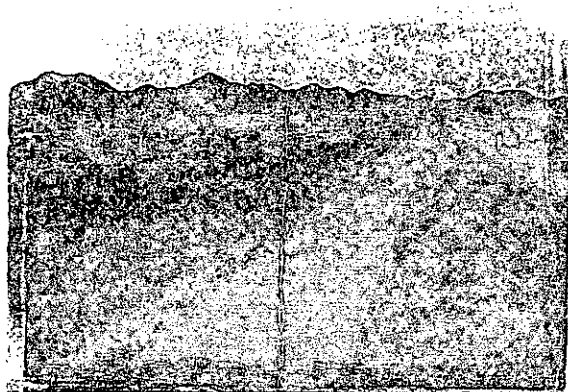
Biennially revise and update the planning and operation assumptions to meet anticipated demand and regulatory changes through the Water Resources Master Plan and the Water Quality Master Plan.

Annually update and biennially review the Water Resources Development fee and Water and Sewer Development fees assuring that growth will pay its proportionate share.



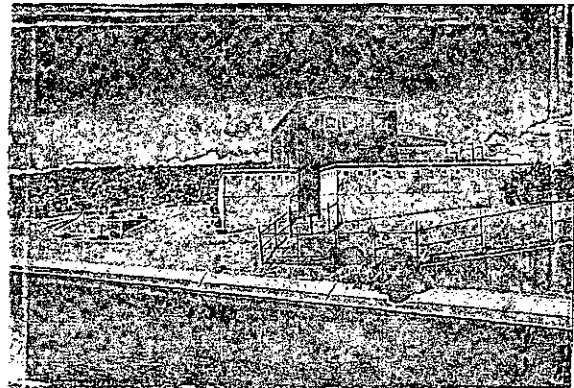
Almost half of Scottsdale's water comes through the Central Arizona Project (CAP) canal from the Colorado River which is nearly 200 miles away.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	6,194,035	7,275,129	7,623,555	7,617,555	8,737,782
Contractual Services	16,574,640	16,447,693	19,289,484	19,932,333	18,674,378
Commodities	9,071,682	10,357,288	14,068,095	14,366,096	14,469,781
Capital Outlays	656,680	340,068	244,200	556,346	188,188
<b>Total</b>	<b>32,497,037</b>	<b>34,420,178</b>	<b>41,225,334</b>	<b>42,472,330</b>	<b>42,070,129</b>
<b>Expenditures By Division</b>					
Administration	1,018,223	1,169,778	1,389,380	1,480,759	1,534,139
Operations	17,801,371	18,177,220	19,375,247	20,107,807	18,650,787
Quality	1,423,837	1,526,260	1,692,818	1,854,576	2,024,524
Treatment	9,025,540	10,869,669	13,406,205	13,667,504	15,027,572
Special Operations	3,228,066	2,677,251	5,361,684	5,361,684	4,833,107
<b>Total</b>	<b>32,497,037</b>	<b>34,420,178</b>	<b>41,225,334</b>	<b>42,472,330</b>	<b>42,070,129</b>
<b>Staffing</b>					
Full-time	129.00	135.00	136.00	136.00	139.00
Part-time	1.00	1.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	129.75	135.75	136.75	136.75	139.75



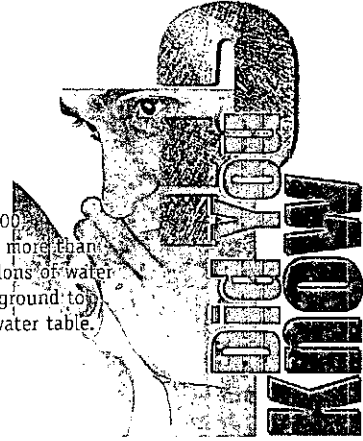
The CAP canal prior to first release of water in 1987.

Scottsdale's CAP water is pumped from the CAP canal to the CAP water treatment plant at the Water Campus.



**WHAT WE DO**

The Administration Division provides leadership while directing and coordinating departmental financial, and capital improvement project activities. The division protects citizen interest with prudent rates and fees, and ensures compliance with all Federal and State water supply and water quality regulations. Division staff also ensure the community's future by working cooperatively to develop long-range master plans, acquire future assured water supplies, and manage engineering projects.



In the year 2000, Scottsdale put more than 1.8 billion gallons of water back into the ground to recharge the water table.

**PROGRAM OBJECTIVES**

- Provide active leadership and management that ensure the delivery of safe, efficient and effective services.
- Provide effective management for the department planning, legal, engineering, operational, and financial activities.
- Plan, implement, and monitor the long-term financial activities for all water and wastewater enterprise funds including fiscally prudent rates, fees, and bond issuances.
- Provide responsible management for expenditures and budgeting for all water and wastewater programs.
- Provide a long-term assured water supply.
- Update the City water and wastewater master plans on schedule every two years.
- Review developer's master plans to ensure that the City's water and wastewater master plans are being followed.

**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Administration division budget increases \$144,759 (10.4%) in fiscal year 2001/02 due to transfer of three existing positions into the Division. In the 2001/02 budget, the existing Water and Wastewater Engineering cost centers and associated budgets were transferred into this division from the Water Quality division.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	695,519	822,398	902,013	896,013	1,063,694
Contractual Services	287,237	306,146	456,138	485,610	402,380
Commodities	16,800	28,143	18,389	18,389	47,009
Capital Outlays	18,666	13,091	12,840	80,747	21,056
<b>Total</b>	<b>1,018,222</b>	<b>1,169,778</b>	<b>1,389,380</b>	<b>1,480,759</b>	<b>1,534,139</b>
<b>Staffing</b>					
Full-time	11.00	11.00	13.00	13.00	14.00
Part-time	1.00	1.00	1.00	1.00	1.00
Full-time Equivalent (FTE)	11.75	11.75	13.75	13.75	14.75

**Goal:** Direct and coordinate long term Departmental master planning, including engineering and Capital Improvement Program and protect citizen interest through long term financial planning with prudent rates and fees, appropriate use of bond financing, and compliance with all Federal and State regulations.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Ensure fiscally prudent rate and level rate increases.	% increases in Sewer Service Charges	7.5%	7.5%	7.5%	3.0%	3.0%
	Average monthly sewer bill per household (based on 8,000 gals per mo.)	\$13.72	\$14.72	\$15.83	\$16.30	\$16.79
	% increase in Water Service Charges	1.5%	1.5%	1.5%	1.5%	1.5%*
Ensure development pays its proportionate share of "growth related" infrastructure costs.	Average monthly water bill per household (based on 1/2" meter & 13,500 gal. per mo.) pre-arsenic plan	\$35.47	\$35.84	\$36.60	\$36.97	\$37.35
	Annual % change in fees resulting from annual update/biennial review of Zone A/Zones B-E Development Fees	3.1%/3.1%	19.6%/19.5%	3.6%/3.6%	13%/13%	4.5%/4.5%
Minimize cost of debt through maintenance or improvement of Water & Sewer Revenue bond ratings.	Moody's Investor Service	Aa1	Aa1	Aa1	Aa1	Aa1
	Standard & Poor's Rating Group	AA	AA	AA	AA	AA
	Fitch Investor Services	AA	AA	AA	AA	AA
Ensure that Water Resources Master Plans are updated to reflect current supply demand projections & legal and regulatory requirements.	City Council approval of Biennial Update of Water Resources Master Plans	n/a	Summer 99	n/a	Summer 01	n/a
Incorporate recommendations of Water Resources Master Plans into 5-year CIP.	City Council approval of Water Resources Dept's 5-year CIP	June 98	June 99	June 00	June 01	June 02

**Goal:** Comply with the Arizona Department of Water Resources (ADWR) Groundwater Management Act, secure and maintain a long-term assured water supply by identifying and obtaining water rights from other sources and effectively manage existing resources.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Comply with the Groundwater Management Act by decreasing the use of groundwater to meet water demands.	% of total demand that is met by groundwater	55%	48%	45%	40%	25%
Secure Central Arizona Project water rights from other sub contractors.	Amount of CAP water acquired through transfers, leases, reallocations, etc. in acre feet	3,200 af	12,500 af	1,300 af	0	2,981 af
Maintain assured water supply adequate to meet five year projected demands.	Year through which designation of assured water supply extends	2002	2002	2008	2008	2010
Maximize the amount of water recharged to meet future needs and drought conditions.	Amount of underground water storage reported to ADWR in acre feet (af) Water Campus	0 af	2,124 af	6,700 af	10,100 af	16,802 af
	Amount of underground water storage reported to ADWR in acre feet (af) SRP Groundwater Savings Facility	10,000 af	4,993 af	10,000 af	7,000 af	10,000 af

**WHAT WE DO**

The Operations Division operates, maintains, and makes repairs to the water and wastewater systems, including wells, transmission, distribution, and collection lines, booster stations, reservoirs, and sewer lift stations. The division produces water that meets or exceeds all Federal and State standards; and coordinates the City's conservation program.

summertime. Off peak, these funds will be used to rehabilitate the CGTF wells. In the 2001/02 budget, four treatment related centers were transferred with their associated budget to the newly created Treatment division.

**PROGRAM OBJECTIVES**

Operate the water and wastewater systems and programs in a cost effective and efficient manner.

Identify and correct system deficiencies through the use of new and existing technology, such as the radio telemetry system of control.

Evaluate and prioritize the replacement and rehabilitation program for the water and wastewater infrastructure.

Maximize the use of electronic technology, such as use of field laptop computers, to minimize staff additions.

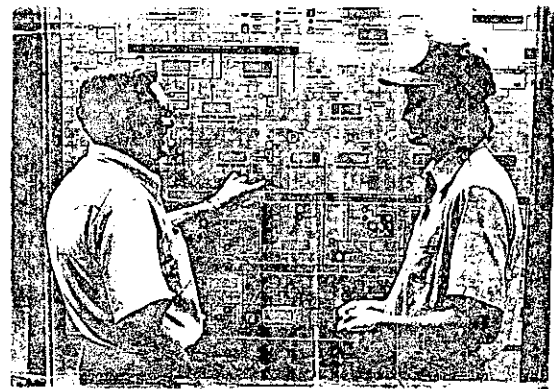
Minimize service disruptions to customers.

Continue phased implementation of the High Performance Work System, which integrates two work groups into one and establishes separate work zones for more efficient use of staff.



One of many terminals of the Supervisory Control and Data Acquisition System (SCADA) used to control the entire water production, distribution and wastewater collection system.

Old telemetry control board (late 80's) used for wellsite control.



**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Water Operations budget decreases \$724,460 (-3.7%) in fiscal year 2001/02. This decrease is the combination of a decrease due to the transfer of the 91st Avenue Wastewater Treatment Plant operating expenses of \$1.5 million to the new Treatment division and an increase of \$1 million for purchased water in the event Central Groundwater Treatment Facility (CGTF) Wells are down in the

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
Personal Services	3,511,809	3,759,417	3,849,101	3,849,101	4,173,051
Contractual Services	10,583,931	10,582,176	11,013,001	11,357,175	9,080,154
Commodities	3,258,950	3,641,902	4,367,777	4,611,691	5,301,514
Capital Outlays	446,681	193,726	145,368	289,840	96,068
<b>Total</b>	<b>17,801,371</b>	<b>18,177,221</b>	<b>19,375,247</b>	<b>20,107,807</b>	<b>18,650,787</b>
<b>Staffing</b>					
Full-time	74.00	76.00	75.00	75.00	72.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	74.00	76.00	75.00	75.00	72.00



**Goal:** Encourage our water customers, through education & incentives, to practice water conservation in accordance with Arizona Department of Water Resources (ADWR) requirements.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
To stay in compliance with ADWR Non Per Capita Conservation Program (NPCCP) regulations.	% of days in compliance	100%	100%	100%	100%	100%
To promote water conservation to our customers through education & incentives.	# of Irrigation & Xeriscape workshops provided	17	20	28	29	29
	# of participants in the workshops	454	1,000	1,400	1,450	1,450
	# of Water Conservation brochures distributed	64,162	169,526	280,000	280,000	280,000
	# of plumbing & landscape rebate requests	150	184	225	275	300

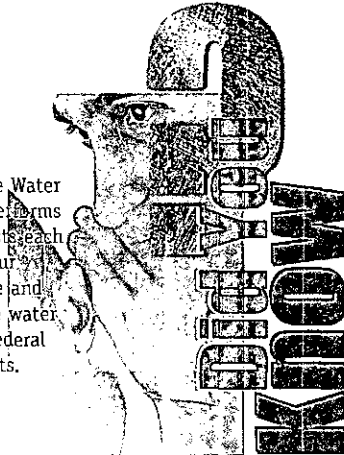
**Goal:** Provide safe, quality water & wastewater service to satisfy customer demand.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Respond to customer complaints on quality & pressure within 24 hours.	% of water quality & pressure complaints responded to within 24 hours	100%	100%	100%	100%	100%
Protect the system by maintaining cross connection control per regulations.	# of properly maintained cross-connection devices (running total)	5,378	6,359	7,000	7,500	8,000
Minimize service disruptions & loss of water through replacement of old services lines.	# of aging/deteriorating services repaired/replaced	1,635	1,716	1,800	1,850	1,900
Minimize service disruptions & loss of water through proper "bluestaking". (underground utility identification & markings)	Complete all bluestake locates as requested with no major damage to facilities: # of bluestakes/# of major mismarks	25,272/1	24,920/0	25,000/0	25,000/0	25,000/0
Minimize water hydrant service problems through preventive maintenance.	Preventative maintenance performed on fire hydrants annually: # of hydrants/%	1,191/14%	1,216/15%	1,300/15%	1,350/15%	1,400/15%
Minimize service disruption through preventive maintenance of main line valves.	Preventative maintenance performed on 10% of main line valves annually: # of valves/%	1,164/6.9%	2066/6.5%	2,500/7%	2,700/7%	3,000/7.5%

**WHAT WE DO**

The Water Quality Division manages mandated drinking water and wastewater compliance programs to safeguard the public health. These programs include Drinking Water, Industrial Pretreatment, Superfund, and the Water Quality Laboratory. Additionally, Water Quality professionals analyze potential regulatory and non-regulatory impacts of emerging issues on the Water Resources Department.

The City of Scottsdale Water Quality Laboratory performs more than 14,000 tests each year to make sure your drinking water is safe and healthful. Scottsdale water meets all state and federal rules and requirements.



**PROGRAM OBJECTIVES**

Plan, manage, and operate the Drinking Water, Industrial Pretreatment, Superfund, and Water Quality Laboratory programs in compliance with Federal and State regulations to safeguard the public health.

Implement new Commercial Pretreatment Program to prevent fats, oil, and grease from entering the sanitary sewer system; to monitor and inspect commercial food preparation facilities; and to safeguard the public health by reducing the number of sewer blockages and overflows.

Support the biennial revision and update of the Water Resources Master Plans to meet anticipated demand and regulatory changes.

Continuously improve customer service to higher levels through staff training, a flexible work force, research, and innovation.

**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Water Quality division budget increases \$331,706 (19.6%) in 2001/02. Increases provide for contract laboratory sampling services; laboratory software and supplies; and the addition of one new Water Quality Specialist position to implement a Commercial Fats, Oil, and Grease (FOG) Program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	445,227	872,651	963,297	963,297	1,174,307
Contractual Services	812,529	390,327	590,397	719,328	654,157
Commodities	79,504	217,438	117,100	136,418	169,740
Capital Outlays	86,576	45,844	22,024	35,533	26,320
Total	1,423,836	1,526,260	1,692,818	1,854,576	2,024,524
<b>Staffing</b>					
Full-time	15.00	19.00	19.00	19.00	20.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	15.00	19.00	19.00	19.00	20.00

**Goal:** Coordinate City of Scottsdale activities related to the North Indian Bend Wash Superfund Site.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Monitor compliance with Environmental Protection Agency (EPA) project goals & requirements.	Pounds of Trichloroethylene (TCE) & other volatile organic chemicals removed from groundwater.	4,935	4,858	4,000	3,900	3,800

**Goal:** Manage the Industrial Pretreatment Program (IPP) to ensure that Significant Industrial Users (SIU's) are permitted & comply with federal EPA Pretreatment Regulations & the Scottsdale Revised Code.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Permit & monitor Significant Industrial Users.	# of Significant Industrial Users (SIU's)	8	9	8	9	9
Sample & inspect SIU's to help prevent & detect violations.	# of Sampling Events & Inspections conducted	59	70	62	70	70

**Goal:** Manage the Drinking Water Regulatory Program to safeguard the public health. Identify & communicate drinking water quality results to regulators, operators of the system, & the public. Provide quality customer service.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve Drinking Water program sampling requirements.	# of wells sampled	0	32	26	26	26
	# of drinking water system compliance points sampled	100	100	95	95	95
	# of bacteriological samples collected in the drinking water system	1,580	1,539	1,540	1,810	1,807
Provide quality customer service & comply with EPA water quality reporting requirements.	# of annual water quality reports distributed	100,000	108,500	117,000	125,000	130,000

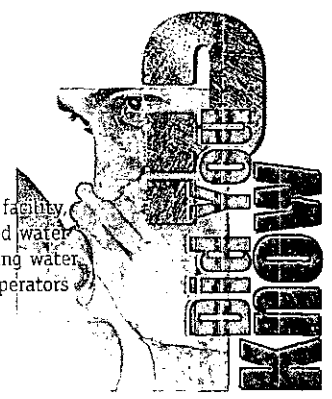
**Goal:** Manage the Water Quality Laboratory to perform analyses, providing necessary data for compliance & process control.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide data for the Water Resources Department.	# of samples received	n/a	2,692	6,172	6,234	6,354
	# of tests performed	n/a	6,310	14,173	14,540	14,677

**WHAT WE DO**

The Treatment Division operates and maintains the City's surface water and wastewater treatment facilities, including water reclamation, advanced water treatment, and Central Arizona Project (CAP) drinking water treatment plant. The division also ensures that all plants and processes are in full compliance with applicable state and federal water quality standards.

That the entire Water Campus facility including wastewater, advanced water treatment, and the CAP drinking water plant, is operated by only 3 operators on a given shift.



**PROGRAM OBJECTIVES**

Operate and maintain the Water Campus treatment facilities to ensure water quality goals and regulatory requirements are consistently met.

Produce high quality drinking water from the CAP water treatment plant and ensure an adequate supply of treated drinking water is readily available.

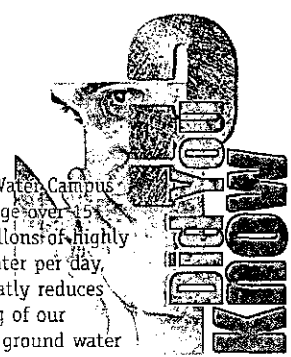
Ensure adequate resources, both in operations and maintenance, are available to meet program objectives.

Research and implement the latest in advanced technology in order to maximize productivity of the treatment group staff.

Hire, train, and motivate a best in class workforce by full support of continuing education, teamwork, and personal achievement.

Recharge the groundwater with microfiltrated CAP water blended with Reverse Osmosis (R.O.) treated tertiary effluent to assure a sustainable water supply for the City.

That the Water Campus can recharge over 15 million gallons of highly treated water per day, which greatly reduces the mining of our dwindling ground water supplies.



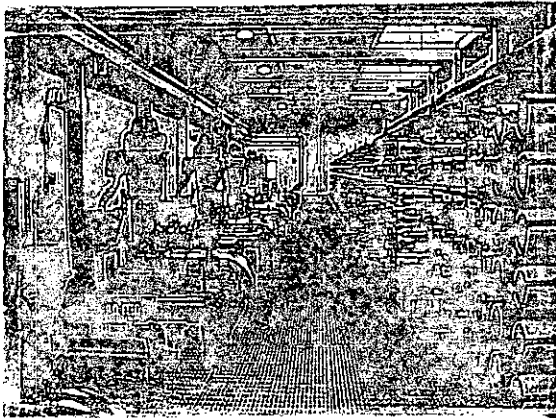
**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Treatment division was created by the transfer of positions and budget of four cost centers from the Operations division - Gainey Water Reclamation Plant, CAP Water Treatment Plant, Advanced Water Treatment Plant, and Water Campus Reclamation Plant. All prior year numbers have been restated to reflect this change. The Treatment division budget increases \$1,621,367 (12.1%) in 2001/02 due to the transfer of the Multi-City 91<sup>st</sup> Avenue Wastewater Treatment Plant contract to this division from Operations — \$1.9 million including a contract increase of \$400,000; personal services budget increase of \$323,950 representing the transfer of two positions from the Water Operations division, and normal salary increases for all employees. These increases are partially offset by decreases in the purchased water and electricity budgets resulting from using actual historical costs rather than forecasts new and expanded facilities.

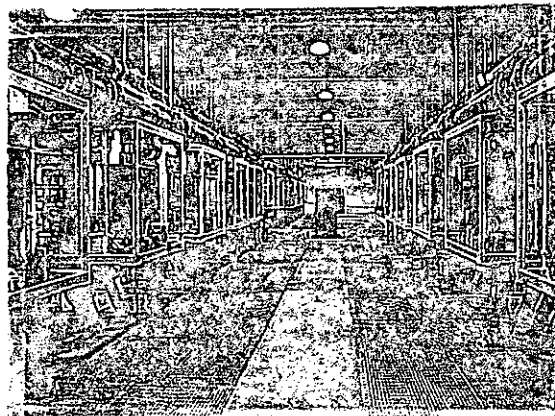
	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	1,413,125	1,684,570	1,667,616	1,667,616	1,997,508
Contractual Services	3,090,861	3,431,135	5,345,078	5,485,350	6,619,358
Commodities	4,419,701	5,668,047	6,334,543	6,389,636	6,365,962
Capital Outlays	101,853	85,918	58,968	124,902	44,744
<b>Total</b>	<b>9,025,540</b>	<b>10,869,670</b>	<b>13,406,205</b>	<b>13,667,504</b>	<b>15,027,572</b>
<b>Staffing</b>					
Full-time	29.00	29.00	28.00	28.00	30.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	29.00	29.00	28.00	28.00	30.00

**Goal:** Provide the highest level of water & wastewater services, while ensuring maximum efficiency & a competitive operational cost.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Provide the highest level of water treatment services.	# of days in compliance with federal drinking water standards	365	365	365	365	365
	# of days of finished water turbidity 80% better than the federal standard of .5 turbidity units, i.e., .1 turbidity units	365	365	365	365	365
Provide the highest level of wastewater treatment services.	# of odor complaints for plant processes	23	7	5	5	3
Optimize the operation of the Micro-filtration & Reverse Osmosis facilities (Advanced Water Treatment Plant)	Acre feet recharged	0	2,124 af	6,700 af	10,000 af	16,802 af
	# of violations of the Aquifer Protection Permit	0	0	0	0	0
Minimize raw Central Arizona Project (CAP) water use and optimize effluent reused by golf courses.	Effluent % of total water delivered	25%	50%	76%	80%	80%



Reverse Osmosis Facility at Advanced Water Treatment Plant.



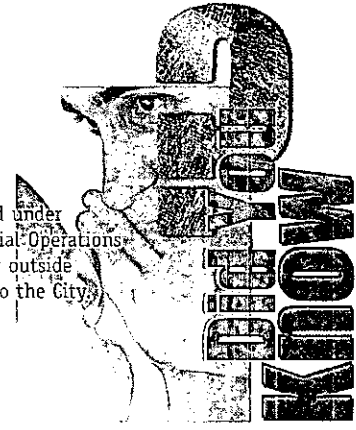
Microfiltration Facility at Advanced Water Treatment Plant.

**WHAT WE DO**

The Special Operations Division consists of several reimbursed contractual operations, including the Reclaimed Water Distribution System (RWDS), Central Groundwater Treatment Facility (CGTF), WestWorld Golf Recharge Recovery, Inlet Golf Course Irrigation, and the Irrigation Water Distribution System (IWDS).

The Department's Operations and Water Quality divisions are operationally responsible for these contracts, which are accounted for separate from water and sewer rate funded operations.

The facilities operated under contracts by the Special Operations division were built by outside parties and donated to the City.



**PROGRAM OBJECTIVES**

- Provide responsible management and operation of several contractual programs according to the various agreements.
- Plan for, implement changes, and monitor the costs and revenue needs of each of the contractual operations to assure financial stability for each fund.

**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

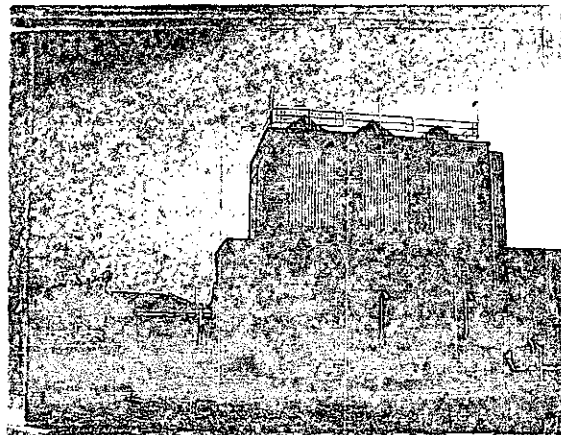
The Special Operations division expenditures decrease \$528,577 (-9.9%) for 2001/02 due to increased use of lower cost effluent in the Reclaimed Water Distribution System (RWDS), lower Central Arizona Project (CAP) water costs, and improved efficiencies in these operations. These decreases are partially offset by the addition of two (2) staff positions at the Central Groundwater Treatment Facility (CGTF) – a CGTF Coordinator and a Water Maintenance Technician. Through a payroll allocation system, a portion of the cost of other positions residing in Operations and Quality divisions are budgeted here based on their work related to this operation. The cost of providing Special Operations services is fully reimbursed through contractual agreements with the benefiting parties.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	128,354	136,092	241,528	241,528	348,467
Contractual Services	1,800,082	1,737,910	1,884,870	1,884,870	1,918,329
Commodities	1,296,726	801,759	3,230,286	3,209,962	2,585,556
Capital Outlays	2,904	1,490	5,000	25,324	-
<b>Total</b>	<b>3,228,066</b>	<b>2,677,251</b>	<b>5,361,684</b>	<b>5,361,684</b>	<b>4,852,352</b>
<b>Staffing</b>					
Full-time	-	-	1.00	1.00	3.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	-	-	1.00	1.00	3.00

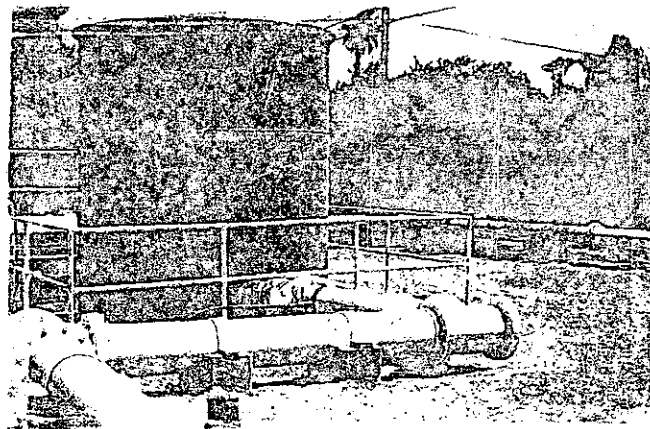
**Goal:** To operate the various contractual operations that the City has entered into according to agreements, State and Federal regulations, and the best interests of City Water customers.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Operate the Central Groundwater Treatment Facility to produce a safe product for the citizens.	Compliance with State and Federal regulations	100%	100%	100%	100%	100%
	Acre Feet (af) of water treated at the CGTF for TCE removal per EPA consent decree (1 acre foot = 325,851 gallons)	10,326 af	10,615 af	10,161 af	10,161 af	10,161 af
Operate and maintain the Reclaimed Water Distribution System to serve non-groundwater sources to twenty golf courses.	Compliance with contractual agreements	100%	100%	100%	100%	100%

The North Indian Bend Wash Central Groundwater Treatment Facility, located at Pima and Thomas Roads, currently treats TCE contaminated groundwater from four wells to federal and state drinking water standards.



Early 1980's TCE Removal Treatment System Well No.6, 82nd St. & Osborn, now out of service.



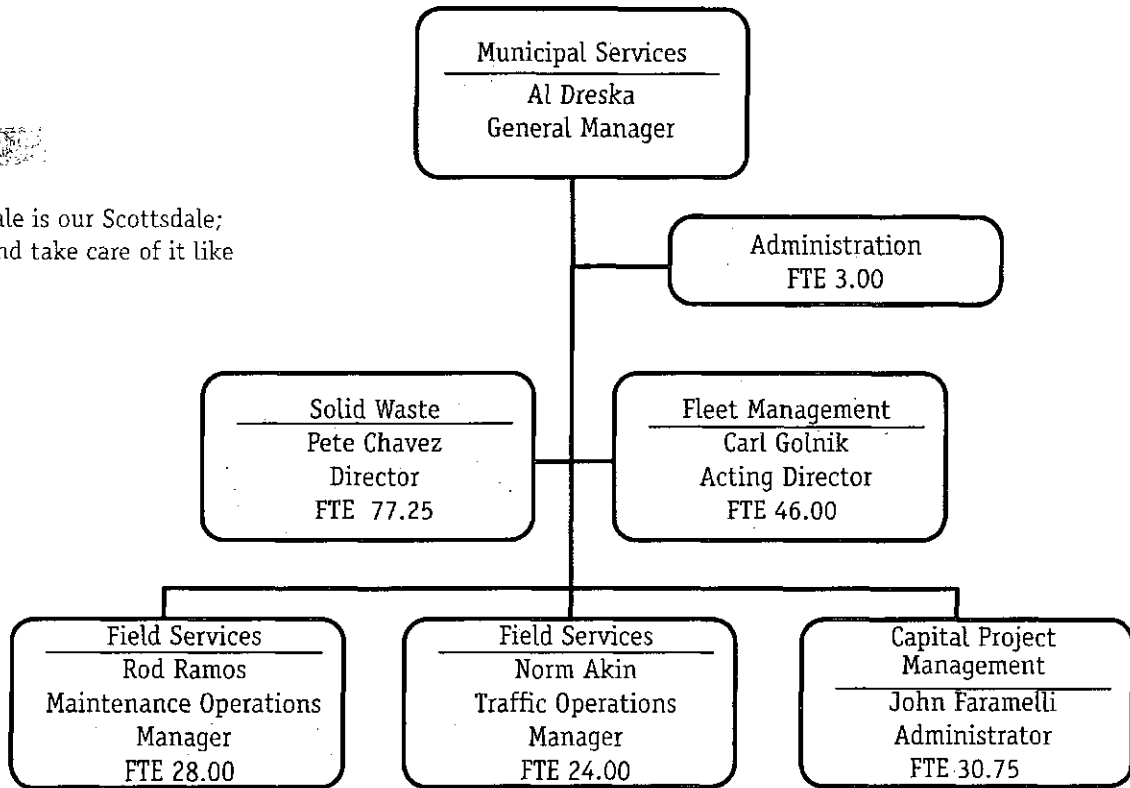


**Honor the Past - Imagine the Future**



**MISSION**

Your Scottsdale is our Scottsdale;  
We build it and take care of it like  
it's our own.



**FINANCIAL HIGHLIGHTS**

The Municipal Services Department budget increases \$59,940 (0.1%) in 2001/02. Increases include the addition of 16.25 full time equivalent (FTE) staff positions as follows: Project Managers, Construction Coordinators, and conversion of a part time Right-of-Way Agent to full time - total 4.25 FTE — to provide support for an expanded Capital Improvement Program made possible by a new bond authorization; Equipment Operators (3) in the Solid Waste division; Equipment Mechanics (2) in the Fleet operation; Equipment Operator dedicated to enhanced alleyway maintenance; Asphalt Maintenance Workers (2);

Technical Coordinator for pavement management program; Sign Maintenance Worker; Night Street Sweeper; and Maintenance Worker needed for inspection and cleaning of storm water facilities. The cost of new positions is partially offset by reduction in contractual staffing and overtime. Increases are offset by a decrease in the Capital Projects

Management budget of approximately \$2.2 million due to a new policy to charge all capital projects management costs to the capital improvement program, and a \$1.0 million decrease in the Fleet Management budget due to a variation in the motor vehicle replacement schedule.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	27,750,268	30,431,035	34,477,866	39,516,795	34,507,806
% of City's Operating Total	13.42%	13.91%	13.90%	15.20%	12.98%
Full-time Equivalent (FTE)	179.25	189.75	192.75	192.75	209.00

TRENDS

The Bond 2000 program will require additional staffing to manage the implementation of the expanded capital program.

Traffic congestion caused by both telecommunications and City construction projects continues to raise the level of public concern. Reducing the traffic impact of these projects will require more contract restrictions which will, in turn, increase contract costs.

Landfill tipping fees continue to increase 3% annually.

Population projections indicate that Solid Waste residential customers (single-family homes) will increase 3.3% annually over the next 5 years.

Unfunded federal air and water quality mandates will increase our unpaved roadway maintenance budget by 46%.

The total number of traffic signals and signs continues to increase at a rate of 6.2% annually.

Unleaded and diesel fuel prices increased an average of 18% annually over the past three years.

EXECUTIVE SUMMARY OF DEPARTMENTAL MAJOR INITIATIVES, SERVICE EFFORTS, AND ACCOMPLISHMENTS.

DEPARTMENT OBJECTIVES

The following departmental objectives, and the program objectives shown within each of the Municipal Services Department divisions, support the City

Council's broad goals of: preserving the character and environment by maintaining roadway shoulders and drainage; providing for the safe, efficient and affordable movement of people and goods by maintaining asphalt, traffic signs and markings, traffic signals; and balancing

infrastructure and resources by managing capital improvement construction projects.

Provide citizens with on-line service request access, by June 2002.

Maintain open and continual communication with all Bond 2000 program stakeholders to ensure a smooth program implementation.

Monitor our recycling Intergovernmental Agreement with the Salt River Pima-Maricopa Indian Community to ensure compliance with all agreement provisions.

Maintain efficient and flexible fleet management services.

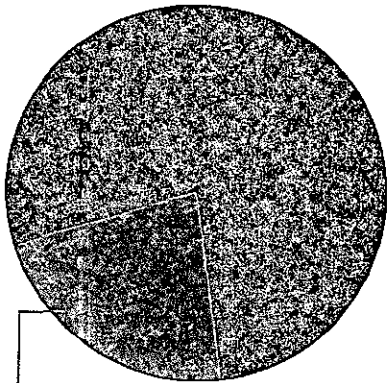
PRIOR YEAR RESULTS & OUTCOMES

Installed a fluid management system in the shop bays. The system controls and tracks fluids used from bulk oil tanks that contain either motor oil, hydraulic oil, gear oil, automatic transmission fluid or antifreeze.

Added a service writer's office and customer waiting lounge adjacent to Fleet Management's maintenance bays. The waiting area, furnished with office equipment, provides a second office for customers waiting to have their vehicle serviced.

Diverted approximately 27,408 tons of recyclable material from the landfill through Scottsdale's Curbside Recycling Program. This is approximately 30% of the residential wastestream, and enabled the City to avoid over \$532,000 in tipping fees. Nearly 99% of the City's residential households participate in the curbside program.

Negotiated a ten year Intergovernmental Agreement with the Salt River Pima-Maricopa Indian Community for the sorting and marketing of the City's



Municipal Services contributed 103 of the 357 quality improvements reported by all City departments in fiscal year 1999/00.

recyclables. This agreement guarantees Scottsdale will receive a minimum of \$5 per ton for the material collected from the curbside recycling program for the term of the contract. A permanent facility will be constructed at the Salt River Landfill. This assures recycling services will be available to Scottsdale residents for the next ten years.

Generated \$628,000 in revenue from property sales, leases and licenses. In addition, real property inventory owned by the City increased from over 800 parcels of land to over 900 parcels of land.

Created an Internet accessible map of construction projects for citizen use. The site's purpose is to inform citizens about city Construction projects that affect traffic flow. The map includes the area of construction, a brief description of the project, completion dates, and whom to contact for further information.

Created a complete inventory of maintained paved and unpaved roads, shoulders, washes, streets swept, and developed a database to track daily crew and equipment activities. Reports indicating maintenance locations, intervals, and productivity are readily available for current and past activities. The system includes verification of public and private streets, washes and maintenance responsibilities.

Completed years three and four of the six-year program to change signal light bulbs to light emitting diodes (LED's). The Department projects program completion one year ahead of schedule. As a result of the LED program, the 2001/02 utility budget will reflect a savings of \$200,000.

Created a distinctive, unified departmental intranet site that is user friendly and complies with the new City standards for intranet sites.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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**Expenditures by Type**

Personal Services	8,244,963	8,649,297	9,338,294	9,338,294	11,665,689
Contractual Services	12,703,791	13,578,462	14,821,624	15,390,952	12,950,707
Commodities	3,280,474	3,835,169	4,439,453	4,812,481	4,933,836
Capital Outlays	3,521,041	4,368,107	5,878,495	9,975,068	4,957,573
<b>Total</b>	<b>27,750,268</b>	<b>30,431,035</b>	<b>34,477,866</b>	<b>39,516,795</b>	<b>34,507,806</b>

**Expenditures by Division**

Administration	370,241	396,689	357,126	513,332	414,851
Capital Project Management	830,801	867,191	1,046,684	1,022,290	217,733
Solid Waste Management	10,433,778	11,060,010	11,844,043	11,895,375	11,829,206
Field Services	7,806,459	8,395,004	9,244,435	10,088,767	10,363,049
Fleet Management	8,308,989	9,712,141	11,985,578	15,997,031	11,682,967
<b>Total</b>	<b>27,750,268</b>	<b>30,431,035</b>	<b>34,477,866</b>	<b>39,516,795</b>	<b>34,507,806</b>

**Staffing**

Full-time	177.00	186.00	189.00	189.00	206.00
Part-time	3.00	5.00	5.00	5.00	4.00
Grant Funded	-	-	-	-	-
Full-time Equivalent (FTE)	179.25	189.75	192.75	192.75	209.00

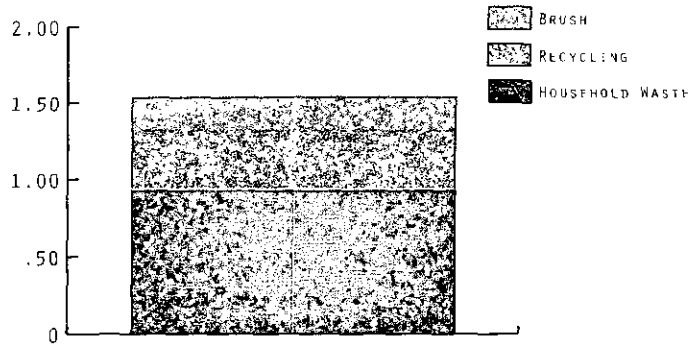
**WHAT WE DO**

Municipal Services Administration provides the resources, support, and encouragement employees need to do their jobs well.

**PROGRAM OBJECTIVES**

- Provide leadership and guidance to ensure that the work of the Department supports the City Council's Broad Goals.
- Oversee preparation and implementation of Division budgets.
- Encourage divisions to creatively address opportunities and issues.
- Encourage department-wide continuing education in areas such as writing, verbal communication, and computer literacy.
- Create a computer graphics resource lab.
- Manage office space efficiently and effectively.

In fiscal year 1999/00 an average household generated 1.54 tons of solid waste



**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Administration budget increases \$57,725 (16.2%) in 2001/02. This increase is primarily due to an error in the 2000/01 budget between Administration and Capital Projects Management (CPM) whereby the salary budget was under-budgeted in Administration and over-budgeted in CPM by \$46,831. Therefore, the true budget increase for Administration is \$10,894 (3.1%). This budget maintains the current service level for this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	327,706	329,356	286,206	333,037	354,494
Contractual Services	30,923	53,687	59,459	93,559	45,461
Commodities	8,323	7,605	6,325	6,325	7,000
Capital Outlays	3,290	6,042	5,136	75,411	7,896
<b>Total</b>	<b>370,241</b>	<b>396,689</b>	<b>357,126</b>	<b>513,332</b>	<b>414,851</b>
<b>Staffing</b>					
Full-time	4.00	4.00	3.00	3.00	3.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	4.00	4.00	3.00	3.00	3.00

**Goal:** To have satisfied external and internal customers.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve 85% or higher approval rating on the Citizen survey for Field Services.	% approval rating	82%	83%	83%	84%	85%
Achieve 95% or higher approval rating on the Citizen Survey for Solid Waste Management Services.	% approval rating	92%	93%	94%	94%	95%
Achieve 95% or higher approval rating from City departments for Fleet Management.	% approval rating	97%	98%	98%	98%	98%

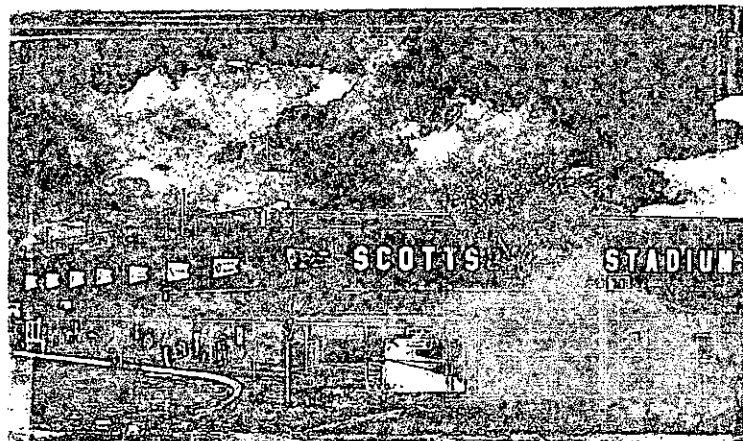
**Goal:** To have it become second nature for employees to be creative in how they approach their work.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Implement at least fifty quality improvements a year.	# of quality improvements implemented	76	103	75	75	75

**Goal:** To have all department performance reviews to payroll on or before their due date.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Implement an employee review monitoring process.	% of reviews completed on time	99%	97%	100%	100%	100%

The original Scottsdale Stadium 1956-1991. The knot-holes throughout the stadium's wooden construction provided an inexpensive way for local kids to view games on a balmy spring day. Photo taken by Craig Smith.



**WHAT WE DO**

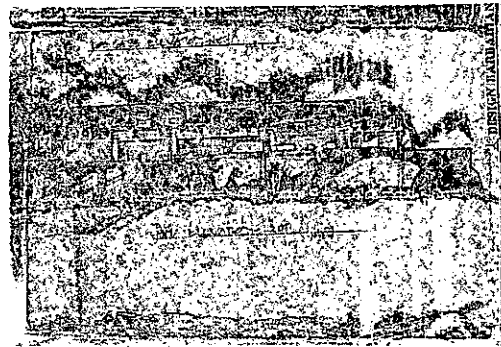
The Capital Projects Management division reflects the community's vision by creating a quality built, public environment, through excellence in design, construction and property management.

**PROGRAM OBJECTIVES**

Adjust the capital improvement project process to incorporate the new Bond 2000 projects with the ongoing capital improvement program.

Maintain and continue to enhance the City's real property management system.

Acquire property and right-of-way in a cost effective and least disruptive manner.



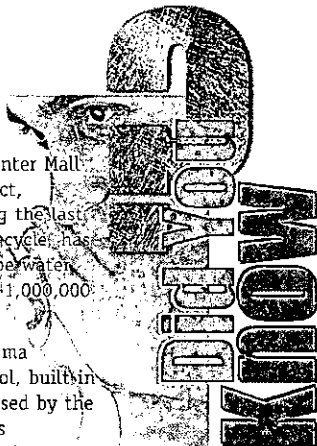
Architectural rendering of pump station 126 under construction at Pima Road and Los Gatos Drive. Its design is meant to cause passers by to wonder who lives in that big house!

**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Capital Projects Management (CPM) budget decreases \$828,951 in 2001/02. Increases include the addition of two (2) Project Managers, two (2) Construction Coordinators, and the conversion of a part time Right-of-Way Agent to full time (+0.25) to provide support for an expanded Capital Improvement Program made possible by a new bond authorization. A new method for charging capital management costs to the capital improvement program results in a greater allocation of costs. In 2000/01, only direct labor was charged to capital projects; therefore, salaries (personal services) were budgeted at a reduced amount. In 2001/02, all costs of capital projects management are charged to capital projects. The \$217,733 budget remaining in CPM represents the Asset Management function of this program.

The new Civic Center Mall renovation project, completed during the last two-year budget cycle, has reduced landscape water requirements by 1,000,000 gallons a year.

The historic Loloma Elementary School, built in 1928 and purchased by the City in 1994, was Scottsdale's first elementary school that had separate rooms for grades one through eight. Currently, the building maintains its traditional roots as home to the Scottsdale Artist School, Inc.



	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
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<b>Expenditures By Type</b>					
Personal Services	657,301	667,119	800,640	753,809	2,099,816
Contractual Services	97,867	113,361	201,508	191,448	-1,951,325
Commodities	14,017	18,029	18,000	18,000	27,130
Capital Outlays	61,617	68,682	26,536	59,033	42,112
<b>Total</b>	<b>830,801</b>	<b>867,191</b>	<b>1,046,684</b>	<b>1,022,290</b>	<b>217,733</b>
<b>Staffing</b>					
Full-time	21.00	24.00	25.00	25.00	30.00
Part-time	-	2.00	2.00	2.00	1.00
Full-time Equivalent (FTE)	21.00	25.50	26.50	26.50	30.75

# capital projects management

# MUNICIPAL SERVICES

**Goal:** Monitor capital project costs for ways to achieve savings.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain project administration costs at or below 4% of project budgets.	Administration costs as a % of project budgets	3.5%	3.5%	4%	4%	4%
Maintain design change orders at or below 25% of contract costs.	Design change orders as a % of contract costs	8.7%	10%	10%	10%	9%
Maintain construction change orders at or below 10% of contract costs.	Construction change orders as a % of contract costs	10%	10%	10%	10%	9%

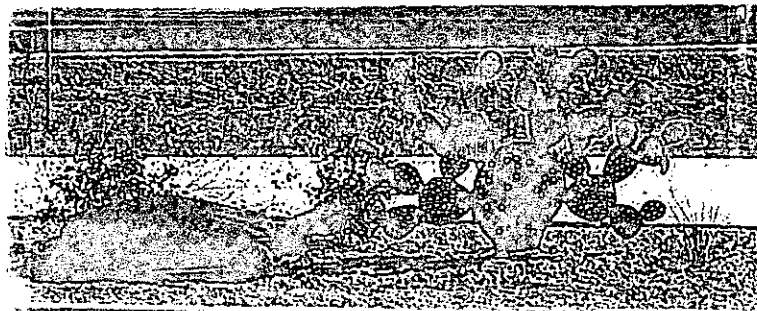
**Goal:** Keep construction projects on schedule.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Complete plan reviews within 2 weeks 95% of the time.	% of plan reviews completed within 2 weeks	84%	88%	90%	92%	92%
Complete projects on schedule 95% of the time.	% of projects completed on schedule	82%	78%	80%	82%	86%
Complete closeout process within 60 days of project completion.	% of projects that have closeout completed within 60 days of project completion	n/a	n/a	40%	50%	60%

**Goal:** Protect the City's assets and put them to their best possible use.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Respond to real property information requests within 24 hours.	% of requests responded to within 24 hours	75%	90%	90%	90%	90%
Develop leases/licenses for use of city property that benefits the city community.	# of long term leases/licenses finalized per year	5	6	7	8	8
Sell un-needed surplus city property and easements for private use.	# of properties and easements sold per year	2	0	3	3	3

A larger than life 300 pound tortoise hungrily eyes a juicy prickly pear cactus at Lizard Acres. The park, located on McDonald Drive just west of Pima Road adds a touch of whimsy to an otherwise ordinary water detention basin. Artist - Joe Tyler



**WHAT WE DO**

The Solid Waste Management division is committed to providing hassle-free, environmentally sound solid waste collection services to the Scottsdale community. We will meet or exceed all governmental regulations, utilize resources wisely, and proactively address issues and opportunities.

**PROGRAM OBJECTIVES**

Provide on-line service request forms on Solid Waste Internet website, by December 2001.

Implement Intergovernmental Agreement with Salt River Pima-Maricopa Indian Community and work with them to reach our mutual goal of having a recycling facility operational, by January 2002.

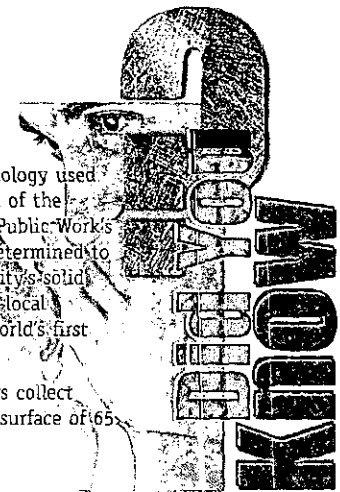
Develop and implement strategies to evaluate the condition of and replace, as needed, the over 11,400 three hundred gallon residential refuse alley containers in the southern part of the City, by January 2003.

Provide meaningful environmental education to the citizens of Scottsdale using a variety of media.

Provide effective leadership that ensures the delivery of safe, efficient, and environmentally sound solid waste services to the community.

Automated refuse collection truck technology used throughout the world today is the result of the persistent efforts of Scottsdale's former Public Works Director, Marc Stragier. In 1964 Marc determined to improve the working conditions of the City's solid waste collection crews, partnered with a local equipment manufacturer to create the world's first automated collection vehicle.

Each year our residential collection crews collect enough recyclables to cover the playing surface of 65 football fields one foot deep!



**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Solid Waste Management budget decreases \$14,837 in 2001/02. The personal services budget increases \$375,880 due to the addition of three (3) Equipment Operators – two to maintain current brush removal service levels and one for residential solid waste removal — and normal merit and market salary increases for 72 existing staff positions. These increases are offset by a reduction in the self-insurance and fleet maintenance and operations rates for this division. The self-insurance annual charge is based on a formula including salary expense and historical loss expenditures within the program. The fleet rate is based on an allocation of the cost to operate and maintain the City's fleet based on the vehicles assigned to this program.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	3,115,780	3,326,310	3,428,210	3,428,210	3,804,090
Contractual Services	6,700,354	7,177,710	7,736,588	7,789,139	7,372,202
Commodities	602,156	536,955	658,543	657,324	629,226
Capital Outlays	15,488	19,034	20,702	20,702	23,688
<b>Total</b>	<b>10,433,778</b>	<b>11,060,010</b>	<b>11,844,043</b>	<b>11,895,375</b>	<b>11,829,206</b>
<b>Staffing</b>					
Full-time	67.00	71.00	72.00	72.00	75.00
Part-time	3.00	3.00	3.00	3.00	3.00
Full-time Equivalent (FTE)	69.25	73.25	74.25	74.25	77.25



# Solid waste management

# MUNICIPAL SERVICES

**Goal:** Maintain or improve operational efficiency to ensure we provide common services uncommonly well.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Achieve a 95% or above approval rating for residential refuse collection services in annual citizen survey.	% of approval rating for residential refuse collection services	92%	93%	94%	95%	95%
Achieve a 90% or above approval rating for residential recycling services in annual citizen survey.	% of approval rating for residential recycling services	89%	88%	90%	90%	90%
Maintain homes collected 2x weekly per employee* at or above 2,800 * Not including relief drivers	# of residential homes serviced by employee twice-weekly	2,860	2,873	2,927	2,843	2,819
Maintain tons of brush collected per employee monthly at or above 75 tons.	Tons of brush collected per employee monthly	80	86	92	85	90
Maintain tons of commercial refuse collected per employee monthly at or above 475 tons.	Tons collected per commercial employee monthly	476	488	495	495	495

**Goal:** Manage solid waste services to ensure compliance with all governmental rules and regulations.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Ensure compliance with terms of State granted twice per week refuse collection frequency variance by conducting and documenting a minimum of 600 refuse container inspections monthly.	# of refuse inspections conducted and documented monthly	1,668	1,881	1,900	1,900	1,900
Provide residents with convenient way to legally dispose of household hazardous waste.	# of citizens served by household hazardous waste program annually	823	976	863	850	950

**Goal:** Help preserve Scottsdale's environment through the use of environmentally friendly programs and technology.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Transfer 50% or more of commercial and residential refuse/recyclables.	% of commercial and residential refuse/recyclables transferred	49%	51%	52%	53%	54%
Divert 30% or more of the residential waste stream from the landfill through curbside recycling.	% of residential waste stream diverted from the landfill	27%	30%	31%	32%	33%

**Goal:** Be fiscally responsible while providing high quality services to the community.

Strategy	Measure	Actual 1998/99	Actual 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03
Maintain service cost increases at or below 4%, while meeting customer service goals.	% residential fee increase	3.4%	3.4%	2.9%	0%	3.0%
	% commercial fee increase	3.5%	3.5%	3.0%	0%	3.0%

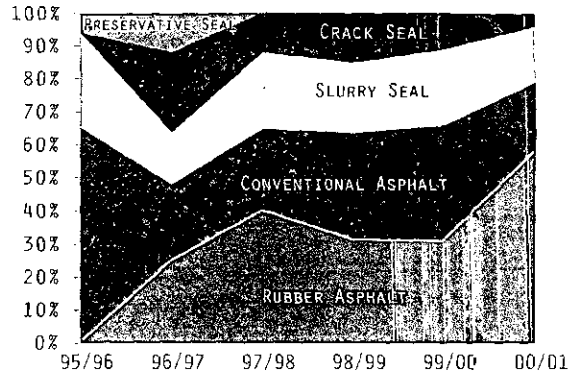
**WHAT WE DO**

The Field Services division makes travel in Scottsdale easy and safe through the use of innovative and efficient maintenance practices.

**PROGRAM OBJECTIVES**

- Comply with EPA dust abatement regulations and the City's dust control plan.
- Comply with EPA storm water pollutant discharge elimination regulations.
- Implement a functional pavement management system that predicts future repairs and related costs for budgets beginning with fiscal year January 2002.
- Position the traffic signal section to begin maintenance and operation of Intelligent Transportation Systems.
- Develop a program to evaluate and implement improved signage and street lighting for City neighborhoods.

**Historical Street Overlay Budget Usage By Treatment Type**

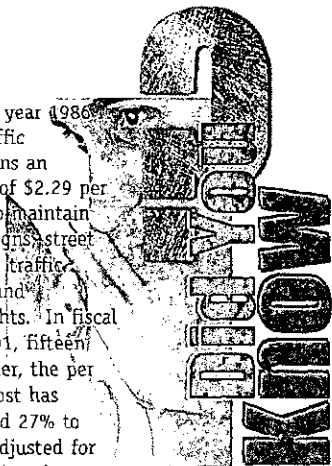


During the past two-year budget cycle, Field Services resurfaced 22 lane miles of City streets with rubberized asphalt. That activity recycled over 32,000 tires and had the added bonus of reducing the related traffic noise by 5.7 decibels over conventional pavements.

**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Field Services budget increases \$1,118,614 (12.1%) in 2001/02. This personal services budget increases \$368,190 due to the addition of seven (7) staff positions as follows: Equipment Operator dedicated to enhanced alleyway maintenance; Asphalt Maintenance Workers (2); Technical Coordinator for pavement management program; Sign Maintenance Worker; Night Street Sweeper; and Maintenance Worker needed for inspection and cleaning of storm water facilities; and normal merit and market salary increases for 45 existing staff positions. Other increases include a one time cost for alleyway clean-up (\$192,000); additional alleyway annual weed control (\$190,000); and an increase in the maintenance and repair budget (\$372,000).

In fiscal year 1986 cost Traffic Operations an average of \$2.29 per capita to maintain traffic signs, street striping, traffic signals and streetlights. In fiscal year 2001, fifteen years later, the per capita cost has decreased 27% to \$1.81 (adjusted for inflation) and yet total inventory has increased an average of 123%.



	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,058,620	2,157,316	2,457,478	2,457,478	2,825,668
Contractual Services	5,221,810	5,595,321	6,055,180	6,541,897	6,740,823
Commodities	520,221	615,842	721,505	1,064,086	742,870
Capital Outlays	5,808	26,526	10,272	25,306	53,688
<b>Total</b>	<b>7,806,459</b>	<b>8,395,004</b>	<b>9,244,435</b>	<b>10,088,767</b>	<b>10,363,049</b>
<b>Staffing</b>					
Full-time	43.00	44.00	45.00	45.00	52.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	43.00	44.00	45.00	45.00	52.00

**Goal:** Preserve the character and environment of Scottsdale.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Sweep 100% of residential streets 18x/yr.	% of residential streets swept 18x/yr	100%	98%	93%	96%	100%
Sweep 100% of commercial streets 52x/yr.	% of commercial streets swept 52x/yr	100%	100%	100%	100%	100%
Maintain dust controlling surface in unpaved alleys.	% of unpaved alleys maintained	30%	73%	100%	100%	100%
Maintain dust controlling surface on unpaved lots & roads over 130 ADT.	% of PM10 compliance plan completed	n/a	n/a	100%	100%	100%

**Goal:** Provide for the safe, efficient and affordable movement of people and goods.

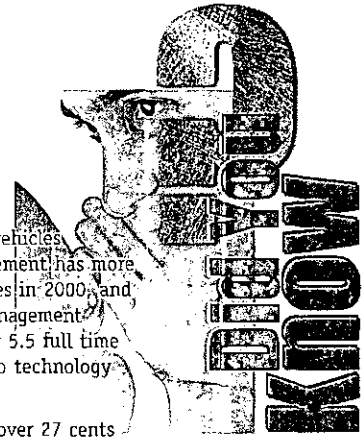
<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Provide preventative maintenance to a minimum of 10% of pavement inventory annually.	% of pavement maintained	9%	10.6%	10.2%	10%	10%
Perform maintenance on 50% of the City's sign inventory annually.	% of sign maintenance completed	93%	90%	86%	81%	77%
Remark all city roadways and intersections annually.	% of remarking completed	96%	95%	96%	97%	98%
Perform preventive maintenance on each city traffic signal 4 times annually.	% of preventive maintenance plan completed	99%	100%	100%	100%	100%
Maintain ratio of traffic signals to maintenance employee at industry standard level of 34 to 38.	# of traffic signals maintained per employee	39	36	37	38	39
Ensure traffic signals remain in operation 100% of the time.	% of time traffic signals are out of operation due to equipment failure	0.0069%	0.0068%	0.0067%	0.0066%	0.0066%

**WHAT WE DO**

The Fleet Management division efficiently meets the transportation and operational needs of Scottsdale City government by: providing efficient vehicle maintenance and repair services; acquiring, preparing and disposing of City-owned vehicles; administering vehicle fuel operations.

**PROGRAM OBJECTIVES**

- Upgrade the CNG Fuel Facility located in south Scottsdale to industry standards.
- Work with the Environmental Management Division to ensure compliance with State and Federal mandates for Hazardous Waste Material Disposal and Clean Air Standards.
- Continue the standardization, where possible, of all new vehicle/equipment purchases.
- Continue the implementation of the City's Alternative Fuel Program in order to meet current and future State and Federal Clean Air mandates.



Since 1977 the number of vehicles maintained by Fleet Management has more than doubled to 882 vehicles in 2000, and yet the number of Fleet Management employees has decreased by 5.5 full time equivalents. A testament to technology and quality improvements!

In 1951, the City paid just over 27 cents per gallon to fuel its vehicles!

**SIGNIFICANT EXPENDITURES & STAFFING CHANGES**

The Fleet Maintenance budget decreases \$302,611 (2.5%) in 2001/02. Increases include the addition of two (2) equipment mechanics to maintain current service levels to an increasing fleet inventory; normal merit and market salary adjustments for 44 existing positions; and an increase of \$547,000 for gas and oil due to rising costs and additional purchase volume. These increases are offset by a \$1.0 million decrease in the Fleet Management budget due to a variation in the motor vehicle replacement schedule.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditures By Type</b>					
Personal Services	2,085,557	2,169,196	2,365,760	2,365,760	2,581,621
Contractual Services	652,837	638,383	768,889	769,909	743,547
Commodities	2,135,757	2,656,739	3,035,080	3,066,746	3,527,610
Capital Outlays	3,434,838	4,247,824	5,815,849	9,794,616	4,830,189
<b>Total</b>	<b>8,308,989</b>	<b>9,712,141</b>	<b>11,985,578</b>	<b>15,997,031</b>	<b>11,682,967</b>
<b>Staffing</b>					
Full-time	42.00	43.00	44.00	44.00	46.00
Part-time	-	-	-	-	-
Full-time Equivalent (FTE)	42.00	43.00	44.00	44.00	46.00

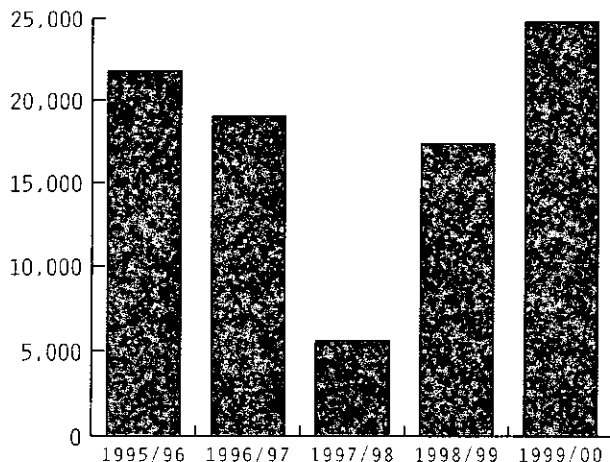
**Goal:** Provide low cost/high value maintenance and repair services for City vehicles and equipment.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Monitor maintenance cost per mile.	Cost per mile - police vehicles	\$0.23	\$0.25	\$0.30	\$0.32	\$0.34
	Cost per mile - refuse trucks	\$2.07	\$2.43	\$2.50	\$2.52	\$2.54
	Cost per mile - light duty vehicles	\$0.21	\$0.32	\$0.38	\$0.40	\$0.42
To achieve a ratio of one PM labor hour for every 3 unscheduled repair labor hours.	Ratio of PM labor hours to unscheduled repair labor hours	1/7	1/5	1/5	1/4	1/3
Maintain 97% equipment availability daily.	% of equipment available/day	98.3%	95.9%	97.0%	97.0%	97.0%
Achieve 98% customer satisfaction on repair order surveys.	% approval rating	97%	98%	98%	98%	98%

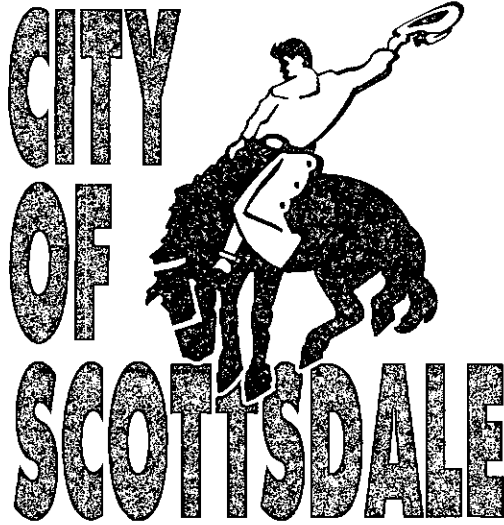
**Goal:** Comply with Federal and State Clean Air Mandates.

<b>Strategy</b>	<b>Measure</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Forecast 2000/01</b>	<b>Forecast 2001/02</b>	<b>Forecast 2002/03</b>
Convert 75% of eligible vehicles to alternative fuel by 01/02.	% of alternative fuel vehicles	37%	40%	50%	75%	75%

**Total Gallons of Compressed Natural Gas Used by City Vehicles**



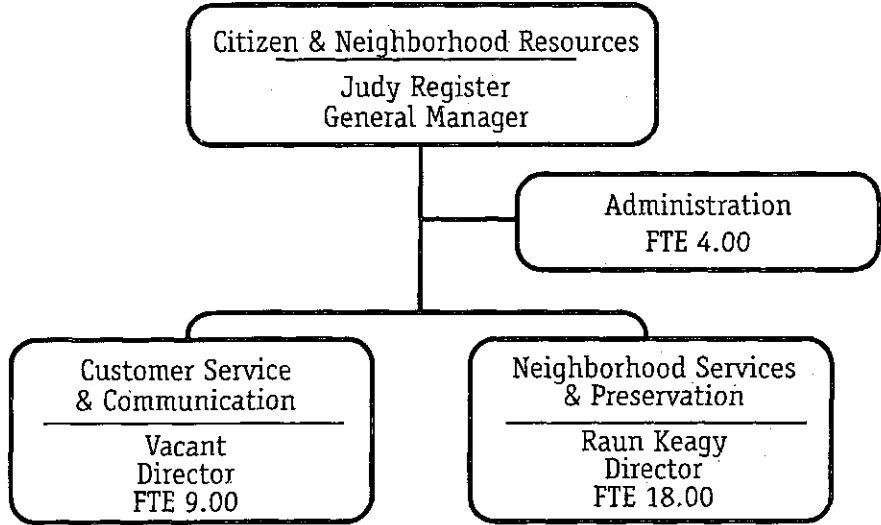
The City began its CNG program in the late 1970's when fuel prices were soaring. Less CNG was used in 1997/98 due to downtime associated with replacing the old fueling system with a new "state of the art" system. Today the City operates the only CNG fueling station in Scottsdale that is open to the public.



**CITIZEN AND NEIGHBORHOOD RESOURCES**  
*departmental summary*

**MISSION:**

The mission of the Citizen and Neighborhood Resources department is to create collaborative relationships and partnerships among individuals, groups and local government that will result in the enhancement of the community's quality of life.



**FINANCIAL HIGHLIGHTS**

The total budget of \$2,479,556 has been reallocated from other parts of the organization. There is no new cost. Staffing of the program consists of 31 FTE positions – 6 new and 25 transferred from other programs. Staffing is as follows:

New positions in 2001/02 (+6.0 FTE). These include a Customer Service & Communications Director, Citizen Liaison, Neighborhood Safety Specialists (2), Code Inspector, and General Manager.

Existing positions in 2000/01 (+25.0 FTE). These positions were transferred from other departments. They include Support positions (3), Technical Coordinator, Citizen Liaison, Information Resource Manager, Neighborhood Education Manager, Neighborhood Safety Specialist, Code Enforcement positions (6), Housing Development Manager,

Housing Rehabilitation Coordinator, Neighborhood Services Director, Coordinator, and Manager, Citizen Service Specialists (6).

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
Expenditures	-	-	-	-	2,455,556
% of City's Operating Total	-	-	-	-	.92%
Full-Time Equivalent (FTE)	-	-	-	-	31.00

**CITIZEN AND NEIGHBORHOOD RESOURCES**  
*departmental summary*

**TRENDS**

With growth and increasing levels of complexity, citizens continue to need a variety of ways to access city government.

While technology is a tool to provide information, the need to make city staff visible to answer questions regarding neighborhood issues is preferable.

**DEPARTMENTAL OBJECTIVES**

By October 1, 2001, finalize the selection of staff for the department and complete the relocation of office space.

Initiate a public relations program to introduce the department to the general public by January, 2002.

Relocate staff of the Greyhawk Citizen Service Center by August 31.

Finalize the development of the community mediation program.

Assist 55 low and moderate income homeowners with major and minor home repairs by June 30, 2002.

By May 30, 2002, work in partnership with the Scottsdale Housing Board and the Future Search Conference citizen groups to develop a comprehensive update to the Council-adopted Housing Strategy.

Enhance Code Enforcement automation to allow quicker response time to citizen complaints and more efficient data retrieval in the field.

Conduct the Neighborhood Beautification Awards (Scottsdale Outlook Program) to recognize exceptional properties in Scottsdale for specified categories of landscape, buildings, and other property maintenance improvements. We will increase these awards by one per year to successful properties within the City of Scottsdale.

	Actual 1998/99	Actual 1999/00	Budget 2000/01	Estimated 2000/01	Adopted 2001/02
<b>Expenditure By Type</b>					
Personal Services	-	-	-	-	1,806,911
Contractual Services	-	-	-	-	454,924
Commodities	-	-	-	-	43,453
Capital Outlays	-	-	-	-	150,268
Total	-	-	-	-	2,455,556
<b>Expenditures By Division</b>					
Administration	-	-	-	-	274,195
Customer Service & Communication	-	-	-	-	832,254
Neighborhood Services & Preservation	-	-	-	-	1,349,107
Total	-	-	-	-	2,455,556
<b>Staffing</b>					
Full-Time	-	-	-	-	31.00
Part-time	-	-	-	-	-
Grant Funded	-	-	-	-	-
Full-Time Equivalent (FTE)	-	-	-	-	31.00



# DEBT POLICY AND SCHEDULES

THIS SECTION INCLUDES THE CITY'S DEBT POLICY THAT HELPS ENSURE SCOTTSDALE'S FISCAL STABILITY, DETAILS OF ALL OUTSTANDING DEBT, ANNUAL (OPERATING) COSTS OF CITY DEBT, AND LEGAL DEBT LIMITATIONS.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA

DEBT SERVICE

Debt service funds are used to pay principal and interest on outstanding debt. The City's debt is divided into six categories: General Obligation bonds, Revenue bonds, Municipal Property Corporation bonds, Contracts Payable, Other Liabilities and Special Assessment Bonds.

Scottsdale received an AAA bond/credit rating upgrade this year for General Obligation bonds from all three major credit rating agencies: Moody's Investor Service, Fitch Investor Service, Inc, and Standard and Poor's. This represents the highest combined rating of any city in Arizona. These bond ratings represent the credit rating industry's highest measurement of Scottsdale's financial management and ability to repay outstanding debt. The high rating also lowers the risk to prospective investors (bond buyers) and correspondingly lowers the cost of debt to the City and our citizens.

Debt Service is decreased significantly in 2001/02 from the prior year budget, down \$13 million, primarily as a result of not needing to issue debt for the Pima Freeway completion. Additional reductions are due to delayed issuances for projects and debt retirement.

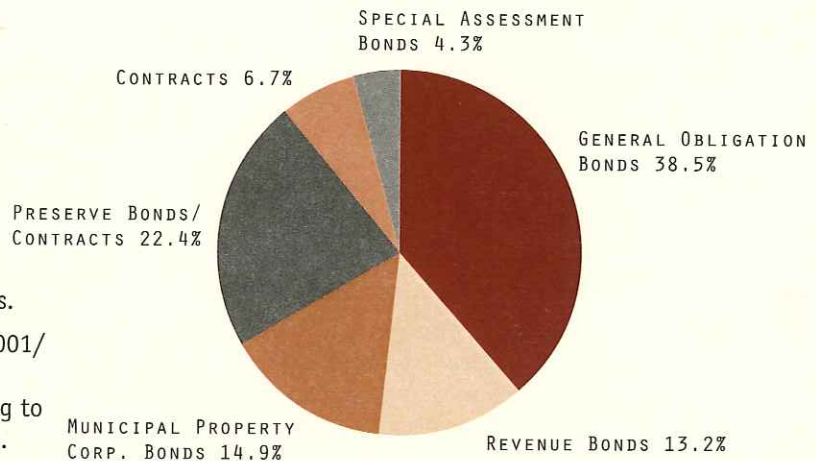
**General Obligation (G.O.) Bonds** are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. They are usually authorized and issued to pay for general capital improvements such as parks and roads.

Debt service for G.O. bonds increases \$3 million (12%) in 2001/02 for planned bond issuances approved in the 2000 Bond Authorization Election. The proceeds will be used to fund a variety of capital projects as described in the election proposal and under the oversight of a newly appointed Citizen Bond Commission.

**Revenue Bonds** are bonds payable from a specific source of revenue, which do not pledge the full faith and credit of the issuer. Revenue bonds are usually authorized and issued to pay for capital improvements such as water and sewer systems and facilities. Issuance of revenue bonds must be authorized by the electorate, but has no effect on the property tax rate. Instead, debt service on the bonds is paid solely from related revenues. Water and sewer revenue bonds, for instance, are paid from water and sewer user fees.

Debt service for revenue remains level in 2001/02 from prior years and there are no plans to issue any new bonds. Development fees and utility user fees will pay debt service for water and sewer bonds.

2001/02 Debt Service Expenditures By Type  
Percent of Total



Budget Comparison by Debt Service  
In Millions of Dollars

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Adopted 2001/02
General Obligation Bonds	\$21.4	\$24.2	\$25.0	\$28.0
Revenue Bonds	11.0	10.6	9.6	9.6
Municipal Property Corp. Bonds	16.0	16.0	15.1	10.8
Preserve Debt	7.5	11.0	17.5	16.3
Contracts	4.5	3.8	14.7	4.9
Special Assessment Bonds	4.2	4.1	3.8	3.1
<b>Total</b>	<b>\$64.6</b>	<b>\$69.7</b>	<b>\$85.7</b>	<b>\$72.7</b>

**Municipal Property Corporation (MPC) Bonds** are issued by the Municipal Property Corporation, a nonprofit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged excise taxes. Issuance of this type of bond does not require voter approval, and is secured by the City's excise taxes.

Debt service for MPC bonds decreases \$4.3 million (-28%) in 2001/02. The decrease is the results of debt retirement and delay of planned debt issuances related several projects: waterfront amenities along utility canal banks through the City's downtown redevelopment area, mountain preserve access improvements and the Desert Discovery Museum. Debt service for these projects will be paid from the transient occupancy tax, a 3 percent tax on hotel and motel room rentals.

**Preserve Bonds/Contractual Obligations** represent contractual obligations and debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The debt service decreases \$1.2 million (4.8%) in 2001/02 due to delayed bond issuances. To-date, 78 percent or 12,876 acres of the original recommended study boundary (RSB) area of 16,460 acres have been purchased/preserved. The 1998 election expanded the RSB to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt will be repaid by the dedicated .2% sales tax authorized by the voters in 1995.

**Contracts Payable** represents a liability reflecting amounts due on long-term (more than one year) contracts of goods or services furnished to the City. Debt service for contracts payables decreases \$9.8 million (-67%) in 2001/02. The largest portion of the 2001/02 decrease, \$7.4 million, represents elimination of debt originally planned to be issued to pay for the Pima Freeway advanced funding to the Arizona Department of Transportation (ADOT). The remaining decreases are for reductions in sales tax agreement obligations for Nordstroms and the Waterfront project.

**Special Assessment Bonds** are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget, however, the debt service is repaid by the property owners through a special assessment on their improved property. The City's debt management policy

requires that the full cash value of the property to debt ratio is a minimum of 3:1 prior to issuance of debt and at least 5:1 after construction of the improvements.

Debt service for Special Assessment bonds decreases \$700,000 (-18%). The decrease is due to the delay of scheduled improvements.

The following pages contain: Scottsdale's Debt Management Policies, a five year debt service schedule, schedule of long-term debt outstanding, and a computation of the legal debt margin as of June 30, 1998. Additional information concerning specific capital projects for which debt has been or will be issued can be found in the Capital Improvement Program section of this book.

## DEBT MANAGEMENT POLICIES

- 1 The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.
- 2 Every future bond issue proposal will be accompanied by an analysis showing how the new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies.
- 3 The City will attempt to develop coordinated communication process with all other overlapping jurisdictions with which we share a common tax base concerning our collective plans for future debt issues.
- 4 Debt Service costs (GO, MPC, HURF, Revenue Bond, and Contractual Debt) should not exceed 25% of the City's operating revenue, which includes 5% for Mountain Preservation debt service. Improvement District (ID) and Community Facility District (CFD) debt is not included in this calculation because it is paid by the property owners of the district. Separate policy criteria have been established for both ID and CFD bonds.
- 5 General Obligation debt which is supported by property tax revenues and grows in proportion to the City's assessed valuation or community acceptable property tax rates will be utilized as authorized by voters. Other types of voter approved debt (e.g., water, sewer, and HURF) may also be utilized when they are supported by dedicated revenue sources (e.g., fees and user charges).

6 Nonvoter approved debt such as Municipal Property Corporation and contractual will be utilized only when a dedicated revenue source other than general revenue (e.g., golf course revenue, bed tax) can be identified to pay debt service expenses. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- The project requires moneys not available from other sources.
- Matching fund moneys are available which may be lost if not applied for in a timely manner.
- Catastrophic conditions.
- The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).

7 Improvement District and Community Facility District Bonds shall be issued only when there is a general City benefit. Both 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 Improvement District and Community Facility District bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, street lights, and drainage.

- 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. These ratios will be verified 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.

- Community Facility District debt will be permitted only when the full cash value, as reported by the Assessor's Office, of the property 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. These ratios will be verified by an appraisal paid for by the applicant and administered by the City. 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 \$.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.

8 McDowell Mountain Preservation debt service will be funded by the dedicated .2% sales tax. The City's sales tax to 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.

9 Financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below ten years.

10 A ratio of current assets to current liabilities of at least 2/1 will be maintained to ensure the City's ability to pay short-term obligations.

11 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.

12 Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2/1. The City goal will be to maintain a minimum ratio of utility revenue to debt service of 1.6/1 to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes and to ensure a balanced pay-as-you-go Capital Improvement Plan.

**DEBT POLICY/SCHEDULES** *debt service expense*

	Adopted 2001/02	Forecast 2002/03	Forecast 2003/04	Forecast 2004/05	Forecast 2005/06	Final Payment Date
<b>General Obligation Bonds</b>						
<b>Debt Service Fund:</b>						
1989 Series B (issued 1991)	1,233,600	1,236,500	1,245,500	-	-	06/30/04
1989 Series C (issued 1992)	1,418,980	1,418,843	1,421,080	1,424,370	1,426,650	06/30/12
1993 G. O. Refunding	1,013,835	1,004,870	3,145,370	3,165,370	3,650,370	06/30/09
1989 Series D (issued 1993)	1,522,393	1,504,543	1,463,623	1,471,773	1,477,673	06/30/13
1993A G. O. Refunding	3,416,818	3,416,818	1,846,818	3,093,443	744,943	06/30/11
1989 Series E (1994)	959,650	953,150	945,025	959,925	945,725	06/30/14
1994 Various Purpose	825,638	826,888	811,638	819,950	-	06/30/05
1995 G.O. Series & Pima Road	1,222,438	1,230,438	1,209,938	1,203,550	1,220,650	06/30/15
1997 Series H & Pima Road	2,266,900	2,252,000	2,245,500	2,212,000	2,205,250	06/30/16
1997 Refunding Bonds	1,061,308	1,111,308	1,139,083	1,140,443	1,956,533	06/30/14
1989 Series I (1998)	1,685,895	1,666,820	1,650,795	1,632,495	1,611,920	06/30/18
1999A G.O. Bonds	2,091,950	2,086,700	2,078,200	2,066,450	2,051,450	06/30/19
1999 Preserve G.O. Bonds	4,694,719	4,672,219	4,669,094	4,633,469	4,617,219	06/30/24
2001 Preservation G.O. Bonds	2,592,980	2,567,780	2,555,280	2,546,030	2,527,093	06/30/24
2001 Various Purpose G.O. Bonds-6% & 20%	3,115,924	3,117,597	3,114,989	3,114,751	3,116,636	06/30/21
Future Bond-Preservation Series 2002	1,123,737	5,491,211	5,491,891	5,492,141	5,491,526	06/30/22
Future Bond-Series 2002 Var. Purpose-6% & 20%		4,418,574	4,419,236	4,419,696	4,420,416	06/30/22
Future Bond-Preservation Series 2003		568,293	2,774,879	2,779,609	2,776,469	06/30/23
Future Bond-Series 2003 Var. Purpose-6% & 20%			4,587,323	4,585,136	4,587,686	06/30/23
Future Bond-Series 2004 Var. Purpose-6% & 20%				2,905,212	2,901,287	06/30/24
Future Bond-Series 2005 Var. Purpose-6% & 20%					4,007,287	06/30/25
Fiscal Agent Fees	17,900	19,400	20,900	21,600	22,800	
<b>Total Debt Service Fund</b>	<b>30,264,665</b>	<b>39,563,951</b>	<b>46,836,162</b>	<b>49,687,612</b>	<b>51,759,581</b>	
<b>Water Utility Fund:</b>						
1993 Refunding	5,276,460	5,334,000	4,818,000	4,848,000	5,473,000	06/30/06
1993A Refunding	67,065	67,065	67,065	67,065	1,382,065	06/30/06
1993 Refunding CAB Accretion	784,445	827,768	873,474	438,790		06/30/05
Fiscal Agent Fees	2,000	2,000	2,000	2,000	2,000	
<b>Total Water Utility Fund</b>	<b>6,129,970</b>	<b>6,230,833</b>	<b>5,760,539</b>	<b>5,355,855</b>	<b>6,857,065</b>	
<b>Total General Obligation Bonds</b>	<b>36,394,635</b>	<b>45,794,784</b>	<b>52,596,701</b>	<b>55,043,467</b>	<b>58,616,646</b>	
<b>Revenue Bonds</b>						
<b>Highway User Revenue Fund:</b>						
1993 Refunding	3,102,800	3,109,050	3,106,306	3,119,269	3,141,294	06/30/07
Fiscal Agent Fees	1,000	1,000	1,000	1,000	1,000	
<b>Total Highway User Fund</b>	<b>3,103,800</b>	<b>3,110,050</b>	<b>3,107,306</b>	<b>3,120,269</b>	<b>3,142,294</b>	
<b>Water Utility Fund:</b>						
1992 Utility Refunding						06/30/00
1989 Series B (1992)	221,630	220,820	222,067	222,742	222,828	06/30/12
1989 Series C (1994)	140,320	137,279	136,003	137,117	-	06/30/05
1996 Refunding Bonds	479,809	478,437	473,594	486,986	620,271	06/30/14
Fiscal Agent Fees	3,000	3,000	3,000	3,000	2,500	
<b>Total Water Utility Fund</b>	<b>844,758</b>	<b>839,536</b>	<b>834,663</b>	<b>849,844</b>	<b>845,599</b>	
<b>Sewer Utility Fund:</b>						
1989 Series B (1992)	188,796	188,106	189,168	189,743	189,817	06/30/12
1989 Series C (1994)	119,531	116,941	115,854	116,803	-	06/30/05
1996 Refunding Bonds	408,726	407,558	403,432	414,840	528,379	06/30/14
1989 Series D (1997)	1,475,194	1,437,131	1,424,069	1,409,194	1,417,506	06/30/22
1989 Series E (1998)	3,498,125	3,521,150	3,545,800	3,544,100	3,536,100	06/30/23
Fiscal Agent Fees	3,500	3,500	3,500	3,500	3,500	
<b>Total Sewer Utility Fund</b>	<b>5,693,872</b>	<b>5,674,385</b>	<b>5,681,823</b>	<b>5,678,180</b>	<b>5,675,302</b>	
<b>Total Revenue Bonds</b>	<b>9,642,430</b>	<b>9,623,971</b>	<b>9,623,792</b>	<b>9,648,293</b>	<b>9,663,195</b>	
<b>Other Liabilities</b>						
General Fund - Fiscal Agent Fees	18,000	18,000	18,000	18,000	18,000	

	Adopted 2001/02	Forecast 2002/03	Forecast 2003/04	Forecast 2004/05	Forecast 2005/06	Final Payment Date
<b>Municipal Prop. Corp. (MPC) Bonds</b>						
<b>Excise Debt Fund:</b>						
1992 Asset Transfer Refunding	3,940,910	3,946,078	3,946,945	3,942,800	3,948,341	11/01/14
1993 Refunding	4,361,956	4,378,956	4,381,513	4,394,138	-	06/30/05
1994 Refunding	1,131,133	1,132,383	1,135,620	-	-	06/30/04
1995 TPC	300,080	301,080	301,180	295,380	299,130	06/30/15
1996 McCormick/Stillman	356,830	357,260	356,660	-	-	06/30/04
1998 Various Purposes	185,000	189,400	188,400	187,200	190,800	06/30/08
Future Bonds - Waterfront	171,373	617,745	616,245	613,845	615,545	06/30/17
Future Bonds - Desert Discovery Museum	-	125,564	451,128	449,128	446,528	06/30/18
Future Bonds - Mountain Preserve	-	61,391	217,783	222,083	220,783	06/30/18
Fiscal Agent Fees	55,000	60,000	60,000	55,000	55,000	
<b>Total Excise Debt Fund</b>	<b>10,502,282</b>	<b>11,169,857</b>	<b>11,655,473</b>	<b>10,159,573</b>	<b>5,776,126</b>	
<b>Solid Waste Fund:</b>						
1995 Transfer Station	338,993	337,993	341,493	339,243	341,483	06/30/10
Fiscal Agent Fees	4,000	4,000	4,000	4,000	4,000	
<b>Total Solid Waste Fund</b>	<b>342,993</b>	<b>341,993</b>	<b>345,493</b>	<b>343,243</b>	<b>345,483</b>	
<b>Total MPC Bonds</b>	<b>10,845,275</b>	<b>11,511,850</b>	<b>12,000,966</b>	<b>10,502,816</b>	<b>6,121,609</b>	
<b>Scottsdale Preserve Authority</b>						
Series 1997A	1,619,919	1,605,006	1,588,156	1,574,369	1,553,256	06/30/22
Series 1998	5,296,026	5,299,426	5,301,826	5,307,926	5,312,126	06/30/24
Fiscal Agent Fees	5,000	5,000	5,000	8,000	8,000	
<b>Total Preserve Bonds</b>	<b>6,920,945</b>	<b>6,909,432</b>	<b>6,894,982</b>	<b>6,890,295</b>	<b>6,873,382</b>	
<b>Contracts Payable</b>						
<b>General Fund:</b>						
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	2032
Dial Corp	44,000	44,000	44,000	44,000	44,000	2008
US Patent Office	-	-	-	2,050	-	2009
Nordstrom Garage Lease	2,677,888	2,835,883	3,003,200	3,180,390	3,368,032	2008
Nordstrom Garage Sales Tax	50,880	53,882	57,061	60,427	63,993	2008
Anchor National Life	500,000	500,000	500,000	500,000	-	2010
BOR Administration/Westworld	55,000	55,000	55,000	55,000	55,000	2032
BOR Administration/TPC	55,000	55,000	55,000	55,000	55,000	2035
Promenade	900,000	900,000	900,000	900,000	900,000	2007
Future - Waterfront Garage Lease	-	1,000,000	1,000,000	1,000,000	1,000,000	2009
Future - Waterfront GL Sales Taxes	-	19,000	19,000	19,000	19,000	2009
<b>Total General Fund</b>	<b>4,513,934</b>	<b>5,693,931</b>	<b>5,864,427</b>	<b>6,047,033</b>	<b>5,736,191</b>	
<b>Special Revenue Fund:</b>						
McDowell Sonoran Preserve	951,778	955,213	956,583	955,115	951,765	2013
<b>Total Special Revenue Fund</b>	<b>951,778</b>	<b>955,213</b>	<b>956,583</b>	<b>955,115</b>	<b>951,765</b>	
<b>Water Utility Fund:</b>						
Carefree Ranch	365,726	-	-	-	-	03/01/02
<b>Total Water Utility Fund</b>	<b>365,726</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Contracts Payable</b>	<b>5,831,438</b>	<b>6,649,144</b>	<b>6,821,010</b>	<b>7,002,148</b>	<b>6,687,956</b>	
<b>Special Assessment Bonds</b>						
Existing Districts	2,572,265	2,333,454	1,947,267	1,862,496	170,725	01/01/13
Future Districts	500,000	1,200,000	1,200,000	1,100,000	1,100,000	01/01/10
<b>Total Special Assessment Bonds</b>	<b>3,072,265</b>	<b>3,533,454</b>	<b>3,147,267</b>	<b>2,962,496</b>	<b>1,270,725</b>	
<b>TOTAL DEBT SERVICE</b>	<b>\$72,724,988</b>	<b>\$84,040,635</b>	<b>\$91,102,717</b>	<b>\$92,067,514</b>	<b>\$89,251,513</b>	

# DEBT POLICY/SCHEDULES

## debt outstanding

	Balance at 6/30/01	Balance at 6/30/02	Balance at 6/30/03	Balance at 6/30/04	Balance at 6/30/05	Final Payment Date
<b>General Obligation Bonds</b>						
1989 Series B (1991)	3,310,000	2,275,000	1,175,000	-	-	06/30/04
1989 Series C (1992)	8,630,000	7,675,000	6,670,000	5,610,000	4,490,000	06/30/12
1993 G.O. Refunding	29,960,000	25,135,000	20,025,000	19,110,000	18,245,000	06/30/09
1989 Series D (1993)	13,735,000	12,845,000	11,915,000	10,985,000	10,005,000	06/30/13
1993A G.O. Refunding	17,780,000	17,480,000	17,180,000	16,105,000	13,735,000	06/30/11
1989 Series E (1994)	6,575,000	5,975,000	5,350,000	4,700,000	4,000,000	06/30/14
1994 Various Purpose	2,850,000	2,200,000	1,500,000	775,000	-	06/30/05
1995 G.O.	12,100,000	11,500,000	10,850,000	10,175,000	9,475,000	06/30/15
1997 Series H	22,920,000	21,850,000	20,720,000	19,540,000	18,305,000	06/30/16
1997 Refunding	19,900,000	19,900,000	19,850,000	19,770,000	19,685,000	06/30/14
1989 Series I (1998)	18,630,000	17,875,000	17,090,000	16,270,000	15,415,000	06/30/18
1999 A	23,725,000	22,875,000	21,975,000	21,025,000	20,025,000	06/30/19
1999	57,575,000	56,275,000	54,900,000	53,425,000	51,875,000	06/30/24
2001	35,000,000	34,080,000	33,130,000	32,145,000	31,120,000	06/30/24
Future Bonds	-	90,933,750	159,890,829	168,888,270	177,998,782	06/30/27
<b>Total G.O. Bonds</b>	<b>272,690,000</b>	<b>348,873,750</b>	<b>402,220,829</b>	<b>398,523,270</b>	<b>394,373,782</b>	
<b>Revenue Bonds</b>						
1993 HURF Refunding	15,660,000	13,385,000	10,990,000	8,475,000	5,815,000	06/30/07
1989 Util Series B (1992)	3,365,000	3,145,000	2,910,000	2,660,000	2,395,000	06/30/12
1989 Util Series C (1994)	885,000	680,000	465,000	240,000	-	06/30/05
1996 Refunding	7,700,000	7,210,000	6,700,000	6,175,000	5,600,000	06/30/14
1989 Util Series D (1997)	18,150,000	17,625,000	17,100,000	16,550,000	15,975,000	06/30/22
1989 Util Series E (1998)	46,440,000	45,285,000	44,055,000	42,745,000	41,345,000	06/30/23
<b>Total Revenue Bonds</b>	<b>92,200,000</b>	<b>87,330,000</b>	<b>82,220,000</b>	<b>76,845,000</b>	<b>71,130,000</b>	
<b>MPC Bonds</b>						
1992 Asset Transfer Refund	33,720,000	31,860,000	29,880,000	27,775,000	25,540,000	11/01/14
1993 Refunding	15,435,000	11,875,000	8,120,000	4,170,000	-	06/30/05
1994 Refunding	3,080,000	2,105,000	1,080,000	-	-	06/30/04
1995 Taxable Excise - TPC	2,480,000	2,380,000	2,270,000	2,150,000	2,025,000	06/30/15
1996 McCormick/Stillman Park	975,000	665,000	340,000	-	-	06/30/04
1998 Various Purpose	1,125,000	985,000	835,000	680,000	520,000	06/30/08
1995 Transfer Station	2,435,000	2,215,000	1,985,000	1,740,000	1,485,000	06/30/10
Future Bonds	11,476,000	10,685,000	9,960,000	9,195,000	10,400,000	06/30/15
<b>Total MPC Bonds</b>	<b>70,726,000</b>	<b>62,770,000</b>	<b>54,470,000</b>	<b>45,710,000</b>	<b>39,970,000</b>	
<b>Scotts Preserve Auth Bonds</b>						
1997 Excise Tax	18,905,000	18,390,000	17,850,000	17,285,000	16,690,000	06/30/22
1998 Excise Tax	73,060,000	71,450,000	69,740,000	67,925,000	65,995,000	06/30/24
<b>Total SPA Bonds</b>	<b>91,965,000</b>	<b>89,840,000</b>	<b>87,590,000</b>	<b>85,210,000</b>	<b>82,685,000</b>	
<b>Contracts</b>						
U.S. Corps of Engineers	3,418,597	3,362,319	3,303,168	3,240,991	3,175,633	2,032
Dial Corporation	308,000	264,000	220,000	176,000	132,000	2,008
U.S. Patent Office	5,130	5,130	5,130	5,130	3,080	01/29/01
Nordstrom Garage Lease	27,383,103	25,334,638	22,342,102	18,244,504	13,072,555	01/31/08
Bureau of Reclamation/Westworld	1,760,000	1,705,000	1,650,000	1,595,000	1,540,000	07/29/32
Bureau of Reclamation/TPC	1,870,000	1,815,000	1,760,000	1,705,000	1,650,000	06/10/35
Carefree Ranch	493,588	-	-	-	-	06/30/02
McDowell Sonoran Preserve	8,535,000	8,000,000	7,430,000	6,825,000	6,195,000	06/30/13
Underground Improvement District :	332,092	302,719	273,345	243,971	214,597	06/30/13
Anchor National Life/Portales	1,740,000	1,240,000	740,000	24,000	-	06/30/05
Promenade	4,501,872	3,618,872	2,735,872	1,852,872	969,872	06/30/07
Future	11,700,000	10,700,000	9,700,000	8,700,000	7,700,000	06/30/07
<b>Total Contracts Payable</b>	<b>62,047,377</b>	<b>56,347,678</b>	<b>50,159,617</b>	<b>42,612,468</b>	<b>34,652,737</b>	
<b>Special Assessment Bonds</b>						
Existing Districts	7,683,329	5,562,204	3,640,469	2,004,735	340,000	01/01/09
Future Districts	-	7,000,000	6,300,000	5,600,000	4,900,000	06/01/12
<b>Total Spec Assmt Bonds</b>	<b>7,683,329</b>	<b>12,562,204</b>	<b>9,940,469</b>	<b>7,604,735</b>	<b>5,240,000</b>	
Total All Existing Bonds and Contract	574,135,706	538,404,882	500,750,086	464,122,203	427,052,737	
Total All Future Bonds and Contracts	23,176,000	119,318,750	185,850,829	192,383,270	200,998,782	
<b>TOTAL LONG-TERM DEBT OUTSTANDING</b>	<b>\$ 597,311,706</b>	<b>\$ 657,723,632</b>	<b>\$ 686,600,915</b>	<b>\$ 656,505,473</b>	<b>\$ 628,051,519</b>	

COMPUTATION OF LEGAL DEBT MARGINS  
June 30, 2001

Net Secondary Assessed Valuation as of June 30, 2001	\$ 2,877,733,056
Debt Limit Equal to 20% of Assessed Valuation	575,546,611

General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds for payment on July 1, 2001):

1989 Series C (1992)	\$ 5,995,000
1993 Refunding	17,531,000
1989 Series D (1993)	13,735,000
1993A Refunding	14,654,400
1989 Series E (1994)	3,275,000
1995 Storm Sewer & Streets	12,100,000
1997 Series H Storm Sewer	6,000,000
1997 GO Refunding	17,405,000
1989 GO Series I (1998)	4,500,000
1999A	7,803,000
1999 Preservation GO	57,575,000
2001 Preservation GO	<u>35,000,000</u>

Net Outstanding Bonded Debt Subject to 20% Limit	<u>195,573,400</u>
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**Legal 20% Debt Margin (Available Borrowing Capacity) \$ 379,973,211**

Debt Limit Equal to 6% of Assessed Valuation \$ 172,663,983

General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds for payment on July 1, 2001):

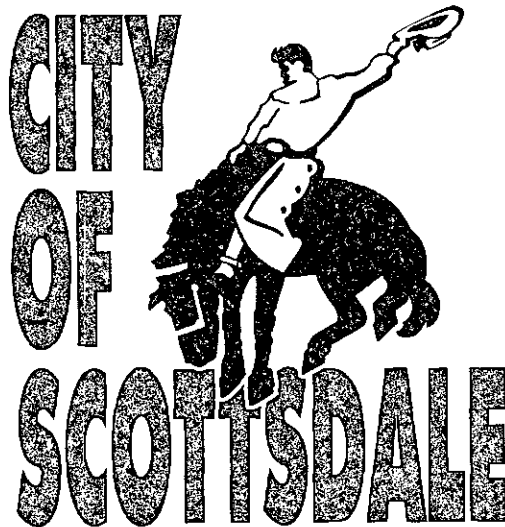
1989 Series B (1991)	\$ 3,310,000
1989 Series C (1992)	2,635,000
1993 GO Refunding	12,429,000
1993A Refunding	3,125,600
1989 Series E (1994)	3,300,000
1994 Various Purpose	2,850,000
1995 Pima Road Improvements	-
1997 Series H Pima Road	13,720,000
1997 Series H Roads	3,200,000
1997 GO Refunding	2,495,000
1989 Series I (1998)	14,130,000
1999A Streets	12,215,379
1999A Pima Road	<u>3,706,621</u>

Net Outstanding Bonded Debt Subject to 6% Limit	<u>77,116,600</u>
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**Legal 6% Debt Margin (Available Borrowing Capacity) \$ 95,547,383**

Per Arizona Statute, municipalities may not become indebted in an amount exceeding 6% of the taxable property within the municipal boundaries. However, for certain types of bonded expenditures such as water, sewers, open space preserves, parks, and playgrounds, the limit is 20%. The schedule above indicates that the assessed value of property within Scottsdale allows bonding of \$575.5 million for projects subject to the 20% limitation and \$172.7 million for projects subject to the 6% limit. Considering current outstanding debt, the available debt (borrowing) capacity is \$380.0 million for 20% and \$95.5 million for 6% projects.





# CAPITAL IMPROVEMENTS

THIS SECTION SUMMARIZES THE PORTION  
OF THE CITY'S BUDGET WHICH ADDRESSES  
MULTI-YEAR CAPITAL INFRASTRUCTURE  
PLANS, NEW CONSTRUCTION, MAJOR REPAIR  
AND REPLACEMENT, AND OTHER  
SIGNIFICANT PROJECT COSTS.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities are funded in the operating budget.

The operating budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Operating budget appropriations lapse at the end of the fiscal year.

The following guidelines determine what is a CIP project:

- Relatively high monetary value (at least \$25,000)
- Long life (at least five years)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new City facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or part of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

The City of Scottsdale uses a cross-departmental CIP Coordination Team that consists of approximately 20 individuals from all programs and professional disciplines to review project submissions and ensure that:

- Projects are scoped properly (a building has ADA access, includes telephones, computers, etc.),
- Infrastructure components are coordinated (a waterline is installed at the same time as a roadway improvement at a specific location),
- Long-term operating impacts are included in estimates (staffing, utility and maintenance costs are also considered),
- Timeframes for construction activity and cashflow requirements are realistic,
- Projects are coordinated geographically (i.e. not more than one north/south major thoroughfare is restricted at a time), and
- Project costs are reviewed to determine the adequacy of the budget and appropriate funding sources.

Each department or program area made presentations to the CIP Coordination Team in order to outline each proposal and answer questions related to justification and to help prioritize the projects against all City needs.

In addition, the City's Technology Board, with the assistance of consultants from the Information Services department, review any technology-oriented projects. Since some of the issues surrounding technology projects are different than those of traditional construction projects, the Technology Board review and recommend changes, where necessary, which gives added value to the entire CIP review process.

After the CIP Coordination Team reviews each request and participates in the departmental/program presentations, the Team prioritizes the program based on an extensive prioritization process. Projects are prioritized based on City Broad Goals, department priorities, anticipated funding sources, and the International City Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87. The twelve prioritization criteria used by Scottsdale are:

- 1 Capital Costs - These represent the annual total costs, including future year capital costs. Also to be considered is whether the proposed project will reduce future capital costs, for example, a rehabilitation project that averts a more expensive, subsequent replacement, and the extent of such savings.
- 2 Annual Costs - The expected change in operation and maintenance costs. Operating departments provide year-by-year estimates of the additional costs or reductions likely in the program budget because of the new project. Also to be considered is changes in revenues which may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project.
- 3 Health and Safety Effects - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
- 4 Community and Citizen Benefits - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
- 5 Environmental, Aesthetic, and Social Effects - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
- 6 Distributional Effects - Estimates of the number and type of persons likely to be affected by the project and nature of the impact; for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here - who pays, who benefits, and the social goals of the jurisdiction.
- 7 Public Perception of Need - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
- 8 Feasibility of Implementation - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.
- 9 Implication of Deferring the Project - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.
- 10 Uncertainty of Information Supplied - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty - probability of occurrence - and the magnitude of the likely negative consequences. Few cities generate such information but even "educated guesses" are useful here.
- 11 Effect on Interjurisdictional Relationships - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.
- 12 City Council Broad Goals - If a capital project directly addresses a Broad Goal, the relative attractiveness of that project increases.

After all proposed projects are prioritized using these twelve criteria, the list of projects are reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other geographically, or otherwise, such that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by a City Management Team and the recommended five-year CIP Plan is reviewed by the City Manager, City Council and Citizen Budget Review Committee during budget work/study sessions and public hearings prior to budget adoption.

CAPITAL IMPROVEMENT PLAN -  
FUNDING SOURCES

The Capital Improvement Plan uses funding from the 2000 voter-approved bonds, as well as any remaining funds from the 1989 and 1992 voter-approved bonds. These General Obligation bonds, together with Municipal Property Corporation bonds, provide the bond-funded portion of the plan, which is approximately 42% of the CIP. Approximately 58% of Scottsdale's CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers. The following pie chart represents funding source percentages, while the table presents the five-year comparison of the funding sources on a cash flow basis.

Funding sources for the Capital Improvement Plan are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be received during the period. As a result of presenting revenue on the cash basis, pay-as-you-go funding sources do not equal budgeted expenditures in each period, sometimes creating a fund deficit as cash accumulates for project expenditures in subsequent years. Additional detail of funding sources is presented in the CIP section of this budget document.

All potential capital funding resources are evaluated to ensure equity of funding for the Capital Improvement Plan. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the Capital Improvement Plan.

**General Obligation (G.O.) Bonds** are bonds that 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.

**Special Assessment Bonds** are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the property owners fund the debt service payments through a special assessment on their improved property.

**Municipal Property Corporation (MPC) Bonds** are issued by the Municipal Property Corporation, a nonprofit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation that does not require voter approval; the repayment of MPC debt is financed by pledged excise taxes.

**Preserve Bonds** represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by a dedicated .2% sales tax authorized by the voters in 1995.

**Water/Sewer Development Fees** are the revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

**Contributions** represent amounts paid by other organizations to pay for capital projects. For example, some contributions come from developers to pay for capital projects in development areas.

**Tourism - Bed Tax** represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

**General Fund transfers** represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

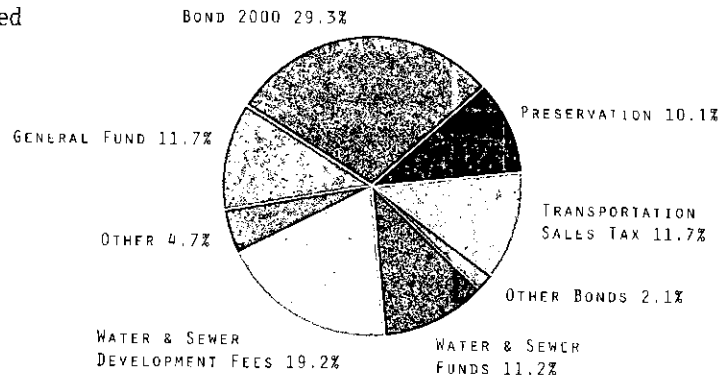
**Water/Sewer Funds** are utility bill revenues received from the sale of domestic water and fees for the disposal of sanitary sewer waste from customers within the City. Water and Sewer operating revenues in excess of expenditures are transferred to CIP to fund water and sewer projects.

**Preservation Privilege Tax** represents revenues received from the 1989 voter approved .2% sales tax on local retail and other sales. These revenues are restricted for the purchase of land within the McDowell Sonoran Preserve.

**Transportation Privilege Tax** represents revenues received from the 1995 voter approved .2% sales tax on local retail and other sales. These are restricted for transportation related capital projects.

**Prior year Carryovers** are committed funds from prior year purchase orders that are rebudgeted until they are expended and/or the projects are completed.

**2001/06 Capital Improvement Plan  
Funding Sources  
Percent of Total**



**Capital Improvement Plan - Funding Sources  
In Millions of Dollars**

	2001/02	2002/03	2003/04	2004/05	2005/06
<b>Bonds/Contracts</b>					
General Obligation	40.0	64.7	54.5	34.5	47.6
Municipal Properties Corporation			1.7	5.5	
Preserve Bonds	50.0	55.0			
<b>Pay-As-You-Go</b>					
Water/Sewer Development Fees	5.0	5.0	5.0	5.0	5.0
Flood Control Contributions	.4	2.2	3.2		
Other Contributions	1.3	6.6	1.0	1.0	1.0
Tourism - Bed Tax	2.0	2.0	2.0	2.0	2.0
Other	1.0	1.0	1.1	1.1	1.1
Contingent Revenues	2.5	1.0	1.0	1.0	1.0
Prior Year Rebudget	345.8	375.0	375.0	375.0	375.0
<b>Transfers In</b>					
General Fund	23.5	25.5	23.1	19.1	19.1
Water/Sewer Funds	38.9	35.8	41.3	47.0	48.5
Transportation Privilege Tax	17.6	18.8	20.1	21.3	22.5
Other	7.4	10.2	8.7	5.2	7.8
<b>Sub-Total</b>	<b>\$535.4</b>	<b>\$602.8</b>	<b>\$537.7</b>	<b>\$517.6</b>	<b>\$530.6</b>
<b>To(From) CIP Fund Balance</b>	<b>15.8</b>	<b>21.0</b>	<b>(60.0)</b>	<b>(12.5)</b>	<b>11.1</b>
<b>Total Funding Sources</b>	<b>\$519.6</b>	<b>\$581.8</b>	<b>\$597.7</b>	<b>\$530.1</b>	<b>\$519.5</b>

CAPITAL IMPROVEMENT PLAN  
PROGRAMS - USE OF FUNDS

The Capital Improvement Plan is comprised of eight major programs: Community Facilities, Preservation, Neighborhood Drainage and Flood Control, Improvement Districts, Public Safety, Service Facilities, Transportation, and Water Resources. The pie chart presents the percentages for each major program, while the table presents the five-year comparison of the major programs.

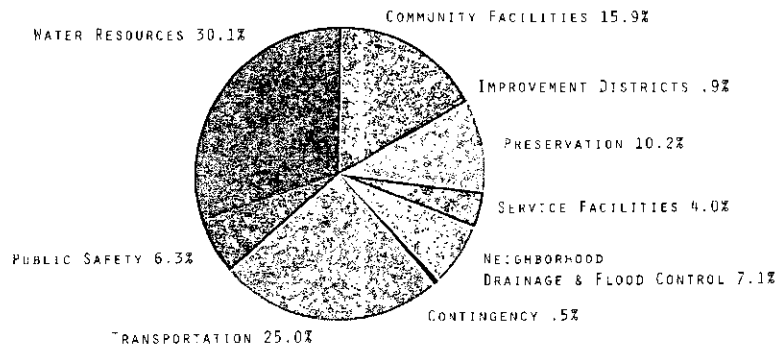
Expenditures are presented on a budget basis rather than a cash flow basis. Governmental budgeting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered. However, actual cash expenditures under the contract generally take place over more than one year and match cash flow funding receipts.

The following summarizes the eight major programs that comprise the total Capital Improvement Plan.

**Community Facilities** programs address the City Council Broad Goal of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained by providing neighborhood recreation facilities and parks. These recreational needs are met by providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities, and senior centers. Approximately 16% of the CIP plan has been identified to address this program. Highlights of this program includes: Arabian Library 25,600 square-foot addition; Civic Center Senior Center; McDowell Mountain Ranch Park & Aquatic Center; North Area Park Land Acquisition; Sonoran Hills Park; Expand renovate several existing parks and facilities.

**Preservation** addresses the City Council Broad Goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. The 1998

2001/06 Capital Improvement Plan  
Use of Funds



Major Programs	2001/02	2002/03	2003/04	2004/05	2005/06
Community Facilities	\$44.2	\$33.0	\$31.3	\$19.4	\$28.7
Preservation		2	1.7		
Neighborhood Drainage & Flood Control	3.6	15.7	20.0	16.2	17.7
Improvement Districts	.5	.5	.5		
Public Safety	5.2	14.9	39.9	7.1	2.2
Service Facilities	10.4	6.6	7.3	11.5	4.0
Transportation	35.4	61.1	57.5	47.1	58.7
Water Resources	67.4	69.9	58.2	47.8	27.4
Contingency	2.1	1.0	1.0	1.0	1.0
<b>Prior Year Rebudget</b>	<b>345.8</b>	<b>375.0</b>	<b>375.0</b>	<b>375.0</b>	<b>375.0</b>
<b>Total Expenditures</b>	<b>514.6</b>	<b>577.9</b>	<b>592.4</b>	<b>525.1</b>	<b>514.7</b>
<b>Transfers</b>					
Out to Debt Service	5.0	5.0	5.0	5.0	5.0
<b>Total Use of Funds</b>	<b>\$519.6</b>	<b>\$582.9</b>	<b>\$597.4</b>	<b>\$530.1</b>	<b>\$519.7</b>

election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Approximately 10% of the CIP plan has been identified to address this program.

**Neighborhood Drainage and Flood Control**

addresses the City Council Broad Goals of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained; and coordinating planning to balance infrastructure and resource needs within the budget. This program meets these goals by doing floodplain mapping, meeting regulatory requirements, and identifying hazards to reduce future flood damage potential. This program includes detention basins, culvert, and channel projects, and continuation of neighborhood drainage corrections. Approximately 7% of the CIP has been identified to address the drainage and flood control needs of the City. Highlights of this program include: 104th Street Storm Drain from Cactus Road to Cholla Drive; Automated Flood Warning System; Granite Reef Watershed; North Area Basin Master Plan.

**Improvement Districts** are a funding mechanism whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage that benefits their property. The City facilitates this process by coordinating the design and construction, as well as the sale of special assessment bonds to finance the improvements. When cost effective, the City financially participates in a district to oversize infrastructure to meet master plan standards, thus avoiding higher future costs. Approximately .9% of the CIP plan has been identified to address these needs.

**Public Safety** programs address the City Council Broad Goal of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained. This goal is met by providing fire stations, training facilities, and automation systems related to police and fire functions. The Police Department recognizes the changing needs of our community and addresses those needs by maximizing community outreach and looking at creative alternatives in its crime prevention efforts. The Fire Protection component

provides cost effective and high quality services throughout the community. Fire Protection also includes such programs as public education and emergency medical service, as well as fire prevention. Approximately 6% of the CIP plan has been identified to address the public safety needs of the City. Highlights of this program include: Family Advocacy Center; Fire Station - Ashler Hills & Pima Road; Scottsdale Airport Fire Station & Rescue Vehicle; McDowell Mountain Ranch Fire Station; Police Radio Replacement Program

**Service Facilities** programs address the City Council Broad Goal of coordinating planning to balance infrastructure and resource needs within budget. These programs meet this goal through the renovation of current facilities and technology needs necessary for the efficient and effective operations of the City. Approximately 9% of the CIP plan has been identified to address this program. Highlights of this program include: Computer, Server, and Network Replacement Program; New Utility Billing System; Facility Repair and Maintenance Program.

**Transportation** programs address the City Council Broad Goal of providing for the safe, efficient and affordable movement of people and goods. This program meets this goal by attempting to offer real transportation choices in a way that meets the needs of the community. In 1989 voters authorized a .2% privilege tax to fund transportation improvements. This program looks at the best use of this funding and addresses the multi-modal concept. Approximately 25% of the CIP plan has been identified to address the transportation needs of the City. Highlights of this program include: Traffic Management Program - Intelligent Transportation System; Cactus Road from the Freeway to Frank Lloyd Wright Blvd; Hayden Road Improvements; Scottsdale Road Improvements; Bus Benches, Shelters, and Bus Bays.

**Water Resources** addresses the City Council Broad Goal of coordinating planning to balance infrastructure and resource needs within the budget. This program meets this goal by delivering safe, reliable water and wastewater services. The program reflects the City's commitment to federal and state regulations. In addition to capital program expenditures, approximately \$25.0 million of water development fee revenues over the five-year period



will be transferred to the program budget to repay bonded debt. Approximately 30% of the CIP plan has been identified to address the water and wastewater needs of the City. Highlights of this programs include: 91st Avenue Wastewater Treatment Plant Expansion; Advanced Water Treatment; Arsenic Mitigation Treatment; Pima Road from Jomax to Ashler Hills Waterline; Scottsdale Water Service Company Acquisition; Water Reclamation Plant - Phase III; Zone 9 Reservoir Expansion; Zone 12 & 13 Water System Improvements.

CAPITAL PROJECTS OPERATING IMPACTS

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project review. As capital improvement projects are completed, the net operating costs of these projects have been identified and included in the appropriate departmental program budgets. Departmental program plan and budget for significant start-up costs, as well as operation and maintenance of new facilities.

The table presents the five-year forecast of capital project operating impacts (costs). These operating costs represent the staffing and maintenance necessary due to the completion and expected completion of capital projects.

Estimated operating impacts for specific projects are identified with each project description, which follows in this section.

Program	2001/02	2002/03	2003/04	2004/05	2005/06
Community Facilities	\$-	\$1	\$4	\$1.9	\$2.0
Neighborhood Drainage and Flood Control	3	3	3		
Public Safety			1.6	3.3	3.3
Service Facilities	5	6	6	6	5
Transportation	9	1.3	6.8	3.7	4.5
Water and Wastewater	1.2	1.3	2.3	1.8	2.3
<b>Total Estimated Operating Costs</b>	<b>\$3.0</b>	<b>\$3.7</b>	<b>\$12.1</b>	<b>\$11.2</b>	<b>\$12.6</b>

THE FOLLOWING PAGES INCLUDE:

- FUND SUMMARY
  - A SCHEDULE OF FUNDING SOURCES, EXPENDITURES, AND FUND BALANCE FOR CAPITAL PROJECTS FOR THE FIVE YEAR PERIOD.
- PROJECT LIST
  - A LIST OF CAPITAL PROJECTS AND BUDGETS FOR THE FIVE YEARS.
- PROJECT DESCRIPTIONS
  - DESCRIPTIONS OF INDIVIDUAL PROJECTS, FUNDING SOURCE(S), OPERATING BUDGET IMPACTS.

**CAPITAL IMPROVEMENT PLAN** *June 2001*

<b>Source of Funds:</b>	<b>Adopted 2001/02</b>	<b>Forecast 2002/03</b>	<b>Forecast 2003/04</b>	<b>Forecast 2004/05</b>	<b>Forecast 2005/06</b>
<b>Beginning Balance*</b>	<b>365,179.1</b>	<b>381,012.8</b>	<b>402,082.3</b>	<b>342,095.5</b>	<b>329,665.6</b>
<b>Revenues</b>					
Bonds/Contracts					
General Obligation	40,000.0	64,700.0	54,500.0	34,500.0	47,600.0
Special Assessment	100.0	50.0	-	-	-
Municipal Properties Corporation	-	-	1,700.0	5,500.0	-
Preserve Bonds	50,000.0	55,000.0	-	-	-
Pay-As-You-Go					
Water/Sewer Development Fees	8,331.2	13,904.1	13,617.0	9,216.3	14,482.4
Flood Control Contributions	370.0	2,200.0	3,200.0	-	-
Other Contributions	873.3	6,600.0	1,000.0	1,000.0	1,000.0
Tourism - Bed Tax	2,000.0	2,000.0	2,000.0	2,000.0	2,000.0
Other	3,500.0	1,000.0	1,100.0	1,100.0	1,100.0
Contingent Revenues	2,075.5	1,000.0	1,000.0	1,000.0	1,000.0
Prior Year Carryover	345,839.1	375,000.0	375,000.0	375,000.0	375,000.0
<b>Subtotal</b>	<b>453,089.1</b>	<b>521,454.1</b>	<b>453,117.0</b>	<b>429,316.3</b>	<b>442,182.4</b>
<b>Transfers In</b>					
General Fund	23,482.1	26,181.6	23,108.1	19,116.2	19,036.6
Water/Sewer Funds	38,933.1	35,630.6	40,687.7	45,850.2	46,886.4
Transportation Privilege Tax	17,601.6	18,825.7	20,101.5	21,271.6	22,511.9
Other	2,323.3	723.9	717.8	2,066.9	66.9
<b>Subtotal</b>	<b>82,340.1</b>	<b>81,361.8</b>	<b>84,615.1</b>	<b>88,304.9</b>	<b>88,501.8</b>
<b>Total Revenues &amp; Transfers In</b>	<b>535,429.2</b>	<b>602,815.9</b>	<b>537,732.1</b>	<b>517,621.2</b>	<b>530,684.2</b>
<b>Use of Funds:</b>					
Community Facilities	44,246.1	33,477.6	32,079.3	19,398.3	28,427.9
Preservation	-	226.5	1,699.2	-	-
Neighborhood Drainage & Flood Control	3,627.5	15,740.6	19,994.6	16,180.6	17,741.7
Improvement Districts	500.0	-	-	-	-
Public Safety	5,155.2	14,398.9	40,449.1	7,145.6	2,177.0
Service Facilities	10,366.7	5,995.1	7,121.3	11,460.8	3,957.1
Transportation	35,391.0	61,099.4	57,244.1	47,076.4	58,722.2
Water Resources	67,431.0	69,850.0	58,161.5	47,836.0	27,486.5
Contingency	2,065.6	1,000.0	1,000.0	1,000.0	1,000.0
Prior Year Carryover Budget*	345,839.1	375,000.0	375,000.0	375,000.0	375,000.0
<b>Subtotal</b>	<b>514,622.2</b>	<b>576,788.1</b>	<b>592,749.1</b>	<b>525,097.7</b>	<b>514,512.4</b>
<b>Transfers Out</b>					
Transfers Out to Debt Service	4,973.3	4,958.3	4,969.9	4,953.3	4,953.6
<b>Subtotal</b>	<b>4,973.3</b>	<b>4,958.3</b>	<b>4,969.9</b>	<b>4,953.3</b>	<b>4,953.6</b>
<b>Total Use of Funds</b>	<b>519,595.5</b>	<b>581,746.4</b>	<b>597,719.0</b>	<b>530,051.0</b>	<b>519,466.0</b>
<b>Ending Fund Balance*</b>	<b>\$ 381,012.8</b>	<b>\$ 402,082.3</b>	<b>\$ 342,095.5</b>	<b>\$ 329,665.6</b>	<b>\$ 340,883.8</b>

\* Estimated for carryover of funds needed to complete multi-year projects

*project list*

CAPITAL IMPROVEMENT PLAN

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>COMMUNITY FACILITIES</b>								
<b>Library/Library Improvements</b>								
1	Appaloosa Library	-	-	-	11,609.1	-	-	11,609.1
2	Arabian Library Phase II	-	8,652.0	-	-	-	-	8,652.0
3	Library Network Conversion	-	60.5	331.1	114.8	-	-	506.4
4	Mustang Library Study Rooms	-	95.4	-	-	-	-	95.4
5	Self Check Machine/LAN Infrastructure Replacement Estimated Expended through 6/30/01	-	-	520.9	-	-	-	520.9
	<b>Total Library/Library Improvements</b>	-	<b>8,807.9</b>	<b>852.0</b>	<b>11,723.9</b>	-	-	<b>21,383.8</b>
<b>Parks/Park Site Improvements</b>								
6	Aging Park Facility Renovations	-	-	5,153.6	-	-	-	5,153.6
7	Aging Parks - Chaparral Pool Building	-	745.0	-	-	-	-	745.0
8	Aquatic Facilities Renovations	-	-	-	-	-	460.2	460.2
9	CAP Basin Lighted Sports Complex	-	10,176.4	-	-	-	-	10,176.4
10	Chaparral Park Extension	-	200.0	-	-	548.0	5,542.0	6,290.0
11	Civic Center Senior Center Replacement	-	2,171.2	7,407.5	983.5	-	-	10,562.2
12	Community Services-Class System Upgrades	-	-	-	-	87.4	-	87.4
13	Computerized Central Sprinkling System	705.1	-	-	-	-	-	705.1
14	DC Ranch Community Park	-	-	-	5,507.3	-	-	5,507.3
15	DC Ranch Neighborhood Park	-	-	-	-	-	2,050.2	2,050.2
16	Desert Mountain Park	-	-	-	1,932.5	-	-	1,932.5
17	Eldorado Ballfields Renovation	-	-	-	-	-	1,168.5	1,168.5
18	Eldorado Pool Renovation	-	379.3	3,909.1	-	-	-	4,288.4
19	Grayhawk Community Center	-	-	4,965.0	-	-	-	4,965.0
20	Indian Bend Wash Lakes Renovation	1,024.0	-	-	-	-	-	1,024.0
21	McCormick Railroad Park Phase II	-	-	268.8	1,807.9	-	-	2,076.7
22	McDowell Mountain Ranch Park and Aquatic Center	-	10,712.0	-	-	-	-	10,712.0
23	Mountain Preserve Improvements	2,200.0	-	-	-	-	-	2,200.0
24	Multi-Use Path Lighting - Vista Del Camino	119.6	-	-	-	-	-	119.6
25	Mustang Off Leash Facility	-	-	-	-	112.6	-	112.6
26	North Area Park Land Acquisition	-	3,090.0	-	-	-	-	3,090.0
27	Paiute Compound Replacement	-	-	-	-	-	1,738.9	1,738.9
28	Paiute Neighborhood Center Bldgs 4 & 5 Purch/Renovation	-	-	1,391.9	-	-	-	1,391.9
29	Paiute Neighborhood Center Bldgs 7 & 9 Remodel/Walkway	-	767.4	-	-	-	-	767.4
30	Paiute Neighborhood Center Bldg 8 Remodel	-	-	-	-	62.8	-	62.8
31	Park Lighting and Electrical Improvements	-	90.5	-	-	-	-	90.5
32	Pinnacle Peak Mountain Park	1,011.3	-	-	-	-	-	1,011.3
33	Pinnacle Peak Trail Amenities	400.0	-	-	-	-	-	400.0
34	Playground Equipment Replacement	939.0	106.1	109.3	119.5	126.6	134.4	1,534.9
35	Public Pool Safety Upgrades	-	432.0	-	-	-	-	432.0
36	Recreational Amenity Replacement	-	-	-	106.1	710.3	225.1	1,041.5
37	Scottsdale Ranch Park Desert Garden	557.5	-	-	-	-	-	557.5
38	Scottsdale Ranch Park Tennis Courts/Storage/Lighting	-	-	-	-	-	979.6	979.6
39	Small Parks Building Expansion	-	-	-	-	251.8	-	251.8
40	Sonoran Hills Park	-	2,080.0	-	-	-	-	2,080.0
41	Trail Development/Acquisition	649.3	234.0	-	-	-	2,502.3	3,385.6
42	Troon North Park	-	-	-	3,835.5	-	-	3,835.5
43	Upgrade Sports Field Lighting Systems	-	-	-	-	-	289.8	289.8
44	Vista Del Camino Ballfield Renovation	-	-	-	-	-	841.6	841.6
45	Vista Del Camino Remodel/Expansion	-	-	3,495.7	-	-	-	3,495.7
46	Yavapai Ballfield Parking	-	-	-	-	109.3	-	109.3
47	Youth Sports Lighting Expansion Estimated Expended through 6/30/01	1,849.0 (2,098.4)	199.4	689.6	-	-	-	2,738.0 (2,098.4)
	<b>Total Parks/Park Site Improvements</b>	<b>7,446.8</b>	<b>31,292.9</b>	<b>27,390.4</b>	<b>14,292.3</b>	<b>2,008.8</b>	<b>15,932.7</b>	<b>98,363.9</b>

**CAPITAL IMPROVEMENT PLAN** *Project List*

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>Neighborhood and Community</b>								
48	1st Avenue Street Enhancements	-	-	-	415.3	-	-	415.3
49	2nd Street Streetscape from Couplet to Couplet	-	-	-	-	-	99.1	99.1
50	68th St Footbridge	45.8	-	-	-	-	-	45.8
51	Art in Public Places	1,502.8	406.8	511.2	440.9	377.3	322.3	3,561.2
52	Canals/Waterfront Attraction	4,200.0	-	-	-	-	-	4,200.0
53	Character Area Design Funds	219.3	87.7	77.3	106.1	109.3	112.6	712.3
54	Character Area Improvement Fund	192.6	175.5	103.0	106.1	218.5	337.7	1,133.4
55	Character Area Planning	500.0	-	-	-	-	-	500.0
56	Civic Center/Downtown Parking	4,217.8	-	-	-	-	-	4,217.8
57	Civic Center Mall Expansion	-	-	-	691.3	7,179.5	-	7,870.8
58	Civic Center Mall Expansion-Stadium Focus Area	1,000.0	-	-	-	-	-	1,000.0
59	Civic Center Mall Improvements Phase II	-	824.0	636.5	-	-	-	1,460.5
60	D.C. Ranch Citizen Service Center	-	31.8	-	-	-	-	31.8
61	Desert Discovery Museum	5,000.0	-	-	-	-	-	5,000.0
62	Downtown / Canal Footbridge for Fifth Avenue Area	644.8	-	-	-	-	-	644.8
63	Downtown / Canal Transit Bridge	1,605.1	-	-	-	-	-	1,605.1
64	Downtown Streetscape Amenities	-	200.0	-	-	-	-	200.0
65	Neighborhood Focused Housing Demonstration	220.0	-	-	-	-	-	220.0
66	Neighborhood Funding Partnership	582.7	117.0	140.6	159.3	191.4	216.9	1,407.9
67	Old Town Street Light Electrical Enhancement	-	362.0	-	-	-	-	362.0
68	Scottsdale Mall West Restroom Renovations	282.1	-	-	-	-	-	282.1
69	Scottsdale Papago Streetscape	6,229.0	-	-	-	-	-	6,229.0
70	Scottsdale Rd Preservation & Streetscape Enhancements	-	643.8	2,599.2	3,278.2	9,004.1	11,574.3	27,100.0
71	SE Redevelopment Area Parking	1,549.8	-	-	-	-	-	1,549.8
72	WestWorld Additional Permanent Barns	900.0	-	-	-	-	-	900.0
73	WestWorld Arenas 7 & 8 Relocation	-	309.0	-	-	-	-	309.0
74	WestWorld Covered Arena and Walkway to Equidome	600.0	-	-	-	-	-	600.0
75	WestWorld Landscaping Plan	-	-	-	-	225.1	-	225.1
76	WestWorld Driveways & Pedestrian/ Horse Paths	-	-	-	87.0	84.4	86.9	253.3
77	WestWorld Paving Projects	-	-	530.5	-	-	-	530.5
78	WestWorld Public Recreation Facility and Trailhead	557.5	318.3	109.3	-	-	-	985.0
79	WestWorld Restroom Facility	-	669.5	-	-	-	-	669.5
	Estimated Expended through 6/30/01	(2,876.7)	-	-	-	-	-	(2,876.7)
	<b>Total Community Planning and Redevelopment</b>	<b>27,172.6</b>	<b>4,145.3</b>	<b>4,707.6</b>	<b>5,279.1</b>	<b>17,389.5</b>	<b>12,750.4</b>	<b>71,444.4</b>
	<b>Total Community Facilities</b>	<b>34,619.4</b>	<b>44,246.1</b>	<b>32,950.0</b>	<b>31,295.2</b>	<b>19,398.3</b>	<b>28,683.1</b>	<b>191,192.1</b>
<b>PRESERVATION</b>								
80	McDowell Mountain Preserve Access	-	-	226.5	1,699.2	-	-	1,925.7
81	McDowell Sonoran Preserve	345,845.5	-	-	-	-	-	345,845.5
	Estimated Expended through 6/30/01	(222,406.8)	-	-	-	-	-	(222,406.8)
	<b>Total Preservation</b>	<b>123,438.7</b>	<b>-</b>	<b>226.5</b>	<b>1,699.2</b>	<b>-</b>	<b>-</b>	<b>125,364.4</b>

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>NEIGHBORHOOD DRAINAGE &amp; FLOOD CONTROL</b>								
82	64th St Corridor Drainage Improvement	-	-	-	458.9	1,857.1	2,898.2	5,214.2
83	104th St Storm Drain/Cactus-Cholla (Bentree Watershed)	200.0	800.0	-	-	-	-	1,000.0
84	Automated Flood Warning System - IBW	851.1	111.4	60.1	33.1	147.5	86.7	1,289.9
85	Automated Flood Warning System - North Area	83.1	111.3	60.1	33.1	147.5	86.6	521.7
86	Camelback Corridor Drainage	103.0	594.1	4,698.7	1,406.9	-	-	6,802.7
87	Civic Center East - Drainage Improvement	-	-	-	131.1	1,328.1	-	1,459.2
88	Earl/Thomas Corridor - Drainage Improvement	-	-	-	923.4	5,773.9	3,848.8	10,546.0
89	East Airport - Drainage Project	-	-	32.8	326.4	-	-	359.2
90	Floodplain Acquisition Program	-	-	53.0	54.6	56.3	2,202.6	2,366.6
91	Granite Reef Watershed	-	486.9	3,278.2	4,502.0	437.3	4,479.9	13,184.3
92	Indian School Park Watershed-Phase II	-	-	-	-	146.3	1,518.6	1,665.0
93	Indian School Rd Drainage: IBW to 81st St.	574.0	-	-	-	-	-	574.0
94	Jackrabbit/Chaparral West - Drainage Improvement	-	-	286.4	2,764.6	-	-	3,051.0
95	McCormick Ranch Lakes Floodwall	412.0	-	-	-	-	-	412.0
96	McDonald Drive Corridor - Drainage Project	-	-	131.1	1,350.6	-	-	1,481.7
97	Mojave Neighborhood (East) - Drainage Project	-	371.3	3,824.5	303.9	2,294.7	900.4	7,694.8
98	Neighborhood Stormwater Management Improvements	1,494.0	256.8	273.1	281.4	905.5	382.7	3,593.5
99	North Area Basin Master Plan	1,060.2	476.3	495.6	515.5	273.2	337.7	3,158.5
100	Northern Stormwater Management	20,591.3	-	-	-	-	-	20,591.3
101	NPDES Monitoring Stations/Sampling	1,376.2	93.9	124.5	130.0	1,348.0	303.9	3,376.5
102	Reach 11 Drainage Improvements	300.0	-	-	-	-	-	300.0
103	Reata Pass Detention Outlet Channel	150.0	-	-	-	-	-	150.0
104	Roosevelt Corridor - Drainage Project	-	-	371.5	2,431.1	1,465.3	-	4,267.9
105	Scottsdale Rd Bridge Over Indian Bend Wash	2,469.3	-	-	-	-	-	2,469.3
106	Scottsdale Road Corridor - Drainage Project	-	-	251.4	900.4	-	696.9	1,848.7
107	Stormwater Drain Pollution Prevention Markers	-	113.3	116.7	71.0	-	-	301.0
108	SW Scottsdale Flood Control	9,284.6	-	-	-	-	-	9,284.6
109	Upper Camelback Wash Watershed	-	212.2	1,682.8	3,376.5	-	-	5,271.5
	Estimated Expended through 6/30/01	(29,618.9)	-	-	-	-	-	(29,618.9)
	<b>Total Neighborhood Drainage &amp; Flood Control</b>	<b>9,329.9</b>	<b>3,627.5</b>	<b>15,740.6</b>	<b>19,994.6</b>	<b>16,180.6</b>	<b>17,743.0</b>	<b>82,616.4</b>
<b>IMPROVEMENT DISTRICTS</b>								
110	Bell Road II ID	12,000.0	-	-	-	-	-	12,000.0
111	Carefree Ranch Water Service ID	1,000.0	-	-	-	-	-	1,000.0
112	Improvement District Incidentals	1,374.0	-	-	-	-	-	1,374.0
113	Neighborhood ID City Contribution	1,008.0	-	-	-	-	-	1,008.0
114	Utility Undergrounding Improvement Districts	2,000.0	500.0	500.0	500.0	-	-	3,500.0
	Estimated Expended through 6/30/01	(1,498.2)	-	-	-	-	-	(1,498.2)
	<b>Total Improvement Districts</b>	<b>15,883.8</b>	<b>500.0</b>	<b>500.0</b>	<b>500.0</b>	<b>-</b>	<b>-</b>	<b>17,383.8</b>
<b>PUBLIC SAFETY</b>								
<b>Fire Protection</b>								
115	Fire Safety - Breathing Apparatus Equipment	-	45.1	-	-	-	-	45.1
116	Fire Safety - Thermal Imaging Cameras	-	60.0	60.0	-	-	-	120.0
117	Fire Stn #10 - Miller & Thomas Remodel	-	-	-	168.4	-	-	168.4
118	Fire Stn #11 - McDonald & Scottsdale Expansion	-	181.1	-	-	-	-	181.1
119	Fire Stn #13 - Via Linda Vehicle & Equipment	556.2	-	-	-	-	-	556.2
120	Fire Stn #17 - Vehicle & Equipment (Bell & 100th St.)	298.7	-	-	-	-	-	298.7
121	Fire Stn #17 - Vicinity Bell Rd & 100th Street	807.0	-	-	-	-	-	807.0
122	Fire Stn #18 - Tron North Fire Station	419.0	-	-	-	-	-	419.0
123	Fire Stn #20 - Desert Mountain - permanent station	-	-	-	-	437.1	956.7	1,393.8
124	Fire Stn #20 - Desert Mountain Vehicle and Equipment	210.0	-	-	-	-	-	210.0
125	Fire Stn #27 - Ashler Hills & Pima	50.0	750.0	-	-	400.0	-	1,200.0
126	Fire Station & Rescue Vehicle-Scottsdale Airport	-	1,802.5	-	-	-	-	1,802.5
127	Refurbish Two Fire Engines	210.0	-	-	-	-	-	210.0
128	Replacement Fire Vehicle Contingency	1,000.0	220.0	226.6	318.3	-	-	1,764.9
	Estimated Expended through 6/30/01	(170.1)	-	-	-	-	-	(170.1)
	<b>Total Fire Protection</b>	<b>3,380.8</b>	<b>3,058.7</b>	<b>286.6</b>	<b>486.7</b>	<b>837.1</b>	<b>956.7</b>	<b>9,006.5</b>

**CAPITAL IMPROVEMENT PLAN** *project list*

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>Police</b>								
129	AFIS Replacements & Upgrades	-	-	-	168.8	175.9	112.3	457.0
130	Barcode Equipment for Property Ev/Asset Tracking	97.9	-	-	-	-	-	97.9
131	Crime Laboratory Equipment Replacement	-	127.2	-	165.6	49.2	16.9	358.9
132	District 1 Patrol Station	-	-	3,982.6	5,993.1	795.3	-	10,771.0
133	District II Expansion	3,091.5	-	-	-	-	-	3,091.5
134	Explosive Ordnance Disposal Equipment	-	-	-	127.2	-	-	127.2
135	Family Advocacy Center	-	300.0	2,902.6	-	-	-	3,202.6
136	Field Implementation of CDPD / Wireless Technology	-	-	-	-	299.6	69.0	368.6
137	Helicopter Air Support Unit	-	-	-	6,400.0	-	-	6,400.0
138	Jail CCTV Monitoring / Recording System Replacement	-	-	-	-	184.7	-	184.7
139	Police / Fire Training Facility Phase 2	-	309.0	2,709.8	1,202.0	-	-	4,220.8
140	Police Criminal Justice Automated Systems	2,505.3	-	-	-	-	-	2,505.3
141	Police Laptop Enhancement Program	-	-	-	-	1,840.9	163.0	2,003.9
142	Police Mounted Barn Replacement-WestWorld	-	-	-	-	-	192.5	192.5
143	Police Operational Support Building	-	-	3,763.0	24,490.9	2,962.9	689.0	31,905.8
144	Police Portable Radio Replacement Plan	696.9	1,360.3	1,287.9	852.0	-	-	4,197.1
145	Police RMS / AFIS Replacements & Upgrades	705.2	-	-	-	-	-	705.2
146	Smartzone Radio System Replacement	1,002.8	-	-	-	-	-	1,002.8
147	Take Home Vehicle Program	457.0	-	-	-	-	-	457.0
	Estimated Expended through 6/30/01	(3,715.6)	-	-	-	-	-	(3,715.6)
	<b>Total Police</b>	<b>4,841.0</b>	<b>2,096.5</b>	<b>14,645.9</b>	<b>39,399.6</b>	<b>6,308.5</b>	<b>1,242.7</b>	<b>68,534.2</b>
	<b>Total Public Safety</b>	<b>8,221.8</b>	<b>5,155.2</b>	<b>14,932.5</b>	<b>39,886.3</b>	<b>7,145.6</b>	<b>2,199.4</b>	<b>77,540.7</b>
<b>SERVICE FACILITIES</b>								
<b>Technology Improvements</b>								
148	Accounting System Upgrade	300.0	-	-	-	-	-	300.0
149	Aerial / Orthographic Photos	300.0	40.0	-	-	-	-	340.0
150	City Attorney - Automate Criminal Justice System	250.0	-	-	-	247.8	-	497.8
151	City Attorney - Legal Case Matter Management System	-	-	-	255.7	-	-	255.7
152	Citycable Equipment Replacement	516.1	-	-	-	-	-	516.1
153	Citycable Production Truck Replacement	-	212.2	-	-	-	-	212.2
154	Community Development - IVR	35.0	-	-	-	-	-	35.0
155	Community Development - Records Imaging	348.7	50.7	55.7	49.0	-	-	504.1
156	Courts - Case Management System	-	-	180.3	132.6	-	-	312.9
157	Courts - Digital Recording Equipment	60.0	-	-	-	-	-	60.0
158	Courts - Imaging	350.0	-	-	-	-	-	350.0
159	Courts - IVR	-	40.0	-	-	-	-	40.0
160	Financial Services - IVR Tax and License	-	-	-	-	109.3	-	109.3
161	Financial Services - Payroll / Human Resource System	-	-	128.8	-	-	-	128.8
162	Financial Services - Special Assessment Billing System	-	97.5	54.6	-	-	-	152.1
163	Human Resources - Document Imaging System	20.0	228.5	-	-	-	-	248.5
164	Information Services - GIS Mapping Platform Migration	-	188.0	-	389.4	-	-	577.4
165	Information Services - Network Infrastructure	209.5	365.0	365.0	365.0	365.0	365.0	2,034.5
166	Information Services - PC Equipment	-	1,435.2	1,435.2	1,435.2	1,435.2	1,435.2	7,176.0
167	Information Services - Security Investment/ Antivirus	-	127.0	-	-	171.0	28.8	326.8
168	Information Services - Server Infrastructure	507.5	499.3	499.3	499.3	499.3	499.3	2,999.0
169	Information Services - Server Resource Monitoring Tools	-	177.8	-	-	-	-	177.8
170	Information Services - Technology Storage Area Network	-	105.0	182.3	-	-	30.4	317.7
171	Information Services - Telephone Equipment	-	370.0	370.0	370.0	370.0	370.0	1,850.0
172	Planning Systems - Digital Plan Submittals	-	-	-	-	281.9	11.3	293.2
173	Planning Systems - Land Survey Asset Management	-	180.0	67.0	15.9	16.4	16.9	296.2
174	Planning Systems - Laptops & Wireless Connectivity	-	-	-	-	87.4	-	87.4
175	Shared Fiber Infrastructure for Public Use	-	100.0	-	530.5	874.2	450.2	1,954.9
176	Utility Billing System	-	2,403.6	-	-	-	-	2,403.6
	Estimated Expended through 6/30/01	(1,339.1)	-	-	-	-	-	(1,339.1)
	<b>Total Technology Improvements</b>	<b>1,552.7</b>	<b>6,619.8</b>	<b>3,338.2</b>	<b>4,042.6</b>	<b>4,457.5</b>	<b>3,207.1</b>	<b>23,217.9</b>

**project list**

**CAPITAL IMPROVEMENT PLAN**

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>Municipal Facilities</b>								
177	ADA Improvements	552.2	175.0	103.0	371.3	846.9	-	2,048.4
178	City Court Remodel	500.0	215.5	-	-	-	-	715.5
179	Civic Center Campus Plan	130.0	-	-	-	-	-	130.0
180	Civic Center Expansion Demo & Off Site Work	-	146.4	1,553.9	-	-	-	1,700.3
181	Civic Center Real Property Acquisition	4,499.5	1,545.5	-	-	-	-	6,045.0
182	Facilities Repair and Maintenance	473.9	1,000.0	1,000.0	750.0	750.0	750.0	4,723.9
183	Fleet Maintenance Facility North Satellite	-	-	-	318.3	-	-	318.3
184	Justice Center Purchase	840.0	-	-	-	-	-	840.0
185	KIVA Meeting Space Improvements	215.3	-	-	-	-	-	215.3
186	KIVA Meeting Space Technology	99.8	-	-	-	-	-	99.8
187	McKeilips Service Center	1,007.5	-	-	-	-	-	1,007.5
188	Municipal Services North Satellite Facility	-	-	-	1,639.1	3,657.9	-	5,297.0
189	North Corp Yard Parking Garage	1,500.0	-	-	-	-	-	1,500.0
190	One Civic Center Conference Annex	-	440.0	-	-	-	-	440.0
191	SCA Improvements & Facilities Upgrades	-	224.5	560.7	200.7	-	-	986.0
192	Scottsdale University - Employee Learning Center	239.1	-	-	-	-	-	239.1
193	Technology Center Remodel	216.7	-	-	-	-	-	216.7
194	Transfer Station Expansion	-	-	-	-	1,748.5	-	1,748.5
	Estimated Expended through 6/30/01	(1,945.2)	-	-	-	-	-	(1,945.2)
	<b>Total Municipal Facilities</b>	<b>8,328.8</b>	<b>3,746.9</b>	<b>3,217.6</b>	<b>3,279.4</b>	<b>7,003.3</b>	<b>750.0</b>	<b>26,326.0</b>
	<b>Total Service Facilities</b>	<b>9,881.5</b>	<b>10,366.7</b>	<b>6,555.8</b>	<b>7,322.0</b>	<b>11,460.8</b>	<b>3,957.1</b>	<b>49,543.9</b>
<b>TRANSPORTATION IMPROVEMENTS</b>								
<b>Airport</b>								
195	Airport Gates Upgrade	175.0	-	-	-	-	163.2	338.2
196	Airport Land Acquisition	391.1	-	-	-	-	-	391.1
197	Airport Parking Lot Lighting Upgrades	-	-	-	-	76.5	-	76.5
198	Airport Safety Equipment	-	-	-	-	185.8	-	185.8
199	Alpha Taxiway Shoulders-Grant Match	-	-	-	-	27.3	-	27.3
200	Bravo Taxiway Extension - Airport Grant Match	42.2	-	-	-	-	-	42.2
201	Cholla Hangar Infrastructure - Grant Match	80.0	-	-	-	-	-	80.0
202	Differential GPS System	-	-	-	-	-	393.9	393.9
203	Disabled Aircraft Removal Dolly	-	-	-	31.8	-	-	31.8
204	Exit Taxiways - Grant Match	34.0	-	-	-	-	-	34.0
205	Flight Tracking System	-	-	163.9	-	-	-	163.9
206	Kilo Ramp Reconstruction-Grant Match	-	-	-	-	82.0	-	82.0
207	Land Acquisition Keekor Parcel - Grant Match	650.0	-	-	-	-	-	650.0
208	Medium Intensity Taxiway Lights - Grant Match	47.2	-	-	-	-	-	47.2
209	Perimeter Road Improvements - Airport Project	-	25.5	-	-	-	-	25.5
210	Scottsdale Aircraft Museum-Site Preparation	825.0	-	-	-	-	-	825.0
211	Security Fence Improvements	-	-	75.0	-	-	-	75.0
212	Security Gates Upgrade	-	80.0	-	-	-	-	80.0
	Estimated Expended through 6/30/01	(343.7)	-	-	-	-	-	(343.7)
	<b>Total Airport</b>	<b>1,900.8</b>	<b>105.5</b>	<b>238.9</b>	<b>31.8</b>	<b>371.6</b>	<b>557.1</b>	<b>3,205.7</b>

**CAPITAL IMPROVEMENT PLAN** *project list*

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>Streets</b>								
213	84th Street and Cholla Rd	1,725.0	-	-	-	-	-	1,725.0
214	96th Street - Shea Blvd to Sweetwater Blvd	3,190.4	-	550.6	-	-	-	3,741.0
215	Bell Road-94th St to Thompson Peak Parkway	-	-	-	383.0	630.0	5,447.0	6,460.0
216	Cactus Rd - Freeway to Frank Lloyd Wright Blvd	2,702.0	364.4	4,415.4	-	-	-	7,481.8
217	Camelback Rd - 64th to 68th St	-	-	-	-	293.9	1,180.5	1,474.4
218	Camelback Rd - 64th to Scottsdale Rd	500.0	-	-	-	-	-	500.0
219	Drinkwater/Scottsdale Couplet Intersection	600.0	-	-	-	-	-	600.0
220	FLW/Via Linda Intersection	-	-	-	-	52.2	477.7	529.9
221	FLW-Scottsdale Rd to Shea	-	-	-	-	343.2	3,206.0	3,549.2
222	Hayden and McDonald - Intersection Improvement	-	-	346.5	2,304.7	-	-	2,651.2
223	Hayden and Via de Ventura - Intersection Improvement	-	-	322.7	-	1,033.6	-	1,356.3
224	Hayden Rd - Cactus to Redfield	600.0	1,527.5	6,722.3	3,663.6	-	-	12,513.4
225	Hayden Rd - Deer Valley to Pinnacle Peak	-	667.6	1,759.3	642.5	-	-	3,069.4
226	Hayden Rd - Freeway to Thompson Peak Parkway	-	7,761.9	4,319.2	-	-	-	12,081.1
227	Hayden Rd - Princess Drive to Freeway	3,596.0	-	530.0	-	-	-	4,126.0
228	Indian Bend Rd - Scottsdale to Hayden	-	-	-	1,639.1	9,566.8	-	11,205.9
229	Indian School Rd - Drinkwater to Pima	-	-	-	-	948.4	3,089.8	4,038.2
230	Indian School Rd - Indian Bend Wash to 81st St	1,600.0	1,500.0	-	-	-	-	3,100.0
231	Master Plan Concept Studies	1,500.0	960.0	850.0	400.0	400.0	400.0	4,510.0
232	McDonald - Scottsdale to Hayden	-	-	60.0	288.8	1,614.7	-	1,963.5
233	Particulate Emission Reduction Program	1,500.0	1,000.0	500.0	-	-	-	3,000.0
234	Pedestrian Enhancements	-	257.5	265.2	273.2	281.4	292.4	1,369.7
235	Pima Freeway - ROW, Frontage Road & Aesthetics	6,763.3	-	-	-	-	-	6,763.3
236	Pima Road - Deer Valley to Pinnacle Peak	-	-	-	2,090.7	-	12,022.0	14,112.7
237	Pima Road - McDowell Rd to Via Linda	13,350.0	-	-	-	-	-	13,350.0
238	Pima Road - Pima Freeway to Thompson Peak Parkway	2,492.3	-	-	2,555.6	7,108.7	-	12,156.6
239	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	1,183.5	7,116.4	-	2,192.4	-	10,492.3
240	Roadway Capacity Improvements	6,010.0	2,700.0	2,000.0	2,750.0	2,000.0	4,500.0	19,960.0
241	Scottsdale Rd - Dynamite to Carefree Highway	-	377.8	543.4	-	-	-	921.2
242	Scottsdale Rd - Frank Lloyd Wright Blvd to Freeway	-	2,528.8	6,220.0	1,347.0	-	-	10,095.8
243	Scottsdale Rd - Indian Bend Rd to Gold Dust Rd	12,653.9	2,667.0	4,679.1	-	-	-	20,000.0
244	Scottsdale Rd - Pima Freeway to Pinnacle Peak	-	-	2,665.8	13,236.7	6,139.6	-	22,042.1
245	Scottsdale Rd - Pinnacle Peak to Dynamite	-	-	-	-	-	2,092.6	2,092.6
246	Scottsdale Road Streetscape Improvements	-	-	27.6	284.1	-	-	311.7
247	Shea Blvd and 92nd St - Intersection Improvement	-	-	80.0	732.0	-	-	812.0
248	Shea Blvd and Hayden - Intersection Improvement	-	-	85.0	797.3	-	-	882.3
249	Shea Blvd: 90th & 96th St Intersection	-	-	83.0	513.5	-	-	596.5
250	Thompson Peak Bridge @ Reata	-	-	-	-	-	1,391.1	1,391.1
251	Thompson Peak Parkway - Bell to Union Hills	-	-	-	-	-	6,955.6	6,955.6
252	Thunderbird/Redfield - Scottsdale to Hayden	-	-	-	2,872.5	2,761.1	-	5,633.5
	Estimated Expended through 6/30/01	(27,336.2)						(27,336.2)
	<b>Total Streets</b>	<b>31,446.7</b>	<b>23,496.0</b>	<b>44,141.5</b>	<b>36,774.2</b>	<b>35,365.9</b>	<b>41,054.8</b>	<b>212,279.2</b>
<b>Traffic</b>								
253	Arterial Roadway Street Lighting	600.0	228.1	234.9	303.9	-	-	1,366.9
254	Neighborhood Traffic Reduction Program- Phase 1	1,000.0	350.0	350.0	350.0	350.0	350.0	2,750.0
255	Neighborhood Traffic Reduction Program- Phase 2	-	257.5	265.2	273.2	281.4	289.8	1,367.1
256	Traffic Management Program-ITS	5,400.0	4,468.4	3,000.0	3,546.4	4,062.8	4,079.6	24,557.2
257	Traffic Signal Program	1,500.0	500.0	500.0	500.0	550.0	600.0	4,150.0
	Estimated Expended through 6/30/01	(2,819.3)						(2,819.3)
	<b>Total Traffic</b>	<b>5,680.7</b>	<b>5,804.0</b>	<b>4,350.1</b>	<b>4,973.5</b>	<b>5,244.2</b>	<b>5,319.4</b>	<b>31,371.9</b>



*project list*

CAPITAL IMPROVEMENT PLAN

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>Transit</b>								
258	Bicycle System Enhancements	1,939.1	2,200.0	-	2,000.0	-	2,250.0	8,389.1
259	Bike Path Improvements	1,009.2	93.6	97.6	101.2	109.8	117.3	1,528.8
260	Bus Bay Improvement Program	416.0	972.5	995.7	1,019.5	844.1	869.5	5,117.3
261	Bus Fueling Facility	-	103.0	530.5	-	-	-	633.5
262	Bus Shelters Program	569.6	200.0	200.0	200.0	200.0	200.0	1,569.6
263	Buses Expansion	-	50.0	4,933.8	1,831.9	2,669.1	4,166.0	13,650.6
264	Loop 101 Park and Ride (PNR)	1,750.0	288.0	1,682.5	546.4	562.8	579.6	5,419.3
265	Los Arcos Transit Center	2,000.0	-	-	-	-	-	2,000.0
266	Multi-use Path Enhancements	-	-	-	1,748.4	1,575.7	1,738.9	5,063.0
267	Mustang/North site Transit & Telecommuting Center	-	-	2,250.2	4,589.5	-	-	6,839.6
268	Papago Salado Loop Trail	-	-	-	300.5	-	-	300.5
269	Power Corridor Path - TPP to Westworld	-	-	-	-	-	1,738.9	1,738.9
270	Regional Transit Maintenance Facility	-	-	-	3,278.2	-	-	3,278.2
271	Shea Sidewalk Match Funds	600.0	-	-	-	-	-	600.0
272	Sidewalk Improvements	660.0	124.0	-	-	-	-	784.0
273	Transit Technology	-	409.4	433.2	133.2	133.2	133.2	1,242.2
274	Upper Camelback Multiuse Path - 92nd to Cactus	-	1,545.0	-	-	-	-	1,545.0
275	Upper Camelback Multiuse Path - Horizon, Cactus	-	-	1,273.1	-	-	-	1,273.1
	Estimated Expended through 6/30/01	(1,684.3)						(1,684.3)
	<b>Total Transit</b>	<b>7,269.6</b>	<b>5,985.5</b>	<b>12,396.4</b>	<b>15,748.7</b>	<b>6,094.7</b>	<b>11,793.4</b>	<b>59,288.3</b>
	<b>Total Transportation Improvements</b>	<b>46,297.9</b>	<b>35,391.0</b>	<b>61,126.9</b>	<b>57,528.2</b>	<b>47,076.4</b>	<b>58,724.7</b>	<b>306,145.2</b>

**CAPITAL IMPROVEMENT PLAN** *project list*

Ref #	Project Name	Rebudget	2001/02	2002/03	2003/04	2004/05	2005/06	Total
<b>WATER RESOURCES</b>								
276	91st Ave Waste Water Treatment Plant	23,415.0	6,221.0	4,000.0	3,000.0	3,000.0	4,000.0	43,636.0
277	91st Ave WWTP UPO1 Expansion	7,500.0	-	5,300.0	14,400.0	4,300.0	2,000.0	33,500.0
278	Advanced Water Treatment Plant - Phase 2	20,699.8	2,000.0	-	-	-	-	22,699.8
279	Advanced Water Treatment Plant - Phase 3	-	2,000.0	12,750.0	-	-	-	14,750.0
280	Alameda/122nd St Booster Pump Station	500.0	350.0	-	-	-	-	850.0
281	Architect / Engineer Services	1,560.0	-	-	150.0	-	150.0	1,860.0
282	Arsenic Mitigation Treatment	500.0	4,000.0	15,000.0	15,000.0	15,000.0	10,000.0	59,500.0
283	Bell Road Sewer	-	500.0	-	-	-	-	600.0
284	Booster Station Upgrades	275.0	-	100.0	-	100.0	-	475.0
285	CAP Hayden - Shea Water Connection	-	-	1,000.0	4,500.0	-	-	5,500.0
286	CAP Plant Expansion	-	3,000.0	-	-	-	5,000.0	8,000.0
287	CAP Plant Reservoir Replacement	5,000.0	-	-	-	-	-	5,000.0
288	CAP WTP Pump Station / Zone 5	2,400.0	-	-	-	-	-	2,400.0
289	Chlorine Scrubbers	600.0	-	-	-	-	-	600.0
290	Citywide Flow Monitoring	685.0	-	225.0	235.0	250.0	250.0	1,645.0
291	Deep Well Recharge / Recovery Facilities	1,600.0	-	-	-	-	-	1,600.0
292	Downtown Sewer Improvements	1,500.0	-	-	-	-	-	1,500.0
293	East Pumpback for Water Campus	19,000.0	-	-	-	-	-	19,000.0
294	East Shea Sewer Improvements	-	-	1,100.0	-	-	-	1,100.0
295	Gainey Plant Improvements	1,372.2	600.0	-	-	-	-	1,972.2
296	Gainey Reimbursements	500.0	-	-	-	-	-	500.0
297	Irrigation Water Distribution System	400.0	-	-	-	-	-	400.0
298	Master Plan Update - Sewer	283.4	100.0	-	100.0	-	100.0	583.4
299	Master Plan Update - Water	466.8	300.0	-	325.0	-	250.0	1,341.8
300	McDowell Mountain Ranch Reservoir Expansion	3,400.0	250.0	-	-	-	-	3,650.0
301	Miller Road Sewer Phase 3	2,950.0	1,350.0	-	-	-	-	4,300.0
302	North Area Recharge/Recovery Facilities	200.0	1,350.0	6,350.0	-	-	-	7,900.0
303	Outer Loop Sewer Scottsdale Road to Pima Road	1,163.0	-	-	-	-	-	1,163.0
304	Pima Road - Ashler Hills to Cave Creek Waterline	5,730.0	3,000.0	-	-	-	-	8,730.0
305	Pima Road - Jomax to Ashler Hills Waterline	3,950.0	8,000.0	-	-	-	-	11,950.0
306	Pima Road - Pinnacle Peak to Jomax Waterline	-	2,500.0	-	-	-	-	2,500.0
307	Pima Road - Union Hills to Pinnacle Peak Waterline	4,469.0	-	-	-	-	-	4,469.0
308	Princess Road Metering Station Improvements	-	250.0	500.0	-	-	-	750.0
309	Pump Station 97 (RWDS B) Modifications	-	500.0	-	-	-	-	500.0
310	Pump Station 130	1,700.0	-	-	-	-	-	1,700.0
311	Radio Telemetry - Monitoring Automation Citywide (Sewer)	451.0	50.0	50.0	50.0	50.0	50.0	701.0
312	Radio Telemetry - Monitoring Automation Citywide (Water)	553.0	125.0	125.0	125.0	125.0	125.0	1,178.0
313	Relief Sewers - Citywide	2,000.0	-	500.0	-	500.0	-	3,000.0
314	Sewer Collection System Rehabilitation	3,046.0	-	-	750.0	-	250.0	3,546.0
315	Sewer Oversizing	850.0	-	-	-	-	-	850.0
316	SRP Filtration Plant Waterline	5,242.8	-	-	-	-	-	5,242.8
317	SRP Water Distribution System	-	-	500.0	3,500.0	-	-	4,000.0
318	SRP Water Treatment Plant	38,357.9	-	-	10,000.0	-	-	48,357.9
319	Scottsdale Water Service Acquisition	-	7,000.0	-	-	-	-	7,000.0
320	Troon East RWDS Pump Station Modifications	300.0	-	-	-	-	-	300.0
321	Union Hills Transmission Line - Water Campus to Site 120	-	-	-	1,400.0	-	-	1,400.0
322	Utility Sleeve Crossings/Outer Loop	1,815.0	-	-	-	-	-	1,815.0
323	Water Campus Influent Pump Station	3,000.0	-	-	-	-	-	3,000.0
324	Water Distribution System Improvements	2,050.0	900.0	750.0	300.0	750.0	300.0	5,050.0
325	Water Oversizing	6,449.1	915.0	850.0	850.0	850.0	850.0	10,764.1
326	Water Quality Compliance Laboratory	1,297.8	-	-	-	-	-	1,297.8
327	Water Quality Improvements-Southern Neighborhoods	-	4,000.0	6,000.0	-	-	-	10,000.0
328	Water Reclamation Plant Phase 3	-	2,000.0	12,750.0	-	-	-	14,750.0
329	Water Rights Acquisition	47,952.0	-	-	-	20,916.0	-	67,968.0
330	Waterline Replacements	6,321.0	1,170.0	2,000.0	1,000.0	2,000.0	1,000.0	13,491.0
331	Well Sites	10,740.0	2,900.0	-	3,001.5	-	3,106.5	19,748.0
332	Zone 2 Pump Station	3,465.0	-	-	-	-	-	3,465.0
333	Zone 2 Reservoir - 120th & Shea Blvd	5,741.5	-	-	-	-	-	5,741.5
334	Zone 5 to 7 Pump Station - Pima & Deer Valley	5,125.0	-	-	-	-	-	5,125.0
335	Zone 5E Booster Pump Station and Transmission Line	2,100.0	-	-	-	-	-	2,100.0
336	Zone 9 Reservoir Expansion	-	7,000.0	-	-	-	-	7,000.0
337	Zone 12 - 13 Water System Improvements	3,528.0	5,000.0	-	-	-	-	8,528.0
	Estimated Expended through 6/30/01	(164,138.2)						(164,138.2)
	<b>Total Water Resources</b>	<b>97,166.1</b>	<b>67,431.0</b>	<b>69,850.0</b>	<b>58,186.5</b>	<b>47,841.0</b>	<b>27,431.5</b>	<b>367,906.1</b>
	Contingency		2,075.5	1,000.0	1,000.0	1,000.0	1,000.0	6,075.5
	Unfunded Contingency		6,000.0	5,000.0	5,000.0	5,000.0	5,000.0	26,000.0
	<b>Total Capital Budget</b>	<b>345,839.1</b>	<b>174,793.1</b>	<b>207,882.4</b>	<b>222,412.0</b>	<b>155,102.7</b>	<b>144,738.8</b>	<b>1,249,768.1</b>

LIBRARIES

1. **Appaloosa Library** - Construction of a 32,500 square foot full service library at DC Ranch, servicing the needs of the population in the area of Union Hills to the city's northern border, includes video conferencing capabilities and electronic books. *Funding Source: 2000 General Obligation Bonds-\$11,609,100.*
2. **Arabian Library Phase II** - Design and construction of a 25,600 square foot addition the existing 8,400 square foot joint-use City/Scottsdale Public Schools library facility. *Funding Source: 2000 General Obligation Bonds-\$8,652,000.*
3. **Library Network Conversion** - Upgrade and replacement of various technologies: the replacement of existing terminals at all library sites, additional infrastructure, such as switches, routers and cabling, where needed, and the replacement of any obsolete PC's in the library. *Funding Source: General Fund Transfer-\$506,400. Annual Operating Budget Impact: \$5,000.*
4. **Mustang Library Study Rooms** - Create a 400 square foot enclosed quiet study area within the Mustang Library to better serve the needs of the citizens that use this library. *Funding Source: 2000 General Obligation Bonds-\$95,400.*
5. **Self Library Book Checkout Machine/LAN Infrastructure Replacement** - Replacement of old self-check machines and aging local area network infrastructure. *Funding Source: 2000 General Obligation Bonds-\$520,900.*

PARKS

6. **Aging Park Facility Renovations** - This is a combination of the following projects: Tennis Court Rebuild, Renovate Stadium Outfield, Bike Path Re-lighting, Citywide Park Signage Replacement, Mountain View Teen Center/Stage Renovation, Club SAR Addition, Indian School Park Neighborhood Center. *Funding Source: 2000 General Obligation Bonds-\$5,153,600.*
7. **Aging Parks - Chaparral Pool Building** - Install a roof structure over the locker/shower areas in the existing Chaparral Pool Building. *Funding Source: 2000 General Obligation Bonds-\$745,000.*

8. **Aquatic Facilities Renovations** - Included in this project are the re-decking of Cactus, Chaparral, and the North Corporation Yard pools and the replacement of the lockers at Cactus pool. *Funding Source: 2000 General Obligation Bonds-\$460,200.*
9. **Central Arizona Project Basin Lighted Sports Complex** - Develop the 70 acre basin/parking area north of the Tournament Players Club golf course into a Youth Sports soccer complex consisting of four lighted championship soccer fields, six unlighted soccer fields, two restroom/concession facilities, a playground and ramadas, a basketball sports court, a multi-use path around the perimeter, a pedestrian underpass on Princess Drive, and parking for 857 vehicles. In addition, the existing stormwater retention area will be preserved and parking on the improved soccer fields will be available for special events at the Tournament Players Club golf course. *Funding Source: 2000 General Obligation Bonds-\$10,176,400.*
10. **Chaparral Park Extension** - Build active recreational amenities on approximately 20 acres north of Chaparral Park at the intersection of Hayden Road and McDonald Drive. The planned amenities include 2 multi-use fields, off-leash dog area, playground, picnic ramadas, and support facilities such as parking, pathways, and security lighting. This project includes renovating the existing Chaparral softball complex. *Funding Source: General Fund Transfer-\$6,290,000.*
11. **Civic Center Senior Center Replacement** - Acquire the necessary land, design and construct a new 30,000 square foot Senior Center to replace the existing Civic Center Senior Center. The existing building will be sold or possibly leased as office space with proceeds going to the General Fund. *Funding Source: 2000 General Obligation Bonds-\$10,562,200.*
12. **Community Services-Class System Upgrades** - Expand the touch tone registration capabilities, add equipment to allow system access for all remote park sites including sports scheduling, court and equipment reservation capabilities. *Funding Source: General Fund Transfer-\$87,400.*
13. **Computerized Central Sprinkling System** - Retrofit the entire parks sprinkler system to a computerized central system. *Funding Source: General Fund Transfer-\$705,100.*

**CAPITAL IMPROVEMENT PLAN** *project descriptions*

14. **DC Ranch Community Park** - Construct a full-service community level park, which will include a tennis center, recreational sport courts, playground, picnic areas, parking, etc. *Funding Source: 2000 General Obligation Bonds-\$5,507,300.*

15. **DC Ranch Neighborhood Park** - Construct a neighborhood level park, which will include a playground, sport courts, restrooms, picnic areas, etc. *Funding Source: 2000 General Obligation Bonds-\$2,050,200.*

16. **Desert Mountain Park** - Develop a neighborhood level park in the vicinity of Pima and Joy Ranch Road/Cave Creek Road that could include police and fire facilities as well as a library on site. Included will be a picnic area, lighted tennis, volleyball and basketball courts, playground, interpretive trails, desert preservation, and a small community building with restrooms. The land was dedicated to the City of Scottsdale through the planning and zoning process of the Desert Mountain development. *Funding Source: 2000 General Obligation Bonds-\$1,932,500.*

17. **Eldorado Ballfield Renovation** - Modify the spectator area for handicapped accessibility, redirect the drainage channel to permit expansion of the middle ball field outfield, modification of backstops and infield areas to meet American Softball Association standards, and improvements to the parking, walkways and retaining wall south of the ball field. *Funding Source: 2000 General Obligation Bonds-\$1,168,500.*

18. **Eldorado Pool Renovation** - Design and construction of a new family aquatic center to replace the 30-year-old Eldorado Pool Facility. *Funding Source: 2000 General Obligation Bonds-\$4,288,400.*

19. **Grayhawk Community Center** - Develop a community level park adjacent to a full-service Boys and Girl's Club and including lighted sports fields, recreational courts, playground, picnic areas, and a community center. *Funding Source: 2000 General Obligation Bonds-\$4,965,000.*

20. **Indian Bend Wash Lakes Renovation** - The first phase of this two-phase project is a study of the physical conditions of the lakes from Chaparral Lake south to McKellips Lake. The second phase will be the implementation of improvement projects identified in the study phase. *Funding Source: General Fund Transfer-\$1,024,000.*

21. **McCormick Railroad Park Phase II** - Design and build a new model railroad building, new on-site parking, and shade cover for the carousel and static train display. *Funding Source: General Fund Transfer-\$2,076,700.*

22. **McDowell Mountain Ranch Park & Aquatic Center** - Develop a community level park located at Thompson Peak Parkway and McDowell Mountain Ranch Road with a family aquatics center, gymnasium, and ancillary facilities such as lighted multi use fields, picnic areas, tennis courts, volleyball courts, parking lots, walkways, and restrooms. The park will be adjacent to the Desert Canyon Elementary and Middle Schools, and Arabian Library. *Funding Source: 2000 General Obligation Bonds-\$10,712,000.*

23. **Mountain Preserve Improvements** - Variety of public improvements to McDowell Mountain Preserve designed to facilitate visitor access of the area. *Funding Source: Municipal Property Corporation Bonds-\$2,200,000.*

24. **Multi Use Path Lighting - Vista Del Camino** - Design and install lighting to a newly constructed section of bike path on the west side of Vista Del Camino Park from McDowell Road to the halfway point between McKellips and Roosevelt Roads. *Funding Source: General Fund Transfer-\$119,600. Annual Operating Budget Impact: \$500.*

25. **Mustang Off Leash Facility** - Design and construct a one acre "off leash" enclosure southeast of Mustang Library that includes water, turf, trees, bench and table installation. *Funding Source: 2000 General Obligation Bonds-\$112,600.*

26. **North Area Park Land Acquisition** - Purchase approximately 40 acres, for two future neighborhood park sites (proposed Lone Mountain and Dove Valley/96<sup>th</sup> Street Parks). *Funding Source: 2000 General Obligation Bonds-\$3,090,000.*

27. **Paiute Compound Replacement** - Design and construct a new maintenance compound to replace the previous compound, which has been removed to allow for a water retention basin as part of the Osborn Road Storm Drain Project. *Funding Source: 2000 General Obligation Bonds-\$1,738,900.*

28. **Paiute Neighborhood Center Buildings 4 & 5 Purchase/Remodel** - Purchase and renovation of two buildings at the Paiute Neighborhood Center, presently owned by the Ville de Marie Catholic Academy. Planned uses for these buildings are

meeting/classroom space and additional brokerage agency offices. *Funding Source: 2000 General Obligation Bonds-\$1,391,900.*

**29. Paiute Neighborhood Center Buildings 7 & 9 Remodel/Walkway Canopy Replacement** - Design, demolition, and renovation of two city-owned buildings at Paiute Neighborhood Center. Planned uses for these buildings are a Senior Adult Center, a tiered 50-60 seat community meeting room, classroom, and brokerage agency offices. Also included in this project is the replacement of the deteriorating wooden walkway canopy with a metal canopy. *Funding Source: 2000 General Obligation Bonds-\$767,400.*

**30. Paiute Neighborhood Center Building 8 Remodel** - Improvements to the city-owned building will include construction of walls, related electrical installations for additional outlets and the fire control system will be slightly modified. *Funding Source: General Fund Transfer-\$62,800.*

**31. Park Lighting and Electrical Improvements** - Provide citywide lighting and electrical improvements to parks, volleyball and basketball courts, and ramadas. *Funding Source: General Fund Transfer-\$90,500.*

**32. Pinnacle Peak Mountain Park** - Design and build a park in the Pinnacle Peak Mountain area. Improvements to the area will include trail improvements, parking, and a park building which will contain public restrooms and an office for a trail coordinator. *Funding Source: General Fund Transfer-\$1,011,300.*

**33. Pinnacle Peak Trail Amenities** - Design and construct a trail and trailhead on Pinnacle Peak. *Funding Source: General Fund Transfer-\$400,000.*

**34. Playground Equipment Replacement** - Replace deteriorated playground equipment at existing parks. *Funding Source: General Fund Transfer-\$1,534,900.*

**35. Public Pool Safety Upgrades** - Replace pool filters at Cactus and Chaparral pools (2 filter units at Cactus, 3 at Chaparral); install a small chlorine scrubber at Chaparral pool; and replace existing pool deck at Cactus pool. *Funding Source: General Fund Transfer-\$432,000.*

**36. Recreational Amenity Replacement** - Periodic replacement of deteriorated items, such as tennis courts, picnic tables, grills, game booth covers, shade canopies, bleachers, stadium seating, exercise

equipment and sports lighting replacement/relamping. *Funding Source: General Fund Transfer-\$1,041,500.*

**37. Scottsdale Ranch Park Desert Garden** - Improvements to the approximately 5 acre undeveloped parcel in Scottsdale Ranch Park. Design and build a desert educational experience, reconstruction of a natural Sonoran Desert Wash, interpretive trail, sidewalks, playground, small turf area, outdoor classroom, small parking lot, desert vegetation, landscaping, and irrigation. *Funding Sources: General Fund Transfer-\$282,500 and Grant Funds-\$275,000.*

**38. Scottsdale Ranch Park Tennis Courts/ Recreation Storage Area** - Add four new tennis courts in the vacant area directly east of the tennis center and construction of a 900 square foot storage building to house large equipment and supplies from the Parks, Recreation and Facilities Division. *Funding Source: 2000 General Obligation Bonds-\$979,600.*

**39. Small Parks Building Expansion** - Expand the Chesnutt Park (4565 N. Granite Reef Road,) Pima Park (8600 E. Thomas,) and Paiute Park (3210 N. 66th Street) buildings by 400 square feet each. This includes electrical, heating/cooling and necessary utilities for the additional space. *Funding Source: General Fund Transfer-\$251,800.*

**40. Sonoran Hills Park** - Design and build phase II of a neighborhood level park on Williams Road south of Pinnacle Peak Road within the Sonoran Hills community. This project will include multi-use fields, ramadas, playgrounds, lighted courts including tennis, basketball, and volleyball, and a restroom facility. *Funding Source: 2000 General Obligation Bonds-\$2,080,000.*

**41. Trail Development/Acquisition** - Establish key trail linkages by pursuing trail corridor acquisitions. *Funding Sources: General Fund Transfer-\$883,300 and 2000 General Obligation Bonds-\$2,502,300.*

**42. Troon North Park** - Construct a 34-acre community level park located at Pinnacle Vista Drive and Alma School Road. Planned amenities are a community center, activity area, playground, tennis courts, restrooms, parking and landscaping. *Funding Source: 2000 General Obligation Bonds-\$3,835,500.*

**43. Upgrade Sport Field Lighting Systems** - Upgrade over 600 existing lights within the city's sport field lighting system to reduce spill light and glare. *Funding Source: 2000 General Obligation Bonds-\$289,800.*

44. **Vista Del Camino Ballfield Renovation** - Add a second lighted ball field to Yavapai ball field complex. Includes, modification of existing field to accommodate new field, replace existing backstop, upgrade lighting. *Funding Source: 2000 General Obligation Bonds-\$841,600.*

45. **Vista Del Camino Remodel/Expansion** - Remodel and expand existing Social Services area at Vista del Camino Park to provide for more efficient use and increased service delivery. *Funding Source: 2000 General Obligation Bonds-\$3,495,700.*

46. **Yavapai Ballfield Parking** - Design and construction of a 40 to 60 space parking lot next to the softball field at Yavapai School adjacent to Vista Del Camino Park. *Funding Source: General Fund Transfer-\$109,300.*

47. **Youth Sport Lighting Expansion**- This project includes poles, fixtures, and lamps to light 16 separate sports fields. Proposed sites include Cheyenne, Hohokam, Mountainside, Supai, Laguna, and Cocopah elementary/middle school ball fields, Chaparral soccer fields, and Indian School ball fields. *Funding Sources: General Fund Transfer-\$2,048,400 and 2000 General Obligation Bonds-\$689,600.*

**NEIGHBORHOOD AND COMMUNITY**

48. **1<sup>st</sup> Avenue Street Enhancements** - Design and install streetscape in a two-block area. Improvements include enhanced lighting, a street tree program, and street furniture. Anticipated contribution from business owners of \$212,000. *Funding Source: General Fund Transfer-\$415,300.*

49. **2<sup>nd</sup> Street Streetscape from Couplet to Couplet** - Streetscape improvements including lighting, landscaping, hardscape and street furniture additions on Second Street from couplet to couplet. *Funding Source: 2000 General Obligation Bonds-\$99,100.*

50. **68<sup>th</sup> Street Footbridge** - The completion of a footbridge designed to screen the new SRP gate structure located on the Arizona Canal just east of 68<sup>th</sup> Street in the Downtown Waterfront District. The footings and piers are already in place. An art component will be included in the design. *Funding Source: General Fund Transfer-\$45,800.*

51. **Art In Public Places** - Provide funding for the City's allocation of 1% of current revenue-funded capital projects as required by City ordinance. *Funding Sources: General Fund Transfer-\$1,652,900, Wastewater Rates-\$414,500, and Water Rates-\$1,493,800.*

52. **Canals/Waterfront Attraction** - To partner with private development to provide a water-based major destination attraction in the Downtown area. In addition, the project will underground utilities and reconfigure canal banks. *Funding Sources: Municipal Property Corporation Bonds (supported by bed tax revenues)-\$4,200,000.*

53. **Character Area Design** - Establish a design fund, which supports the development of character area design work. *Funding Source: General Fund Transfer-\$712,300.*

54. **Character Area Improvement Fund** - Provide for minor physical improvements generated by character area plans that would not otherwise have a funding source. *Funding Source: General Fund Transfer-\$1,133,400.*

55. **Character Area Planning** - Define unique areas through the design and development of unifying themes that reflect an area's identity, as defined by its residents and property owners. These unifying themes may include development and/or enhancement of streetscapes, entry signs/gateways, landscapes, and public art projects. *Funding Source: General Fund Transfer-\$500,000.*

56. **Civic Center/Downtown Parking** - Acquire sites and construct parking facilities in several locations in the Civic Center and Downtown areas. *Funding Sources: General Fund Transfer-\$3,817,800 and In-Lieu Parking Fee-\$400,000.*

57. **Civic Center Mall Expansion** - Improve the planned expansion of the downtown Civic Center Mall to provide developed open park space for public events, passive recreation and future civic structures. *Funding Source: 2000 General Obligation Bonds-\$7,870,800.*

58. **Civic Center Mall Expansion-Stadium Focus Area** - Design and expand the current Civic Center Mall which is located in the center of the Stadium Focus redevelopment Area. In addition, includes improvements in front of the Justice Center and Civic Center Library. *Funding Source: Private Contributions-\$1,000,000.*

59. **Civic Center Mall Renovations-Phase II** - Completion of Civic Center renovations west of Civic Center Blvd. Phase II improvements include replacement of Marshall Garden railroad ties with a new concrete wall, new ADA ramp on the east side of the Scottsdale Center for the Arts building, an artist designed shade bower required by master plan, and creating new directional signage. *Funding Source: 2000 General Obligation Bonds-\$1,460,500.*

60. **D.C. Ranch Citizen Service Center** - The developer will be donating 1000 square feet within the DC Ranch Community Center to the city for an office and conference room. The citizen service center will be equipped with a workstation, computer hardware and software, city telephone and one city staff. A few of the services provided include a convenient place for paying water bills, returning library books, buying bus tickets, and receiving information regarding City ordinances and policies. *Funding Source: General Fund Transfer-\$31,800.*

61. **Desert Discovery Museum** - Design and build an interpretive center featuring the north Scottsdale desert landscape. It will be located at a City-owned site at Pinnacle Peak in conjunction with Pinnacle Peak Park. The Tourism Development Commission as a major north Scottsdale tourist attraction has initiated this project. *Funding Sources: Transient Occupancy Tax-\$5,000,000.*

62. **Downtown/Canal Footbridge for Fifth Avenue Area** - Design and construct a footbridge linking the Waterfront with the Fifth Avenue area. *Funding Source: General Fund Transfer-\$644,800.*

63. **Downtown/Canal Transit Bridge** - Design and construct a bridge that will carry transit vehicles across the Arizona Canal between the Waterfront and Stetson Drive. The scope includes a bridge, pedestrian underpasses, land acquisition, landscape enhancements and linkages to the City's loop drive. *Funding Source: General Fund Transfer-\$1,605,100.*

64. **Downtown Streetscape Amenities** - Downtown area amenities such as park benches, trash receptacles, ash urns and directories/kiosks. *Funding Source: General Fund Transfer-\$200,000.*

65. **Neighborhood Focused Housing Demonstration** - Purchase and renovate one home each year in a mature neighborhood. Showcase the renovated home and provide plans and assistance in obtaining building permits to encourage neighborhood redevelopment. *Funding Source: General Fund Transfer-\$220,000.*

66. **Neighborhood Funding Partnership** - Assist neighborhoods, on a matching basis, to finance neighborhood improvements such as security lighting, sidewalks, landscaping, and entry features. *Funding Source: General Fund Transfer-\$1,407,900.*

67. **Old Town Street Light Electrical Enhancement** - Street light rehabilitation for 1st Street, Main Street, 1st Avenue, Brown Ave and Buckboard Ave. Project includes replacement of all streetlight underground electrical conductors, installation of new junction boxes adjacent to each street light pole, redistribution of electrical circuits to balance the electrical load on each circuit, installation of new wire in each street light pole, and installation of secured electrical outlets to facilitate the use of the poles for holiday lighting or decorations. *Funding Source: General Fund Transfer-\$362,000.*

68. **Scottsdale Mall West Restroom Renovations** - Demolish and replace the existing restroom facilities located directly south of the Pepperwood building and west of the Chamber of Commerce. *Funding Source: General Fund Transfer-\$282,100. Annual Operating Budget Impact: \$14,500.*

69. **Scottsdale Papago Streetscape** - Provide enhanced landscaping and pedestrian areas along Scottsdale Road, from Thomas to McKellips and along McDowell Road from 64<sup>th</sup> Street to Granite Reef. The design concept consists of two Elements, A and B. "A" occurs at the bus stops and includes seatwalls, landscaping, and transit amenities. "B" consists of clusters of trees and shrubs. The project also includes integrated public art. *Funding Source: General Fund Transfer-\$6,229,000.*

70. **Scottsdale Road Preservation and Streetscape Enhancement** - Acquire, preserve and restore desert lands along Scottsdale Road to reflect its significance as the signature roadway in the community. This project calls for burial of overhead power lines adjacent to Scottsdale Road and the modification, improvement and restoration of landscaping, walkways, street signs and trails. *Funding Source: 2000 General Obligation Bonds-\$27,100,000.*

71. **Southeast Redevelopment Area Parking** - A comprehensive and cooperative approach to redevelopment in the Southeast Downtown Redevelopment Area. *Funding Source: General Fund Transfer-\$1,549,800.*

**CAPITAL IMPROVEMENT PLAN** *project descriptions*

72. **WestWorld Additional Permanent Barns** - Design and construct eight additional permanent barns. *Funding Source: Capital Fund Interest-\$900,000. Annual Operating Budget Impact: \$20,000.*

73. **WestWorld Arenas 7 & 8 Relocation** - Move and reestablish WestWorld Arenas 7 & 8 to a location southwest of the Equidome and relocate existing open drainage channels to improve the area for expansion of existing events and to attract new events and shows. *Funding Source: 2000 General Obligation Bonds-\$309,000.*

74. **WestWorld - Covered Arena and Walkway to Equidome** - Cover an additional arena. The cover will be a canopy structure, not an enclosed structure. In addition, this project includes lighting and sprinklers. *Funding Source: Capital Fund Interest-\$600,000.*

75. **WestWorld Landscaping Plan** - Design and implement a landscaping plan for WestWorld. *Funding Source: 2000 General Obligation Bonds-\$225,100.*

76. **WestWorld Driveways and Pedestrian/Horse Paths** - Pave specified driveways and pedestrian walkways on the equestrian show ground areas. *Funding Source: 2000 General Obligation Bonds-\$253,300.*

77. **WestWorld Paving Projects** - Bury existing utility pedestals, grade and pave all areas west of the Equidome with a permanent asphalt overlay, and repair and resurface pad west of the Equidome (550,000 sq ft). *Funding Source: 2000 General Obligation Bonds-\$530,500.*

78. **WestWorld Public Recreation Facility and Trailhead** - Design and construct an unlit arena and an extra paved parking area. In addition, this project includes the design and construction of a clubhouse and restroom facility adjacent to the Trailhead. A BOR contribution will be applied for in the estimated amount of \$150,000. *Funding Sources: General Fund Transfer-\$985,000.*

79. **WestWorld Restroom Facility** - Design and construct a large public restroom facility at the Ramada structure, northeast of the Polo Field. The restroom facility will contain 80 stations total (40 for women and 40 for men). *Funding Source: 2000 General Obligation Bonds-\$669,500.*

**PRESERVATION**

80. **McDowell Mountain Preserve Access** - This project will provide basic amenities in identified access areas of the McDowell Sonoran Preserve. Amenities such as an access road, driveways, entry monuments, parking, restrooms, drinking fountain, interpretative/informational displays, signage, telephone, shared use trails and possibly ramadas and picnic areas may be included. *Funding Source: 2000 General Obligation Bonds-\$1,925,700.*

81. **McDowell Sonoran Preserve** - Acquire land for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. *Funding Sources: McDowell Mountain Preserve Privilege Tax-\$144,845,500, General Fund Transfer-\$1,000,000 and Scottsdale Preserve Authority Bonds-\$200,000,000.*

**NEIGHBORHOOD DRAINAGE AND FLOOD CONTROL**

82. **64th St Corridor Drainage Improvements** - Project goal is to install storm drains and/or improved channels to eliminate flooding up to the 10-year event for this highly developed residential area and to protect 64th Street from off-site flows. Approximately Thunderbird Road (N), 64th Street (E), Shea Boulevard (S) and 60th Street (W) bound the benefiting area. The options for the project include the installation of storm drains and/or improved channels. The current drainage system conveys less than the 2-year event. The total watershed area is approximately 2.1 square miles. *Funding Source: 2000 General Obligation Bonds-\$5,214,200.*

83. **104<sup>th</sup> Street Storm Drain - Cactus Road to Cholla Drive** - Construct a combination of storm drains and drainage channel improvements, as identified in Scottsdale's Master Storm Water Plan, to provide capacities to handle the 100-year storm level. This area is bounded by 100<sup>th</sup> Street on the west, 105<sup>th</sup> Street on the east, Cactus Road on the north, and Cholla Dr./Shea Blvd. on the south. *Funding Source: General Fund Transfer-\$1,000,000.*



84. **Automated Flood Warning System - Indian Bend Wash** – An Intergovernmental Meteorological Services Program to install automated rainfall and runoff gauging stations within the Indian Bend Wash watershed. This system will automatically give notification of the potential for impending disastrous weather. *Funding Sources: General Fund Transfer-\$1,062,700 and Flood Control District Contributions-\$227,200.*

85. **Automated Flood Warning System - North Area** – An Intergovernmental Meteorological Services Program to install automated rainfall and runoff gauging stations within areas in the northern part of the City. This system will automatically give notification of the potential for impending disastrous weather. *Funding Sources: General Fund Transfer-\$380,500 and Flood Control District Contributions-\$141,200.*

86. **Camelback Corridor Drainage** - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. The benefiting area is highly developed with a mix of single-family, multi-family and commercial properties, including the Waterfront redevelopment area, and is bounded approximately by Highland Avenue (N), the Indian Bend Wash (E), the Arizona Canal/Camelback Road (S) and Goldwater Boulevard (W). The total watershed area is approximately 2 square miles. *Funding Source: General Fund Transfer-\$6,802,700.*

87. **Civic Center East Drainage Improvements** - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Approximately Indian School Road (N), Indian Bend Wash (E), Osborn Road (S) and Civic Center Boulevard (W) bound the benefiting area. Currently, the storm drain servicing this corridor is an undersized facility along 2nd Street. The option for the project focuses on the installation of an additional storm drain in the 2nd Street alignment. The current drainage system conveys approximately the 2-year event. The total watershed area is approximately 0.4 square miles. *Funding Source: 2000 General Obligation Bonds-\$1,459,200.*

88. **Earll/Thomas Corridor - Drainage Improvements** - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Approximately Osborn Road (N), Indian Bend Wash (E), Thomas Road (S) and Paiute Park/64th Street (W)

bound the benefiting area. Currently, the storm drain servicing this corridor is an undersized facility along Avalon Drive/Scottsdale Road/Thomas Road. The options for the project focus on the installation of additional storm drains. The current drainage system conveys less than the 2-year event in nearly all instances. The total watershed area is approximately 1.2 square miles. *Funding Source: 2000 General Obligation Bonds-\$10,546,000.*

89. **East Airport Drainage Project** - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed commercial/industrial area and to protect the intersection of Hayden Road and Redfield Road. The benefiting area is bounded approximately by Acoma Drive on the north, Hayden Road on the east, Redfield Road on the south, and 78th Street on the west. The total watershed area is approximately 0.1 square miles. *Funding Source: General Fund Transfer-\$359,200.*

90. **Floodplain Acquisition Program** - Develop a floodplain acquisition program for major wash corridors north of the CAP canal to ensure an effective and efficient drainage network is maintained and/or is provided as future development occurs. *Funding Source: 2000 General Obligation Bonds-\$2,366,600.*

91. **Granite Reef Watershed** – The goals of the project are to eliminate the existing 100-year floodplain in the Granite Reef Wash corridor for locations south of Thomas Road and to improve drainage conditions for locations north of Thomas Road to approximately a 10-year level of protection. The benefiting area is highly urbanized and is bounded approximately by Osborn Road on the north, Pima Freeway/Pima Road on the east, McKellips Road on the south, and Granite Reef Road on the west – approximately two square miles. The Flood Control District will contribute 60% for floodplain phase. *Funding Sources: General Fund Transfer (for city match)-\$8,224,500 and Flood Control District Contributions-\$4,959,800.*

92. **Indian School Park Watershed Phase II** - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Approximately Glenrosa Avenue (N), 86th Street (E), Osborn Road (S) and Hayden Road (W), bound the benefiting area. Currently, the only storm drain servicing this neighborhood is an undersized facility along Indian School Road between 86th Street and the Indian Bend Wash. The options

for the project focus on the installation of storm drains. The current drainage system conveys approximately the 2- to 5-year event, depending on location within the watershed. The total watershed area is approximately 0.4 square miles. Phase I of this system, from the Indian Bend Wash to just east of Hayden Road, is funded for construction in FY 98/99. *Funding Source: 2000 General Obligation Bonds-\$1,665,000.*

**93. Indian School Road Drainage – Indian Bend Wash to 81<sup>st</sup> Street** - Install storm drain system in Indian School Road in conjunction with the road improvement project to provide a 10-year level of protection. The project involves the installation of 42-inch through 84-inch storm drainpipe. *Funding Source: 1989 General Obligation Bonds-\$574,000.*

**94. Jackrabbit/Chaparral West Drainage Improvements** - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Approximately Jackrabbit Road (N), Indian Bend Wash (E), Chaparral Road (S) and Scottsdale Road (W) bound the benefiting area. Currently, the only storm drain servicing this neighborhood is an undersized facility along Chaparral Road. The options for the project focus on the installation of storm drains, with the potential that this system could assist in reducing flood control improvements in the Scottsdale Road/Camelback Road intersection area. The current drainage system conveys approximately the 2- to 5-year event, depending on location within the watershed. The total watershed area is approximately 1.4 square miles. *Funding Source: 2000 General Obligation Bonds-\$3,051,000.*

**95. McCormick Ranch Lakes Floodwall** – The goal of the project is to eliminate a floodplain breakout condition while delineating the floodplain/floodway boundaries for the McCormick Ranch Lakes, which are a major tributary to the Indian Bend Wash at Indian Bend Road. The total watershed area north of McCormick Parkway is approximately 11 square miles. *Funding Sources: General Fund Transfer (for City Match)-\$206,000 and Flood Control District Contributions-\$206,000. Annual Operating Budget Impact: \$500.*

**96. McDonald Drive Corridor** - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. The benefiting area is bounded approximately by Rose Lane on the north, the Arizona Canal on the east,

Montebello Avenue on the south, and Scottsdale Road on the west. The total watershed area is approximately 0.9 square miles. *Funding Source: General Fund Transfer-\$1,481,700.*

**97. Mojave Neighborhood (East)** - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. Approximately Rose Lane on the north, 86th Street on the east, Jackrabbit Road on the south, and the Indian Bend Wash on the west bound the benefiting area. The project will be built in two phases. Phase I will improve the areas from Granite Reef Road west to the Indian Bend Wash. Phase II will improve the areas from Granite Reef Road east to 86th Street. The total watershed area is approximately 0.9 square miles. *Funding Source: General Fund Transfer-\$7,694,800.*

**98. Neighborhood Stormwater Management Improvements** - Provide as-needed drainage improvements, which address localized drainage and flooding problems. *Funding Sources: General Fund Transfer-\$2,886,100, In-lieu Developer Drainage Fees-\$365,400 and 1989 General Obligation Bonds-\$342,000.*

**99. North Area Basin Master Plans** - Provide detailed master planning for approximately five major drainage basins north of the Central Arizona Project canal to ensure that a logical and consistent drainage network is constructed by future development. *Funding Source: General Fund Transfer-\$3,158,500.*

**100. Northern Stormwater Management** - Construct detention basins at Happy Valley Road, Deer Valley Road and Union Hills Drive, channel improvements from north of the CAP Canal to ¼ mile north of Jomax Road to the Union Hills Basin, and a storm drain outlet from the Union Hills Basin to the Tournament Players Club desert golf course. *Funding Sources: 1989 General Obligation Bonds-\$17,342,300, Capital Contingency-\$1,249,000 and General Fund Transfer-\$2,000,000.*

**101. NPDES Monitoring Stations/Sampling** - Continuation of a federally mandated program to satisfy the requirements of the National Pollutant Discharge Elimination System (NPDES). Assures quality of stormwater runoff and complies with environmental law. Also, provides an additional measure of assuring a healthy environment for recreation with in the Indian Bend Wash, as well as

an additional measure of safety by precluding hazardous and volatile wastes being discharged into the storm drains. The costs of sampling, testing, monitoring, administration, systems installation and maintenance will be matched 50% by the Flood Control District in conformance with an Inter-Governmental Agreement for the NPDES program.

*Funding Sources: 1989 General Obligation Bonds-\$1,135,800, Flood Control District Contributions-\$199,100 and General Fund Transfer-\$2,041,600.*

**102. Reach 11 Drainage Improvements** - Drainage improvements to the area bounded by 92<sup>nd</sup> Street, 96<sup>th</sup> Street, Bell Road and the CAP canal. *Funding Source: General Fund Transfer-\$300,000.*

**103. Reata Pass Detention Outlet Channel** - Construct channel improvements downstream from the Troon North Park and detention basins, which replace an existing facility. These improvements route the outflow from the new detention facility away from existing downstream structures. *Funding Source: 1989 General Obligation Bonds-\$150,000.*

**104. Roosevelt Corridor Drainage** - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. *Funding Source: General Fund Transfer-\$4,267,900. Annual Operating Budget Impact: \$311,000.*

**105. Scottsdale Road Bridge Over Indian Bend Wash** - Design and construct box culverts for drainage at Scottsdale Road and McCormick Parkway. *Funding Source: 1989 General Obligation Bonds-\$2,469,300.*

**106. Scottsdale Road Corridor** - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial and to protect Scottsdale Road from off-site flows. The benefiting area is bounded approximately by Thunderbird Road on the north, Scottsdale Road on the east, Shea Boulevard on the south, and 70<sup>th</sup> Street on the west. The total watershed area is approximately 5.0 square miles. *Funding Sources: General Fund Transfer (for City Match)-\$575,900, 2000 General Obligation Bonds-\$696,900, and Flood Control District Contributions-\$575,900.*

**107. Stormwater Drain Pollution Prevention Markers** - Purchase and install durable ceramic markers at all storm drains citywide to remind and educate the public against dumping pollutants into the city's stormwater system. *Funding Source: 2000 General Obligation Bonds-\$301,000.*

**108. Southwest Scottsdale Flood Control** - Install a combination of detention basins and storm drains focusing on the Oak Street, Osborn Road and 64<sup>th</sup> Street corridors to mitigate flooding of homes and to improve area-wide drainage conditions. *Funding Source: General Fund Transfer-\$5,605,600 and 1989 General Obligation Bonds-\$3,679,000.*

**109. Upper Camelback Wash Watershed** - The goal of the project is to eliminate flooding up to the 100-year event for this major wash corridor. The benefiting area is highly developed with a mix of single-family, multi-family and commercial properties and is bounded approximately by Sweetwater Avenue (N), 96<sup>th</sup> Street (E), Shea Boulevard (S) and 90<sup>th</sup> Street (W). The total watershed area north of Shea Boulevard is approximately 2.6 square miles. *Funding Source: General Fund Transfer-\$5,271,500.*

#### IMPROVEMENT DISTRICTS

**110. Bell Road II ID** - Construct streets, water and sewer lines, drainage improvements and other related infrastructure south of Bell Road and north of WestWorld. *Funding Source: Special Assessment Bonds-\$12,000,000.*

**111. Carefree Ranch Water Service ID** - This project will extend City water service to the Carefree Ranch development. *Funding Source: Special Assessment Bonds-\$1,000,000.*

**112. Improvement District Incidentals** - Conduct preliminary studies for proposed improvement districts. *Funding Source: Special Assessment Contributions-\$1,374,000.*

**113. Neighborhood ID City Contribution** - Facilitate neighborhood improvement districts for the installation of public infrastructure such as water, sewer, paving, and drainage improvements. *Funding Source: General Fund Transfer-\$1,008,000.*

**114. Utility Undergrounding Improvement Districts** - Matching funds for neighborhood utility undergrounding. City Council must approve the proposed use of matching funds. In addition, the matching funds must be the lesser of 10% of the project cost or \$500,000. *Funding Source: General Fund Transfer-\$3,500,000.*

**CAPITAL IMPROVEMENT PLAN** *project descriptions*

**FIRE**

115. **Fire Safety - Breathing Apparatus Equipment** - Replace S.C.B.A. (Self Contained Breathing Apparatus) and spare cylinders for the Fire Support Program to bring them up to current Federal Standards. *Funding Source: General Fund Transfer-\$45,100.*

116. **Fire Safety - Thermal Imaging Cameras** - Obtain Thermal Imaging Cameras for placement on all first response fire apparatus. This project will provide an additional eight devices for distribution throughout the Scottsdale system. *Funding Source: General Fund Transfer-\$120,000.*

117. **Fire Station #10 - Station Remodel (Miller & Thomas)** - Upgrade and remodel Fire Station #810 @ 2857 N. Miller Rd. and install fire sprinkler systems. *Funding Source: General Fund Transfer-\$168,400.*

118. **Fire Station #11 - Station Expansion (McDonald & Scottsdale Rd.)** - Remodel, upgrade and expand the living quarters at Fire Station #811 @ 7339 E. McDonald Dr. Remove/add non-bearing interior walls. *Funding Source: General Fund Transfer-\$181,100. Annual Operating Budget Impact: \$700.*

119. **Fire Station #13 - Vehicle and Equipment (Via Linda)** - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer-\$556,200.*

120. **Fire Station #17 - Vehicle and Equipment (Bell & 100<sup>th</sup> St)** - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer-\$298,700.*

121. **Fire Station #17 - Vicinity of Bell Road and 100<sup>th</sup> Street** - Construct a fire station for fire and emergency medical response. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer-\$807,000.*

122. **Fire Station #18 - Troon North Fire Station** - Construct a fire station for fire and emergency medical response at Alma School north of Pinnacle Vista. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer-\$419,000.*

123. **Fire Station #20 - Desert Mountain (Pima & Cave Creek)** - Construct a permanent fire station for fire and emergency medical response. *Funding Source: General Fund Transfer-\$1,393,800.*

124. **Fire Station #20 - Vehicle and Equipment (Pima & Cave Creek)** - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer-\$210,000.*

125. **Fire Station #27 - Ashler Hills and Pima** - Construct a fire station for fire and emergency medical response. *Funding Source: General Fund Transfer-\$1,200,000.*

126. **Fire Station & Rescue Vehicle - Scottsdale Airport** - Design and construct a permanent Airport Fire Station. This facility will be a stand-alone fire facility, constructed on the current site of the temporary trailer facility that is adjacent to the north side of the tower. Purchase an Airport Fire Fighting and Rescue Vehicle. *Funding Source: 2000 General Obligation Bonds-\$1,802,500.*

127. **Refurbish Two Fire Engines** - Refurbish two fire engine vehicles to be used as backup vehicles when first-line vehicles are out for maintenance. *Funding Source: General Fund Transfer-\$210,000.*

128. **Replacement Fire Vehicle Contingency** - Funds for periodic replacement of fire vehicles. *Funding Sources: General Fund Transfer-\$1,318,300 and Fleet Rates-\$446,600.*

**POLICE**

129. **AFIS Replacement & Improvements** - Purchase and install an Automated Fingerprint Identification System (AFIS) and replace the existing equipment to streamline the fingerprint process and maximize technology currently being used throughout the country. *Funding Source: General Fund Transfer-\$457,000. Annual Operating Budget Impact: \$12,500.*

130. **Barcode Equipment for Property/Evidence/Asset Tracking** - Add bar code equipment to facilitate the inventory and checkout of property and evidence items impounded by the police department. *Funding Source: General Fund Transfer-\$97,900.*

131. **Crime Laboratory Equipment Replacement** - Replace crime laboratory equipment. *Funding Source: General Fund Transfer-\$358,900.*

132. **District 1 Patrol Station** - Construct a new 25,000 square foot sub-station in District One (the area north of McKellips and south of Camelback) to include office space, lockers, a staffed lobby area, a conference room, and parking. *Funding Source: 2000 General Obligation Bonds-\$10,771,000.*

133. **District II Expansion** – Construction of an expansion to the Police Via Linda facility at Via Linda & San Salvador to accommodate additional space for growth that has occurred since the 1989 facility opening. *Funding Source: General Fund Transfer-\$3,091,500.*

134. **Explosive Ordnance Disposal Equipment** - Purchase explosive ordnance disposal equipment in order to appropriately respond to the increasing threat of criminal activity involving explosives. *Funding Source: General Fund Transfer-\$127,200. Annual Operating Budget Impact: \$57,000.*

135. **Family Advocacy Center** – The center will house police, social workers, prosecuting attorneys and on-site physicians. The goal is to have the criminal justice, medical, and social staff work together in one facility to reduce additional trauma experienced by crime victims. *Funding Source: General Fund Transfer-\$3,202,600.*

136. **Field Implementation of CDPD/Wireless Technology** – Includes the purchase of modems for police vehicles. *Funding Source: General Fund Transfer-\$368,600.*

137. **Helicopter Air Support Unit** - Implement a helicopter based Police Department Air Support Unit, which includes helicopter purchase. *Funding Source: 2000 General Obligation Bonds-\$6,400,000.*

138. **Jail CCTV Monitoring/Recording System Replacement** – Replacement in both jails of Closed Circuit Television Monitoring Systems with one system, which will provide color images and computerized, digital recording. *Funding Source: General Fund Transfer-\$184,700.*

139. **Police/Fire Training Facility Phase 2** - Construct an 11,000 square foot addition to the existing Police/Fire Training Facility at 911 N. Stadem, including two buildings for classrooms/office space, a multi-story training tower, additional parking, and additional bathrooms/showers. *Funding Source: 2000 General Obligation Bonds-\$4,220,800.*

140. **Police Criminal Justice Automated System** - Purchase and install an Automated Fingerprint Identification System (AFIS) that is interactive with local, regional, and state identification databases; install an automated Police Records Management System (RMS); and replace existing Police Computer Aided Dispatch (CAD). *Funding Source: RICO-\$1,682,400 and 1989 General Obligation Bonds-\$822,900.*

141. **Police Laptop Enhancement Program** - Purchase and install laptop computers used by officers and detectives in their daily work. *Funding Source: General Fund Transfer-\$2,003,900.*

142. **Police Mounted Unit Barn Replacement – WestWorld** - Raze the existing 14-year-old horse barn and replace it with a larger barn. *Funding Source: General Fund Transfer-\$192,500.*

143. **Police Operational Support Building** - Purchase 8 acres of land and construct a 63,000 square foot Police Department Support Services facility to provide space for Property/Evidence, Communications, and Crime Laboratory functions. Building will include circulation and mechanical plant rooms and a new City Emergency Operations Center. *Funding Source: 2000 General Obligation Bonds-\$31,905,800.*

144. **Police Portable Radio Replacement Program** - Replace portable radios assigned to the Police Department. This project staggers the purchase of new radios over 5 years. *Funding Source: General Fund Transfer-\$4,197,100.*

145. **Police RMS/AFIS Enhancements** - Continue implementing the Records Management System (RMS) and Automated Fingerprint Identification System (AFIS), which automate critical police functions. During the design and implementation, numerous enhancements were identified which would increase the efficiency and effectiveness of the police department. These enhancements range in complexity from the addition of a single data element captured in a database, to the integration of imaging to capture and retrieve documents and photographs related to a case or a person. *Funding Source: General Fund Transfer-\$705,200.*

146. **Smartzone Radio System Replacement** - Upgrade the current 800 MHz voice radio system to the Maricopa County Smartzone System to enhance system coverage and to increase officer efficiency. *Funding Source: General Fund Transfer-\$1,002,800. Annual Operating Budget Impact Savings: \$51,000.*

147. **Take Home Vehicle Program** - This project is to establish a take home patrol vehicle program in the interest of increasing police visibility (and visible reassurance), providing deterrence and enhancing neighborhoods at risk. The program will provide a personally assigned, fully marked police vehicle to each patrol officer who resides in the city and chooses to participate in the program. *Funding Source: General Fund Transfer-\$457,000.*

**TECHNOLOGY IMPROVEMENTS**

148. **Accounting System Upgrade** - Purchase and installation of application upgrades to ensure financial system accuracy and reliability. Applications include General Ledger, Payables, Decision Support, Capital Project Accounting, and Budget. *Funding Sources: General Fund Transfer-\$150,000 and Water Rates-\$150,000.*

149. **Aerial/Orthographic Photos** - Annual digital aerial photo updates. *Funding Source: General Fund Transfer-\$340,000.*

150. **City Attorney - Automate Criminal Justice System** - Purchase hardware, software, and technical consulting to automate paper processes and develop a database to track statistical information for workload indicators in the Prosecution Division of the City Attorney's office. *Funding Source: General Fund Transfer-\$497,800.*

151. **City Attorney - Legal Case Matter Management System** - Purchase and install an automated case and matter management system for the Civil Division. *Funding Source: General Fund Transfer-\$255,700.*

152. **Citycable Equipment Replacement** - Replace two editing systems, two field cameras, replace and upgrade the KIVA video system. *Funding Source: General Fund Transfer-\$516,100*

153. **CityCable Production Truck** - Replace the CityCable 11 production truck and equipment. The project scope includes replacement of the vehicle, four cameras, a video switcher, two playback units, monitors and audio control board, power generators, roughly 1,200 feet of cable and various ancillary equipment. *Funding Source: General Fund Transfer-\$212,200.*

154. **Community Development - Interactive Voice Response System** - Purchase and install an Interactive Voice Response (IVR) system to replace the existing system. *Funding Source: General Fund Transfer-\$35,000.*

155. **Community Development - Records Imaging** - Purchase and install a document imaging system in order to provide electronic access to all historical and existing development records within the city. *Funding Source: General Fund Transfer-\$504,100. Annual Operating Budget Impact: \$21,700.*

156. **Courts - Case Management System** - Assessment and enhancement of the Court's case management system. *Funding Source: Court Enhancement Fund-\$312,900.*

157. **Courts - Digital Recording Equipment** - Purchase and install digital trial/hearing recording equipment. *Funding Source: Court Enhancement Fund-\$60,000.*

158. **Courts - Imaging** - Purchase and install a document imaging system to fully integrate imaging within the court case and financial management systems. *Funding Source: Court Enhancement Fund-\$350,000.*

159. **Courts - Interactive Voice Response System** - This project allows for the interactive participation of Court users to obtain information through the City's phone system using an interactive voice response system. It is anticipated that users will be able to obtain information such as: future Court dates, payment due dates, outstanding balance due on case, case status and make credit card payments over the phone. *Funding Source: Court Enhancement Fund-\$40,000.*

160. **Financial Services - Interactive Voice Response System - Tax & License** - This project is to design, develop and deploy an interactive voice response system for the Tax & License group of Customer Service. This integrated voice system will give callers the ability to hear account information and make automated bill payments for business license, alarm and sales tax accounts. *Funding Source: General Fund Transfer-\$109,300.*

161. **Financial Services - Payroll/Human Resources System** - Upgrade/replace existing Payroll/H/RS system with more robust, scalable client server application. *Funding Source: General Fund Transfer-\$128,800.*

162. **Financial Services - Special Assessment System** - Purchase and install a new special assessment district billing and receivable system to replace the existing obsolete system. *Funding Source: Special Assessment Fees-\$152,100.*

163. **Human Resources - Document Imaging System** - Purchase and install a document imaging system to fully integrate imaging within the Human Resources Management System. *Funding Source: General Fund Transfer-\$248,500. Annual Operating Budget Impact: \$22,500.*

**164. Information Services – Geographic Information System Mapping Platform** - Migration of Geographic Information System Mapping / Data Maintenance system to next generation technologies. *Funding Source: General Fund Transfer-\$577,400. Annual Operating Budget Impact: \$28,200.*

**165. Information Services - Network Infrastructure** – Systematic and rational upgrade in capacity and speed of the City’s computer network infrastructure. *Funding Source: Computer Internal Replacement Rates-\$2,034,500.*

**166. Information Services – Personal Computers** – Systematic and rational upgrade and ongoing replacement of City standard computers, laptops, monitors, large monitors, and printers. *Funding Source: Computer Internal Replacement Rates-\$7,176,000.*

**167. Information Services – Security Investment/Antivirus** – Upgrade and expansion of our Virtual Private Network to support remote workers, personal firewall software, additional content virus scanning. *Funding Source: General Fund Transfer-\$326,800. Annual Operating Budget Impact: \$13,700.*

**168. Information Services - Server Infrastructure** – Systematic and rational upgrade and ongoing replacement of the City’s computer server infrastructure. *Funding Source: Computer Internal Replacement Rates-\$2,999,000.*

**169. Information Services – Server Resource Monitoring Tools** - Implement server management tools to help centralize, automate administration and proactively manage the City’s computer server infrastructure. *Funding Source: General Fund Transfer-\$177,800. Annual Operating Budget Impact: \$5,000.*

**170. Information Services – Technology Storage Area Network** - Implement Storage Area Network (SAN) to create a consolidated “Disk Storage Farm” for citywide use. *Funding Source: General Fund Transfer-\$317,700. Annual Operating Budget Impact: \$11,700.*

**171. Information Services – Telephone Equipment** – Systematic and rational upgrade, maintenance and ongoing replacement of telephone system and related modem computer access. *Funding Source: Telephone Internal Replacement Rates-\$1,850,000.*

**172. Planning Systems – Digital Plan Submittals** – A preliminary assessment of digital development plan submittal and review. This project will fund a pilot program; purchase desktop Geographic Information Systems, Computer Aided Design and Analysis software (ArcView and MapInfo); outline required hardware and software; and provide for the purchase of program equipment and staff training. *Funding Source: General Fund Transfer-\$293,200.*

**173. Planning Systems – Land Survey Asset Management** - Advance the capability of Land Survey’s technology by increasing storage capacity, adding software licenses and upgrading global positioning satellite receivers. *Funding Source: General Fund Transfer-\$296,200.*

**174. Planning Systems – Laptops & Wireless Connectivity** – Purchase nine rugged laptop computers to be utilized by land survey, planning, field engineering and building inspectors performing on-site & off-site permit inspections. *Funding Source: General Fund Transfer-\$87,400.*

**175. Shared Fiber Infrastructure for Public Use** - The Transportation Program has approved and funded plans to construct a 60-mile fiber optic arterial. This complementary project funds capacity for other municipal and public uses. *Funding Source: General Fund Transfer-\$1,954,900.*

**176. Utility Billing System** - Purchase and install a new utility billing system that utilizes new technology to meet the needs of our internal and external customers. *Funding Sources: Sanitation Rates-\$801,200, Sewer Rates-\$801,200, and Water Rates-\$801,200. Annual Operating Budget Impact: \$255,000.*

**MUNICIPAL FACILITIES**

**177. Americans with Disabilities Act (ADA) Improvements** - This project is for the removal of identified physical barriers to persons with disabilities. Individual projects include the upgrading of restroom facilities, installation of curb cuts, and creation of accessible parking to current ADA (Americans with Disabilities Act) specifications. *Funding Source: General Fund Transfer-\$2,048,400.*

**178. City Court Remodel** - Design and renovation work after the purchase of the Justice Center Building. *Funding Source: Court Enhancement Fund-\$715,500.*

179. **Civic Center Campus Plan** - Develop a comprehensive Master Plan for the Civic Center Mall Complex, including assessing the current facilities, the city's staffing needs, the impacts of technology, and the needs for public assembly and public meeting rooms. The plan will address opportunities in accordance with the Southeast Downtown Redevelopment Plan and will incorporate the current plans for the western portion of the Mall. *Funding Source: General Fund Transfer-\$130,000.*

180. **Civic Center Expansion Demo & Off Site Work** - Modify real property acquisitions in the Civic Center Area to meet current and future expansion needs. This includes, but is not limited to utility relocation, minor street improvements, asbestos abatement and demolition of existing improvements and structures. *Funding Source: General Fund Transfer-\$1,700,300.*

181. **Civic Center Real Property Acquisition** - Purchase real property to accommodate current assembly, office, and parking needs in areas logically identified for future Civic Center expansion. *Funding Source: General Fund Transfer-\$6,045,000.*

182. **Facilities Repair and Maintenance Program** - Systematic and rational repair and maintenance to major municipal facilities, i.e., air conditioning, heating equipment, roofing and carpeting. *Funding Source: General Fund Transfer-\$4,723,900.*

183. **Fleet Maintenance Facility North Satellite** - Redesign and renovate the Jomax and Pima Rural Metro Fire Station after Rural Metro relocates into new Fire Station. *Funding Source: Fleet Rates-\$318,300.*

184. **Justice Center Purchase** - Exercise the City's option to buyout the remaining portion of the Maricopa County Justice Courts' lease. *Funding Source: General Fund Transfer-\$840,000.*

185. **Kiva Meeting Space Improvement** - Renovations to the City Hall facility including recarpeting, repair to ceilings, and renovation to the KIVA meeting space. *Funding Source: General Fund Transfer-\$215,300.*

186. **Kiva Meeting Space Technology** - Additionally new raceways to support changes in audio/visual technologies shall be installed to better communicate public issues to the Council and Commissions. *Funding Source: General Fund Transfer-\$99,800.*

187. **McKellips Service Center** - Design and renovate the City's former Corporation Yard and establish a south area satellite service yard facility. *Funding Sources: General Fund Transfer-\$500,000 and Fleet Rates-\$507,500. Annual Operating Budget Impact: \$100,000.*

188. **Municipal Services North Satellite Facility** - Purchase approximately 10 acres in the "E" Planning Zone. Design, and construct multi-use facility for Solid Waste, Field Services, and Fleet Management. *Funding Source: Municipal Property Corporation Bonds-\$5,297,000.*

189. **North Corp Yard Parking Garage** - Construction of a parking facility for the North Corporation Yard. *Funding Sources: General Fund Transfer-\$375,000, Fleet Rates-\$750,000 and Water Rates-\$375,000.*

190. **One Civic Center Conference Annex** - Construct a new 2,500-3,500 square foot conference annex adjacent to or in close proximity to the existing One Civic Center office structure. *Funding Source: General Fund Transfer-\$440,000.*

191. **Scottsdale Center for the Arts-Improvements and Facility Upgrades** - Facility improvements such as restroom renovation, plumbing, air circulation, lighting and facility accessibility to Americans with Disabilities Act specifications. *Funding Source: General Fund Transfer-\$986,000.*

192. **Scottsdale University - Employee Learning Center** - Design and renovation work of the Human Resource Systems campus east wing for the Scottsdale University. *Funding Source: General Fund Transfer-\$239,100. Annual Operating Budget Impact: \$46,100.*

193. **Technology Center Remodel** - Design and renovation work of the Technology Center. *Funding Source: General Fund Transfer-\$216,700.*

194. **Transfer Station Expansion** - Design and construct the second phase of Scottsdale's Transfer Station located at 8417 E. Union Hills Drive. *Funding Sources: Municipal Property Corporation Bonds-\$1,748,500.*



**AIRPORT**

195. **Airport Gates Upgrade** – Upgrade the airport gates to provide additional security and a safer operating environment. Install closed circuit television to monitor access to airfield. *Funding Source: General Fund Transfer-\$338,200.*

196. **Airport Land Acquisition** - Purchase approximately 17 acres of land in the airport area. *Funding Sources: General Fund Transfer-\$210,100 and Transportation Privilege Tax-\$181,000.*

197. **Airport Parking Lot Lighting Upgrades** – Replacement and remodeling of exterior lighting to comply with current recommended industry standards. *Funding Source: General Fund Transfer-\$76,500.*

198. **Airport Safety Equipment** – Purchase airfield safety and maintenance equipment; water truck and mini-motor grader. *Funding Source: General Fund Transfer-\$185,800.*

199. **Alpha Taxiway Shoulders-Grant Match** – Construct Alpha taxiway shoulders. *Funding Sources (for City 10% match): General Fund Transfer-\$27,300.*

200. **Bravo Taxiway Extension - Grant Match** - Construct remaining 2,900 LF of Bravo Taxiway. This project will enhance aircraft traffic flow on and off the runway, as well as respond to the increased number of aircraft stored on the Eastside of the runway. *Funding Sources (for City 10% match): General Fund Transfer-\$42,200.*

201. **Cholla Hangar Infrastructure - Grant Match** - Install infrastructure (i.e., taxi lanes, utilities, drainage, etc.) on Cholla Parcel for ultimate hangar development. This project will provide the needed infrastructure to facilitate the construction of additional aircraft storage facilities, such as Airport Hangars. *Funding Sources (for City 10% match): Transportation Privilege Tax-\$80,000.*

202. **Differential GPS System** – Purchase a Global Positioning System (GPS) ground-based transmitter/receiver for aircraft navigation. *Funding Source: General Fund Transfer-\$393,900.*

203. **Disabled Aircraft Removal Dolly** – Purchase a disabled aircraft removal dolly for emergency removal of aircraft from the aircraft movement area. *Funding Source: General Fund Transfer-\$31,800.*

204. **Exit Taxiways – Grant Match** - Construct additional taxiway exits along Alpha and Bravo Taxiways. *Funding Sources (for City 10% match): General Fund Transfer-\$34,000.*

205. **Flight Tracking System** - Install a flight tracking system. *Funding Sources (for City match): General Fund Transfer-\$163,900.*

206. **Kilo Ramp Reconstruction – Grant Match** - Reconstruction of the original 435,000 S.F. of the Kilo Ramp. *Funding Sources (for City 10% match): General Fund Transfer-\$82,000.*

207. **Land Acquisition Keekor Parcel - Grant Match** - Purchase the Keekor Parcel – approximately seven acres. The purchase of this property will enable the Airport to develop additional aircraft storage facilities to meet the current twenty (20) year waiting list demand and become competitive in the aircraft hangar market. *Funding Sources (for City 10% match): Transportation Privilege Tax-\$650,000*

208. **Medium Intensity Taxiway Lights - Grant Match** - Install medium intensity taxiway lights and signs to enhance the safety of aircraft using taxiway Bravo during night or foul weather. *Funding Source: Transportation Privilege Tax-\$47,200.*

209. **Perimeter Road Improvements - Grant Match** - Install an all-weather airport perimeter road. This project will provide enhanced emergency access to the airfield during aircraft incidents/accidents, thus resulting in enhanced public safety. *Funding Sources (for City 10% match): General Fund Transfer-\$25,500.*

210. **Scottsdale Aircraft Museum Site Preparation** – Preparation of site plan, some drainage channel improvements and removal of old fire station. *Funding Source: Transient Occupancy Privilege Tax-\$825,000.*

211. **Security Fence Improvements** - Replace/upgrade portions of Airport Security Fencing. This project will enhance the overall security of the airport property and safety of the airfield operating environment. *Funding Source: Transportation Privilege Tax-\$75,000.*

212. **Security Gates Upgrade** – Hardwire all airport vehicle and aircraft gates directly to the airport security system. *Funding Source: General Fund Transfer-\$80,000.*

**STREETS**

213. **84<sup>th</sup> Street and Cholla Road** - Improve 84<sup>th</sup> Street to local residential standards with bike lanes from Shea to Kalil and improve Cholla Road to local residential standards from Hayden Road to 86<sup>th</sup> Street. *Funding Sources: 1989 General Obligation Bonds-\$925,000 and Transportation Privilege Tax-\$800,000.*

214. **96<sup>th</sup> Street – Shea Blvd to Sweetwater Blvd** - Construct a four lane ultimate of 96th Street from Shea Boulevard to Sweetwater Avenue. Project includes acquiring approximately 54,000 SF of residential area, as well as approximately 53,000 SF of drainage easement. *Funding Source: Transportation Privilege Tax-\$3,741,000. Annual Operating Budget Impact: \$6,000.*

215. **Bell Road – 94<sup>th</sup> Street to Thompson Peak Parkway** – Construct the remaining two lanes with a landscaped median for this stretch of the roadway, including bike lanes and shoulders, as well as drainage improvements. *Funding Source: Transportation Privilege Tax-\$6,460,000.*

216. **Cactus Road – Pima Freeway to Frank Lloyd Wright Boulevard** - Construct Cactus Road to full major collector street standards including curb, gutter and sidewalk. *Funding Source: 2000 General Obligation Bonds-\$4,280,800 and Transportation Privilege Tax-\$3,201,000.*

217. **Camelback Road – 64<sup>th</sup> Street to 68<sup>th</sup> Street** - Build a six-lane ultimate with medians and soundwall to complete the last section of Camelback Road. *Funding Source: 2000 General Obligation Bonds-\$1,474,400.*

218. **Camelback Road – 64<sup>th</sup> Street to Scottsdale Road** - Widen Camelback Road by adding a third eastbound lane including curb, gutter, and sidewalk. *Funding Sources: 1989 General Obligation Bonds-\$500,000.*

219. **Drinkwater/Scottsdale Road Couplet Intersection** – Realign Drinkwater/Scottsdale Road intersection giving priority Scottsdale Road traffic. *Funding Source: General Fund-\$600,000.*

220. **Frank Lloyd Wright Blvd/Via Linda Intersection** – Improve intersection by creating new turn lanes and installing bus bays and bus shelters. *Funding Source: Transportation Privilege Tax-\$529,900.*

221. **Frank Lloyd Wright Blvd – Scottsdale Road to Shea Blvd** – Construct 36 right turn lanes, six bus bays, and 11 intersection control improvements, which will reconstruct the median. *Funding Source: Transportation Privilege Tax-\$3,549,200.*

222. **Hayden and McDonald Intersection Improvement** - Improve intersection by implementing an expanded design standard. Program includes dedicated left and right turn lanes, provisions for bike lanes, improvements to or construction of raised landscaped medians, provides a four-way bus pullout with a shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: Transportation Privilege Tax-\$2,651,200.*

223. **Hayden and Via de Ventura Intersection Improvement** - Improve intersection by implementing an expanded design standard. Program includes dedicated dual lefts and single right turn lanes, provides for bike lanes, improves or builds raised landscaped medians, provides a four-way bus pullout with shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: Transportation Privilege Tax-\$1,356,300.*

224. **Hayden Road – Cactus to Redfield** - Add a two-way left-turn lane and path on Hayden Road from Cactus to Redfield including storm drainage improvements, path and landscaping. *Funding Sources: 2000 General Obligation Bonds-\$8,249,800 and Transportation Privilege Tax-\$4,263,600.*

225. **Hayden Road – Deer Valley to Pinnacle Peak** – Increase the number of lanes and construct separate right-turn lanes deceleration lanes, bike lanes, as well as install Intelligent Transportation System (ITS) conduits/equipment. *Funding Sources: 2000 General Obligation Bonds-\$2,426,900 and Transportation Privilege Tax-\$642,500.*

226. **Hayden Road – Pima Freeway to Thompson Peak Parkway** – Construct new turn lanes and complete the ultimate 6-lane roadway. Install Intelligent Transportation System (ITS) conduits/equipment. *Funding Sources: 2000 General Obligation Bonds-\$8,299,100 and Transportation Privilege Tax-\$3,782,000.*

227. **Hayden Road - Princess Drive to Pima Freeway** - Construct four new traffic lanes from the Pima Freeway interchange to Princess Drive along the Hayden Road alignment. *Funding Source: Transportation Privilege Tax-\$4,126,000. Annual Operating Budget Impact: \$6,000.*

228. **Indian Bend Road – Scottsdale Road to Hayden** - Build four lanes ultimate cross-section with median and bridge to provide the ultimate road configuration and a crossing over Indian Bend Wash. *Funding Source: 2000 General Obligation Bonds-\$11,205,900.*

229. **Indian School Rd - Drinkwater to Pima –** Construct the four lane ultimate cross-section with bike lanes. Construct side street closures and median for increased capacity. *Funding Source: 2000 General Obligation Bonds-\$4,038,200.*

230. **Indian School Road - Indian Bend Wash to 81<sup>st</sup> Street** - Improve Indian School Road to ultimate four lane cross-section; including upgrading center turn lanes, adding right and left turn lanes, storm drainage and major intersection improvements. *Funding Sources: Transportation Privilege Tax-\$3,100,000.*

231. **Master Plan Concept Studies** - Conduct studies to determine the impact of major street, intersection improvement projects and related drainage issues at locations throughout the city. Studies to include a significant public participation program to provide an opportunity for citizen involvement. *Funding Source: Transportation Privilege Tax-\$4,510,000.*

232. **McDonald Drive – Scottsdale to Hayden** - Complete the widening from a two to four lane roadway ultimate cross-section with medians and expand bridge over canal. *Funding Source: Transportation Privilege Tax-\$1,963,500.*

233. **Particulate Emission Reduction Program** - Federally mandated program to reduce particulate emissions per the Moderate Area Non-attainment Federal Implementation Plan (FIP) for Particulate (PM10) Pollution. *Funding Source: General Fund Transfer-\$3,000,000.*

234. **Pedestrian Enhancements** - Construct sidewalk improvements throughout the City to complete missing sections. Construction of the missing sidewalk sections will start at McKellips Road and progress northward through the City. *Funding Source: 2000 General Obligation Bonds-\$1,369,700.*

235. **Pima Freeway Right of Way, Frontage Road, and Aesthetics** - Pay ADOT for the City's portion of the Pima Freeway ROW acquisition related to frontage roads, and aesthetic treatments for the section of the Pima Freeway between Scottsdale Road and Pima Road. *Funding Source: Transportation Privilege Tax-\$6,263,300 and Contributions-\$500,000.*

236. **Pima Road - Deer Valley to Pinnacle Peak** - Improve four lanes of old county road to an ultimate cross-section with median, grade crossing and sound wall and roadway drainage. *Funding Source: 2000 General Obligation Bonds-\$14,112,700.*

237. **Pima Road – McDowell Road to Via Linda** - Widen Pima Road to a minor arterial section consisting of two lanes in each direction, and a raised center median. Buffer the west side of Pima Road with sound wall and landscaping. *Funding Source: 1992 General Obligation Bonds-\$13,350,000.*

238. **Pima Road – Pima Freeway to Thompson Peak Parkway** - Build final two lanes of six-lane roadway. Complete the six-lane roadway to Thompson Peak in association with the Pima Road widening project. This project also includes the construction of the Pima Freeway interchange at Princess Drive into the new alignment of Pima Road and completes the ultimate widening of Pima Road. Four lanes of the ultimate six lane major arterial roadway will be constructed in addition to a sound-wall. *Funding Sources: 2000 General Obligation Bonds-\$1,555,600 and Transportation Privilege Tax-\$10,601,000.*

239. **Pinnacle Peak – Scottsdale Road to Pima Road** - Replace two lane road with a four lane ultimate cross-section with median and grade crossing. *Funding Sources: 2000 General Obligation Bonds-\$7,669,100 and Transportation Privilege Tax-\$2,823,200.*

240. **Roadway Capacity Improvements** - Provide street improvements at several locations within the city that range from adding an exclusive right-turn lane to providing a continuous left-turn lane. *Funding Source: Transportation Privilege Tax-\$19,960,000.*

241. **Scottsdale Rd - Dynamite to Carefree Highway** - Improve existing four-lane roadway by widening intersections and adding left turn lanes. *Funding Source: 2000 General Obligation Bonds-\$921,200.*

242. **Scottsdale Road - Frank Lloyd Wright Boulevard to Pima Freeway** - Construct Scottsdale Road to full major arterial street standards, including curb, gutter, sidewalk, median, and drainage improvements. *Funding Sources: 2000 General Obligation Bonds-\$8,174,100 and Transportation Privilege Tax-\$1,921,700.*

**243. Scottsdale Road - Indian Bend Road to Gold Dust Road** - Widen the majority of the west side of Scottsdale Road between Indian Bend and Gold Dust Roads to provide three lanes southbound including curb, gutter, sidewalk, and a landscaped median. Relocate 69 KV power lines. *Funding Sources: 1989 General Obligation Bonds-\$10,988,900 and Transportation Privilege Tax-\$9,011,100. Annual Operating Budget Impact: \$30,000.*

**244. Scottsdale Road - Pima Freeway to Pinnacle Peak** - Expand existing road from four to six lane ultimate cross-section with medians. This project spans approximately 1.5 miles. *Funding Sources: 2000 General Obligation Bonds-\$15,902,600 and Transportation Privilege Tax-\$6,139,600.*

**245. Scottsdale Road - Pinnacle Peak to Dynamite** - Construct four miles of Scottsdale Road to the Parkway standard of four lanes with an extra wide median to accommodate six lanes for future expansion if necessary. *Funding Source: Transportation Privilege Tax-\$2,092,600.*

**246. Scottsdale Road Streetscape Improvements** - Streetscape enhancements along Scottsdale Rd. between Thomas Road and Indian School Road and between Camelback Road and Chaparral. Enhancements would include landscape, hardscape, lighting and street furniture additions to the specified areas. *Funding Source: 2000 General Obligation Bonds-\$311,700.*

**247. Shea Blvd and 92nd Street Intersection Improvement** - Improve intersection by implementing an expanded design standard. Program includes dedicated left and right turn lanes, provides for bike lanes, improves or builds raised landscaped medians, provides a four-way bus pullout with shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: Transportation Privilege Tax-\$812,000.*

**248. Shea Blvd and Hayden Intersection Improvement** - Improve intersection by implementing an expanded design standard. Program includes dedicated dual lefts and right turn lanes, provides for bike lanes, improve or build raised landscaped medians and provide a four-way bus pullout with shelter. *Funding Source: Transportation Privilege Tax-\$882,300.*

**249. Shea Blvd: 90th & 96th St Intersection Improvements** - Improve intersection by implementing an expanded design standard. Program includes dedicated left and right turn lanes, provides for bike lanes, improves or builds raised landscaped medians, provides a four-way bus pullout with shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: 2000 General Obligation Bonds-\$596,500.*

**250. Thompson Peak Bridge @ Reata** - Construct the second two-lane bridge over Reata Pass Wash to connect the existing four-lane roadway on either side. The first bridge was constructed by DC Ranch to fulfill City stipulations. *Funding Source: 2000 General Obligation Bonds-\$1,391,100.*

**251. Thompson Peak Parkway - Bell Road to Union Hills** - Build four lanes of a six lane ultimate cross-section with landscaped medians and bike lanes. The city is responsible for four lanes as the McDowell Sonoran Preserve abuts the eastern edge of the roadway. The Thompson Peak Parkway extension needs to be constructed to provide for the final north/south route in Scottsdale. *Funding Source: 2000 General Obligation Bonds-\$6,955,600.*

**252. Thunderbird/Redfield - Scottsdale to Hayden** - Build the final two lanes of a four lane ultimate cross-section with median. Expand existing two lanes to four lanes with raised and landscaped median. *Funding Source: 2000 General Obligation Bonds-\$5,633,500.*

**TRAFFIC**

**253. Arterial Roadway Street Lighting** - Addition of streetlights to roadway sections that are currently unlighted. *Funding Sources: General Fund Transfer-\$1,066,900 and 1989 General Obligation Bonds-\$300,000. Annual Operating Budget Impact: \$17,200.*

**254. Neighborhood Traffic Management Program - Phase I** - A two-part program to control traffic on residential streets. Part one is a program to directly control speeding via citizen assistance with speed notification boards, radar guns with warning letters, and speed cameras. Part two is street improvements for traffic calming. *Funding Source: Transportation Privilege Tax-\$2,750,000. Annual Operating Budget Impact: \$3,000.*

255. **Neighborhood Traffic Management Program – Phase II** - Construct traffic reduction projects such as speed humps, traffic circles, and other mitigation measures within neighborhoods throughout the City. The program will address traffic volume and speed concerns within entire neighborhoods at one time in lieu of isolated projects. *Funding Source: 2000 General Obligation Bonds-\$1,367,100.*

256. **Traffic Management Program - Intelligent Transportation System (ITS)** - Purchase and install a comprehensive system of automated traffic counting and video observation of traffic movement to reduce traffic congestion and delays through improved signal timing. *Funding Sources: 2000 General Obligation Bonds-\$1,688,800, Federal Grant-\$2,457,000, Contributions-\$4,500,000 and Transportation Privilege Tax-\$15,911,400. Annual Operating Budget Impact: \$190,000.*

257. **Traffic Signal Program** - Design plans, acquire materials, and install equipment for new and modified traffic signals. *Funding Source: Transportation Privilege Tax-\$4,150,000. Annual Operating Budget Impact: \$53,300.*

TRANSIT

258. **Bicycle System Enhancements** - Design and construct improvements to roads and pathways, to add new facilities, eliminate bottlenecks, and otherwise improve the access and usability of the bicycle system. Priority is given to filling in gaps in the existing system. Most of the work will occur south of the Central Arizona Project as new development is building the majority of the system enhancements north of this area. *Funding Sources: Transportation Privilege Tax-\$8,357,900 and General Fund-\$31,200.*

259. **Bike Path Improvements** - Design and construct enhancements to Scottsdale's bikeway system to improve the access and usability of the system by filling in missing pieces of path, sidewalk, lanes, routes and removing barriers. *Funding Sources: 2000 General Obligation Bonds-\$227,200 and General Fund Transfer-\$1,301,600.*

260. **Bus Bay Improvement Program** - Retrofit ten locations on the far side of signalized intersections to accommodate bus pullouts. Construct bus bays at major intersections principally along Scottsdale Road and Hayden Road to improve traffic mobility. *Funding Source: 2000 General Obligation Bonds-\$4,101,300 and Transportation Privilege Tax-\$1,016,000.*

261. **Bus Fueling Facility** - Construct a transit fueling facility for the buses on City-owned property. The fueling facility will include LNG capabilities. *Funding Source: 2000 General Obligation Bonds-\$633,500.*

262. **Bus Shelters Program** - Construct transit shelters at bus stops located throughout the community. *Funding Sources: Transportation Privilege Tax-\$1,470,000 and General Fund Transfer-\$99,600. Annual Operating Budget Impact: \$50,000.*

263. **Buses Expansion** - Purchase vehicles for service expansion for the Scottsdale Roundup and Scottsdale Connection bus service. *Funding Sources: Transportation Privilege Tax-\$1,458,800; Grants-\$10,791,400; and 2000 General Obligation Bonds-\$1,400,400. Annual Operating Budget Impact: \$340,500.*

264. **Loop 101 Park and Ride Lot** - Design and construct park and ride lots in the vicinity of the Loop 101 Pima Freeway to provide easy access to the regional and local transit system. *Funding Sources: Transportation Privilege Tax-\$3,200,000 and 2000 General Obligation Bonds-\$2,219,200.*

265. **Los Arcos Transit Center** - Integrate a transit center into the Los Arcos area. Improvements to include shaded waiting areas, drinking fountains, informational kiosks, public art and easy access. *Funding Source: Transportation Privilege Tax-\$2,000,000.*

266. **Multi-use Path Enhancements** - Construct rehabilitation activities on existing multi-use paths in McCormick Ranch, Camelback Walk, Eldorado Park, McKellips Lake Park, Indian School/Thomas, and several new grade separated crossings in the City. *Funding Source: 2000 General Obligation Bonds-\$5,063,000.*

267. **Mustang/North Site Transit & Telecommuting Center** - Conduct a location study and begin design and land acquisition for a transit and potential telecommuting center to be located in the vicinity of the Mustang Library. Transit center improvements shall include shaded waiting areas, drinking fountains, informational kiosks, public art and centralized access to the transit system. Explore the opportunity to enhance the transit center with multi-uses such as a telecommuting center. *Funding Source: 2000 General Obligation Bonds-\$6,839,600.*

268. **Papago Salado Loop Trail** – Participate with other jurisdictions in the construction of the Papago Salado Loop Trail that will connect Scottsdale, Tempe, and Phoenix with Papago Park, Phoenix Zoo, Desert Botanical Garden, and the Rio Salado.  
*Funding Source: 2000 General Obligation Bonds-\$300,500.*

269. **Power Corridor Path-Thompson Peak to WestWorld** – Construct a ten-foot multi-use path along the power corridor between Thompson Peak parkway and the WestWorld facilities to provide a vital interconnection with the City's multi-use path system and regional destinations.  
*Funding Source: 2000 General Obligation Bonds-\$1,738,900.*

270. **Regional Transit Maintenance Facility** – Partner with other cities to construct a regional transit maintenance facility.  
*Funding Source: 2000 General Obligation Bonds-\$3,278,200.*

271. **Shea Sidewalk Improvements** - Install sidewalks along Shea Boulevard between 136th street and 142nd street.  
*Funding Source: Transportation Privilege Tax-\$600,000.*

272. **Sidewalk Improvements** - Install sidewalks in pedestrian-oriented areas (new schools, transit routes, etc.) where none currently exist.  
*Funding Source: General Fund Transfer-\$784,000. Annual Operating Budget Impact: \$2,000.*

273. **Transit Technology** – Purchase and install neighborhood transit dispatch systems, information kiosks, vehicle locator systems and automatic passenger counters.  
*Funding Sources: Transportation Privilege Tax-\$1,242,200.*

274. **Upper Camelback Wash Multiuse Path - 92<sup>nd</sup>/Shea to Cactus** – Construct a tunnel under 92<sup>nd</sup> Street and a one-mile multiuse path connecting the City's multiuse path system.  
*Funding Source: 2000 General Obligation Bonds-\$1,545,000.*

275. **Upper Camelback Wash Multiuse Path - Horizon, Cactus** – Construct a multiuse path along 96<sup>th</sup> Street alignment from Cactus to Redfield.  
*Funding Source: 2000 General Obligation Bonds-\$1,273,100.*

**WATER AND WASTEWATER**

276. **91<sup>st</sup> Avenue Wastewater Treatment Plant** - Provide for facility modifications and improvements at the existing 91<sup>st</sup> Avenue Wastewater Treatment Plant.  
*Funding Sources: Sewer Rates-\$43,636,000.*

277. **91<sup>st</sup> Avenue Wastewater Treatment Plant - UP01 Expansion** - Provide for additional solids handling capacity at the 91st Avenue Wastewater Treatment Plant by contributing to the capital expansion of the plant's solid handling facility. Capacity expansion is due to growth and development within the city.  
*Funding Source: Sewer Development Fees-\$33,500,000.*

278. **Advanced Water Treatment Plant, Phase II** - Complete Phase II of the advanced water treatment portion of the Water Campus. Phase II provides an additional 4 million gallons per day for a total capacity of 12 million gallons per day of wastewater treatment and water reclamation to meet growing wastewater flows.  
*Funding Sources: Sewer Development Fees-\$19,294,830 and Water Resources Development Fees-\$3,404,970. Annual Operating Budget Impact: \$5,000.*

279. **Advanced Water Treatment Plant, Phase III** - The master plan for the Water Campus calls for expansion to a 16 million gallons per day plant by 2005 from the Phase II capacity of 12 million gallons per day. This project allows for the further purification of reclaimed water prior to recharge into vadose zone wells. Elements of the project include expanded microfiltration and reverse osmosis buildings; additional pumps for the product water, additional recharge wells, and related electrical, piping and instrumentation capabilities.  
*Funding Sources: Sewer Development Fees-\$11,652,500 and Water Resources Development Fees-\$3,097,500.*

280. **Alameda/122<sup>nd</sup> Street Booster Pump Station** - This project will construct a 1.5 MGD Zone 13 booster pump station within the Sonoran Crest subdivision serving the southern areas of Zone 13 and Zones 12 and 11 to the east. The area is generally bounded between Jomax Road and the existing Preserve and 118th Street and the designated Preserve Initiative area.  
*Funding Source: Water Development Fees-\$850,000.*

281. **Architect/Engineer Services** - Provide architect/engineer services on an as-needed basis for minor future studies, planning or design.  
*Funding Source: Water Development Fees-\$1,860,000.*

**282. Arsenic Mitigation Treatment** – Program to comply with the upcoming Arsenic Rule of the Safe Drinking Water Act. Evaluate various arsenic mitigation treatment techniques. Select the arsenic mitigation treatment technique that is appropriate for use at Scottsdale groundwater sources. Design and construct arsenic mitigation treatment processes. Arsenic mitigation treatment may be located at certain well sites throughout the City and in centralized groundwater treatment facilities. *Funding Source: Water Rates-\$59,500,000.*

**283. Bell Road Sewer** - City contribution to Bell Road Improvement District for an 18" wastewater line in Bell Road from Pima to approximately 95th Street. This ensures sewer line is completed during road widening. *Funding Source: Sewer Development Fees-\$600,000.*

**284. Booster Station Upgrades** - Upgrade components of the production system as needed to meet system demands. *Funding Source: Water Development Fees-\$475,000.*

**285. Central Arizona Project-Hayden-Shea Water Connection** - Construct one mile of 20" water transmission main on Shea Blvd. from Pima Freeway to Hayden Road. Construct three miles of water transmission main on Hayden Road from Shea Blvd. to the Salt River Project Arizona Canal to deliver water during canal maintenance periods. *Funding Source: Water Development Fees-\$5,500,000.*

**286. Central Arizona Project-Plant Expansion** - The existing CAP water treatment plant will be expanded from its current capacity of 50 mgd to a capacity of 75 mgd. This will allow the replacement of well water in north Scottsdale with treated surface water, in compliance with Federal and state laws. *Funding Source: Water Development Fees-\$8,000,000.*

**287. Central Arizona Project-Plant Reservoir Replacement** - This project replaces the existing 5 million gallon reservoir at the CAP Plant. Engineering analysis has determined that replacement rather than renovation of the existing reservoir is more cost effective. *Funding Source: Water Rates-\$5,000,000.*

**288. Central Arizona Project- Water Treatment Plant Pump Station - Zone 5** - Upgrade the existing pump station at the CAP Water Treatment Plant from 8 million gallons per day to 18.5 million gallons per day. *Funding Source: Water Development Fees-\$2,400,000. Annual Operating Budget Impact: \$2,000.*

**289. Chlorine Scrubbers** - Install scrubbers at existing booster stations that contain chlorinator systems. This improvement will benefit the health and safety of the community by safeguarding against chlorine leakages from the booster stations into the neighboring residential areas. *Funding Source: Water Rates-\$600,000.*

**290. Citywide Flow Monitoring** - Conduct flow monitoring at various locations throughout Scottsdale to check flow levels in the sanitary sewer system. *Funding Sources: Sewer Development Fees-\$822,500 and Sewer Rates-\$822,500.*

**291. Deep Well Recharge and Recovery Facilities** - Design and construct deep well recharge and recovery facilities. Location of facilities will be determined by a pilot program and hydrological study. An application for matching funds from the State Department of Water Resources has been filed. *Funding Source: Water Resources Development Fees-\$1,600,000. Annual Operating Budget Impact: \$2,000.*

**292. Downtown Sewer Improvements** - Design and construct various sewer lines that require extra capacity due to downtown redevelopment. This project will maintain public health and safety by providing additional sewer capacity in the downtown area as needed. *Funding Source: Sewer Development Fees-\$1,500,000.*

**293. East Pumpback for Water Campus** - Design and construction of the eastern pump back system to convey wastewater to the Water Campus. The system has two pump stations and a 30-inch pipeline in the Pima Freeway alignment. *Funding Source: Sewer Development Fees-\$19,000,000.*

**294. East Shea Sewer Improvements** - Design and construct additional sewers in the East Shea area of the City where deficiencies are indicated from the wastewater master plan. Several projects in the previous CIP budget have been combined into one project. *Funding Source: Sewer Development Fees-\$1,100,000.*

**295. Gainey Plant Improvements** - Design modifications to convert to nitrification - denitrification. To maximize its use of effluent, the plant is being modified to take Nitrogen out of its effluent water so that it may be used to recharge into the aquifer, when not being used for irrigation. This will help relieve downstream sewer flows during the winter months. *Funding Source: Sewer Rates-\$1,972,200.*

296. **Gainey Reimbursements** – City entered into a contractual agreement with Markland Properties for payback to developer for Gainey sewer treatment plant construction. *Funding Source: Sewer Development Fees-\$500,000.*

297. **Irrigation Water Distribution System** – Account for all city funds expended for coordination and planning, in conjunction with the privately funded IWDS. This will insure proper reimbursement from the developer. *Funding Source: Private Funding-\$400,000. Annual Operating Budget Impact: \$1,153,300.*

298. **Master Plan Update - Sewer** - Perform and update wastewater master plans to ensure that the City is current with future growth statistics and to provide recommendations for capital projects. These master plans aid the Water Resources Department in determining where the future growth will occur and if infrastructure or additional testing is required on the systems. *Funding Sources: Sewer Development Fees-\$583,400.*

299. **Master Plan Update - Water** - Perform and update water and water quality master plans to ensure that the City is current with future growth statistics and to provide recommendations for capital projects. These master plans aid the Water Resources Department in determining where the future growth will occur and if infrastructure or additional testing is required on the systems. *Funding Sources: Water Development Fees-\$1,006,350 and Water Resource Development Fees-\$335,450.*

300. **McDowell Mountain Ranch Reservoir Expansion** - Design and construct an additional 2.5 million gallon reservoir on the existing site No. 105 at 10775 East Bell Road. *Funding Source: Water Development Fees-\$3,650,000.*

301. **Miller Road Sewer – Phase III** - Replace existing sewer in Miller Road from McDowell Road south to the Princess Metering Station due to redevelopment in the downtown areas. Existing sewers are reaching capacity and will be susceptible to surcharging. *Funding Source: Sewer Development Fees-\$4,300,000.*

302. **North Area Recharge / Recovery System Facilities** – Design and construct a recharge system in the area of the Carefree Basin. *Funding Source: Water Development Fees-\$1,400,000 and IWDS Contribution-\$6,500,000.*

303. **Outer Loop Sewer - Scottsdale Road to Pima Road** - Design and construct an estimated 12-inch sewer line paralleling the north side of the outer loop freeway from Scottsdale Road to Pima Road. *Funding Source: Sewer Development Fees-\$1,163,000. Annual Operating Budget Impact: \$2,100.*

304. **Pima Road - Ashler Hills to Cave Creek Road Waterline** - Design and construct approximately 3.5 miles of water transmission line in Pima Road from booster station #102 at Ashler Hills Drive to Booster Station #92 at Cave Creek Road. Also, the pump stations will also be upgraded to provide additional capacity. *Funding Source: Water Development Fees-\$8,730,000.*

305. **Pima Road - Jomax to Ashler Hills Waterline** - Design and construct 3.5 miles of water transmission line in Pima Road from Booster Station #42 at Jomax Road to Booster Pump Station #102 at Ashler Hills Drive. Also, the pump stations will also be upgraded to provide additional capacity. *Funding Source: Water Development Fees-\$11,950,000.*

306. **Pima Road – Pinnacle Peak to Jomax Waterline** - Design and construct a new 36" waterline in Pima Road between Pinnacle Peak Road to Jomax Road. This line will replace the 12" existing waterline that currently exists in Pima Road. A minimum 36" waterline needs to be installed to convey surface water from the CAP Water Treatment Plant north from P.S. 126 to Reservoir/P.S. 42. Line sizes in these segments are 36" lines. *Funding Source: Water Development Fees-\$2,500,000.*

307. **Pima Road - Union Hills to Pinnacle Peak Waterline** - Design and construct a 36-inch water transmission pipeline under Pima Road between Union Hills Road and Pinnacle Peak Road. *Funding Source: Water Development Fees-\$4,469,000. Annual Operating Budget Impact: \$3,000.*

308. **Princess Road Metering Station Improvements** - Modifications to the existing Princess Road Metering Station located at Curry Road and Stadem Drive, at the Police/Fire Training Facility. This project will include analog output signals into the RTU from all of the equipment being installed at the site. *Funding Sources: Sewer Rates-\$750,000.*

309. **Pump Station 97 (Reclaimed Water Distribution System) Modifications** - Modify existing Pump Station # 97 (RWDS Pump Station "B") to be an enclosed structure. This project will enable the City to enclose the Pump Station with a roof to minimize noise in the vicinity of the pump station. *Funding Source: Reclaimed Water Distribution System Construction Fund-\$500,000.*



310. **Pump Station 130** - Pump Station 130 is on the eastern border of the Central Arizona Project Plant site and will take raw CAP water to the Water Campus for treatment and groundwater recharge. *Funding Source: Water Development Fees-\$1,700,000.*

311. **Radio Telemetry Monitoring Automation - Sewer** - Construct radio telemetry facilities at new and existing wastewater facilities. This will improve operational efficiency by controlling and monitoring citywide wastewater facilities from a central location. *Funding Sources: Sewer Rates-\$701,000.*

312. **Radio Telemetry Monitoring Automation - Water** - Construct radio telemetry facilities at new and existing water facilities. This will improve operational efficiency by controlling and monitoring citywide water facilities from a central location. *Funding Sources: Water Rates-\$1,178,000.*

313. **Relief Sewers - Citywide** - Provide for the design and construction of relief sewer capacity at various locations around the City as the need is identified in the Wastewater Master Plan. *Funding Source: Sewer Development Fees-\$3,000,000. Annual Operating Budget Impact: \$4,100.*

314. **Sewer Collection System Rehabilitation** - Televis approximately 740,000 linear feet of 8-inch to 15-inch sewer to determine rehabilitation requirements. Repair and replace sewer lines based on the results. *Funding Source: Sewer Rates-\$3,546,000.*

315. **Sewer Oversizing** - Oversize sewer facilities to provide for future ultimate capacity to Master Plan standards. *Funding Source: Sewer Development Fees-\$850,000.*

316. **SRP Filtration Plant Waterline** - Construct 42-inch diameter pipe from the Arizona Canal to the SRP Filtration Plant. *Funding Sources: Water Development Fees-\$524,300 and Water Rates-\$4,718,500. Annual Operating Budget Impact: \$1,000.*

317. **SRP Water Distribution System** - Construct two miles of 42" water transmission main in the Indian Bend Wash from McDonald Drive to Indian School Road. Construct one mile of 20" water transmission main on Hayden Road from McDonald Drive to the Arizona Canal. Construct .5 miles of 18" water transmission main on Thomas Road from Scottsdale Road to 68th St. *Funding Source: Water Rates-\$3,600,000 and Water Development Fees-\$400,000.*

318. **SRP Water Treatment Plant** - Design and construct a water treatment plant to treat the city's SRP allocation. The preliminary size is 30 million gallons per day. *Funding Sources: Water Development Fees-\$4,835,900 and Water Rates-\$43,522,000.*

319. **Scottsdale Water Service Company Acquisition** - The Water Resources Department is in negotiations with Ford Motor Credit Co. to buyout their share of the CAP Plant. *Funding Source: Water Rates-\$7,000,000.*

320. **Troon East Reclaimed Water Distribution System-Pump Station Modifications** - Modifications to the Troon East RWDS pump station which will ensure that 700 gpm can be pumped through this part of the RWDS at all times. These improvements will reduce the amount of supplemental potable water deliveries in the east Happy Valley Road area. *Funding Source: Sewer Development Fees-\$300,000.*

321. **Union Hills Transmission Line - Water Campus to Site 120** - Construct water line to transmit water from the water campus via BPS #55B to the existing and future reservoirs in DC Ranch. *Funding Sources: Water Development Fees-\$1,400,000.*

322. **Utility Sleeve Crossings - Outer Loop** - Install steel sleeves at strategic locations, such as bridges, in the route of the Pima Freeway Outer Loop. *Funding Source: Water Development Fees-\$1,815,000.*

323. **Water Campus Influent Pump Station** - Design and construction of Water Campus Influent Pump Station to handle wastewater flows from the northern areas of the city. *Funding Source: Sewer Development Fees-\$3,000,000. Annual Operating Budget Impact: \$10,000.*

324. **Water Distribution System Improvements** - Identify and replace water mains, meters, and pressure reducing valves that are inadequately sized. Also, design and construct new water mains at various locations throughout the distribution system to complete loops, provide a backup source, and improve the system to reduce operating costs. *Funding Source: Water Rates-\$5,050,000. Annual Operating Budget Impact: \$3,000.*

325. **Water Oversizing** - Oversize water facilities to provide for future ultimate capacity to Master Plan standards. *Funding Source: Water Development Fees-\$10,764,100.*

**326. Water Quality Compliance Laboratory** - Procure major items of equipment for a water quality compliance laboratory at the Water Campus. This laboratory will be utilized to analyze the majority of Water Quality (including CPM/IS, Gainey Ranch WWTP, CAP WTP samples), Wastewater Quality (Pretreatment, NHLW, Local Limits), Stormwater, and Superfund environmental samples. *Funding Sources: Sewer Rates-\$324,500 and Water Rates-\$973,300.*

**327. Water Quality Improvements-Southern Neighborhoods** - The City's existing facility in the area of Thomas Road and Pima Road requires improvements to address EPA-directed maximum arsenic levels in ground water and to enhance the quality of potable water being produced at this site, by reducing nitrates, total dissolved solids and hardness. This project will also remedy the excessive reservoir scaling currently experienced. *Funding Source: Water Development Fees-\$1,000,000 and Water Rates-\$9,000,000.*

**328. Water Reclamation Plant Phase III** - Construct a 4 million gallon per day (mgd) expansion to the existing 12 mgd Water Reclamation Plant at the Water Campus. Additional facilities consist of a primary and secondary sedimentation basin, aeration basin, filtration basins and the associated pumps, electrical and instrumentation features. Facilities would be placed in their master-planned locations. *Funding Source: Sewer Development Fees-\$14,750,000.*

**329. Water Rights Acquisition** - Acquire, develop and manage pending and future water resources to meet requirements of build-out demands and secure a long-term assured water supply as projected by the current Water Resources Master Plan. *Funding Source: Water Resources Development Fees-\$67,968,000.*

**330. Waterline Replacements** - Design and construct waterline repair/replacement projects at various locations throughout the city to upgrade existing plastic water lines to acceptable standards. *Funding Source: Water Rates-\$13,491,000. Annual Operating Budget Impact: \$3,000.*

**331. Well Sites** - Design and construct new wells and upgrade existing wells at locations determined through the Master Plan. *Funding Source: Water Development Fees-\$19,748,000.*

**332. Zone 2 Pump Station** - Design and construct a 14 million gallon per day pump station in conjunction with the Zone 2 reservoir project. *Funding Source: Water Development Fees-\$3,465,000. Annual Operating Budget Impact: \$40,000.*

**333. Zone 2 Reservoir - 120<sup>th</sup> Street and Shea Blvd.** - Design and construct a 4.0 million gallon reservoir in the vicinity of 120<sup>th</sup> Street and Shea Boulevard. *Funding Source: Water Development Fees-\$5,741,500. Annual Operating Budget Impact: \$1,000.*

**334. Zone 5 to 7 Pump Station - Pima and Deer Valley** - Design and construct a 10 million gallon per day water pump station at Pima and Deer Valley Roads. *Funding Source: Water Development Fees-\$5,125,000. Annual Operating Budget Impact: \$5,000.*

**335. Zone 5 E Booster Pump Station and Transmission Line** - Install pumps at reservoir site No. 114 located at 120th Street and Cactus Road. In addition, install a 16-inch water transmission line in Cactus Road alignment from 124<sup>th</sup> Street to 128th Street and in Via Linda from 130th Street to 136th Street. *Funding Source: Water Development Fees-\$2,100,000.*

**336. Zone 9 Reservoir Expansion** - Design and construct an additional 2.5 million gallon reservoir and associated Pump Station at site #102 located at Ashler Hills Drive and Pima Road. This will also include modifications to Pump Station #92 at Cave Creek Road east of Pima Road. *Funding Source: Water Development Fees-\$7,000,000.*

**337. Zone 12/13 Water System Improvements Phase 1** - Design and construct 1.5 MG Zone 12 reservoir in the vicinity of 112th Street and Dixileta Drive. Design and construct a Zone 13 booster pump station at Alma School Road and Dixileta Drive. Construct approximately 3,000 linear feet of Zone 12 transmission line from the suction side of proposed BPS to the proposed reservoir. Install additional pumps at the existing Zone 12 booster pump station #100. *Funding Source: Water Development Fees-\$8,528,000.*

# STAFFING

THIS SECTION PROVIDES DETAILS OF ALL STAFFING AUTHORIZED TO PROVIDE CITIZEN/PROGRAM SERVICES, AS PREVIOUSLY SUMMARIZED IN THE DEPARTMENTAL BUDGET SECTION.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA

**STAFFING EQUIVALENCY**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>General Government</b>					
Full-time	161.00	186.00	196.00	195.00	220.00
Part-time	13.81	8.47	7.97	7.97	8.25
Grant	-	-	1.00	1.00	1.00
<b>Total FTE</b>	<b>174.81</b>	<b>194.47</b>	<b>204.97</b>	<b>203.97</b>	<b>229.25</b>
<b>Police</b>					
Full-time	450.00	455.00	503.00	504.00	537.00
Part-time	2.11	2.11	3.10	3.10	3.10
Grant	27.00	54.00	31.00	37.00	33.00
<b>Total FTE</b>	<b>479.11</b>	<b>511.11</b>	<b>537.10</b>	<b>544.10</b>	<b>573.10</b>
<b>Financial Services</b>					
Full-time	125.00	134.00	138.00	140.00	142.00
Part-time	1.97	2.47	2.97	2.97	2.97
<b>Total FTE</b>	<b>126.97</b>	<b>136.47</b>	<b>140.97</b>	<b>142.97</b>	<b>144.97</b>
<b>Transportation</b>					
Full-time	35.00	40.00	41.00	41.00	45.00
Part-time	2.32	1.85	1.85	1.85	1.85
<b>Total FTE</b>	<b>37.32</b>	<b>41.85</b>	<b>42.85</b>	<b>42.85</b>	<b>46.85</b>
<b>Community Services</b>					
Full-time	293.00	304.00	318.00	319.00	332.00
Part-time	157.60	161.14	167.11	167.11	170.64
Grant	11.75	11.75	11.75	11.75	10.75
<b>Total FTE</b>	<b>462.35</b>	<b>476.89</b>	<b>496.86</b>	<b>497.86</b>	<b>513.39</b>
<b>Information Systems</b>					
Full-time	53.00	63.00	65.00	65.00	73.00
Part-time	0.81	0.81	0.81	0.81	0.81
<b>Total FTE</b>	<b>53.81</b>	<b>63.81</b>	<b>65.81</b>	<b>65.81</b>	<b>73.81</b>
<b>Planning and Development</b>					
Full-time	145.00	178.00	196.00	194.00	172.00
Part-time	2.80	-	-	-	-
<b>Total FTE</b>	<b>147.80</b>	<b>178.00</b>	<b>196.00</b>	<b>194.00</b>	<b>172.00</b>
<b>Water Resources</b>					
Full-time	129.00	135.00	136.00	136.00	139.00
Part-time	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>129.75</b>	<b>135.75</b>	<b>136.75</b>	<b>136.75</b>	<b>139.75</b>
<b>Municipal Services</b>					
Full-time	177.00	186.00	189.00	189.00	206.00
Part-time	2.25	3.75	3.75	3.75	3.00
<b>Total FTE</b>	<b>179.25</b>	<b>189.75</b>	<b>192.75</b>	<b>192.75</b>	<b>209.00</b>
<b>Citizen &amp; Neighborhood Resources</b>					
Full-time	-	-	-	-	31.00
Part-time	-	-	-	-	-
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31.00</b>
<b>Total Full-time Position FTE</b>	<b>1,568.00</b>	<b>1,681.00</b>	<b>1,782.00</b>	<b>1,783.00</b>	<b>1,897.00</b>
<b>Total Part-time Position FTE</b>	<b>184.67</b>	<b>181.60</b>	<b>189.56</b>	<b>188.56</b>	<b>191.62</b>
<b>Total Grant Funded Position FTE</b>	<b>38.75</b>	<b>65.75</b>	<b>43.75</b>	<b>49.75</b>	<b>44.75</b>
<b>Total Citywide Position FTE</b>	<b>1,791.17</b>	<b>1,928.10</b>	<b>2,014.06</b>	<b>2,021.06</b>	<b>2,133.12</b>

**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 number of hours budgeted by 2,080.

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>GENERAL GOVERNMENT</b>					
<b>01010 Mayor and Council</b>					
Executive Secretary	1	1	1	1	2
Executive Secretary to Mayor	1	1	1	1	1
Management Assistant	1	1	1	1	1
Public Information Coordinator	-	-	-	-	1
Mayor and Council	7	7	7	7	7
Total Full-time	10	10	10	10	12
Total FTE	10.00	10.00	10.00	10.00	12.00
<b>01030 City Clerk</b>					
Administrative Secretary	1	1	1	1	1
City Clerk	1	1	1	1	1
City Clerk Assistant I	2	2	2	2	2
City Clerk Assistant II	2	2	2	2	2
Deputy City Clerk	1	1	1	1	1
Technology Specialist	1	1	1	1	1
City Clerk Aide*	1	1	1	1	1
Total Full-time	8	8	8	8	8
Total Part-time*	1	1	1	1	1
Total FTE	8.50	8.50	8.50	8.50	8.50
<b>01050 City Attorney - Civil Division</b>					
Assistant City Attorney	2	2	2	2	3
City Attorney	1	1	1	1	1
Deputy City Attorney	3	3	3	3	4
Legal Administrative Coordinator	-	-	-	-	1
Legal Assistant	1	1	1	1	1
Legal Secretary	4	4	4	4	5
Office Coordination Assistant - Law	1	1	1	1	1
Office Coordination Manager - Law	1	1	1	1	1
Police Legal Advisor	-	-	-	-	1
Sr Assistant City Attorney	5	5	5	5	5
Support Specialist - Law	1	1	1	1	1
Systems Integrator	-	1	1	1	-
Victim Assistance Advocate	1	1	2	2	3
Victim Assistance Notification Clerk	1	1	1	1	1
Victim Assistance Program Administrator	1	1	1	1	1
Deputy City Attorney*	-	-	1	1	-
Support Specialist - Law*	1	1	1	1	1
Victims Assistance Notification Clerk*	-	1	-	-	1
Total Full-time	22	23	24	24	29
Total Part-time*	2	3	2	2	2
Total FTE	23.22	24.72	25.22	25.22	30.00

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>01051 Grant Funded Positions</b>					
Victim Assistance Advocate	-	-	1	1	1
Total Full-time	-	-	1	1	1
Total FTE	-	-	1.00	1.00	1.00
<b>01051 City Attorney - Prosecution Division</b>					
City Prosecutor	1	1	1	1	1
Law Clerk	1	1	-	-	-
Legal Assistant	3	3	3	3	5
Legal Secretary	2	2	2	2	2
Office Coordination Manager - Law	1	1	1	1	1
Prosecution Specialist	-	-	3	3	5
Prosecutor I	4	4	4	4	6
Prosecutor II	4	4	4	4	5
Support Specialist - Law	-	-	1	1	1
Systems Integrator	-	1	1	1	1
Total Full-time	19	20	20	20	27
Total FTE	19.00	20.00	20.00	20.00	27.00
<b>01070 City Auditor</b>					
Administrative Secretary	1	1	1	1	1
Assistant City Auditor	2	2	2	2	2
City Auditor	1	1	1	1	1
Internal Auditor	3	3	3	3	3
Senior Auditor	1	1	1	1	1
Total Full-time	8	8	8	8	8
Total FTE	8.00	8.00	8.00	8.00	8.00
<b>01080 Court</b>					
Administrative Secretary	1	1	1	1	-
Associate City Judge	2	2	2	2	2
Case Management Coordinator	1	1	-	-	-
City Judge	1	1	1	1	2
Court Administrator	-	-	1	1	1
Court Analyst	1	1	1	1	1
Court Interpreter	-	1	1	1	2
Court Security Screener	2	2	2	2	2
Court Services Director	1	1	-	-	-
Court Services Representative	16	27	27	27	29
Court Services Supervisor	2	2	4	4	4
Court Systems Analyst	1	1	1	1	-
Deputy Court Administrator	-	-	2	2	2
Executive Secretary	-	-	-	-	1
Hearing Officer	1	1	1	1	2
Probation Officer	-	-	-	-	-
Revenue Collector	-	-	1	1	1
SR Account Clerk	-	-	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>01080 Court (continued)</b>					
Senior Court Services Representative	5	5	4	4	4
Systems Integrator	-	1	1	1	1
Technology Coordinator	-	-	-	-	1
Court Security Guard*	3	4	4	4	4
Court Security Screener*	1	1	1	1	1
Court Services Representative*	-	-	1	1	1
Hearing Officer*	1	1	-	-	-
Total Full-time	34	47	51	51	56
Total Part-time	5	6	6	6	6
Total FTE	36.90	49.88	53.88	53.88	58.88
<b>01110 City Manager</b>					
Assistant City Manager	3	3	3	3	3
Assistant to the City Manager	-	-	1	1	1
City Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Executive Secretary	3	3	3	3	2
Executive Secretary/City Manager	1	1	1	1	1
Redevelopment Administrator	-	-	-	-	1
Senior Executive Assistant	1	1	-	-	-
SR Redevelopment Planner	-	-	-	-	1
Administrative Assistant*	-	-	-	-	-
Total Full-time	10	10	10	10	11
Total Part-time*	-	-	-	-	-
Total FTE	10.00	10.00	10.00	10.00	11.00
<b>01120 Communications and Public Affairs</b>					
Administrative Secretary	1	1	1	1	1
Communications and Public Affairs Officer	1	1	1	1	1
Graphics Design Coordinator	1	1	1	1	1
I.S. Technician	-	-	-	-	1
Media Relations Manager	1	1	1	1	1
Public Affairs Manager	1	1	1	1	1
Public Information Coordinator	4	3	3	3	6
Public Information Coordinator*	1	1	1	1	1
Total Full-time	9	8	8	8	12
Total Part-time*	1	1	1	1	1
Total FTE	9.65	8.65	8.65	8.65	12.65
<b>01121 Citycable</b>					
Video Production Assistant	1	1	1	1	1
Video Production Manager	1	1	1	1	1
Video Production Specialist	1	2	2	2	2
Video Production Assistant*	1	-	-	-	-
Total Full-time	3	4	4	4	4
Total Part-time*	1	-	-	-	-
Total FTE	3.50	4.00	4.00	4.00	4.00

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>01130 Intergovernmental Relations</b>					
Government Relations Coordinator	1	1	1	1	1
Government Relations Director	1	1	1	1	1
Administrative Secretary*	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total Part-time*	1	1	1	1	1
Total FTE	2.72	2.72	2.72	2.72	2.72

**01140 Human Resources System**

General Manager	1	1	1	1	1
HRS Account Consultant	7	7	7	7	8
HRS Administrative Services Manager	1	1	1	1	1
HRS Administrator	1	1	1	1	1
HRS Director	1	1	1	1	1
HRS Employee Programs Coordinator	1	1	1	1	1
HRS Employee Relations Officer	1	1	1	1	1
HRS Representative	6	6	6	6	7
HRS Systems Consultant	5	5	6	6	5
Management Intern	-	-	-	-	1
Support Specialist	-	2	2	2	2
Technology Coordinator	1	1	1	1	1
Work/Life Associate	-	-	1	1	-
HRS Account Consultant*	1	1	1	1	1
HRS Associate*	1	2	1	1	-
HRS Representative*	1	1	2	2	3
Total Full-time	25	27	29	29	30
Total Part-time*	3	4	4	4	4
Total FTE	26.50	29.00	31.00	31.00	32.50

The Human Resources Program is assigned 62 positions to be used as fill-ins when employees are unavailable to work. They are not included in the part-time position count. These undesignated positions are available to a program that can justify the need for a temporary worker and has funds available in their budget.

**01146 Employee Relations Contingency**

HRS Transition Position	-	-	2	1	1
Total Full-time	-	-	2	1	1
Total FTE	-	-	2.00	1.00	1.00

**01147 Office of Diversity and Dialogue (formerly 01170)**

Administrative Secretary	1	1	1	1	1
Diversity and Dialogue Officer	1	1	1	1	1
Scottsdale Voices Coordinator	-	1	1	1	1
Total Full-time	2	3	3	3	3
Total FTE	2.00	3.00	3.00	3.00	3.00



**AUTHORIZED PERSONNEL POSITIONS**

	<u>Actual</u> <u>1998/99</u>	<u>Actual</u> <u>1999/00</u>	<u>Adopted</u> <u>2000/01</u>	<u>Approved</u> <u>2000/01</u>	<u>Adopted</u> <u>2001/02</u>
<b>01152 WestWorld Operations</b>					
Assistant Operations Coordinator	1	1	1	1	-
Facilities Manager	2	2	1	1	1
Maintenance Worker I	-	4	6	6	1
Maintenance Worker II	-	1	1	1	5
Maintenance Worker III	1	2	2	2	2
Maintenance Worker I *	6	-	-	-	-
Total Full-time	4	10	11	11	9
Total Part-time*	6	-	-	-	-
Total FTE	9.82	10.00	11.00	11.00	9.00
<b>01153 WestWorld Event Management</b>					
Contract Officer	1	1	1	1	1
Customer Service Representative	1	1	1	1	2
Equestrian Events Manager	-	-	-	-	1
General Manager Westworld	-	-	-	-	1
Office Coordination Manager	1	1	1	1	1
Secretary	1	1	1	1	-
WestWorld Events Contract Coordinator	1	1	1	1	1
Total Full-time	4	5	5	5	7
Total Part-time*	-	-	-	-	-
Total FTE	5.00	5.00	5.00	5.00	7.00
<b>01175 Endowment (formerly 01145)</b>					
Endowment Officer	-	-	1	1	1
Total Full-time	-	-	1	1	1
Total FTE	-	-	1.0	1.0	1.0
<b>Department Total Full-time</b>	<b>161</b>	<b>186</b>	<b>196</b>	<b>195</b>	<b>220</b>
<b>Department Total Part-time*</b>	<b>20</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Department Total FTEs</b>	<b>174.81</b>	<b>194.47</b>	<b>203.97</b>	<b>202.97</b>	<b>228.25</b>
<b>Department Grant Funded FTEs</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Department Total FTEs including Grants</b>	<b>174.81</b>	<b>194.47</b>	<b>204.97</b>	<b>203.97</b>	<b>229.25</b>

**POLICE**

**02100 Chief of Police**

Administrative Secretary	1	1	1	1	1
Community Affairs Specialist	-	-	-	-	1
Deputy Police Chief	1	1	1	1	1
Executive Assistant Police Chief	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Police Administrative Services Director	-	1	1	1	1
Police Analyst II	-	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>02100 Chief of Police (continued)</b>					
Police Budget Manager	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Officer	-	-	-	-	1
Police Sergeant	-	-	-	-	4
Total Full-time	6	8	8	8	14
Total FTE	6.00	8.00	8.00	8.00	14.00
<b>02200 Patrol Services</b>					
Parking Control Checker	1	1	1	1	1
Police Aide	29	25	30	30	30
Police Alarm Coordinator	-	-	1	1	-
Police Captain	3	3	3	3	3
Police Contract Administrator	-	1	1	1	1
Police Lieutenant	7	9	9	9	10
Police Officer	159	154	177	178	171
Police Sergeant	24	24	25	25	28
Police Teleserve Specialist	2	5	5	5	5
Police Teleserve Supervisor	1	1	1	1	1
Secretary	2	2	2	2	2
Wrangler*	3	3	3	3	3
Total Full-time	228	225	255	256	252
Total Part-time*	3	3	3	3	3
Total FTE	229.11	226.11	257.10	258.10	254.10
<b>02201 Photo Enforcement</b>					
Police Lieutenant	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00
<b>02205 Detention</b>					
Police Detention Manager	1	1	1	1	1
Police Detention Officer	15	15	17	17	22
Police Detention Supervisor	3	3	3	3	4
Total Full-time	19	19	21	21	27
Total FTE	19.00	19.00	21.00	21.00	27.00
<b>02304 Forensic Science IGA</b>					
Criminalist III	-	-	-	-	1
Total Full-time	-	-	-	-	1
Total FTE	-	-	-	-	1.00
<b>02400 Investigative Services</b>					
Clerk Typist	-	-	-	-	1
Deputy Police Chief	1	1	1	1	1
Police Aide	1	2	2	2	2
Police Crisis Intervention Specialist	4	4	4	4	4

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>02400 Investigative Services (continued)</b>					
Police Crisis Intervention Supervisor	1	1	1	1	1
Police Intelligence Analyst	1	1	1	1	1
Police Investigative Services Clerk	-	-	-	-	1
Police Lieutenant	2	2	3	3	3
Police Officer	55	59	60	60	72
Police Pawn Clerk	1	1	2	2	-
Police Pawn Specialist	-	-	-	-	1
Police Sergeant	7	7	8	8	9
Secretary	1	3	3	3	3
Support Specialist	5	3	1	1	-
Total Full-time	79	84	86	86	99
Total FTE	79.00	84.00	86.00	86.00	99.00
<b>02500 Records &amp; Planning</b>					
Crime Analysis Technician	-	-	-	-	1
Fingerprint Technician	1	1	-	-	-
Police Administrative Services Director	1	-	-	-	-
Police Analyst II	-	-	-	-	1
Police Crime Analyst Unit Supervisor	-	-	-	-	1
Police Records Manager	1	1	1	1	1
Police Records Supervisor	4	4	4	4	4
Police Support Specialist	19	19	25	25	26
Switchboard Operator	1	1	1	1	1
Police Identification Supervisor	1	1	1	1	-
Intern*	-	-	-	-	2
Total Full-time	28	27	32	32	35
Total Part-time	-	-	-	-	2
Total FTE	28.00	27.00	32.00	32.00	36.00
<b>02501 Technology</b>					
Police Analyst	-	1	1	1	2
Police Communication & Technology Manager	-	-	-	-	1
Police Crime Analyst Unit Supervisor	1	1	1	1	-
Police Database Coordinator	-	-	-	-	1
Police Network Engineer	1	1	1	1	1
Police Planning & Technology Manager	1	1	1	1	1
Police Records Supervisor	-	-	1	1	-
Police Support Specialist	1	1	2	2	-
SR Systems Integrator	-	-	-	-	2
Systems Analyst II	3	3	4	4	1
Intern*	2	2	2	2	-
Total Full-time	7	8	11	11	9
Total Part-time	2	2	2	2	-
Total FTE	8.00	9.00	12.00	12.00	9.00

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>02502 Special Services</b>					
Police Communications Technician	-	-	1	1	1
Police Logistics Support Specialist	-	-	-	-	1
Police Logistics Technician	1	2	2	2	2
Police Special Services Manager	1	1	1	1	1
Stock Clerk	1	1	1	1	1
Total Full-time	3	4	5	5	6
Total FTE	3.00	4.00	5.00	5.00	6.00
<b>02504 Property and Evidence</b>					
Police Property and Evidence Custodian	2	2	3	3	3
Police Property and Evidence Manager	1	1	1	1	1
Police Support Specialist	1	1	1	1	1
Total Full-time	4	4	5	5	5
Total FTE	4.00	4.00	5.00	5.00	5.00
<b>02505 Crime Laboratory</b>					
Crime Laboratory Manager	1	1	1	1	1
Crime Scene Supervisor	-	-	1	1	-
Criminalist I	-	-	-	-	1
Criminalist II	2	2	2	2	2
Fingerprint Technician	3	3	3	3	4
Police Crime Lab Technician	2	2	2	2	1
Police Crime Scene Specialist Supervisor	-	-	-	-	1
Police Crime Scene Specialist (formerly P. Aide)	8	8	8	8	8
Police Identification Services Supervisor	-	-	-	-	1
Police Latent Print Examiner II	1	1	1	1	1
Police Lead Latent Print Examiner	1	1	1	1	1
Police Photo Lab Technician	-	-	1	1	1
Police SR Photo Lab Technician	1	1	1	1	1
Police Records Supervisor	1	1	-	-	-
Secretary	1	1	1	1	1
Total Full-time	21	21	22	22	24
Total FTE	21.00	21.00	22.00	22.00	24.00
<b>02506 Communications</b>					
Police Communications Dispatcher	23	23	23	23	34
Police Communications Manager	2	2	2	2	1
Police Communications Supervisor	5	5	5	5	5
Total Full-time	30	30	30	30	40
Total FTE	30.00	30.00	30.00	30.00	40.00
<b>02700 Professional Standards</b>					
Community Affairs Specialist	1	1	1	1	-
Police Accreditation Manager	-	-	-	-	1
Police Captain	1	1	1	1	1
Police Lieutenant	1	1	1	1	-

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>02700 Professional Standards (continued)</b>					
Police Officer	6	6	6	6	4
Police Personnel Specialist	2	2	2	2	2
Police Personnel Supervisor	-	-	-	-	1
Police Personnel Technician	1	1	1	1	1
Police Policy Development Specialist	-	-	-	-	1
Police Sergeant	5	5	5	5	1
Polygraph Examiner	1	1	1	1	1
Recruitment Specialist	-	-	-	-	1
Total Full-time	18	18	18	18	14
Total FTE	18.00	18.00	18.00	18.00	14.00
<b>02701 Training Division</b>					
Police Officer	3	3	3	3	3
Police Sergeant	1	1	1	1	1
Secretary	1	1	1	1	1
Total Full-time	5	5	5	5	5
Total FTE	5.00	5.00	5.00	5.00	5.00
<b>02800 Emergency Services</b>					
Emergency Services Coordinator	-	-	1	1	1
Emergency Services Officer	1	1	1	1	1
Police Alarm Coordinator	-	-	-	-	1
Secretary	-	-	1	1	1
Workplace Security Coordinator	-	-	1	1	1
Total Full-time	1	1	4	4	5
Total FTE	1.00	1.00	4.00	4.00	5.00
<p>The Police Department is assigned 10 reserve positions to be used as fill-ins to maintain staffing during shortages assisting with major emergencies, and providing adequate staffing for special events and 17 pipeline officers positions to be used as fill-ins while staff are at the academy. These positions are not included in part-time count.</p>					
<b>Grant Funded Positions</b>					
Crime Scene Supervisor	-	1	-	-	-
Police Accreditation Manager	-	-	-	-	1
Police Alarm Coordinator	-	6	-	-	-
Police Analyst	2	-	-	-	-
Police Communications Dispatcher	-	-	2	2	4
Police Detention Officer	-	-	-	-	1
Police Detention Supervisor	-	-	1	1	1
Police Forensic Photo Lab Technician	-	1	-	-	-
Police Lieutenant	1	1	-	-	-
Police Logistics Technician	1	-	-	-	-
Police Officer	23	45	28	28	29
Police Personnel Supervisor	-	-	-	-	1

**AUTHORIZED PERSONNEL POSITIONS**

<b>Grant Funded Positions (continued)</b>	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
Police Policy Development Specialist	-	-	-	-	1
Police Sergeant	-	-	-	-	1
Total Full-time	27	54	31	31	39
Total FTE	27.00	54.00	31.00	31.00	39.00

<b>Department Total Full-time</b>	<b>450</b>	<b>455</b>	<b>503</b>	<b>504</b>	<b>537</b>
<b>Department Total Part-time*</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Department Total FTEs</b>	<b>452.11</b>	<b>457.11</b>	<b>506.10</b>	<b>507.10</b>	<b>540.10</b>
<b>Department Grant Funded FTEs</b>	<b>27.00</b>	<b>54.00</b>	<b>31.00</b>	<b>37.00</b>	<b>33.00</b>
<b>Department Total FTEs including Grants</b>	<b>479.11</b>	<b>511.11</b>	<b>537.10</b>	<b>544.10</b>	<b>573.10</b>

**FINANCIAL SERVICES**

**03000 Financial Services Administration**

Administrative Secretary	1	1	1	1	1
Department Advisor (formerly F.S. Coordinator)	1	1	1	1	1
Energy Management Engineer	-	1	1	1	1
Financial and Energy Manager	1	1	1	1	1
General Manager Financial Services	1	1	1	1	1
Total Full-time	4	5	5	5	5
Total FTE	4.00	5.00	5.00	5.00	5.00

**03100 Accounting and Budget**

Account Clerk	5	5	5	5	5
Accounting Coordinator	4	4	6	6	6
Accounting Manager	1	1	1	1	1
Accounting/Budget Director	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Financial Analyst	-	-	-	-	1
Budget Analyst	1	1	-	-	-
Budget Manager	1	1	1	1	1
CIP Coordinator	1	1	-	-	-
Multimedia Communications Coordinator	-	1	1	1	1
Payables Manager	1	1	1	1	1
Payroll Specialist	3	3	3	3	3
Senior Account Clerk	4	4	4	4	4
Systems Integrator	5	5	5	5	5
Systems Analyst II	1	1	1	1	-
Account Clerk*	-	-	1	1	1
Senior Account Clerk*	2	2	2	2	2
Support Specialist*	-	1	1	1	1
Total Full-time	29	30	30	30	30
Total Part-time*	2	3	4	4	4
Total FTE	30.47	31.97	32.47	32.47	32.47

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>03300 Risk Management</b>					
Administrative Secretary	1	1	1	1	1
Claims Manager	1	1	1	1	1
Contracts Coordinator	-	1	1	1	1
Loss Control Manager	1	1	1	1	1
Risk Management Director	1	1	1	1	1
Risk Services Manager	1	1	1	1	1
Support Specialist	1	1	1	1	1
Workers Compensation Claims Specialist	1	1	1	1	1
Total Full-time	7	8	8	8	8
Total FTE	7.00	8.00	8.00	8.00	8.00
<b>03410 Purchasing</b>					
Administrative Secretary	1	1	1	1	1
Bid & Contract Coordinator	1	1	1	1	1
Bid and Contract Assistant	-	-	-	-	1
Bid and Contract Specialist	1	1	1	1	3
Buyer	3	3	3	3	3
Purchasing Clerk	2	2	2	2	1
Purchasing Director	1	1	1	1	1
Purchasing Manager	1	1	1	1	1
Purchasing Operations Manager	1	1	1	1	1
Purchasing Technician	2	2	2	2	2
Senior Buyer	1	1	1	1	-
Systems Integrator	1	1	1	1	1
Total Full-time	15	15	15	15	16
Total FTE	15.00	15.00	15.00	15.00	16.00
<b>03420 Stores</b>					
Lead Stock Clerk	2	2	2	2	2
Purchasing Operations Manager	1	1	1	1	1
Stock Clerk	2	2	2	2	2
Total Full-time	5	5	5	5	5
Total FTE	5.00	5.00	5.00	5.00	5.00
<b>03430 Graphics</b>					
Bid & Contract Specialist	-	-	-	-	1
Forms Management/Graphics Specialist	1	1	1	1	1
Graphics Technician	1	1	1	1	1
Purchasing Operations Manager	1	1	1	1	-
Senior Graphics Technician	1	1	1	1	1
Total Full-time	4	4	4	4	4
Total FTE	4.00	4.00	4.00	4.00	4.00

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>03435 Copy Center</b>					
Bid and Contract Specialist	-	-	-	-	1
Total Full-time	-	-	-	-	1
Total FTE	-	-	-	-	1.00
<b>03440 Mail</b>					
Mail Service Courier	3	3	3	3	3
Total Full-time	3	3	3	3	3
Total FTE	3.00	3.00	3.00	3.00	3.00
<b>03510 Tax and License</b>					
Customer Service Projects Coordinator	1	1	1	1	1
Customer Service Manager	1	1	1	1	1
Customer Service Representative	6	7	8	8	8
Customer Service Technician	1	1	1	1	1
Customer Service/Tax Audit Director	1	1	1	1	1
Lead Customer Service Representative	-	1	1	1	1
License Inspector	2	2	2	2	2
Tax Auditor	1	-	-	-	-
Total Full-time	13	14	15	15	15
Total Part-time*	-	-	-	-	-
Total FTE	13.00	14.00	15.00	15.00	15.00
<b>03540 Revenue Recovery</b>					
Customer Service Assistant	3	2	1	1	1
Lead Systems Integrator	-	-	-	-	1
Revenue Collector	3	4	4	4	4
Revenue Recovery Manager	1	1	1	1	1
Senior Revenue Collector	1	1	1	1	1
Systems Integrator	2	2	2	2	1
Technology Coordinator	1	1	1	1	1
Total Full-time	11	11	10	10	10
Total Part-time*	-	-	-	-	-
Total FTE	11.00	11.00	10.00	10.00	10.00
<b>03550 Meter Reading</b>					
Lead Water Meter Reader	1	1	1	1	1
Meter Reader Manager	1	1	1	1	1
Water Audit Technician	1	1	1	1	1
Water Meter Reader	10	11	12	12	12
Total Full-time	13	14	15	15	15
Total FTE	13.00	14.00	15.00	15.00	15.00
<b>03562 Water Billing</b>					
Administrative Secretary	1	1	1	1	1
Customer Service Assistant	2	2	-	-	-
Customer Service Manager	1	1	1	1	1



**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>03562 Water Billing (continued)</b>					
Customer Service Representative	5	5	6	6	7
Customer Service Technician	1	1	1	1	1
Lead Customer Service Representative	-	-	2	2	1
Total Full-time	10	10	11	11	11
Total FTE	10.00	10.00	11.00	11.00	11.00
<b>03580 Remittance Processing/Records Management</b>					
Customer Service Assistant	3	6	2	2	-
Customer Service Representative	-	-	5	5	8
Lead Customer Service Representative	-	-	1	1	1
Remittance Processing Records Manager	1	1	1	1	1
Switchboard Operator	-	-	-	2	2
Total Full-time	4	7	9	11	12
Total FTE	4.00	7.00	9.00	11.00	12.00
<b>03590 Tax Audit</b>					
Administrative Secretary	-	-	-	-	-
Property Tax Auditor	1	1	1	1	1
Senior Tax Auditor	5	6	6	6	6
Tax Audit Manager	1	1	1	1	1
Tax/Accounting Intern*	1	1	1	1	1
Total Full-time	7	8	8	8	8
Total Part-time	1	1	1	1	1
Total FTE	7.50	8.50	8.50	8.50	8.50
<b>Department Total Full-time</b>	<b>125</b>	<b>134</b>	<b>138</b>	<b>140</b>	<b>142</b>
<b>Department Total Part-time*</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Department Total FTE</b>	<b>126.97</b>	<b>136.47</b>	<b>140.97</b>	<b>142.97</b>	<b>144.97</b>

**TRANSPORTATION**

**04000 Transportation Administration**

Administrative Secretary	1	1	1	1	1
Department Advisor	-	-	-	-	1
Engineering Technician II	1	1	1	1	1
General Manager Transportation	1	1	1	1	1
Office Coordination Manager	1	1	1	1	1
Public Information Coordinator	-	1	1	1	-
Secretary	1	2	2	2	2
Transportation Issues Manager	-	1	1	1	1
Secretary*	1	-	-	-	-
Total Full-time	5	8	8	8	8
Total Part-time*	1	-	-	-	-
Total FTE	5.97	8.00	8.00	8.00	8.00

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>04100 Airport</b>					
Administrative Secretary	1	1	1	1	1
Airport Director	1	1	1	1	1
Airport Maintenance Technician	1	2	-	-	-
Airport Operations Coordinator	1	1	1	1	1
Airport Operations Technician	-	-	2	2	2
Airport Specialist	1	1	1	1	2
Management Analyst	1	1	1	1	1
Sr. Airport Operations Technician	1	1	2	2	2
Senior Airport Maintenance Technician	1	1	-	-	-
Airport Operations Technician*	-	-	3	3	3
Airport Operations Specialist*	2	3	-	-	-
Total Full-time	8	9	9	9	10
Total Part-time*	2	3	3	3	3
Total FTE	9.35	10.85	10.85	10.85	11.85
<b>04200 Transportation Systems</b>					
Neighborhood Transportation Planner	-	-	-	-	1
Public Works Planner	1	1	1	1	1
Total Full-time	1	1	1	1	2
Total FTE	1.00	1.00	1.00	1.00	2.00
<b>04205 Neighborhood Planning (formerly part of 04200)</b>					
Public Works Planner	-	-	1	1	1
Transit Coordinator	1	1	1	1	1
Total Full-time	1	1	2	2	2
Total FTE	1.00	1.00	2.00	2.00	2.00
<b>04210 Transit (formerly part of 04200)</b>					
Public Works Planner	1	1	2	2	2
Transportation Planning Director	1	1	1	1	1
Transit Planner	-	-	1	1	-
Total Full-time	2	2	4	4	3
Total FTE	2.00	2.00	4.00	4.00	3.00
<b>04300 Traffic Engineering</b>					
ITS Analyst	2	3	2	2	2
ITS Technician	-	-	1	1	1
SR Traffic Engineering Analyst	-	-	-	-	1
Traffic Engineer Tech Supervisor	1	1	1	1	1
Traffic Engineering Analyst	2	2	2	2	2
Traffic Engineering Director	1	1	1	1	1
Traffic Engineering Technician	3	3	3	3	3
Total Full-time	9	10	10	10	11
Total FTE	9.00	10.00	10.00	10.00	11.00

# AUTHORIZED PERSONNEL POSITIONS

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>04400 CIP Planning</b>					
Capital Projects Plan Coordinator	-	-	-	-	1
Capital Projects Plan Coordinator	-	-	-	-	1
Public Works Planner	3	3	2	2	2
Senior Public Works Planner	1	1	1	1	1
Transportation Planning Director	1	1	1	1	-
Total Full-time	5	5	4	4	5
Total FTE	5.00	5.00	4.00	4.00	5.00
<b>04500 Stormwater Management (formerly part of 04400)</b>					
Public Works Planner	3	3	2	2	2
Senior Public Works Planner	1	1	1	1	1
SR Stormwater Planning Manager	-	-	-	-	1
Total Full-time	4	4	3	3	4
Total FTE	4.00	4.00	3.00	3.00	4.00
<b>Department Total Full-time</b>	<b>35</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>45</b>
<b>Department Total Part-time*</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Department Total FTE</b>	<b>37.32</b>	<b>41.85</b>	<b>42.85</b>	<b>42.85</b>	<b>46.85</b>

## COMMUNITY SERVICES

### 05000 Community Services Administration

Administrative Secretary	1	1	1	1	1
Department Advisor	3	3	2	2	3
General Manager Community Services	1	1	1	1	1
Recreation Manager	1	1	1	1	-
Total Full-time	6	6	5	5	5
Total FTE	6.00	6.00	5.00	5.00	5.00

### 05002 Marketing/Sponsorship

Marketing and Sponsorship Coordinator	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00

### 05200 Community Maintenance & Recreation Administration

Administrative Secretary	4	4	4	4	4
Facilities Management Coordinator	1	1	1	1	1
Parks Recreation and Facilities Director	1	1	1	1	1
Parks Recreation and Facilities Manager	-	-	1	1	1
Safety/Training Officer	1	1	1	1	1
Secretary	-	-	-	1	1
Service Area Manager	6	6	5	5	5
Systems Integrator	-	-	-	-	1
Support Specialist*	2	2	2	2	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>05200 Community Maintenance &amp; Recreation Administration (continued)</b>					
Total Full-time	13	13	13	14	15
Total Part-time*	2	2	2	2	1
Total FTE	14.05	14.05	14.05	15.05	15.44
<b>05201 Landscape Contracts</b>					
Contacts Coordinator	-	1	1	1	1
Total Full-time	-	1	1	1	1
Total FTE	-	1.00	1.00	1.00	1.00
<b>05203 Parks/Trails Planning</b>					
Parks/Trails Planner	1	1	1	1	1
Trails Coordinator	1	1	1	1	1
Parks/Trails Technician*	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total Part-time*	1	1	1	1	1
Total FTE	2.55	2.55	2.55	2.55	2.55
<b>05210 Aquatics</b>					
Pool Manager	2	2	2	2	2
Sr Recreation Coordinator	1	1	1	1	1
Assistant Pool Manager*	10	10	10	10	10
Lifeguard/Instructor*	69	69	69	69	69
Pool Manager*	1	1	1	1	1
Total Full-time	3	3	3	3	3
Total Part-time*	80	80	80	80	80
Total FTE	26.90	26.90	26.90	26.90	26.90
<b>05211 McCormick Railroad Park - Home Program</b>					
Maintenance Worker I	1	1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Leader III	2	2	2	2	2
Sr Recreation Coordinator	1	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	3	3	3	3	3
Total Full-time	6	6	6	6	6
Total Part-time*	7	7	7	7	7
Total FTE	8.49	8.49	8.49	8.49	8.49
<b>05215 Trades</b>					
Facilities Management Coordinator	1	1	1	1	-
Maintenance Technician I	1	1	1	1	1
Maintenance Technician II	5	5	5	5	7
Maintenance Worker II	-	-	-	-	-
Service Area Manager	-	-	-	-	-
Total Full-time	7	7	7	7	8
Total FTE	7.00	7.00	7.00	7.00	8.00

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>05216 Water Systems</b>					
Aquatics Maintenance Technician	3	2	2	2	2
Total Full-time	3	2	2	2	2
Total FTE	3.00	2.00	2.00	2.00	2.00
<b>05217 Irrigation</b>					
Irrigation Control Technician	-	-	-	-	1
Irrigation Technician	6	5	5	5	4
Maintenance Worker III		1	1	1	1
Total Full-time	6	6	6	6	6
Total FTE	6.00	6.00	6.00	6.00	6.00
<b>05220 Adult Sports</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	2	2	2	2
Recreation Leader II*	4	3	3	3	4
Total Full-time	2	3	3	3	3
Total Part-time*	4	3	3	3	4
Total FTE	4.61	4.68	4.68	4.68	5.48
<b>05221 Sports - Liaison</b>					
Senior Recreation Coordinator	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00
<b>05222 Baseball - Indian School</b>					
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Parks Laborer	-	1	1	1	1
Parks Laborer*	4	3	2	2	2
Total Full-time	2	3	3	3	3
Total Part-time*	4	3	2	2	2
Total FTE	5.68	5.76	4.84	4.84	4.84
<b>05224 Civic Center Complex</b>					
Maintenance Technician II	-	1	1	1	1
Maintenance Worker I	3	3	3	3	3
Maintenance Worker II	6	6	6	6	8
Parks Laborer	-	-	1	1	1
Service Area Manager	-	-	-	-	-
Service Support Worker	1	1	1	1	1
Total Full-time	10	11	12	12	14
Total FTE	10.00	11.00	12.00	12.00	14.00

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>05225 Club SAR</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Leader II*	3	3	3	3	3
Total Full-time	1	1	1	1	1
Total Part-time*	3	3	3	3	3
Total FTE	3.29	3.29	3.29	3.29	3.29
<b>05226 Stadium Operations</b>					
Maintenance Technician I	-	-	-	-	1
Maintenance Worker II	2	2	2	2	2
Recreation Leader III	-	-	-	-	1
Stadium Coordinator	1	1	1	1	1
Stadium Operations Worker*	1	1	1	1	1
Total Full-time	3	3	3	3	5
Total Part-time*	1	1	1	1	1
Total FTE	3.75	3.75	3.75	3.75	5.75
<b>05230 Cactus Park</b>					
Maintenance Worker II	-	-	-	-	1
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	3	3	3	3	3
Recreation Leader II*	6	6	6	6	6
Total Full-time	3	3	3	3	4
Total Part-time*	9	9	9	9	9
Total FTE	7.19	7.19	7.19	7.19	7.93
<b>05231 Indian School Park</b>					
Maintenance Worker II	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	8	8	8	8	8
Total Full-time	3	3	3	3	3
Total Part-time*	12	12	12	12	12
Total FTE	7.88	7.88	7.88	7.88	7.88
<b>05232 Scottsdale Ranch Park</b>					
Maintenance Worker II	2	2	2	2	4
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	6	6	6	6	6
Total Full-time	5	5	5	5	7
Total Part-time*	10	10	10	10	10
Total FTE	10.59	10.59	10.59	10.59	12.59

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>05233 Special Interest - Home Program</b>					
Recreation Leader III	3	3	3	3	3
Senior Recreation Coordinator	1	1	1	1	1
Recreation Leader II*	1	1	1	1	1
Support Specialist*	1	1	1	1	1
Total Full-time	4	4	4	4	4
Total Part-time*	2	2	2	2	2
Total FTE	5.03	5.03	5.03	5.03	5.03
<b>05234 Special Interest - Summer</b>					
Recreation Leader III	-	1	1	1	1
Recreation Leader II*	6	6	6	6	6
Recreation Leader III*	1	-	-	-	-
Total Full-time	-	1	1	1	1
Total Part-time*	7	6	6	6	6
Total FTE	1.60	2.14	2.14	2.14	4.24
<b>05235 Special Interest - Facility Reservations</b>					
Recreation Leader III	1	1	1	1	1
Support Specialist*	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total Part-time*	1	1	1	1	1
Total FTE	1.50	1.50	1.50	1.50	1.50
<b>05240 Chaparral Park</b>					
Maintenance Worker II	3	2	2	2	2
Maintenance Worker III	1	1	1	1	1
Recreation Leader I*	3	1	1	1	1
Recreation Leader II*	3	3	3	3	2
Total Full-time	4	3	3	3	3
Total Part-time*	6	4	4	4	3
Total FTE	7.43	5.43	5.43	5.43	4.86
<b>05241 Eldorado Park</b>					
Maintenance Worker I	2	2	2	2	2
Maintenance Worker II	1	2	2	2	2
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	3	4	4	4	4
Recreation Leader II*	7	10	10	10	10
Total Full-time	7	8	8	8	8
Total Part-time*	10	14	14	14	14
Total FTE	13.63	16.02	16.02	16.02	15.06

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>05242 Mountain View Park</b>					
Maintenance Worker I	1	1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	3	3	3	3	3
Recreation Leader II*	5	5	5	5	5
Total Full-time	6	6	6	6	6
Total Part-time*	8	8	8	8	8
Total FTE	11.26	11.26	11.26	11.26	11.26
<b>05243 Neighborhood Parks</b>					
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Senior Recreation Coordinator	1	1	1	1	1
Recreation Leader II*	12	12	12	12	12
Total Full-time	3	3	3	3	3
Total Part-time*	12	12	12	12	12
Total FTE	8.01	8.01	8.01	8.01	8.01
<b>05244 Number One Clubs</b>					
Recreation Leader I*	3	2	2	2	2
Recreation Leader II*	6	5	5	5	5
Recreation Leader III*	1	1	1	1	1
Total Part-time*	10	8	8	8	8
Total FTE	2.01	1.61	1.61	1.61	1.61
<b>05246 Youth Activities</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	2	2	2	2	2
Recreation Leader I*	7	7	7	7	7
Recreation Leader II*	30	29	30	30	30
Total Full-time	3	3	3	3	3
Total Part-time*	37	36	37	37	37
Total FTE	5.88	5.83	6.21	6.21	6.21
<b>05247 Vista del Camino Recreation</b>					
Maintenance Worker I	1	1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1



**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>05247 Vista del Camino Recreation (continued)</b>					
Recreation Leader I*	6	6	6	6	6
Recreation Leader II*	10	10	10	10	10
Total Full-time	6	6	6	6	6
Total Part-time*	16	16	16	16	16
Total FTE	13.59	13.49	13.49	13.49	13.49
<b>05248 Horizon Park Community Center</b>					
Maintenance Worker I	1	1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Leader III	2	1	1	1	1
Senior Recreation Coordinator	1	1	1	1	1
Maintenance Worker I*	-	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	11	9	9	9	9
Total Full-time	6	5	5	5	5
Total Part-time*	15	14	14	14	14
Total FTE	13.35	11.87	11.87	11.87	11.42
<b>05249 McDowell Mountain Ranch Park</b>					
Maintenance Worker II	1	2	2	2	2
Maintenance Worker III	1	1	1	1	1
Total Full-time	2	3	3	3	3
Total FTE	2.00	3.00	3.00	3.00	3.00
<b>05250 Adapted Recreation Services</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	-	2	2	2	2
Recreation Leader II*	5	5	5	5	5
Total Full-time	2	2	2	2	2
Total Part-time*	5	7	7	7	7
Total FTE	4.71	5.71	5.71	5.71	5.71
<b>05252 Pinnacle Peak Park</b>					
Recreation Leader III	-	-	1	1	1
Recreation Leader II*	-	-	4	4	4
Total Full-time	-	-	1	1	1
Total Part-time*	-	-	4	4	4
Total FTE	-	-	2.20	2.20	2.20
<b>05254 Apache Park</b>					
Maintenance Worker II*	-	1	1	1	1
Total Part-time*	-	1	1	1	1
Total FTE	-	0.53	0.53	0.53	0.53

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>05255 Ironwood Park</b>					
Maintenance Worker II*	-	1	1	1	1
Total Part-time*	-	1	1	1	1
Total FTE	-	0.50	0.50	0.50	0.50
<b>05256 Pinnacle Peak and Pima Park</b>					
Maintenance Worker II	-	1	1	1	1
Total Full-time	-	1	1	1	1
Total FTE	-	1.00	1.00	1.00	1.00
<b>05258 Stonegate Park</b>					
Maintenance Worker II*	-	1	1	1	-
Total Part-time*	-	1	1	1	-
Total FTE	-	0.51	0.51	0.51	-
<b>05259 DC Ranch Park</b>					
Maintenance Worker II	-	-	2	2	2
Total Full-time	-	-	2	2	2
Total FTE	-	-	2.00	2.00	2.00
<b>05270 Medians and Right-of-Way</b>					
Irrigation Technician	4	4	4	4	5
Landscape Contract Coordinator	2	2	1	1	1
Landscape Maintenance Supervisor	-	-	1	1	1
Maintenance Worker I	2	1	1	1	2
Maintenance Worker II	6	6	6	6	6
Total Full-time	14	13	13	13	15
Total FTE	14.00	13.00	13.00	13.00	15.00
<b>05271 Downtown Improvement Districts</b>					
Maintenance Worker I	-	-	-	-	2
Maintenance Worker II	2	2	2	2	2
Total Full-time	2	2	2	2	4
Total FTE	2.00	2.00	2.00	2.00	4.00
<b>05272 Median Benchmark/Contract</b>					
Maintenance Worker I	1	1	1	1	-
Maintenance Worker II	2	2	2	2	-
Total Full-time	3	3	3	3	-
Total FTE	3.00	3.00	3.00	3.00	-
<b>05280 Projects and Contracts</b>					
Contracts Coordinator	5	4	4	4	4
Maintenance Electrician	-	-	-	-	-
Maintenance HVAC Technician	-	-	-	-	-
Maintenance Plumber	-	-	-	-	-
Total Full-time	5	4	4	4	4
Total FTE	5.00	4.00	4.00	4.00	4.00

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>05281 Mechanical Maintenance</b>					
Facilities Management Coordinator	1	1	1	1	1
Maintenance Electrician	10	7	7	7	8
Maintenance Plumber	-	-	-	-	-
Total Full-time	11	8	8	8	9
Total FTE	11.00	8.00	8.00	8.00	9.00
<b>05283 Custodial</b>					
Facilities Contract Coordinator	4	3	3	3	3
Maintenance Technician I	1	1	1	1	-
Clerk Typist*	-	-	-	-	-
Total Full-time	5	4	4	4	3
Total Part-time*	-	-	-	-	-
Total FTE	5.00	4.00	4.00	4.00	3.00
<b>05284 Facilities Maintenance</b>					
Facilities Management Coordinator	-	1	1	1	1
Maintenance HVAC Technician	-	-	-	-	-
Maintenance Plumber	-	-	-	-	-
Maintenance Technician I	-	2	2	2	3
Maintenance Technician II	-	8	10	10	8
Maintenance Worker I	-	1	1	1	-
Total Full-time	-	12	14	14	12
Total FTE	-	12.00	14.00	14.00	12.00
<b>05285 HVAC (formerly part of 05281 &amp; 05284)</b>					
Facilities Management Coordinator	-	-	-	-	1
Maintenance HVAC Technician	9	7	8	8	8
Total Full-time	9	7	8	8	9
Total FTE	9.00	7.00	8.00	8.00	9.00
<b>05286 Plumbing (formerly part of 05281 &amp; 05284)</b>					
Maintenance Plumber	2	2	3	3	4
Total Full-time	2	2	3	3	4
Total FTE	2.00	2.00	3.00	3.00	4.00
<b>05299 Special Interest</b>					
Recreation Specialist*	95	95	96	96	108
Total Part-time*	95	95	96	96	108
Total FTE	13.1	13.1	13.4	13.4	14.4
<b>05300 Human Services Administration</b>					
Department Advisor	-	-	1	1	1
Human Services Director	1	1	1	1	1
Human Services Manager	1	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>05300 Human Services Administration (continued)</b>					
Resource Development Specialist*	1	1	1	1	1
Secretary*	1	1	1	1	1
Total Full-time	2	2	3	3	3
Total Part-time*	2	2	2	2	2
Total FTE	3.00	3.00	4.00	4.00	4.00
<b>05301 Vista del Camino Social Services</b>					
Human Services Manager	1	1	1	1	1
Human Services Representative	2	2	2	2	2
Human Services Specialist	4	4	4	4	5
Office Coordination Assistant	1	1	1	1	1
Food Bank Specialist*	1	1	1	1	1
Total Full-time	8	8	8	8	9
Total Part-time*	1	1	1	1	1
Total FTE	8.80	8.80	8.80	8.80	9.80
<b>05302 Youth Services</b>					
Human Services Manager	1	1	1	1	1
Human Services Coordinator	-	-	1	1	1
Human Services Representative	-	-	1	1	1
Human Services Specialist	4	3	3	3	3
Secretary	1	1	1	1	1
Youth Employment Specialist	-	-	-	-	-
Human Services Counselor*	-	-	-	-	-
Total Full-time	6	5	7	7	7
Total Part-time*	-	-	-	-	-
Total FTE	6.00	5.00	7.00	7.00	7.00
<b>05303 Paiute Neighborhood Center</b>					
Human Services Manager	-	1	1	1	1
Human Services Representative	1	1	2	2	2
Human Services Specialist	1	2	2	2	2
Neighborhood Services Specialist	1	1	-	-	-
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Service Support Worker	1	1	1	1	1
Recreation Leader I*	3	3	4	4	4
Recreation Leader II*	2	5	6	6	8
Total Full-time	6	8	8	8	8
Total Part-time*	5	8	10	10	12
Total FTE	8.73	12.28	12.75	12.75	14.23
<b>05304 Senior Center - Civic Center</b>					
Human Services Manager	1	1	1	1	1
Human Services Specialist	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>05304 Senior Center - Civic Center (continued)</b>					
Recreation Leader III	1	1	1	1	1
Human Services Coordinator	1	1	1	1	1
Recreation Leader I*	-	-	1	1	1
Recreation Leader II*	4	4	4	4	4
Human Services Representative*	1	1	1	1	1
Human Services Specialist*	1	1	1	1	1
Total Full-time	5	5	5	5	5
Total Part-time*	6	6	7	7	7
Total FTE	9.57	9.57	10.27	10.27	10.27
<b>05305 Senior Center - Via Linda</b>					
Human Services Manager	1	1	-	-	1
Human Services Representative	-	-	1	1	1
Human Services Specialist	-	-	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Human Services Coordinator	1	1	1	1	1
Human Services Representative*	1	1	1	1	1
Recreation Leader II*	3	3	5	5	5
Total Full-time	4	4	5	5	6
Total Part-time*	4	4	6	6	6
Total FTE	6.42	6.42	9.10	9.10	10.30
<b>05307 Community Assistance Office</b>					
Accounting Supervisor	1	1	1	1	1
Human Services Coordinator	1	1	1	1	1
Housing Development Specialist	1	1	1	1	-
Total Full-time	3	3	3	3	2
Total FTE	3.00	3.00	3.00	3.00	2.00
<b>05601 Library - Director</b>					
Administrative Secretary	1	1	1	1	1
Library Director	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total FTE	2.00	2.00	2.00	2.00	2.00
<b>05602 Library - Systems</b>					
Graphic Design Associate	1	1	1	1	1
Graphics Designer	1	1	1	1	1
Librarian	3	3	3	3	3
Library Aide	2	2	3	3	3
Library Assistant I	3	3	3	3	3
Supervising Library Assistant	2	2	2	2	2
Library Coordinator	1	1	1	1	1
Library Courier	2	2	2	2	2
Library Manager	1	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>05602 Library - Systems (continued)</b>					
Secretary	1	1	1	1	1
Senior Account Clerk	2	2	2	2	2
Senior Library Coordinator	1	1	1	1	1
Total Full-time	20	20	21	21	21
Total FTE	20.00	20.00	21.00	21.00	21.00
<b>05605 Library Systems Team</b>					
Library Coordinator	2	2	2	2	1
Library Technology/Planning Support Coord.	1	1	1	1	1
SR Systems Integrator	-	-	-	-	1
Technology Specialist	2	2	2	2	2
Total Full-time	5	5	5	5	5
Total FTE	5.00	5.00	5.00	5.00	5.00
<b>05640 Civic Center Library - Services</b>					
Librarian	6	6	7	7	7
Library Aide	1	1	1	1	1
Library Assistant I	7	7	8	8	8
Supervising Library Assistant	3	3	3	3	3
Library Coordinator	3	3	3	3	3
Library Manager	1	1	1	1	1
Secretary	1	1	1	1	1
Service Support Worker	1	1	1	1	1
Librarian*	3	2	2	2	2
Library Aide*	9	9	9	9	9
Library Assistant I*	2	2	2	2	2
Library Page*	13	13	13	13	13
Total Full-time	23	23	25	25	25
Total Part-time*	27	26	26	26	26
Total FTE	39.40	38.65	40.65	40.65	41.97
<b>05660 Library Extension Services</b>					
Library Manager	1	1	1	1	1
Secretary	1	1	1	1	1
Support Specialist*	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total Part-time*	1	1	1	1	1
Total FTE	2.62	2.62	2.62	2.62	2.62
<b>05661 Mustang Library</b>					
Librarian	6	6	6	6	6
Library Aide	5	5	5	5	4
Library Assistant I	3	3	4	4	4
Supervising Library Assistant	1	1	1	1	2
Senior Library Coordinator	1	1	1	1	1
Librarian*	-	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>05661 Mustang Library (continued)</b>					
Library Aide*	2	2	2	2	2
Library Assistant I*	2	2	1	1	1
Library Page*	8	8	9	9	9
Total Full-time	16	16	17	17	17
Total Part-time*	12	13	13	13	13
Total FTE	23.71	24.46	25.41	25.41	25.41
<b>05670 Palomino Library</b>					
Librarian	3	3	3	3	3
Library Aide	2	2	2	2	2
Library Assistant I	2	2	2	2	2
Supervising Library Assistant	-	1	1	1	1
Senior Library Coordinator	1	1	1	1	1
Secretary	1	1	1	1	1
Library Aide*	3	1	1	1	1
Library Page*	4	4	4	4	4
Total Full-time	9	10	10	10	10
Total Part-time*	7	5	5	5	5
Total FTE	13.73	13.23	13.23	13.23	13.23
<b>05680 Arabian Library</b>					
Librarian	3	3	3	3	4
Library Aide	1	1	1	1	1
Library Assistant I	1	2	1	1	1
SR Library Coordinator	1	1	1	1	1
Secretary	1	1	1	1	1
Supervising Library Assistant	-	-	-	-	1
Library Aide*	2	3	3	3	3
Library Assistant I*	-	-	1	1	1
Library Page*	3	3	2	2	2
Total Full-time	7	8	7	7	9
Total Part-time*	5	6	6	6	6
Total FTE	10.52	12.27	11.32	11.32	13.32
<b>05923 McCormick Stillman Operations (formerly 38046-47)</b>					
Facility Maintenance Coordinator	1	-	-	-	-
Maintenance Technician II	2	2	2	2	2
Recreation Leader I*	-	5	5	5	5
Recreation Leader II*	5	6	10	10	10
Recreation Leader III*	1	1	1	1	1
Total Full-time	3	2	2	2	2
Total Part-time*	6	12	16	16	16
Total FTE	5.01	7.16	9.36	9.36	9.36

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>Grant Funded Positions</b>					
Administrative Secretary	1	1	1	1	1
Community Assistance Manager	1	1	1	1	1
Family Self-Sufficiency Specialist*	1	1	1	1	1
Grant Programs Specialist	3	3	3	3	4
Housing Coordinator	1	1	1	1	1
Occupancy Aide	1	1	1	1	1
Section 8 Contract Technician	1	1	1	1	-
Senior Grant Program Specialist	3	3	3	3	2
Total Full-time	11.00	11.00	11.00	11.00	10.00
Total Part-time	1.00	1.00	1.00	1.00	1.00
Total FTE	11.75	11.75	11.75	11.75	10.75
<b>Department Total Full-time</b>	<b>293</b>	<b>304</b>	<b>318</b>	<b>319</b>	<b>332</b>
<b>Department Total Part-time*</b>	<b>433</b>	<b>441</b>	<b>455</b>	<b>455</b>	<b>467</b>
<b>Department Total FTEs</b>	<b>450.60</b>	<b>465.14</b>	<b>485.11</b>	<b>486.11</b>	<b>502.64</b>
<b>Department Grant Funded FTEs</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	<b>10.75</b>
<b>Department Total FTEs including Grants</b>	<b>462.35</b>	<b>476.89</b>	<b>496.86</b>	<b>497.86</b>	<b>513.39</b>

**INFORMATION SYSTEMS**

**06000 Information Systems Support Team**

Administrative Officer	1	1	1	1	1
Office Coordination Manager	1	1	1	1	1
Chief Information Officer	1	1	1	1	1
Data Conversion Operator II	1	1	1	1	1
Secretary	-	1	-	-	-
Senior Customer Support Representative	1	1	1	1	1
Telecommunications Policy Coordinator	-	1	1	1	1
Customer Support Representative*	1	1	1	1	1
Total Full-time	5	7	6	6	6
Total Part-time*	1	1	1	1	1
Total FTE	5.81	7.81	6.81	6.81	6.81

**06201 GIS Data Services**

Enterprise Systems Integrator	1	2	2	2	-
Information Systems Support Manager	-	-	1	1	-
GIS Analyst	-	-	-	-	2
GIS Manager	-	-	-	-	1
GIS Technician	-	3	3	3	5
SR I.S. Technician	2	2	1	1	1
Total Full-time	3	7	7	7	9
Total FTE	3.00	7.00	7.00	7.00	9.00



**AUTHORIZED PERSONNEL POSITIONS**

	<u>Actual</u> <u>1998/99</u>	<u>Actual</u> <u>1999/00</u>	<u>Adopted</u> <u>2000/01</u>	<u>Approved</u> <u>2000/01</u>	<u>Adopted</u> <u>2001/02</u>
<b>06202 Application Development</b>					
Applications Project Leader	-	-	-	-	1
Database Administrator	1	1	1	1	1
Development Coordinator	-	-	-	-	2
Enterprise Systems Integrator	1	1	1	1	-
GIS Director	1	1	1	1	1
Lead Technologist	1	1	1	1	1
Senior Analyst/Applications	2	2	2	2	1
Senior Development Coordinator	2	2	2	2	2
Senior Programmer Analyst	1	1	1	1	-
Total Full-time	9	9	9	9	9
Total FTE	9.00	9.00	9.00	9.00	9.00
<b>06204 Project Office</b>					
Applications Development Director	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00
<b>06205 Departmental Support</b>					
Applications Project Leader	1	1	1	1	1
Enterprise Systems Integrator	-	-	-	-	1
I.S. Consultant	5	5	5	5	5
Programmer Analyst	2	2	2	2	2
SR Programmer Analyst	1	1	1	1	1
Technology Learning Coordinator	1	1	1	1	1
Total Full-time	10	10	10	10	11
Total FTE	10.00	10.00	10.00	10.00	11.00
<b>06300 Technology Infrastructure Support</b>					
Communications Specialist	1	1	1	1	1
Computer Operator	4	2	2	2	2
Communications Technician I	-	-	-	-	-
Electronic Communications Coordinator	-	-	-	-	1
Enterprise Communications Engineer	1	1	1	1	2
Enterprise Director	1	1	1	1	1
Enterprise Network Engineer	4	4	4	4	4
Enterprise Systems Integrator	2	2	2	2	2
Enterprise Technologist	-	-	-	-	1
I.S. Support Manager	1	1	1	1	1
I.S. Technician	2	2	2	2	7
IS Technician Supervisor	-	1	1	1	1
Lead Technologist	1	1	1	1	1
Network Security Engineer	-	-	1	1	1
SR Analyst/Applications	-	-	1	1	-
SR Analyst/Systems	1	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>06300 Technology Infrastructure Support (continued)</b>					
SR Computer Operator	-	4	4	4	4
SR Development Coordinator	-	-	-	-	1
SR I.S. Technician	5	5	6	6	6
Total Full-time	23	26	29	29	37
Total FTE	23.00	26.00	29.00	29.00	37.00
<b>06301 Web Technologies (combined with 06300)</b>					
Enterprise Technologist	1	1	1	1	-
Internet Analyst	1	1	1	1	-
Electronic Communications Coordinator	-	1	1	1	-
Total Full-time	2	3	3	3	-
Total FTE	2.00	3.00	3.00	3.00	-
<b>Department Total Full-time</b>	<b>53</b>	<b>63</b>	<b>65</b>	<b>65</b>	<b>73</b>
<b>Department Total Part-time*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total FTEs</b>	<b>53.81</b>	<b>63.81</b>	<b>65.81</b>	<b>65.81</b>	<b>73.81</b>

**PLANNING AND DEVELOPMENT**

**07210 Project Review (formerly 07710)**

Associate Planner	3	4	5	5	4
Building Coordination Manager	2	2	1	1	1
Civil Engineer	3	5	6	6	3
Civil Plans Reviewer	4	4	4	4	1
Engineering Coordination Manager	1	1	1	1	1
Planner	1	1	1	1	3
Planning Assistant	-	1	1	1	-
Planning Coordination Manager	1	1	1	1	1
Plans Examiner	2	4	5	5	5
Plans Coordinator	-	-	-	-	-
Project Review Director	1	1	1	1	1
Secretary	-	1	1	1	1
SR Building Plans Reviewer	1	1	1	1	-
SR Planner	-	-	1	1	2
SR Civil Engineer	-	-	-	-	3
SR Plans Examiner	1	1	1	1	5
SR Structural Engineer	-	-	-	-	1
Structural Plans Examiner	-	-	-	-	1
Total Full-time	20	27	30	30	33
Total FTE	20.00	27.00	30.00	30.00	33.00

**07225 Green Building (formerly 07325)**

Building Coordinator Manager	-	-	1	1	1
Total Full-time	-	-	1	1	1
Total Part-time*	-	-	-	-	-
Total FTE	-	-	1.00	1.00	1.00

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>07300 Comprehensive Planning</b>					
Administrative Assistant	1	1	-	-	-
Administrative Secretary	-	-	1	1	1
Associate Planner	-	1	1	1	1
Community Planner	4	4	4	4	4
General Manager Planning Systems	1	1	-	-	-
Neighborhood Services Liaison	1	1	1	1	-
Public Information Coordinator	-	1	1	1	-
Records Manager	1	1	1	1	-
Secretary	1	1	1	1	-
Senior Community Planner	3	3	3	3	2
SR Planner	3	3	3	3	2
Associate Planner*	1	-	-	-	-
Total Full-time	15	17	16	16	10
Total Part-time*	1	-	-	-	-
Total FTE	15.80	17.00	16.00	16.00	10.00
<b>07310 Neighborhood Services (moved to 11300)</b>					
Citizen Service Center Manager	1	1	1	1	-
Citizen Services Specialist	6	6	6	6	-
Neighborhood Services Liaison	-	-	-	-	-
Switchboard Operator	2	2	2	-	-
Total Full-time	9	9	9	7	-
Total FTE	9.00	9.00	9.00	7.00	-
<b>07320 Environmental Management</b>					
Administrative Secretary	1	1	1	1	1
Environmental Consultant	1	1	1	1	1
Environmental Coordinator	1	1	1	1	1
Environmental Planner	1	1	1	1	1
Recycling Specialist	1	1	1	1	1
Secretary*	-	-	-	-	-
Total Full-time	5	5	5	5	5
Total Part-time*	-	-	-	-	-
Total FTE	5.00	5.00	5.00	5.00	5.00
<b>07400 Redevelopment &amp; Urban Design (moved to Dept. 11 &amp; Center 01110)</b>					
Administrative Secretary	1	1	1	1	-
Associate Planner	-	1	1	1	-
Design Studio Planner	-	1	1	1	-
Redevelopment Administrator	1	1	1	1	-
Redevelopment Planner	2	2	2	2	-
Redevelopment Specialist	1	1	1	1	-
Secretary	1	1	1	1	-
Senior Redevelopment Planner	3	3	3	3	-
Total Full-time	9	11	11	11	-
Total FTE	9.00	11.00	11.00	11.00	-

# AUTHORIZED PERSONNEL POSITIONS

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>07505 Code Enforcement</b>					
Administrative Secretary	1	1	1	1	1
Code Enforcement Specialist	1	1	1	1	1
Code Inspection Supervisor	1	1	1	1	-
Code Inspector	6	7	7	7	2
Total Full-time	9	10	10	10	4
Total FTE	9.00	10.00	10.00	10.00	4.00
<b>07510 Development Services</b>					
Associate Planner	2	2	2	2	2
Building Plans Reviewer	1	1	1	1	1
Development Services Coordinator	1	1	1	1	-
Development Services Director	1	1	1	1	1
Development Services Manager	-	-	-	-	1
Development Services Representative	4	4	5	5	5
Plans Coordinator	1	1	1	1	1
Sign Inspector	1	1	1	1	1
Total Full-time	11	11	12	12	12
Total FTE	11.00	11.00	12.00	12.00	12.00
<b>07515 Development Services Records</b>					
Citizen Service Assistant	-	1	1	1	1
Development Services Coordinator	1	1	1	1	-
Development Services Manager	-	-	-	-	1
Engineering Technician I	2	3	3	3	4
Engineering Technician I*	-	-	-	-	-
Total Full-time	3	5	5	5	6
Total Part-time*	-	-	-	-	-
Total FTE	3.00	5.00	5.00	5.00	6.00
<b>07600 Inspection Services Administration</b>					
Citizen Services Assistant	2	1	2	2	2
Citizen Services Representative	-	3	3	3	3
Inspection Services Director	1	1	1	1	1
Office Coordination Manager	1	1	1	1	1
Systems Integrator	1	1	1	1	1
Citizen Services Assistant*	1	-	-	-	-
Total Full-time	5	7	8	8	8
Total Part-time*	1	-	-	-	-
Total FTE	6.00	7.00	8.00	8.00	8.00
<b>07605 Building Inspection</b>					
Building Inspection Manager	1	1	1	1	1
Building Inspection Supervisor	2	2	2	2	2
Building Inspector Coordinator	-	-	-	-	-
Building Inspector	10	14	19	19	19
Total Full-time	13	17	22	22	22
Total FTE	13.00	17.00	22.00	22.00	22.00

# AUTHORIZED PERSONNEL POSITIONS

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>07610 Field Engineering</b>					
Field Engineering Coordinator	2	2	2	2	2
Field Engineering Manager	1	1	1	1	1
Public Works Inspector	7	7	7	7	7
Total Full-time	10	10	10	10	10
Total FTE	10.00	10.00	10.00	10.00	10.00
<b>07615 Land Unit</b>					
Land Survey Coordinator	-	1	1	1	1
Land Survey Manager	1	1	1	1	1
Survey Technician I	-	1	2	2	2
Survey Technician II	2	3	6	6	6
Survey Technician III	-	1	1	1	1
Total Full-time	3	7	11	11	11
Total FTE	3.00	7.00	11.00	11.00	11.00
<b>07620 Planning Inspection Unit</b>					
Planning Inspection Coordinator	1	1	1	1	1
Planning Inspection Manager	1	1	1	1	1
Planning Inspector	2	5	6	6	6
Total Full-time	4	7	8	8	8
Total FTE	4.00	7.00	8.00	8.00	8.00
<b>07700 Planning Systems Administration</b>					
Administrative Secretary	1	1	-	-	1
Administrative Assistant	-	-	1	1	1
Community Development Administrator	1	1	1	1	1
General Manager Planning Systems	-	-	1	1	1
Office Coordination Manager	-	-	1	1	1
Secretary	1	1	1	1	-
Total Full-time	3	3	5	5	5
Total FTE	3.00	3.00	5.00	5.00	5.00
<b>07705 Development Coordination</b>					
Associate Planner	1	1	3	3	3
Civil Engineer	1	2	1	1	1
Design Studio Planner	-	-	-	-	1
Development Coordination Director	1	1	-	-	-
Office Coordination Manager	1	1	-	-	-
Planner	1	3	3	3	3
Planning Assistant	3	4	4	4	4
Project Coordination Manager	3	4	4	4	4
Project Manager	-	-	1	1	1
Secretary	1	2	2	2	2
SR Civil Engineer	1	1	2	2	2
SR Development Engineer	-	-	1	1	1
SR Development Planner	1	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>07705 Development Coordination (continued)</b>					
SR Planner	5	4	3	3	3
SR Redevelopment Planner	-	-	-	-	1
Zoning and Design Manager	1	1	1	1	1
Planning Assistant*	1	-	-	-	-
Total Full-time	20	25	26	26	28
Total Part-time*	1	-	-	-	-
Total FTE	21.00	25.00	26.00	26.00	28.00
<b>07800 Economic Vitality</b>					
Administrative Secretary	1	1	1	1	1
Economic Development Administrator	1	1	1	1	1
Economic Development Coordinator	1	1	1	1	1
Economic Development Specialist	1	1	1	1	1
Redevelopment Planner	-	-	-	-	1
SR Redevelopment Planner	-	-	-	-	1
Total Full-time	4	4	4	4	6
Total FTE	4.00	4.00	4.00	4.00	6.00
<b>07900 Preservation</b>					
Community Planner	1	1	1	1	1
Preservation Director	1	1	1	1	1
Preserve Manager	-	1	1	1	1
Total Full-time	2	3	3	3	3
Total FTE	2.00	3.00	3.00	3.00	3.00
<b>Department Total Full-time</b>	<b>145</b>	<b>178</b>	<b>196</b>	<b>194</b>	<b>172</b>
<b>Department Total Part-time*</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total FTEs</b>	<b>147.80</b>	<b>178.00</b>	<b>196.00</b>	<b>194.00</b>	<b>172.00</b>
<b>FIRE SUPPORT</b>					
<b>08010 Fire Support</b>					
Fire Lieutenant*	-	-	4	4	4
Firefighter*	-	-	36	36	36
Total Part-time*	-	-	40	40	40
Total FTE	-	-	2.68	2.68	2.68
<b>Department Total Part-time*</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>Department Total FTEs</b>	<b>-</b>	<b>-</b>	<b>2.68</b>	<b>2.68</b>	<b>2.68</b>

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>WATER RESOURCES</b>					
<b>09010 Administration - Water</b>					
Administrative Secretary	-	-	-	-	1
Department Advisor	1	1	1	1	1
General Manager Water Resources	1	1	1	1	1
Water Res Dir of Operations & Plannings	-	-	-	-	1
Water Resources Analyst	1	1	1	1	1
Water Resources Director	-	-	1	1	1
Water Resources Office Coordinator	1	1	1	1	1
Water Resources Planning Advisor	1	1	2	2	1
Secretary*	1	1	1	1	1
Total Full-time	5	5	7	7	8
Total Part-time*	1	1	1	1	1
Total FTE	5.75	5.75	7.75	7.75	8.75
<b>09040 Engineering - Water (formerly 09240)</b>					
Administrative Secretary	1	1	1	1	-
Water Resources Technician	1	1	1	1	-
Senior Water Resources Engineer	1	1	1	1	3
Water Resources Engineer	3	3	3	3	1
Water Resources Planning Advisor	-	-	-	-	1
Water Resources Technician	-	-	-	-	1
Total Full-time	6	6	6	6	6
Total FTE	6.00	6.00	6.00	6.00	6.00
<b>09100 Water Operations Administration</b>					
Citizen Service Representative	5	5	4	4	4
Systems Integrator	1	1	1	1	1
Training/Safety Coordinator	-	-	-	-	1
Water Operations Director	-	-	-	-	1
Water Operations Systems Coordinator	-	-	-	-	1
Water Resources Analyst	3	3	2	2	2
Water Resources Director of Operations & Plnng	1	1	1	1	-
Water Resources Office Coordinator	-	-	1	1	1
Water Resources Project Coordinator	-	-	-	-	1
Total Full-time	10	10	9	9	12
Total FTE	10.00	10.00	9.00	9.00	12.00
<b>09105 Water Conservation</b>					
Citizen Service Representative	-	-	-	-	-
Water Conservation Specialist	3	3	3	3	3
Total Full-time	3	3	3	3	3
Total FTE	3.00	3.00	3.00	3.00	3.00

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>09110 Water Distribution</b>					
Senior Water Service Worker	15	15	15	15	15
Training/Safety Coordinator	1	1	1	1	-
Water Distribution Field Coordinator	2	2	1	1	-
Water Service Worker	12	12	12	12	11
Water Operations Director	1	1	1	1	-
Water Operations Systems Coordinator	-	-	-	-	-
Water/Wastewater Distribution Supervisor	2	2	2	2	2
Water/Wastewater Liaison	-	-	1	1	-
Water/Wastewater Field Representative	4	4	4	4	4
Total Full-time	37	37	37	37	32
Total FTE	37.00	37.00	37.00	37.00	32.00
<b>09115 Water Production</b>					
Cross Connection Controls Specialist	1	1	1	1	1
Cross Connection Controls Technician	-	-	1	1	1
Computerized Maint. Mgmt. Sys. Technician	-	-	1	1	1
Maintenance HVAC Technician	-	1	1	1	-
SR Telemetry Controls Specialist	-	-	-	-	1
Telemetry Controls Specialist	4	4	3	3	2
Wastewater Collection Specialist	-	-	-	-	1
Wastewater Collection Technician	-	-	-	-	1
Water Electrician	1	1	1	1	1
Water Electronic Technician	3	3	3	3	3
Water Maintenance Technician Trainee	-	-	1	1	1
Water Maintenance Technician	-	-	9	9	8
Water Maintenance Technician I	4	3	-	-	-
Water Maintenance Technician II	7	9	-	-	-
Water Operation Technician	-	-	-	-	-
Water Operations Manager	1	1	1	1	1
Water Production Supervisor	1	1	1	1	1
Water Resources Analyst	-	-	-	-	1
Water Resources Tech Plan/Support Coordtr	-	-	1	1	-
Total Full-Time	22	24	24	24	24
Total FTE	22.00	24.00	24.00	24.00	24.00
<b>09160 Planet Ranch</b>					
Water Distribution Field Coordinator	1	1	1	1	1
Water Resources Analyst	1	1	1	1	-
Total Full-time	2	2	2	2	1
Total FTE	2.00	2.00	2.00	2.00	1.00



**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>09200 Water Quality</b>					
Drinking Water Program Coordinator	2	2	2	2	2
Water Quality Director	1	1	1	1	1
Water Quality Program Coordinator	-	-	-	-	-
Water Quality Sampler	1	1	1	1	1
Water Quality Specialist	-	2	2	2	2
Total Full-time	4	6	6	6	6
Total FTE	4.00	6.00	6.00	6.00	6.00
<b>09210 Wastewater Quality</b>					
Drinking Water Program Coordinator	2	1	1	1	1
Water Quality Sampler	1	1	1	1	1
Water Quality Specialist	1	1	1	1	2
Total Full-time	4	3	3	3	4
Total FTE	4.00	3.00	3.00	3.00	4.00
<b>09260 Water Laboratory</b>					
Chemist I	-	-	2	2	2
Chemist II	2	2	5	5	5
Laboratory Manager	1	1	1	1	1
Microbiologist	1	1	-	-	-
Organic Chemist	2	2	-	-	-
Quality Assurance Officer	1	1	1	1	1
Water Quality Compliance Lab Technician	-	2	-	-	-
Total Full-time	7	9	9	9	9
Total FTE	7.00	9.00	9.00	9.00	9.00
<b>09270 Wastewater Laboratory</b>					
Chemist I	-	1	1	1	1
Total Full-time	-	1	1	1	1
Total FTE	-	1.00	1.00	1.00	1.00
<b>09310 Treatment Administration</b>					
Administrative Secretary	-	-	-	-	1
Process Control Analyst	1	1	1	1	1
Water Resources Tech Plan/Support Coordinator	-	-	-	-	1
Water/Wastewater Treatment Director	-	-	-	-	1
Water/Wastewater Treatment Manager	-	-	-	-	1
Total Full-time	1	1	1	1	5
Total FTE	1.00	1.00	1.00	1.00	5.00
<b>09315 Treatment Operations</b>					
Senior Water Plant Operator	-	-	-	-	1
Water Campus Compliance Specialist	1	1	1	1	2
Water Plant Lab Tech/Operator	-	-	-	-	-
Water Treatment Plant Operator	-	-	-	-	-

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>09315 Treatment Operations (continued)</b>					
Water/Wastewater Treatment Plant Operator	-	-	-	-	12
Water/Wastewater Plant Senior Operator	3	3	3	3	4
Total Full-time	4	4	4	4	19
Total FTE	4.00	4.00	4.00	4.00	19.00
<b>09320 Treatment Maintenance</b>					
Lead Technologist	-	-	-	-	-
Maintenance HVAC Technician	-	-	-	-	1
Maintenance Worker I	-	-	-	-	-
Senior Water Maintenance Tech	1	1	1	1	1
Water Campus Maintenance Specialist	-	-	-	-	1
Water Campus Maintenance Technician	-	-	-	-	2
Water Electronic Technician	-	-	-	-	1
Total Full-time	1	1	1	1	6
Total FTE	1.00	1.00	1.00	1.00	6.00
<b>09325 CAP Treatment Plant (formerly 09125)</b>					
Senior Water Plant Operator	1	1	1	1	-
Water/Wastewater Treatment Plant Operator	3	3	3	3	-
Total Full-time	4	4	4	4	-
Total FTE	4.00	4.00	4.00	4.00	-
<b>09350 Gainey Wastewater Reclamation (formerly 09150)</b>					
Water/Wastewater Plant Senior Operator	1	1	1	1	-
Water Campus Compliance Specialist	1	1	1	1	-
Total Full-time	2	2	2	2	-
Total FTE	2.00	2.00	2.00	2.00	-
<b>09370 Advanced Water Treatment (formerly 09170)</b>					
Administrative Secretary	1	1	-	-	-
Citizen Service Representative	-	-	1	1	-
Lead Technologist	1	1	1	1	-
Water/Wastewater Treatment Manager	1	1	1	1	-
Water/Wastewater Treatment Plant Operator	2	2	2	2	-
Total Full-time	5	5	5	5	-
Total FTE	5.00	5.00	5.00	5.00	-
<b>09380 Water Campus Wastewater Reclamation (formerly 09180)</b>					
Maintenance Worker I	1	1	1	1	-
Wastewater Plant Operator	1	1	-	-	-
Water Treatment Plant Operator	4	4	-	-	-
Water/Wastewater Plant Senior Operator	4	4	3	3	-
Water/Wastewater Treatment Director	1	1	1	1	-
Water/Wastewater Treatment Plant Operator	1	1	6	6	-
Total Full-time	12	12	11	11	-
Total FTE	12.00	12.00	11.00	11.00	-

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>09420 Irrigation Water (formerly 57994)</b>					
Water Maintenance Technician II	-	-	1	1	1
Total Full-time	-	-	1	1	1
Total FTE	-	-	1.00	1.00	1.00
<b>09430 Central Ground Water Treatment Facility (formerly 57995)</b>					
CGTF Coordinator	-	-	-	-	1
Water Maintenance Technician	-	-	-	-	1
Total Full-time	-	-	-	-	2
Total FTE	-	-	-	-	2.00
<b>Department Total Full-time</b>	<b>129</b>	<b>135</b>	<b>136</b>	<b>136</b>	<b>139</b>
<b>Department Total Part-time*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total FTEs</b>	<b>129.75</b>	<b>135.75</b>	<b>136.75</b>	<b>136.75</b>	<b>139.75</b>

**MUNICIPAL SERVICES**

**10000 Municipal Services Administration**

Administrative Secretary	1	1	1	1	1
Department Advisor	1	1	1	1	1
General Manager Municipal Services	1	1	1	1	1
Water Campus Project Director	1	1	-	-	-
Total Full-time	4	4	3	3	3
Total FTE	4.00	4.00	3.00	3.00	3.00

**10200 Capital Project Management**

Asset Management Coordinator	1	1	1	1	-
Asset Management Specialist	1	1	1	1	-
Capital Project Management Admstr (Director)	1	1	1	1	1
Citizen Service Representative	1	1	1	1	1
Civil Designer	1	1	1	1	1
Civil Engineer	1	1	1	1	1
Construction Coordinator	1	1	1	1	3
Construction & Design Director	-	-	1	1	1
Project Budget Analyst	1	1	1	1	1
Project Manager	6	6	6	6	2
Public Worker Inspector	-	3	3	3	3
Public Works Project Coordinator	2	2	2	2	2
Right-of-Way Agent	1	1	1	1	2
Senior Project Manager	3	3	3	3	9
Senior Right-of-Way Agent	1	1	1	1	1
Right-of-Way Agent*	-	1	1	1	-
Secretary*	-	1	1	1	1
Total Full-time	21	24	25	25	28
Total Part-time	-	2	2	2	1
Total FTE	21.00	25.50	26.50	26.50	28.75

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>10220 Assets Management</b>					
Asset Management Coordinator	-	-	-	-	1
Asset Management Specialist	-	-	-	-	1
Total Full-time	-	-	-	-	2
Total FTE	-	-	-	-	2.00
<b>10300 Solid Waste Management Administrative Services</b>					
Administrative Secretary	-	-	1	1	-
Citizen Service Representative	2	3	3	3	3
Municipal Services Office Coordinator	1	1	-	-	1
Solid Waste Director	1	1	1	1	1
Total Full-time	4	5	5	5	5
Total FTE	4.00	5.00	5.00	5.00	5.00
<b>10310 Residential Collection Services Administration</b>					
Equipment Operator I	9	10	9	9	10
Equipment Operator II	8	9	9	9	9
Equipment Operator II - FS	-	-	-	-	1
Equipment Operator III	23	24	26	26	26
Equipment Operator III - FS	-	-	-	-	1
Solid Waste Program Representative	3	3	3	3	3
Solid Waste Service Coordinator	3	3	3	3	3
Solid Waste Systems Coordinator	1	1	1	1	1
Equipment Operator I*	3	3	3	3	3
Solid Waste Program Representative*	-	-	-	-	-
Total Full-time	47	50	51	51	54
Total Part-time*	3	3	3	3	3
Total FTE	49.25	52.25	53.25	53.25	56.25
<b>10320 Support Services Administration</b>					
Container Repairer	2	2	2	2	2
Equipment Operator III	3	3	3	3	3
Solid Waste Service Coordinator	1	1	1	1	1
Total Full-time	6	6	6	6	6
Total FTE	6.00	6.00	6.00	6.00	6.00
<b>10330 Commercial Collection Services Admin</b>					
Equipment Operator III	9	9	9	9	9
Solid Waste Service Coordinator	1	1	1	1	1
Total Full-time	10	10	10	10	10
Total FTE	10.00	10.00	10.00	10.00	10.00
<b>10400 Field Services Administration</b>					
Citizen Service Representative	1	1	1	1	1
Field Services Manager	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0	2.0

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>10410 Traffic Signals</b>					
Field Services Manager	1	1	1	1	1
Maintenance Technician I - FS	1	1	1	1	1
Traffic Signal Electronic Technician	2	3	3	3	3
Traffic Signal Technician I	6	6	6	6	6
Traffic Signal Technician II	2	2	2	2	2
Traffic Signals Supervisor	1	1	1	1	1
Total Full-time	13	14	14	14	14
Total FTE	13.00	14.00	14.00	14.00	14.00
<b>10420 Signs and Markings</b>					
Maintenance Coordinator	-	-	1	1	1
Maintenance Supervisor	1	1	-	-	-
Maintenance Technician I - FS	2	2	2	2	2
Maintenance Worker II - FS	5	5	5	5	6
Total Full-time	8	8	8	8	9
Total FTE	8.00	8.00	8.00	8.00	9.00
<b>10430 Street Cleaning</b>					
Equipment Operator III - FS	1	1	1	1	1
Motor Sweeper Operator	6	6	6	6	7
Total Full-time	7	7	7	7	8
Total FTE	7.00	7.00	7.00	7.00	8.00
<b>10440 Asphalt and Maintenance</b>					
Contracts Coordinator	1	1	1	1	1
Maintenance Worker II - FS	4	3	3	3	5
Public Works Inspector	-	1	1	1	1
Technical Coordinator	-	-	-	-	1
Total Full-time	5	5	5	5	8
Total FTE	5.00	5.00	5.00	5.00	8.00
<b>10450 Shoulder and Drainage</b>					
Equipment Operator II - FS	1	1	1	1	1
Equipment Operator III - FS	6	6	5	5	6
Maintenance Coordinator	-	-	2	2	2
Maint Tech II - Field Services	-	-	1	1	1
Maintenance Supervisor	1	1	-	-	-
Maintenance Worker II - FS	-	-	-	-	1
Total Full-time	8	8	9	9	11
Total FTE	8.00	8.00	9.00	9.00	11.00
<b>10600 Fleet Management Administration</b>					
Buyer	-	-	-	-	-
Citizen Service Representative	1	1	1	1	1
Fleet Coordinator	1	1	1	1	1

**AUTHORIZED PERSONNEL POSITIONS**

	Actual 1998/99	Actual 1999/00	Adopted 2000/01	Approved 2000/01	Adopted 2001/02
<b>10600 Fleet Management Administration (continued)</b>					
Fleet Management Director	1	1	1	1	1
Fleet Supervisor	1	1	1	1	1
Fleet Systems Coordinator	-	-	-	1	1
Total Full-time	4	4	4	5	5
Total FTE	4.00	4.00	4.00	5.00	5.00
<b>10606 Fleet Management Day Shift</b>					
Equipment Mechanic	8	9	9	9	2
Equipment Mechanic II	-	-	-	-	8
Equipment Service Worker	1	1	1	1	-
Equipment Service Worker II	-	-	-	-	1
Equipment Service Writer	1	1	-	-	-
Fleet Supervisor	1	1	1	1	1
Total Full-time	11	12	11	11	12
Total FTE	11.00	12.00	11.00	11.00	12.00
<b>10607 Fleet Management Weekend Shift</b>					
Equipment Mechanic	8	8	8	8	-
Equipment Mechanic II	-	-	-	-	7
Equipment Service Worker	1	1	1	1	-
Equipment Service Worker II	-	-	-	-	1
Equipment Service Writer	-	-	1	1	-
Fleet Customer Service Coordinator	-	-	-	-	1
Fleet Supervisor	1	1	1	1	1
Total Full-time	10	10	11	11	10
Total FTE	10.00	10.00	11.00	11.00	10.00
<b>10609 Fleet Management Night Shift</b>					
Equipment Mechanic	9	9	9	9	-
Equipment Mechanic II	-	-	-	-	11
Equipment Service Worker	1	1	1	1	-
Equipment Service Worker II	-	-	-	-	1
Fleet Supervisor	1	1	1	1	1
Total Full-time	11	11	11	11	13
Total FTE	11.00	11.00	11.00	11.00	13.00
<b>10610 Fleet Management Parts Supply</b>					
Equipment Parts Specialist	4	4	4	4	4
Senior Equipment Parts Specialist	2	2	2	2	2
Total Full-time	6	6	6	6	6
Total FTE	6.00	6.00	6.00	6.00	6.00
<b>Department Total Full-time</b>	<b>177</b>	<b>186</b>	<b>189</b>	<b>189</b>	<b>206</b>
<b>Department Total Part-time*</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>
<b>Department Total FTEs</b>	<b>179.25</b>	<b>189.75</b>	<b>192.75</b>	<b>192.75</b>	<b>209.00</b>

**AUTHORIZED PERSONNEL POSITIONS**

	<b>Actual 1998/99</b>	<b>Actual 1999/00</b>	<b>Adopted 2000/01</b>	<b>Approved 2000/01</b>	<b>Adopted 2001/02</b>
<b>CITIZEN &amp; NEIGHBORHOOD RESOURCES</b>					
<b>11000 Citizen &amp; Neighborhood Administration</b>					
Administrative Secretary	-	-	-	-	1
Citizen/Neighborhood Resources General Mgr	-	-	-	-	1
Total Full-time	-	-	-	-	2
Total FTE	-	-	-	-	2.00
<b>11200 Customer Service &amp; Communications</b>					
Citizen Liaison	-	-	-	-	2
Customer Service & Comm Director	-	-	-	-	1
Information Resource Manager	-	-	-	-	1
Neighborhood Education Manager	-	-	-	-	1
Neighborhood Safety Specialist	-	-	-	-	3
Secretary	-	-	-	-	1
Technical Coordinator	-	-	-	-	1
Total Full-time	-	-	-	-	10
Total FTE	-	-	-	-	10.00
<b>11300 Neighborhood Preservation</b>					
Citizen Services Specialist	-	-	-	-	6
Code Enforcement Manager	-	-	-	-	1
Code Inspector	-	-	-	-	6
Housing Development Manager	-	-	-	-	1
Housing Rehab Coordinator	-	-	-	-	1
Neighborhood Resource Ctr Manager	-	-	-	-	1
Neighborhood Services Coordinator	-	-	-	-	1
Neighborhood Services Director	-	-	-	-	1
Secretary	-	-	-	-	1
Total Full-time	-	-	-	-	19
Total FTE	-	-	-	-	19.00
<b>Department Total Full-time</b>	-	-	-	-	<b>31</b>
<b>Department Total Part-time*</b>	-	-	-	-	-
<b>Department Total FTEs</b>	-	-	-	-	<b>31.00</b>

# APPENDIX

THIS SECTION INCLUDES CITIZEN SURVEY RESULTS, CONSIDERED KEY STAKEHOLDER INPUT TO THE DEVELOPMENT OF THE CITY'S BUDGET, AND COUNCIL APPROVED MISSION AND GOALS, WHICH IDENTIFY STRATEGIC PRIORITIES FOR THE CITY OF SCOTTSDALE. ALSO INCLUDED ARE THE ADOPTED BUDGET ORDINANCE AND A GLOSSARY OF TERMS TO ASSIST YOU.

FISCAL YEAR 2001/02 BUDGET  
CITY OF SCOTTSDALE, ARIZONA



The Scottsdale Citizen Survey is conducted annually to gain insight into trends in citizen satisfaction with the services the city provides, as well as how citizens feel the city is doing in general, what they like most about living here, and what they like least about living here. The results are used to assist in organizational performance assessment, help establish budget priorities, and as a guide for ongoing strategic planning efforts.

Results of the survey are valid at the 96% confidence level, meaning that if the survey were conducted 100 times, the same results would occur 96 times. The sampling error is plus or minus 4%, meaning if 96% indicated satisfaction, the actual percentage ranges between 92% and 100%.

The survey was conducted by O'Neil Associates, Inc., under the direction of Michael J. O'Neil, Ph.D. Dr. O'Neil has considerable experience in designing, conducting, and analyzing survey research projects, and has overseen hundreds of research projects in Arizona for a wide range of clients.

**OVERALL SATISFACTION WITH SERVICES**

Survey respondents were asked "Overall, do you think the city is doing a very good, good, poor, or very poor job of providing services to you?" The results, compared to prior years are:

Rating	'97	'98	'99	'00
Very Good	32%	31%	31%	34%
Good	63%	65%	63%	62%
Total	95%	96%	94%	96%
Poor	4%	3%	5%	3%
Very Poor	1%	1%	1%	1%
Total	5%	4%	6%	4%

**RATINGS OF SELECTED CITY SERVICES**

Citizens were then asked to rate specific services using the same scale - very good, good, poor or very poor. The total percentages of those responding very good and good are tabulated below and compared to prior years.

City Service	'97	'98	'99	'00
Library Services	100%	98%	98%	98%
Recreational Programs	98%	98%	95%	95%
Emergency Medical Services	98%	98%	97%	96%
Fire Services	99%	99%	98%	98%
Parks/Open Spaces	94%	95%	93%	90%
Development/Design	52%	55%	65%	69%
Police	97%	94%	93%	91%
Water and Sewer	92%	95%	93%	90%
Drainage Control	77%	82%	75%	82%
Residential Refuse/Garbage Collection	92%	93%	92%	93%
Traffic Flow/Signalization	55%	49%	50%	50%
Bus/Dial-A-Ride	29%	48%	43%	53%
Street Maintenance	85%	83%	82%	83%
Community Arts/Cultural Programs	96%	95%	93%	93%
Recycling Services	88%	86%	89%	88%
Code Enforcement	n/a	n/a	79%	78%
Citizen Communication	n/a	82%	76%	84%

SCOTTSDALE CITIZENS CONTINUE TO GIVE THE CITY HIGH MARKS FOR **Services.** The most highly rated services are Community Services - Parks, Recreational Programs, Libraries, and Arts; Public Safety - Police, Emergency Medical, and Fire Services; and Direct Services - Water/Sewer, Residential Refuse/Garbage Collection, and Recycling Services.

**Quality of Life.** Citizens live here for the weather, the location and convenience of shopping, restaurants, entertainment, and proximity to family; the atmosphere, ambiance and cleanliness of the city; the sense of community and neighborhood; and a safe environment.

The 2000 survey results continue to show that citizens are generally satisfied with city-provided services. Since the sampling error is + or - 4%, only variations of 4% or more from the previous year are considered true indications of a change in satisfaction.

Citizens consistently give high marks to Libraries, Parks, Recreational Programs, Community Arts, Police, Fire and Emergency Services. Utilities - Water & Sewer Services, Refuse Collection, and Recycling Services - also consistently receive high ratings.

**WHAT PEOPLE LIKE MOST ABOUT LIVING IN SCOTTSDALE**

Citizens were asked to identify what they like most about living in Scottsdale. This was an open-ended question, with no topic suggested by the interviewer. The top responses compared to the prior year were:

CHARACTERISTIC	'99	'00
Weather	14%	17%
Location/Convenience	16%	13%
Atmosphere/Ambiance	12%	13%
Cleanliness	12%	11%
Community/Neighbors	7%	7%
Parks/Libraries/Arts	8%	6%
Safe Environment	5%	5%

**WHAT PEOPLE LIKE LEAST ABOUT LIVING IN SCOTTSDALE**

Citizens were also asked what they consider to be the major problem facing the city. This was also an open-ended question. Top responses, compared to prior years, were:

CHARACTERISTIC	'97	'98	'99	'00
Growth	35%	44%	35%	40%
Traffic	25%	25%	28%	20%
Planning Development	8%	5%	7%	5%
Redevelopment	1%	2%	6%	3%

Growth continues to be the major concern among the survey respondents. Traffic concerns, although less of a concern than in previous years, tend to center on the resulting congestion from too much growth, and the need for better timing of traffic signals. Those citing planning or developing as the biggest problem tend to cite the type of development - too much development, houses too close together, and urban sprawl. Redevelopment concerns generally relate to the Los Arcos area.

**SCOTTSDALE AS A PLACE TO RAISE A FAMILY**

A new survey question last year rated citizens satisfaction with Scottsdale as a place to raise a family. Respondents were asked to rate Scottsdale as a very good, good, poor or very poor place to raise a family. This year's results compared to past years are:

RATING	'98	'99	'00
Very Good	51%	50%	50%
Good	43%	44%	46%
<b>Total</b>	<b>94%</b>	<b>94%</b>	<b>96%</b>
Poor	5%	5%	3%
Very Poor	1%	1%	1%
<b>Total</b>	<b>6%</b>	<b>6%</b>	<b>4%</b>

**NEIGHBORHOODS**

Respondents were asked to think about the neighborhood in which they live, and rate the quality of life as better, about the same or worse over the past year. Following is a comparison of the results of the past three years.

QUALITY	'98	'99	'00
Better	15%	13%	15%
About the Same	72%	72%	72%
Worse	13%	15%	13%

Those saying that their quality of life had gotten better attributed that to good neighbors, neighbors making home improvements, nearby amenities, feeling of safety, and access to freeways. Those who said their quality of life had gotten worse, cited reasons such as increasing development and the resulting local traffic, aging neighborhoods, crime, and increased traffic due to the proximity of the new freeway.

DEMOGRAPHICS OF THE SAMPLE

REGISTERED TO VOTE:

82% of those polled are registered voters

NUMBER OF YEARS A SCOTTSDALE RESIDENT:

30% Less than 5 years  
 32% 5 to 14 years  
 38% 15 years or more

GEOGRAPHICAL LOCATION:

29% South of Camelback Road  
 26% Between Camelback & Shea Blvd.  
 24% Between Shea and Bell Road  
 21% North of Bell Road

OWN OR RENT:

82% Own  
 18% Rent

AGE:

10% 18-30 years  
 25% 31-45 years  
 35% 46-64 years  
 30% 65 years or older

SEX:

50% Female  
 50% Male

EDUCATION:

17% High School or Less  
 23% At Least 2 Full Years of College  
 37% College Graduate  
 23% Post Graduate Degree

The survey is based on a sample of 600 adult city of Scottsdale residents selected by employing a random digit dialing sampling. Each respondent was interviewed by telephone during the period September 22 - October 2, 2000. Following is the composition of the sample.

THE SURVEY SUGGESTS SPECIAL ATTENTION SHOULD BE GIVEN TO THE FOLLOWING:

**Growth/Development.** The percentage of citizens naming growth and development as their biggest concern has remained high over the past several years, with the combined percentage of these two issues reaching a high of 49% in 1998. This year 45% of the respondents named either growth or type of development as what they least like about living in Scottsdale.

**Transportation.** Survey results continue to show transportation as the second highest concern named by respondents, although the percentage has dropped from 28% in 1999 to 20% in 2000. Concerns center on the impact of growth on traffic congestion, and the need to improve timing of traffic signals. The opening of new stretches of the Pima Freeway has eased congestion somewhat, perhaps accounting for the positive movement of this indicator.

**Redevelopment.** Redevelopment concerns tend to center on the Los Arcos area. This is likely due to the much publicized pending redevelopment plans.

**ORDINANCE NO. 3392**

AN ORDINANCE OF THE MAYOR AND 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, 2001, AND ENDING JUNE 30, 2002, AND DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE FOR SUCH FISCAL YEAR.

**WHEREAS**, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Charter, and Ordinances of the City of Scottsdale, the Mayor and Council did, on May 14, 2001, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also 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**, in accordance with said sections of said Code and City Charter and following due public notice, the Mayor and Council met on June 4, 2001, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, and

**WHEREAS**, it appears that publication has been duly made, as required by law, of said estimates, together with a notice that the Mayor and council would meet on June 18, 2001, in the City Hall Kiva for the purpose of making tax levies as set forth in said estimates, and

**WHEREAS**, it appears that 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, and

**WHEREAS**, the Mayor and Council have appeared and filed with the City Clerk said Tentative Budget for the fiscal year beginning July 1, 2001 and ending June 30, 2002, and

**WHEREAS**, the budget provides resources for specific program activity and service levels, therefore

BE IT ORDAINED by the Mayor and Council of the City of Scottsdale, Arizona, as follows:

SECTION 1. That the following estimates of revenue and expenditures as now reduced or changed are hereby adopted as the budget of the City of Scottsdale, Arizona, for the fiscal year 2001/02.

SECTION 2. Upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made from the appropriation for contingencies. The transfer of sums within any expenditure appropriation may be made upon approval of the City Manager. Any unencumbered appropriation balance or portion thereof may be transferred between departments to offset budget variances upon approval of the City Manager.

SECTION 3. Money from any fund may be used for any of the appropriations, except money specifically restricted by State law or by City Ordinance or by Resolution.

SECTION 4. Schedule A of the Adopted Budget follows:

**SCHEDULE A**

**City of Scottsdale  
Specific Budget Appropriations  
Fiscal Year 2001/02**

	<b>Operating Budget</b>	<b>Capital Budget</b>	<b>Other Fiscal Activity</b>	<b>Total Activity</b>
<b>Operating Budget</b>				
General Government	\$ 20,883,111	\$ -	\$ -	\$ 20,883,111
Police	49,411,687	-	-	49,411,687
Financial Services	14,593,929	-	-	14,593,929
Transportation	11,545,295	-	-	11,545,295
Community Services	45,672,287	-	-	45,672,287
Information Systems	8,174,539	-	-	8,174,539
Planning Systems	13,730,027	-	-	13,730,027
Economic Vitality	5,760,046	-	-	5,760,046
Preservation	486,602	-	-	486,602
Fire	16,574,622	-	-	16,574,622
Water Resources	42,070,129	-	-	42,070,129
Municipal Services	34,507,806	-	-	34,507,806
Citizen & Neighborhood Resources	2,455,556	-	-	2,455,556
Internal Service Fund Offsets	(17,995,753)	-	-	(17,995,753)
Debt Service	72,724,988	-	-	72,724,988
Reserves/Carryover	30,285,626	-	-	30,285,626
<b>Capital Improvements</b>				
Capital Improvements	-	522,482,900	-	522,482,900
CIP Contingency	-	8,075,500	-	8,075,500
<b>Other Fiscal Activity</b>				
Grants	-	-	16,546,398	16,546,398
Designated Funds	-	-	1,527,402	1,527,402
<b>Total Fiscal Activity</b>	<b>\$ 350,880,496</b>	<b>\$ 530,558,400</b>	<b>\$ 18,073,800</b>	<b>\$ 899,512,696</b>

**ORDINANCE NO. 3399**

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 OF CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR THE VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30<sup>TH</sup> DAY OF JUNE, 2002.

**WHEREAS**, by the provisions of the City Charter and State Statute, an ordinance is required to set the property tax levy for fiscal year 2001/02.

**WHEREAS**, the county of Maricopa is assessing and collecting authority for the City of Scottsdale, the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor.

**NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF SCOTTSDALE, ARIZONA, AS FOLLOWS:**

**SECTION 1.** There is hereby levied on each one hundred dollars (\$100.00) of the assessed value 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 equal to the maximum levy allowed by law for the fiscal year ending on the 30<sup>th</sup> day of June, 2002, and allowable tort liability claims. The allowable primary levy is \$14,312,894, resulting in a tax rate of \$0.4858 per \$100 of assessed value. Said figure 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 hereof, there is hereby levied on each one hundred dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a secondary property tax rate of \$0.6667 per \$100 of assessed value, a rate sufficient to raise the sum of \$21,853,229 for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2002.

**SECTION 3.** Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omission in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer(s) to timely perform any of the assigned duties shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

**SECTION 4.** All ordinances and parts of ordinances in conflict herewith are hereby repealed.

**BUDGET LIAISONS**

**Budget Liaisons** serve as the vital communication link between the departments and the budget staff. Liaisons are responsible for coordinating information, checking to see if forms are completed properly, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process. Listed below are the budget liaisons and their area of responsibility.

General Government	Police Department .....	Holly Christian/Carla Murillo
Mayor and City Council .....	Financial Services Department .....	Kathy Rivetna
Office of the City Clerk .....	Transportation Department .....	Janet Lowden
City Attorney & Prosecution .....	Community Services Department .....	Jeanne Jones
City Auditor .....	Information Systems Department .....	Jennifer Jensen
City Court .....	Planning Systems Department .....	Lyn Saint-Erne
City Manager's Office .....	Office of Economic Vitality .....	Rosemary VanKalsbeek
Communications & Public Affairs .....	Preservation .....	Susan Quinet
Intergovernmental Relations .....	Fire Department .....	Jim Ford, Rural Metro
Human Resource Systems .....	Water Resources Department .....	Mary McGonigle
WestWorld .....	Municipal Services Department .....	Nancy Linssen
Endowment Office .....	Citizen and Neighborhood Resources .....	Carrie Abts

**CAPITAL IMPROVEMENT PLAN COORDINATION TEAM**

The **Capital Improvement Plan Coordination Team** is comprised of staff from various City departments. The team is responsible for reviewing all capital projects for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the General Managers, City Manager, City Council and various boards and commissions staffed by citizens. List below are the Coordination Team members and their area of responsibility.

Police Department .....	Holly Christian, Marc Eisen
Financial Services .....	Dan VandenHam, Valerie Fenske
Transportation Department .....	Amy MacAulay, Dave Meinhart, Doug Cullinane
Community Services Department .....	Don Penfield
Information Systems .....	Rich Peterson
Planning Systems .....	Brian Berndt, Carrie Abts, Tim Conner
Water Resources .....	Ron Dolan
Municipal Services .....	Bob Forsyth, Nancy Linssen
Capital Project Management .....	Alex McLaren, Bill Peifer

**Actual** – Actual, as used in the fund summaries and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a GAAP basis except that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expense.

**Adopted** – Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the budget as approved by the City Council.

**Appropriation** – An authorization made by the City council which permits the City to incur obligations and to make expenditures of resources.

**Assessed Valuation** – A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised valuation less any exemptions.

**Base Budget** – Cost of continuing the existing levels of service in the current budget year.

**Beginning Balance** – The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

**Bonds** – Bonds are 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.

**Budget** – A budget is 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 it has been approved by the appropriating body.

**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) except that 1) encumbrances are considered to be an expenditure chargeable to appropriations; 2) no depreciation is budgeted for in proprietary funds; and 3) bond principal in the enterprise funds is subject to appropriation.

**Capital Outlay** – Fixed assets costing more than \$5,000 and having a useful life of more than one year are defined as capital outlay.

**Capital Improvement Plan (CIP)** – A capital improvements plan is a comprehensive plan which projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

**Commodities** – Commodities are consumable goods such as office supplies, small tools, fuel, etc., that are used by the City.

**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** – Contracts payable represents a liability reflecting amounts due on contracts of goods or services furnished to the City.

**Contractual Services** – Contractuals are services such as rentals, insurance, maintenance, etc., that are purchased by the City.

**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** – Debt service is the amount of money necessary to pay interest and principal on outstanding debt.



**Department** – A department is the combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives, e.g., Police, Fire, Financial Services, Water Resources, etc.

**Encumbrance** – Encumbrance includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, canceled, or when the actual liability is set up.

**Encumbrance Rebudgets** – The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

**Ending Balance** – The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

**Enterprise Fund** – An enterprise fund is established to account for operations financed and operated in a manner similar to private business enterprises, i.e., where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Examples of enterprise funds are those for the water and sewer utility, airport, and solid waste.

**Equipment Rental** – Equipment rental represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the fleet management internal service fund as revenue.

**Estimated** – Estimated, as used throughout the budget document, represents the original adopted budget plus any approved changes and anticipated year-end savings.

**Excise Debt** – Excise debt is 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.

**Expenditures** – Expenditures are decreases in net financial resources. They include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

**Fees** – Fees are charges for specific services.

**Financial Policy** – A government's policies with respect to revenues, spending, reserves, and debt management as these relate to government services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. Scottsdale's fiscal year is July 1 through June 30.

**Five-Year Financial Plan** – An estimation of revenues and expenses required by the City to operate for the next five-year period.

**Franchise Fee** – The franchise fee charged to the water and sewer utility fund is a reimbursement to the general fund for the utility's use of City streets and rights-of-way.

**Fringe Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are 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 number of hours budgeted by 2,080.

**Fund** – A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein which 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.

**Fund Summary** – A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, and 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 differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

**General Fund** – The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**General Long-term Debt** – General long-term debt represents any unmatured debt not considered to be a fund liability.

**General Obligation Bonds (G.O. Bonds)** – General obligation bonds are bonds which are secured by the full faith and credit of the issuer. G.O. 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)** – GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard 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 grant is 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, e.g., education or drug enforcement, but it is sometimes for general purposes.

**Golf Course Surcharge** – A \$1.00 per nine hole surcharge established in 1994 for all City owned golf courses. Revenue collected from this source is used for capital improvements, debt service on capital improvements, silt management, catastrophic flood funding, and support of the Phoenix Open golf tournament.

**Highway User Fuel Tax** – Highway user fuel tax is 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** – Improvement districts are formed consisting 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** – Indirect cost allocation is funding transferred to the general fund from enterprise funds for specific central administrative functions which benefit those funds, e.g., City Manager, Financial Services department, Human Resources, Legal, etc.

**In Lieu Property Tax** – The in lieu property tax is a charge to the enterprise funds which compensates 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** – An internal service fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments on a cost-reimbursement basis.

**Municipal Property Corporation (MPC)** – The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvements projects.

**Needs Assessment** – The Needs Assessment is the foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

**Objective** – Something to be accomplished in specific, well defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget** – The operating budget is 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** – An ordinance is 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** – 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 (PAYG)** – PAYG capital improvement projects are capital projects whose funding source is derived from City revenue sources other than through the sale of voter-approved bonds.

**PC Replacement Program** – The Personal Computer (PC) Replacement Program was established to centralize the responsibility for personal computer service and maintenance of computer and printer inventories. Departments are assessed an annual fee based upon their inventory of PCs and printers in use. The charge is accumulated in the PC Replacement Fund and used to replace printers, and desktop/laptop computers on a standard replacement schedule.

**Performance Measure** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personal Services** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Preserve Bonds** – Preserve bonds are excise tax revenue bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by a 0.2% sales tax approved by City voters. The bonds are issued for the purpose of acquiring land for the McDowell Sonoran Preserve.

**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 departments.

**Property Tax** – Property tax is based according to value of property and is used as the source of monies to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

**Primary Property Tax** – Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% 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.

**Rebudget** – Carryover represents encumbered and committed funds carried forward to the next fiscal year budget.

**Refunding** – Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or 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.

**Reserve** – Reserve is an account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

**Revenue Bonds** – Revenue bonds are 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.

**RICO Funds** – Racketeered Influenced and Corrupt Organizations (RICO) Funds are funds obtained from an anti-racketeering revolving fund maintained by either the Federal or State government as a result of asset forfeitures from criminal enterprises, and are allocated to municipalities for approved non-recurring public safety expenditures.

**Secondary Property Tax** – Secondary property taxes are 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** – The service level describes the present services provided by a City department and/or division within the department.

**Sinking Fund** – A sinking fund is 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 therefrom 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.

**Street Light Districts** – Street light improvement districts are formed to provide a means for properties within a district to maintain street lights 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.

**Taxes** – Taxes are 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.

**Tax Rate** – The tax rate is the amount of tax levied for each \$100 of assessed valuation.

**Transfers** – Transfers are the authorized exchanges of cash or other resources between funds.

**Trust Fund** – A trust fund consists of resources received and held by the government unit as trustee, to be expended or invested in accordance with the conditions of the trust.

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

