Why should governments create citizen-friendly reports?
“...the public feels strongly that government has a responsibility to provide understandable financial information to the public.”

Harris Interactive Survey (2010)
If you can't convince them, confuse them.
Empathize
Perceive others' needs & expectations

Distill
Boil down & customize to meet needs

Clarify
Make it easier to understand & use

simplicity

From: “Simple: Conquering the Crisis of Complexity,” Alan Siegel and Irene Etzkorn (2013)
40 hours
640,000 words
1,600 pages
25 reports
You are a curator.
Don’t hide the T-Rex.
“It can scarcely be denied that the supreme goal of all theory is to make the irreducible basic elements as simple and as few as possible without having to surrender the adequate representation of a single datum of experience.”

from “On the Method of Theoretical Physics.”
Albert Einstein (1933)
Everything should be made as simple as possible but no simpler.
Perfection is finally attained not when there is no longer anything to add...

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

Antoine de Saint Exupéry
Empathize
Perceive others needs & expectations

Distill
Boil down & customize to meet needs

Clarify
Make it easier to understand & use

From: “Simple: Conquering the Crisis of Complexity,” Alan Siegel and Irene Etzkorn (2013)
Why did Scottsdale start doing citizen-friendly reports?
AGA's Citizen-Centric Reporting

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

https://www.agacgfm.org/citizen/
Search “AGA Citizen Centric Report”
## The City of Scottsdale, Arizona

### Financial Information

#### General Fund Summary FY 2020/21

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2020/21</th>
<th>FY 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>268,480,000</td>
<td>265,000,000</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>62,000,000</td>
<td>61,000,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>19,000,000</td>
<td>18,000,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>349,480,000</td>
<td>344,000,000</td>
</tr>
<tr>
<td>Total Revenue/Expenditures</td>
<td>349,480,000</td>
<td>344,000,000</td>
</tr>
<tr>
<td>Budgeted Expenditures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>349,480,000</td>
<td>344,000,000</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>268,480,000</td>
<td>265,000,000</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>62,000,000</td>
<td>61,000,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>19,000,000</td>
<td>18,000,000</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>349,480,000</td>
<td>344,000,000</td>
</tr>
</tbody>
</table>

#### Debt Information

- Total Bonded Debt: $1.2 billion
- Unsecured Debt: $0

### Financial Highlights

- Property Tax Revenues increased by 1.5%.
- Sales Tax revenues decreased by 1.5%.
- Miscellaneous revenues increased by 1.5%.

### Notes

- The City of Scottsdale is committed to maintaining a balanced budget.
- The City maintains a stable credit rating.
- The City is focused on long-term financial stability.

---

Additional information and data are available in the FY 2020/21 Budget and the City’s Comprehensive Annual Financial Report (CAFR).
The City of Scottsdale
A report to our citizens - Fiscal Year 2011-12

About Scottsdale
Fiscal year 2012 ended June 30, 2012, and marked a decade of strong growth and continued progress in our community. Scottsdale has experienced robust growth across a variety of key sectors, including employment, population, housing, and tourism. This growth has contributed to a vibrant and dynamic community that is home to a diverse range of residents and businesses.

Strategic Goals and Highlights
- Advance transformation
  - Established a new downtown core
  - Expanded the Scottsdale Civic and Cultural Center
- Value Scottsdale's Unique Environment
  - Established a new downtown core
  - Expanded the Scottsdale Civic and Cultural Center
- Improve neighborhood
  - Installed new sidewalks
  - Established a new downtown core
- Support economic vitality
  - Established a new downtown core
  - Expanded the Scottsdale Civic and Cultural Center

Finance
- Expanded open space
  - Added 40 acres of open space to the Scottsdale Civic and Cultural Center
  - Expanded the Scottsdale Civic and Cultural Center

How are we doing?
Scottsdale Stats
- Fiscal Year 2012: $3.1 billion

- Year-over-year growth in property values (2012 vs. 2011): 3%

- Employment growth (2012 vs. 2011): 3%

- Population growth (2012 vs. 2011): 3%

- House price growth (2012 vs. 2011): 3%

- Average household income (2012 vs. 2011): $100,000

What were the expenses for running the City of Scottsdale and what revenues were available?
- Revenue sources include property taxes, sales taxes, and other fees.
- Expenses include personnel costs, maintenance, and capital projects.

What are our priorities for Fiscal Year 2012/13?
- Implement a long-term financial plan
- Strengthen our financial management practices
- Ensure transparent and accountable governance
- Prioritize projects that enhance the quality of life for residents and visitors
Scottsdale’s Snapshot Summary

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

Where we’ve been and where we’re going

Fifty years ago, Scottsdale celebrated the opening of City Hall. Completing a project of that scale required cooperation between a renowned architect, residents and city staff. Thousands celebrated its grand opening, an opportunity that will be recreated this fall with “Scottsdale Celebrate 60.”

Like constructing a building, operating a city is a collaborative effort. Voters elect a mayor and six council members to govern. Nearly 2,700 employees and more than 3,100 volunteers serve our nearly 250,000 residents.

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

Value Scottsdale’s Unique Lifestyle and Character

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

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

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

Learn more at ScottsdaleAZ.gov, search “about.”

2018
How did Scottsdale approach our most recent report?
Questions a Citizen-Friendly Annual Report Should Answer

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

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

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Value Scottsdale’s Unique Lifestyle and Character

Seek Sustainability

Preserve Meaningful Open Space

Advance Transportation

Support Economic Vitality

Enhance Neighborhoods
Value Scottsdale’s Unique Lifestyle and Character

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Typical Financial Statement Presentation of Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Scottsdale, Arizona</strong></td>
<td></td>
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<tr>
<td><strong>Operating Indicators by Division</strong></td>
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<tr>
<td><strong>Last Ten Fiscal Years</strong></td>
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| Table XXI                                      |      |      |      |      |      |      |      |      |      |      |

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</thead>
<tbody>
<tr>
<td><strong>General Government</strong></td>
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<tr>
<td>City Attorney</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>% of cases resolved at first court appearance (assigned)</td>
<td>33%</td>
<td>34%</td>
<td>32%</td>
<td>40%</td>
<td>37%</td>
<td>37%</td>
<td>34%</td>
<td>39%</td>
<td>39%</td>
<td>35%</td>
</tr>
<tr>
<td>City Auditor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td># of reports performed</td>
<td>11</td>
<td>13</td>
<td>16</td>
<td>17</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>16</td>
<td>13</td>
<td>13</td>
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<tr>
<td>City Clerk</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of legal postings</td>
<td>1,173</td>
<td>1,158</td>
<td>1,301</td>
<td>1,241</td>
<td>1,185</td>
<td>1,124</td>
<td>1,080</td>
<td>1,005</td>
<td>1,000</td>
<td>1,067</td>
</tr>
<tr>
<td># of minutes</td>
<td>90</td>
<td>71</td>
<td>87</td>
<td>66</td>
<td>63</td>
<td>63</td>
<td>63</td>
<td>57</td>
<td>61</td>
<td>56</td>
</tr>
<tr>
<td>City Court</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges filed /Charges adjudicated (resolved)</td>
<td>221,400/</td>
<td>115,319/</td>
<td>107,720/</td>
<td>104,301/</td>
<td>102,953/</td>
<td>93,306/</td>
<td>99,063/</td>
<td>96,741/</td>
<td>100,920/</td>
<td>100,092/</td>
</tr>
<tr>
<td>City Treasurer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Accounts Payable checks issued</td>
<td>38,000</td>
<td>36,442</td>
<td>33,620</td>
<td>45,592</td>
<td>43,112</td>
<td>33,599</td>
<td>32,865</td>
<td>32,491</td>
<td>31,648</td>
<td>31,268</td>
</tr>
<tr>
<td># of customer contacts (utilities, taxes and licensing)</td>
<td>270,143</td>
<td>176,680</td>
<td>175,918</td>
<td>255,124</td>
<td>246,319</td>
<td>254,992</td>
<td>209,325</td>
<td>195,549</td>
<td>190,432</td>
<td>195,819</td>
</tr>
<tr>
<td>City Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of survey respondents rating the &quot;Overall Quality of Life in Scottsdale&quot; as good to excellent</td>
<td>No Survey</td>
<td>No Survey</td>
<td>No Survey</td>
<td>94%</td>
<td>No Survey</td>
<td>No Survey</td>
<td>98%</td>
<td>No Survey</td>
<td>No Survey</td>
<td>96%</td>
</tr>
<tr>
<td>News releases, media updates, traffic alerts, construction updates released to media</td>
<td>220</td>
<td>N/A</td>
<td>240</td>
<td>281</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total ad value equivalency generated</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Acres of land acquired for inclusion in the McDowell Sonoran Preserve</td>
<td>648</td>
<td>25</td>
<td>259</td>
<td>2,001</td>
<td>4,419</td>
<td>6,400</td>
<td>2,365</td>
<td>0</td>
<td>0</td>
<td>420</td>
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<tr>
<td>Administrative Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citywide turnover</td>
<td>12.0%</td>
<td>6.0%</td>
<td>9.5%</td>
<td>7.3%</td>
<td>7.1%</td>
<td>7.3%</td>
<td>6.0%</td>
<td>7.8%</td>
<td>9.0%</td>
<td>8.1%</td>
</tr>
<tr>
<td>HR operating cost as a % of City payroll</td>
<td>2.1%</td>
<td>2.1%</td>
<td>1.6%</td>
<td>1.7%</td>
<td>1.7%</td>
<td>1.7%</td>
<td>1.4%</td>
<td>1.4%</td>
<td>1.3%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of SPAM emails blocked (monthly) from being delivered to the City (An average of 30 seconds per email is expended by staff)</td>
<td>1,200,000</td>
<td>2,200,000</td>
<td>2,100,000</td>
<td>1,775,000</td>
<td>1,870,000</td>
<td>1,588,935</td>
<td>1,353,869</td>
<td>1,395,338</td>
<td>2,696,000</td>
<td>2,177,633</td>
</tr>
<tr>
<td>Annual disk storage size (DAS, NAS, and SAN) (Terabytes)</td>
<td>80.0</td>
<td>147.8</td>
<td>170.0</td>
<td>260.0</td>
<td>266.0</td>
<td>167.3</td>
<td>45.8</td>
<td>51.4</td>
<td>38.6</td>
<td>67.2</td>
</tr>
<tr>
<td>Purchasing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of purchase orders</td>
<td>8,224</td>
<td>6,234</td>
<td>5,748</td>
<td>5,310</td>
<td>5,018</td>
<td>4,678</td>
<td>5,019</td>
<td>5,064</td>
<td>5,078</td>
<td>5,143</td>
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<tr>
<td>Community Services</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># attending Parks and Recreation facilities, Human Services facilities, and Libraries annually</td>
<td>7,940,283</td>
<td>8,747,495</td>
<td>8,634,522</td>
<td>8,855,120</td>
<td>8,471,649</td>
<td>8,223,148</td>
<td>7,765,110</td>
<td>7,322,719</td>
<td>6,457,925</td>
<td>5,678,945</td>
</tr>
<tr>
<td># of square feet of medians and rights of way maintained</td>
<td>16,918,438</td>
<td>17,000,000</td>
<td>17,000,000</td>
<td>23,168,510</td>
<td>23,075,510</td>
<td>22,726,329</td>
<td>22,832,327</td>
<td>22,913,730</td>
<td>22,827,842</td>
<td></td>
</tr>
</tbody>
</table>
Seek Sustainability

Highlighted Accomplishments

► Residents diverted 28 percent of household waste to recycling, rather than shipping it to the landfill.

► The city recycled 8.3 million gallons of wastewater per day, treating it to a high standard and delivering it to turf irrigation at 24 golf courses, a service paid for by users of the recycled system.

► The city recharged 4.8 million gallons per day of ultra-pure, advanced-treated recycled water back into our local aquifer, replenishing our groundwater.

Looking Forward

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>Gilbert</th>
<th>Scottsdale</th>
<th>Average</th>
<th>Mesa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bills</td>
<td>$66</td>
<td>$79</td>
<td>$87</td>
<td>$123</td>
</tr>
</tbody>
</table>

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

Source: City of Tempe
Preserve Meaningful Open Space

Highlighted Accomplishments
► New trailheads at Granite Mountain and Fraesfield will improve access into the northern reaches of Scottsdale’s McDowell Sonoran Preserve.

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

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

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

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

Photos: McDowell Sonoran Conservancy/Michael Burns, Chris Brown
Advance Transportation

Highlighted Accomplishments

► The city completed the Mustang Transit Center, which improved access to Mustang Library and HonorHealth Shea Medical Center, added connections to regional transit lines with additional capacity for future routes and provided better access for bicyclists and pedestrians using the Camelback Walk.

► Thanks to voter-approved bond financing, the city is well over halfway to resurfacing 20 streets, which will improve driving conditions and lower maintenance costs. By summer of 2019, over 194 lane miles will have been replaced—54 more than the original estimate.

► The city added bicycle lanes on Chaparral Road and bicycle signal detection at 16 intersections.

Looking Forward

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

Highlighted Accomplishments

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

Looking Forward

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

Highlighted Accomplishments

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

Looking Forward

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

**Summary Schedule of Estimated Revenues and Expenditures/Expenses**

**Fiscal Year 2017/2018**

**Schedule A**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>SCH</th>
<th>General Fund</th>
<th>Special Revenue Fund</th>
<th>Debt Service Fund</th>
<th>Capital Project Funds</th>
<th>Trust &amp; Agency Funds</th>
<th>Enterprise Funds</th>
<th>Internal Service Funds</th>
<th>Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>E</td>
<td>$259,674,104</td>
<td>$60,733,847</td>
<td>$85,331,404</td>
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<td>$6,000</td>
<td>$141,937,477</td>
<td>$10,330,206</td>
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<td>E</td>
<td>$52,601,967</td>
<td>$61,835,879</td>
<td>$21,508,153</td>
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<td>$25,469</td>
<td>$85,880,240</td>
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<td>$27,197,112</td>
<td>$0</td>
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<td>$0</td>
<td>$0</td>
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<td>B</td>
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<td>$0</td>
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<td>$0</td>
<td>$0</td>
<td>$33,558,954</td>
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<tr>
<td>2018</td>
<td>C</td>
<td>$245,470,642</td>
<td>$119,876,853</td>
<td>$3,631,400</td>
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<td>$9,992,840</td>
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<td>2018</td>
<td>D</td>
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<td>D</td>
<td>$9,116,167</td>
<td>$310,000</td>
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<td>$0</td>
<td>$54,280,429</td>
<td>$230,000</td>
<td>$182,161,547</td>
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<td>2018</td>
<td>D</td>
<td>$20,584,437</td>
<td>$52,172,995</td>
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<td>$16,620,147</td>
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<td>$86,999,587</td>
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<td>$182,161,547</td>
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**Expenditure Limitation Comparison**

<table>
<thead>
<tr>
<th>Item</th>
<th>2016/2017</th>
<th>2017/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Budgeted expenditures</td>
<td>$1,363,338,050</td>
<td>$1,281,321,145</td>
</tr>
<tr>
<td>2. Add/subtract: estimated net reconciling items</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Budgeted expenditures adjusted for reconciling items</td>
<td>1,363,338,050</td>
<td>1,281,321,145</td>
</tr>
<tr>
<td>4. Less: estimated exclusions</td>
<td>(941,133,413)</td>
<td>(831,174,341)</td>
</tr>
<tr>
<td>5. Amount subject to the expenditure limitation</td>
<td>422,224,637</td>
<td>450,146,804</td>
</tr>
<tr>
<td>6. EEC or voter-approved alternative expenditure limitation</td>
<td>$454,278,214</td>
<td>$473,700,830</td>
</tr>
</tbody>
</table>

*Includes expenditure adjustments approved in FY 2016/2017 from Schedule E.
**Includes actual amounts as of the date the tentative budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
Scottsdale is required by law to adopt a budget each year and cannot spend more than that total amount. This includes all city funds for the fiscal year ending June 30. These numbers are as adopted by the City Council in June 2018. The city’s financial statements are audited annually by an independent auditor. The most recent audit for 2017 received a clean opinion.

### Resources (in millions of dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Forecast</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>475.5</td>
<td>430.8</td>
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<tr>
<td></td>
<td>415.2</td>
<td>340.7</td>
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<tr>
<td></td>
<td>650.6</td>
<td>693.1</td>
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</tbody>
</table>

**Total Resources Available**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,541.3</td>
</tr>
<tr>
<td></td>
<td>1,464.7</td>
</tr>
</tbody>
</table>

**Fund Balances**

- Consist of accumulated surpluses from prior years held in contingency and reserve.
- 30% of 2018 forecast.

**Capital, Enterprise, & Carried Over Funds**

- Are from prior years for designated purposes.
- 23% of 2018 forecast.

**Taxes & Service Charges**

- Collected to support city services and pay for debt service.
- 47% of 2018 forecast.

### Expenses (in millions of dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Forecast</th>
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<td>564.0</td>
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<tr>
<td></td>
<td>570.6</td>
<td>589.5</td>
</tr>
</tbody>
</table>

**Total Expenses**

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<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,279.8</td>
</tr>
<tr>
<td></td>
<td>1,366.8</td>
</tr>
</tbody>
</table>

**Contingency & Reserves**

- Are set aside for emergency use.
- 16% of 2019 budget.

**Capital Budget**

- Is used to construct major facilities including buildings and roads.
- 41% of 2019 budget.

**Operating Budget**

- Pays for city services and employees that provide those services.
- 43% of 2019 budget.

Maximum Expenditure Limit

- Some numbers may not add correctly due to rounding.
How has this approach influenced how we do citizen-friendly reporting?
How our residents rate Scottsdale

Percent “excellent” or “good”

As a place to live
- 94% 2006
- 96% 2010
- 98% 2016

Quality of life
- 90% 2006
- 94% 2010
- 96% 2016

Appearance
- 87% 2006
- 94% 2010
- 93% 2016

City services
- 81% 2006
- 88% 2010
- 89% 2016

City employees
- 76% 2006
- 83% 2010
- 90% 2016

Value of services for taxes paid
- 69% 2006
- 74% 2010
- 71% 2016

For complete results go to ScottsdaleAZ.gov and search “survey.”
How are we doing?

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

- **705,000 visits to the Scottsdale McDowell Sonoran Preserve**
  - **TARGET:** 750,000

- **2.2 million transit riders**
  - **TARGET:** 2.4 million

- **42,926 non-local flights at Scottsdale Airport**
  - **TARGET:** 43,500

- **274 special event days at WestWorld**
  - **TARGET:** 270

- **67.0 million gallons of water produced daily**
  - **TARGET:** 67.5 million gal

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

- **4:37 minutes for average fire response time**
  - **TARGET:** 4:39

- **4:48 minutes for average police response time**
  - **TARGET:** 5:11
How do we compare with our neighbors?

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

<table>
<thead>
<tr>
<th></th>
<th>Gilbert</th>
<th>Scottsdale</th>
<th>Average</th>
<th>Tempe</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$257</td>
<td>$271</td>
<td>$391</td>
<td>$623</td>
</tr>
</tbody>
</table>

CITY PROPERTY TAX ON A $250,000 HOUSE

This is the amount of city-only property tax on a home assessed at $250,000 in area communities. About 10 percent of the total tax bill goes to the city. The rest goes for public schools, the county, and other special districts.

Source: City budget offices
CITY SALES TAX ON A $25,000 CAR

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

Source: Arizona Department of Revenue
MONTHLY RESIDENTIAL UTILITY BILL

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

Source: City of Tempe
More than 35% of Scottsdale’s land area is dedicated as Open Space.
Source: Scottsdale General Plan

51% Residential

37% Open Space

5% Mixed Use

7% Non-Residential (Commercial/Employment/Office/Public)
Demographics

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

Gender
- Male: 48.3%
- Female: 51.7%

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

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

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

Land Use
- Residential: 40.3%
- Undeveloped/Agricultural: 50.5%
- Industrial/Commercial: 9.2%

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

Source: City of Scottsdale Planning, Neighborhood, and Transportation Division '2011 Proposed General Plan Land Uses'
Scottsdale is the 45th largest city in the U.S. by area.
Source: U.S. Census and City of Scottsdale (2010)
Scottsdale’s elevation rises by nearly 4,000 feet from south to north.
Source: City of Scottsdale and Scottsdale Airport Weather Station (2017-18)
SCOTTSDALE’S 249,950 CITIZENS ARE SERVED BY

- 6 Council Members
- 1 Mayor
- 6 Appointed Officers
- 163 Boards & Commission Members
- 538 Part-time Employees
- 2,156 Full-time Employees
- 5,013 Volunteers
Scottsdale is the 85th largest city in the U.S. by population, and currently has nearly a quarter million residents.

Source: U.S. Census (2017)
Scottsdale’s median age of 49 is 11 years older than the U.S. median age of 38
Source: U.S. Census Bureau (2016)
There are more women than men in Scottsdale
Source: U.S. Census Bureau (2016)
While most residents are white, about 1 in 10 are Hispanic or Latino.
Source: U.S. Census Bureau (2016)
More than half of Scottsdale adults have earned a bachelor’s degree or higher.

Source: U.S. Census Bureau (2016)

192,500 Population
25 years & older

- 26% (50,097) Associate Degree/Some College
- 59% (112,922) Bachelor’s Degree or higher
- 12% (23,506) High School Graduate
- 3% (5,975) Less than High School Graduate
While most homes are owner-occupied year-round, about 16,000 homes (12 percent) are for seasonal residents.

Source: U.S. Census Bureau (2016)

135,962 total housing units

83% occupied housing (112,795)

17% seasonal & vacant units (23,167)

65% owner occupied (73,739)
2.7% homeowner vacancy rate

35% renter occupied (39,056)
7.1% rental vacancy rate
More than 40% of Scottsdale households make more than $100,000 a year.

Source: U.S. Census Bureau (2016)

- 43% $100,000 or more (48,502)
- 24% $50,000 - $99,999 (27,071)
- 33% less than $49,999 (37,222)

Mean Household Income: $122,777
Median Household Income: $81,318
Health care, finance and technology firms dominate the list of large employers.

Source: Economic Development Department communications with employers, July 2018
Most residents work in management or office jobs.
Source: U.S. Census Bureau (2016)

- 53% management, business, science, and arts (66,217)
- 26% sales and office (32,483)
- 13% service (16,243)
- 5% production, transportation, and material moving (6,247)
- 3% natural resources, construction, and maintenance (3,748)

124,938 Civilian Employed Population (16 years & over)
## Typical Financial Statement Presentation of Capital Assets

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Public Safety</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td>Stations</td>
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<td>Police Vehicles</td>
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<td>363</td>
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<td>359</td>
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<tr>
<td>Square Yards of Pavement</td>
<td>20,562,017</td>
<td>20,644,388</td>
<td>20,873,951</td>
<td>20,882,414</td>
<td>20,852,234</td>
<td>20,850,593</td>
<td>20,748,525</td>
<td>20,827,420</td>
<td>21,056,767</td>
<td>21,023,205</td>
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<tr>
<td>Equivalent 12’ Wide Lane Miles</td>
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<td>2,932</td>
<td>2,965</td>
<td>2,989</td>
<td>2,962</td>
<td>2,963</td>
<td>2,947</td>
<td>2,958</td>
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<td>300</td>
<td>303</td>
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<td>Culture and Recreation</td>
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<td>Parks</td>
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<tr>
<td>Parks Acreage</td>
<td>911</td>
<td>940</td>
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<td>Swimming Pools</td>
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<td>Community Centers</td>
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</tr>
<tr>
<td>Water</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Water Mains (miles)</td>
<td>2,030</td>
<td>2,044</td>
<td>2,061</td>
<td>2,059</td>
<td>2,064</td>
<td>2,070</td>
<td>2,079</td>
<td>2,079</td>
<td>2,094</td>
<td>2,102</td>
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<tr>
<td>Fire Hydrants</td>
<td>10,367</td>
<td>10,365</td>
<td>10,664</td>
<td>10,687</td>
<td>10,729</td>
<td>10,779</td>
<td>10,874</td>
<td>10,941</td>
<td>11,052</td>
<td>11,135</td>
</tr>
<tr>
<td>Sewer</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanitary Sewers (miles)</td>
<td>1,352.6</td>
<td>1,360.0</td>
<td>1,421.0</td>
<td>1,421.0</td>
<td>1,422.0</td>
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<td>1,429.0</td>
<td>1,441.0</td>
<td>1,452.0</td>
<td>1,456.0</td>
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<tr>
<td>Storm Sewers (miles)</td>
<td>157.2</td>
<td>166.9</td>
<td>164.0</td>
<td>163.0</td>
<td>168.0</td>
<td>169.0</td>
<td>187.7</td>
<td>275.0</td>
<td>285.0</td>
<td>309.0</td>
</tr>
</tbody>
</table>

**Source:** City of Scottsdale, Arizona divisions.
Simply Better Service for a World-Class Community
4 Police Stations
343 Police Vehicles
15 Fire Stations
39 Fire Response Vehicles
296 Traffic Signals
11,213 Fire Hydrants
2,990 Lane Miles of Roads
2,102 Miles of Water Mains
1,468 Miles of Sanitary Sewers
54 Solid Waste Trucks
6 Water Facilities

70.9 Million Gallons of Water Delivered Daily
How have we used the principles for effective information visualization?
effective information visualization (is) premised on:

simplicity
(complex notions simplified to save time for reader);

transparency
(visual honesty and responsibility in sourcing);

creativity
/design that is memorable and understandable);

sociability
(easily shared and improved)"
simplicity

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TARGET: 750,000

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TARGET: 2.4 MILLION

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

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4:48 minutes for average police response time
TARGET: 5:11
transparency

Resources (in millions of dollars)

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<td>340.7</td>
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Expenses (in millions of dollars)

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**Total Resources Available**
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- 2019: 1,464.7

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- 2019: 1,366.8

Some numbers may not add correctly due to rounding.
CITY SALES TAX ON A $25,000 CAR

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

Source: Arizona Department of Revenue
City of Scottsdale - @scottsdaleazgov • 6 Oct 2017

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

**How do we compare with our neighbors?**

**MONTHLY RESIDENTIAL UTILITY BILL**

- **$64** Gilbert
- **$71** Scottsdale
- **$79** Average
- **$114** Mesa

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

Source: City of Tempe
City of Scottsdale • @scottsdaleazgov • 12 Oct 2017
28% of Scottsdale’s household waste is recycled -- an amount we aim to increase to 30% or more over the next two years. #Scottsdale2017

How are we doing?

Seek Sustainability

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

This is a snapshot of measures from the city’s Quarterly Performance Report. For more measures, go to ScottsdaleAZ.gov, search “performance.”
We're working to develop and carry out strategies that support new investment in key employment centers -- including Scottsdale Airport! #Scottsdale2017 bit.ly/aboutScottsdale

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TARGET: 43,500
#FunFact: Scottsdale's elevation rises by nearly 4,000 feet from south to north.

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

Source: City of Scottsdale and Scottsdale Airport Weather Station

1:51 PM · 19 Oct 2017

4 Retweets 10 Likes

Drbelle @4Dinphoenix · 19 Oct 2017
Replying to @scottsdaleazgov
Where is the highest point (4877)? I've been looking for it and can't figure it out

City of Scottsdale @scottsdaleazgov · 20 Oct 2017
Butte Peak, near the northern border with Tonto National Forest, is our highest point.
“...the public feels strongly that government has a responsibility to provide understandable financial information to the public.”

Harris Interactive Survey (2010)
FEATURED NEWS

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

Learn more.

RECENT NEWS

Green rehab helps homeowner breathe easy
While many cities offer housing rehabilitation assistance to low- and moderate-income families, Scottsdale’s program takes an environmentally-friendly twist by focusing on energy-efficient fixes.

City hosts open house to gather input on Major General Plan Amendments
The public is invited to an open house to review and comment on four proposed 2017 Major General Plan Amendment cases.

City launches new preserve videos, revamped website
Scottsdale has launched some new tools for those wishing to explore or just learn more about the McDowell Sonoran Preserve.
Questions, comments, observations?