



BIENNIAL BUDGET
Fiscal Years 1995/97

City of Scottsdale, Arizona

CITY OF SCOTTSDALE



1995/97 BIENNIAL BUDGET

The 1995/97 Biennial 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.



HERBERT R. DRINKWATER, MAYOR

Herbert R. Drinkwater was first elected to the office of Mayor in February 1980 and re-elected to his fourth four-year term in February 1992. He had previously been a City Councilman, elected to his first term in 1970 and serving until 1978 when he chose to sit out for two years.

Mayor Drinkwater has been involved in numerous community activities during his terms as Councilman and Mayor. Currently, Mayor Drinkwater serves on the Board of Directors of the Scottsdale Symphony Orchestra, the Regional Transit Authority, the Arizona Municipal Water Users Association, and the Maricopa Association of Governments. He is currently treasurer of the League of Arizona Cities and Towns and serves on both the Executive and Resolution Committees of that organization. Additionally, he is on the University of Arizona College of Pharmacy's National Board of Advisors, and the McDowell Sonoran Land Trust Advisory Council. He is also chairman of the Congregational Church of the Valley.

Before starting his own business in 1964, Mayor Drinkwater was Assistant Business Manager of the Phoenix Union High School and Junior College System. Mayor Drinkwater has been a resident of the City since 1943.



MARY MANROSS, COUNCILWOMAN

Councilwoman Mary Manross was elected to her first term on the Scottsdale City Council in March of 1992, having held leadership positions in community affairs, education, and church activities.

Beginning her community service involvement in the early 1970s Councilwoman Manross spent six years on the Parks and Recreation Commission. In 1983, she was vice chairwoman of the Scottsdale Bond Committee. Councilwoman Manross has, additionally, served the community on a statewide level participating on the Governor's Task Force on Urban Planning, the Arizona Town Hall and as a League of Women Voters board member. She is director of the Marriage Preparation Seminars at the Franciscan Renewal Center in which more than 6,000 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 Manross has a Bachelor of Science degree and a teaching credential and has completed several hours of graduate study at Arizona State University. Councilwoman Manross has been a resident of the City since 1972.



GREGORY S. BIELLI, COUNCILMAN

A City resident for most of his life, Gregory Bielli was elected to his first term on the Scottsdale City Council in February of 1990. He has been actively involved in government and community service projects for a number of years.

A graduate of Saguaro High School in Scottsdale and the University of Arizona, Councilman Bielli served as Executive Assistant to former Maricopa County Supervisor George Campbell before taking his current position as Vice President of MCO Properties, Inc., the master-plan developer of Fountain Hills. In this capacity, his responsibilities include marketing, sales, land planning, and public affairs. Councilman Bielli is a precinct committeeman for Legislative District 28 and a Maricopa County Deputy Registrar. Councilman Bielli holds a Bachelor's degree in Liberal Arts from the University of Arizona.



JAMES BURKE, M.D., COUNCILMAN

Councilman James Burke was elected to his first term on the Scottsdale City Council in March of 1992, having held leadership positions in the medical field, community affairs, and education.

Councilman Burke is currently the Medical Director at Scottsdale Memorial Hospital - Osborn. Prior to that appointment, he was in private practice as a family physician. His administrative services include: Delegate, American Academy of Family Physicians; president, Arizona Academy of Family Physicians, 1989; and president, Scottsdale Memorial Hospital Medical Staff, 1989. His professional affiliations include membership in the American Medical Association, the Arizona Medical Association, the Maricopa County Medical Society, the American Academy of Family Physicians, and the American College of Physician Executives. Councilman Burke served on the Scottsdale Parks and Recreation Commission from 1988 to 1992. Additionally, he is a 1991 Scottsdale Leadership graduate.

Councilman Burke attended the University of Nebraska at Lincoln and received his Doctor of Medicine for the University of Nebraska Medical Center; he served his residence at Scottsdale Memorial Hospital - Osborn.



ROBERT C. PETTYCREW, COUNCILMAN

Councilman Pettycrew was elected to his first term on the Scottsdale City Council in February 1994. He has been actively involved in government and community service projects for a number of years, including service on the McDowell Sonoran Land Trust Advisory Board, the Scottsdale Community Council, the City of Scottsdale Human Services Commission, and the City's Planning Commission.

In addition, Councilman Pettycrew worked as coordinator of the B. S. Kline Fund which educated the community on the need for bone marrow transplant donors.

He currently works for Carnation Dairies and has previously worked for Maricopa County Intensive Probation Services, Play and Learn School (PALS) and GTE.



DONALD J. PRIOR, COUNCILMAN

Councilman Prior was elected to his first term on the Scottsdale City Council in March 1994. Before he was elected, Councilman Prior served for six years on the Scottsdale Planning Commission and served as chairman in 1991 and 1992. He has also served as vice president of the Friends of the Scottsdale Library, past president of the Scottsdale Historical Society, as a member of American Legion Post 44 and as a committee person with Boy Scout Troop 201.

His civic involvement has included participation in the Scottsdale Community Cable Corporation and the Scottsdale Town Enrichment Program, and service on the Scottsdale Master Plan and the Civic Center Task Forces.

Councilman Prior is currently Vice President of Planning and Office Manager at Anderson-Nelson, Inc. – a civil engineering company. He holds a bachelor's degree in City and Regional Planning from California State Polytechnic University and a Masters degree in Geography from Arizona State University.



RICHARD THOMAS, VICE MAYOR

Councilman Richard Thomas was elected to his first term of the Scottsdale City Council in March of 1992. He has been an active participant in community and government projects since he moved to Scottsdale in 1964.

Mr. Thomas spent two years on the Parks and Recreation Commission, working closely with the design concepts for Indian School Park. Councilman Thomas served on the City's Planning and Zoning Commission for six years, assisting with the establishment of the Downtown Re-development Plan – a plan that brought more than one billion dollars worth of renovation and new development to Scottsdale's downtown. Councilman Thomas currently serves with the City Council/School Board, the City Courts and the Chamber Economic Development subcommittees. Additionally, he serves on the Maricopa Association of Government's Regional Development Policy and the Visitor Industry Advisory committees.

Councilman Thomas is an active member of the Scottsdale Chamber of Commerce and the Scottsdale Jaycees, and a former member of the Scottsdale Charros.



RICHARD A. BOWERS, CITY MANAGER

Richard A. Bowers was appointed City Manager by the City Council in April 1991. Prior to assuming this position, Mr. Bowers served as Assistant City Manager since 1988 and Deputy City Manager since 1982. He has also held the positions of Director of Field Services for three years and Human Resources Manager for two years with the City. Before joining the City, he served in various positions for eight years with the New York State Thruway authority. Mr. Bowers is a member of several professional organizations including the International City Management Association and the American Society for Public Administration. He holds a Masters Degree in Public Administration from Russell Sage College in Albany, New York, and a Bachelor of Arts Degree in English from Sienna College in Louderville, New York.

BARBARA BURNS, ASSISTANT CITY MANAGER

Barbara Burns was appointed Assistant City Manager in 1990. Prior to assuming this position, Ms. Burns was the General Services General Manager for the City since 1988. Ms. Burns has held numerous managerial and specialist positions for the City since 1975. Ms. Burns is a member of several professional organizations including the International City Officers Management Association. She holds a Bachelor of Arts degree from Akron University.

RAY GARRISON, ASSISTANT CITY MANAGER

Ray Garrison was appointed Assistant City Manager in June 1991. Mr. Garrison has served in many managerial capacities with the City since 1977, most recently as the Transportation General Manager. He is a member of the Institute of Transportation Engineers and the American Society for Public Administration. He holds a Bachelor of Science degree in Civil Engineering from Arizona State University.

***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 three and a half 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 Officer Association, International City Officers Management Association and American Society for Public Administration.

CRAIG CLIFFORD, CPA, ACCOUNTING AND BUDGET DIRECTOR

Craig Clifford joined the City of Scottsdale in April 1992 as Accounting and Budget Director. Before joining Scottsdale he spent over eight years serving as Accounting Manager, Budget Manager, and Field Auditor for the City of Tempe, Arizona. He is a member of the Government Finance Officers Association (GFOA) and serves on its Comprehensive Annual Financial Report (CAFR) Special Review Committee and Budget Review Committee. He holds undergraduate degrees in Business Management and Accounting from Arizona State University, a Masters in Business Administration from the University of Phoenix and is a graduate of the Advanced Government Finance Institute sponsored by the Government Finance Officers Association and the Advanced Public Executive Program sponsored by Arizona State University.

JUDITH L. FROST, BUDGET MANAGER

Judith Frost was 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 in Business Administration from California Polytechnic State University at San Luis Obispo, and a Master of Business Administration degree from Arizona State University.

Citizens of Scottsdale

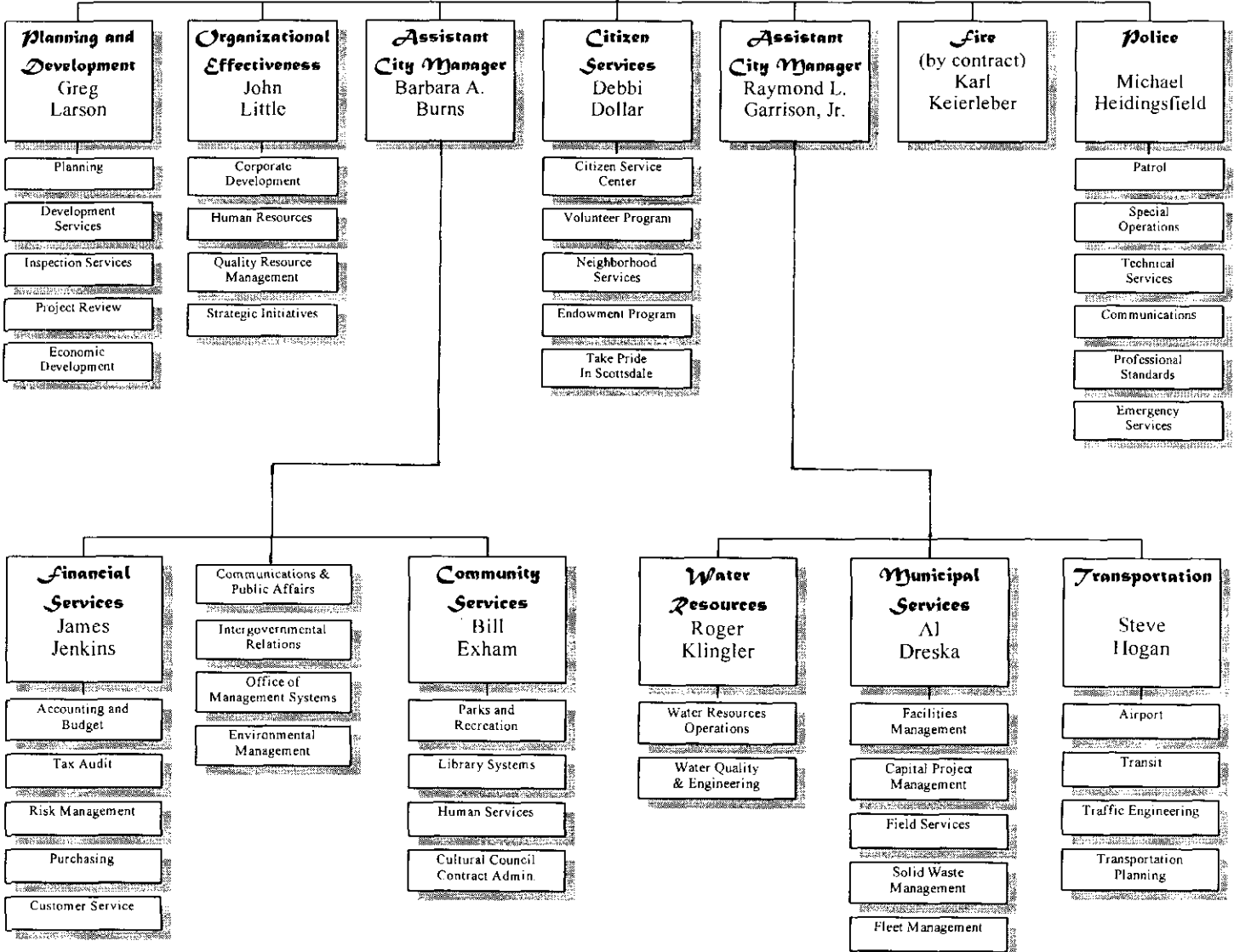


City Council

Citizen Advisory Boards
Citizen Advisory Commissions

City Manager
Richard A. Bowers

City Attorney - Fredda Bisman
City Auditor - Cheryl Barcala
City Clerk - Sonia Robertson
City Judge - George Preston
City Treasurer - James Jenkins



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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 is projected to grow to 174,680 in 1995, and 182,210 in 1996.

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 nonpartisan 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.

TRANSPORTATION

The City has access to a number of transportation facilities including Interstates 10 and 17, U.S. Highways 87 and 93, the main lines of the Southern Pacific Railroad and the Atchison, Topeka, and Santa Fe Railroads, and a number of interstate and intrastate truck lines. Scottsdale Municipal Airport, which is owned and operated by the City, is located approximately nine miles north of the central business district. The airport provides both general aviation and regional commercial air service. National and international air service is also available at Phoenix Sky Harbor International Airport (the nation's 10th busiest airport) located approximately eight miles from the City.

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. It 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 13 colleges and over 1,900 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 an important contributor to Scottsdale's economy. A number of resort and convention facilities, along with many hotels and motels, provide over 6,000 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. 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 1990 U.S. Census.

GENDER

Male	47.1
Female	52.9

AGE COMPOSITION

Under 5 years	4.6
5-14 years	9.9
15-19 years	7.0
20-24 years	7.9
25-44 years	31.2
45-64 years	25.8
65-85+ years	13.6
Median Age	39.1

OCCUPATIONAL COMPOSITION

Technical, Sales, Admin. Support	20.0
Managerial and Professional	18.0
Service/Labor	23.0
Craft/Construction	4.0
Retired/Student	35.0

LAND USE

Residential	17.9
Undeveloped/Agricultural	78.3
Industrial/Commercial	3.8

RACE

White	91.4
Hispanic	4.8
Asian	1.2
Black	.8
American Indian	.6
Other	1.4

EDUCATIONAL ATTAINMENT

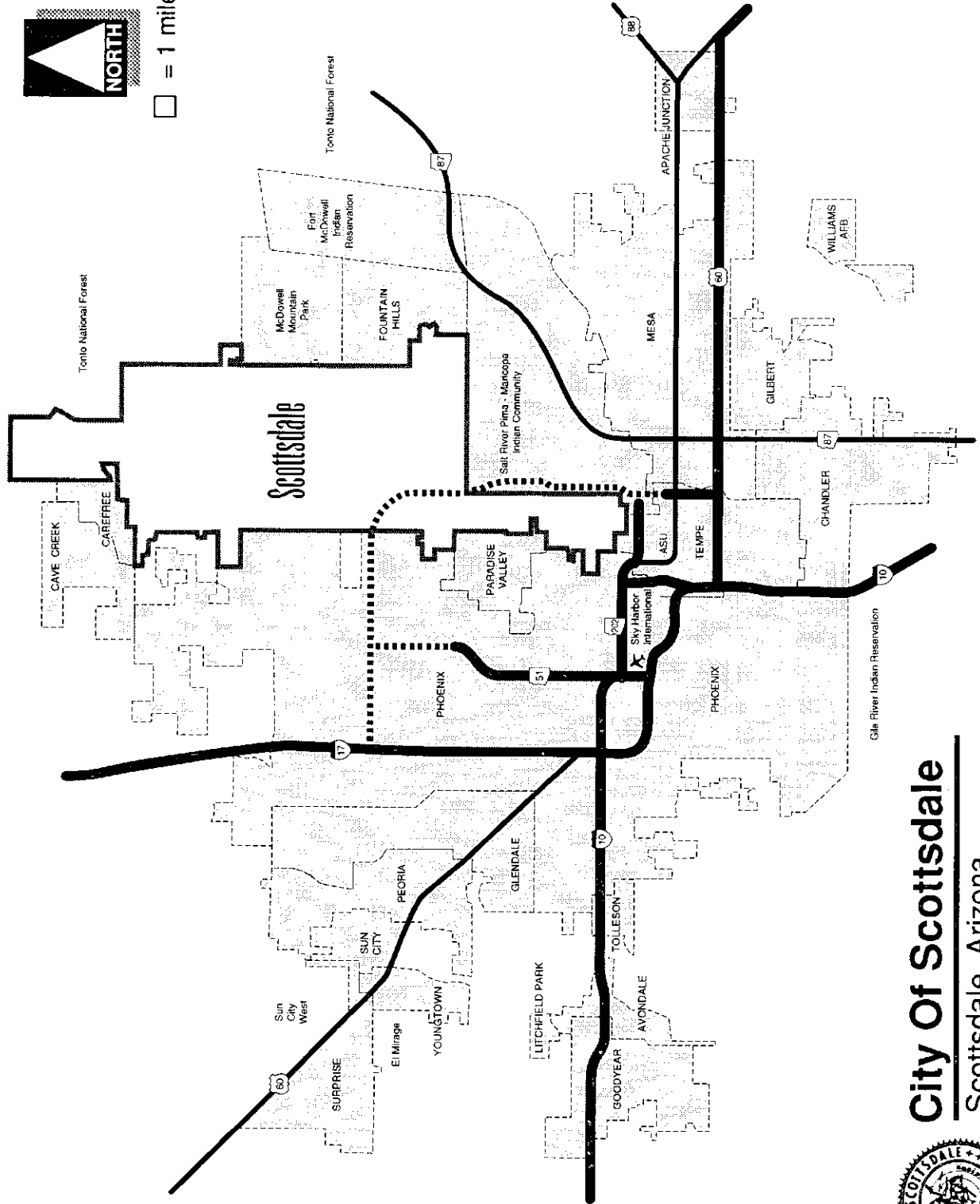
4 or more years college	36.0
1-3 years college	35.0
High School diploma	24.0
Less than High School diploma	5.0

HOUSEHOLD INCOME

Less than \$15,000	5.0
\$15,000 - \$24,999	11.0
\$25,000 - \$34,999	18.0
\$35,000 - \$49,999	25.0
\$50,000+	41.0
Median Household Income	\$44,200
Median Family Income	\$48,202



□ = 1 mile



City Of Scottsdale

Scottsdale, Arizona
and neighboring communities



CITY MANAGER'S BUDGET TRANSMITTAL



June 5, 1995

The Honorable Mayor and City Council
City of Scottsdale, Arizona

Dear Mayor and Members of the City Council:

I am pleased to submit the City of Scottsdale's first two-year (biennial) budget for fiscal years 1995/97. Based on our first five-year balanced financial plan, this budget supports critical objectives and strategies expressed by the City Council, and citizens in the 1994 Citizen Survey and the Scottsdale Shared Vision Report.

The 1995/97 Biennial Budget continues to support basic government services (roads, water, sewer, solid waste management, public transit, parks and recreation, police, fire, etc.) while building on long-term community priorities established in previous years. In 1995/97, we will:

- further improve Scottsdale's fiscal strength and stability by implementing long-term financial strategies;
- facilitate a sustainable community by continuing to integrate departmental services (public safety, youth programming, neighborhoods, etc.) and actively involving citizens in public-policy discussions;
- foster a strategic approach to land use and service delivery through conclusion and application of key financial studies and CityShape 2020 (Scottsdale's General Plan update); and
- maximize organizational resources through innovation, strategic planning and greater use of emerging technologies.

The five-year financial plan and 1995/97 Biennial Budget emphasize long-range strategic planning in order to balance desired results with available resources. The multi-year process incorporates financial targets similar to those used in Zero Based Budgeting (careful examination of existing budget before new resources are added) and challenges managers to evaluate all programs for need and improvement in order to balance the budget. It requires strategic planning, base budget reductions or tradeoffs, new or increased program revenues and departmental collaboration on funding priorities.

Scottsdale's Operating Budget for 1995/96 is \$200.9 million, which represents a 6.7 percent increase over 1994/95. The total appropriation for 1995/96 is \$488.9 million, which includes: the Operating Budget of \$200.9 million; prior-year remaining and current year Capital Plan appropriations of \$270.1 million; and funding for grant, trust and other fiscal activity in the amount of \$17.9 million. Although we are presenting a two-year budget, Arizona statute requires an annual appropriation; therefore, only the 1995/96 budget is adopted and you will review and make a formal adoption of the 1996/97 budget and appropriations next spring.

CITY MANAGER'S BUDGET TRANSMITTAL

The 1995/97 Biennial Budget assumes population and corresponding service demand growth of 5 percent for 1995/96 and 4 percent for 1996/97. During this same period, the departmental or direct service cost per citizen (exclusive of debt service) will increase by only 3.3 and 2.7 percent, respectively, and our employees per 1,000 citizens will decrease by 0.8 and 2.1 percent. When you consider that inflation is expected to be approximately 4.4 percent or above for these same years, the adjusted cost per citizen will actually go down from the current year. We have kept our operating budget, cost-per-citizen and employee growth to a minimum by implementing the innovative ideas of a creative work force; establishing a strong volunteer corps; leveraging available technology; and examining the work we do in system and process terms.

The 1995/97 Biennial Budget is supported by strong revenue growth from a healthy economy led by a strong retail sales base (up 15 percent) and construction and development activity (up 35 percent). Although Scottsdale is experiencing a second straight record year economically, this budget and five-year financial plan were premised upon estimates of moderate future growth and a softening economy beginning in late 1996/97.

While 1994/95 has been a record year for revenue growth, the source and planned use of these dollars need to be kept in perspective. Enterprise revenues increased in large part due to rate adjustments intended to raise funds to pay for needed capital projects (Waste Transfer Station, Water Campus and to secure guaranteed water supplies). Water revenues, while up from last fall due to weather, could fall off again this spring for the same reason. General Fund revenues are up due primarily to elastic revenue sources; significantly: sales tax and building permits. These revenue sources help us build the Economic Stabilization Reserve during these "good times" and are just as likely to be the "elastic" revenue source which will require supplementing during recessionary times in order to maintain service levels.

Although today's economic indicators are strong, we must continue to increase our financial strength by investing in reserves to provide for infrastructure deterioration and times of fiscal uncertainty. This budget will allow us to meet new service demands during 1995/97, while contributing \$7 million to reserves. In 1995/96, our Economic Stabilization Reserve will grow to \$11.8 million and reach our goal of 10 percent of departmental expenditures (excluding Enterprise Funds). Several other reserves are detailed later in this document.

Operating Budget highlights include:

- \$1.5 million for operational and maintenance costs associated with several new facilities including the Palomino Library; Rio Montana Park; Horizon Park and Community Center; and the Via Linda Senior Center. Several of these facilities will be operated through partnerships with the Scottsdale School District, Citizen Service Centers, nonprofit organizations and volunteers. Other funding has been committed to increase summer and after-school programs for youth and support neighborhood programming at the remodeled Paiute Neighborhood Center (a cooperative effort with Scottsdale businesses and civic groups).
- \$1.5 million to address planning, permitting and inspection service requirements directly related to increased development activity. These costs are supported by revenue growth from development service permits and fees, and follow fluctuations in workload to provide maximum efficiency.
- \$1.5 million for Municipal Services to address growth-related issues including new front-line positions, equipment and contractual support, as well as funding for the expansion of solid waste management services.

CITY MANAGER'S BUDGET TRANSMITTAL

- \$1.4 million for computer technology for continued implementation of open systems, the Geographic Information Systems (GIS) and technology upgrades and replacements throughout the organization in order to leverage available technology and provide greater efficiency in the delivery of services to citizens.
- \$1.0 million for public safety programs including funding for 8 police positions partially funded by Federal, State and School District grants which focus on youth and neighborhood outreach. The Police Department remains one of four partners under the umbrella of the Director of Public Safety, which includes fire, emergency medical services and emergency management. Likewise, public safety continues as a leader, catalyst and supporter in establishing internal and external programs for youth intervention.

Other financial highlights include:

- In order to continually improve the accuracy and comparability of financial reports, we are restating the operating budget to more accurately reflect the true cost of services and the single appropriation of internal service fund expenditures and transfers to CIP. In past years these expenditures/transfers were identified in separate sections of the budget as both a source and a use of funds, which resulted in the budget being overstated. Accordingly, our 1994/95 budget totals are restated, to reflect a more accurate presentation of our budget appropriation and comparison to the 1995/97 Biennial Budget. This is representative of our ongoing effort to improve budget preparation, reporting and clarity.
- The 1995/96 Capital Budget of \$270.1 million includes funding for the bond program approved by voters in 1989. The capital budget change is directly related to rephrasing of past projects to more correctly reflect when contracts will be issued. To address transportation issues (a top priority for citizens as indicated in the Citizen Survey), over \$40 million is budgeted for projects which are planned or in progress. Another \$28 million is marked for transportation improvements in 1996/97.
- \$6.8 million is budgeted for grant activity in 1995/96. Significant increases in grant activity are attributable to partial grant funding for police personnel of \$355,000, land acquisition at the airport for \$1 million, and advanced technology grants to support our GIS efforts totaling over \$1.4 million.
- A \$4.0 million increase relates to the rebudget of contracts which carry over from the prior year, such as street overlay. This increase ensures compliance with State budget law for previously approved expenditures.
- A \$2.6 million decrease in debt service costs, is due primarily to lower than originally expected issuance of Improvement District debt. Forty-two percent of the debt service budget increase in 1996/97 is attributable to Improvement District debt. The remainder is attributable to the continuation of the 1989 bond program. Improvement District property owners elect to pay for the installation and construction of streets, water, sewer, and drainage improvements which benefit their property and the debt service is directly offset by revenue from special assessments.

CITY MANAGER'S BUDGET TRANSMITTAL

- \$1.4 million is included for increased operating and maintenance costs associated with the North Indian Bend Wash Groundwater Treatment Facility and the Reclaimed Water Distribution System (effluent pipeline). These costs are directly offset by reimbursements from private companies. However, the expenditures must be included as part of the total appropriation.
- \$0.3 million previously budgeted in the City's General Fund for McCormick Railroad Park, will be established as a Trust operation. Concession revenues will be matched with direct operating expenses and all surplus revenues will be set aside for repair, replacement or improvements for the train, carousel and food concession operation. This will help preserve the quality and facilitate the revenue operation of one of Scottsdale's most used parks.

In addition to the above, the 1995/97 Biennial Budget will:

FURTHER IMPROVE OUR FINANCIAL STABILITY. The City is currently in compliance with the comprehensive financial policies adopted with this budget. We again adopted a comprehensive financial policy that encompasses the sound financial management principles promulgated by the International City Management Association, the Government Finance Officers Association, independent bond credit rating agencies, the City's financial advisor, City Manager, and Financial Services Department staff. Adoption of sound financial policies demonstrate to the public, the credit rating industry and prospective investors (bond buyers) the City's commitment to preserving Scottsdale's fiscal integrity. It sets forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The adoption of a comprehensive financial policy was a factor in achieving a bond rating upgrade to AA+ by Standard & Poors Investment Service this past fall, which resulted in lower cost of debt. With Moody's rating of Aa1, Scottsdale has the highest combined rating of any city in Arizona. To further our financial stability, in 1995/97 we will:

- *Set financial planning targets.* The development of the two-year budget and five-year financial plan was premised upon use of expenditure targets conservatively estimated to be available resources over the five-year period. Targets were used to help balance the budget and encourage decision making by staff who have direct contact with citizens.
- *Examine service costs.* We are in the process of completing a cost-of-service study and system installation which will provide decision makers with better tools to formulate the budget and related work management strategies. The system will facilitate better decision making. It will also help us monitor the cost of doing business while examining alternative methods to reduce or absorb increasing costs. Rate and fee increases will be systematic, rational, and consistent with cost increases and the City Council's fiscal policy.
- *Prioritize capital expenditures.* A capital plan is a key strategic element in the City's growth and development equation. All requested capital projects are evaluated by a cross-departmental team against a set of criteria developed in conjunction with the International City Management Association (ICMA) to ensure that the most critical community needs are addressed within the limits of available resources. The criteria include: fiscal impact, health and safety effects, community economic effects, environmental, aesthetic and social effects, disruption and inconvenience caused, distributional effects, feasibility, implications for deferring the project, amount of uncertainty and risk, effects of interjurisdictional relationships, advantages from relation to other capital projects, City critical objectives and lifecycle costs.

CITY MANAGER'S BUDGET TRANSMITTAL

- *Ensure fair and responsible capital expenditures.* All potential capital-funding resources are evaluated to ensure equity of funding for the Capital Improvement Plan. Equity is achieved when the beneficiaries of a project or service pay for it. For example, projects which benefit the general public as a whole are appropriately paid for by general tax revenues and/or general obligation bonds. Our goal is that projects which benefit specific users are paid for by user fees, development fees, contributions and/or revenue bonds.
- *Maintain sufficient reserves.* Seven reserves protect the City's financial condition and provide the capacity to address forecasted, as well as unexpected, economic challenges. An Economic Stabilization Reserve addresses critical issues during a period of slow economic growth; a Contingency Reserve covers unexpected, short-term decreases in revenues and emergency expenditures; a Facilities Maintenance Reserve provides funding for emergency repairs and replacement of infrastructure equipment; a Self-Insurance Reserve indemnifies the City for property and liability risk; a Solid Waste Management Reserve meets unpredictable costs associated with solid waste disposal; and a Water/Wastewater Replacement and Extension Reserve which is required as part of our revenue bond indenture to ensure that resources are available to maintain City infrastructure. In 1995/96 a moderate Water/Sewer Weather Reserve has also been established to promote more relevant budgeting yet provide a resource in times of adverse weather swings which can impact this utility. These are important to maintaining Scottsdale's financial stability and strength.

FACILITATE A SUSTAINABLE COMMUNITY. Our distinction as one of the "most livable" cities in America is directly attributable to years of citizen involvement and spirited dialogue on significant community issues, resulting in sound public policy. The challenge today is to maintain the high standards we've set for our community as we shape the character of Scottsdale tomorrow. To do this, we must understand the inter-relationship of our economic, environmental and social issues. Only by recognizing how one impacts the other can we move toward a truly sustainable community — citizens and government working together. To further this goal, in 1995/97 we will:

- *Call citizens to action.* A healthy community is one where everyone's opinion is valued and people have an opportunity to share their ideas — the best of which are endorsed by the community as a whole. In 1995/97, we will continue to provide opportunities for citizens to have a voice — calling them to serve on one of the City's boards or commissions, participate in community Town Halls, join a neighborhood organization, and/or express their views as part of the CityShape 2020 process.
- *Forge partnerships to create a "systems view" of issues.* We will continue to break down artificial barriers by forming partnerships which support a "systems view" of community priorities. One area of emphasis is integrating youth programs with public safety. Our goal is for citizens, schools, businesses, police and the City to work together in addressing significant social issues. Also in 1995/97, Scottsdale will participate as one of six communities in the Partners for Livable Communities Program. As part of this effort, we will be examining the political, academic, community and financial elements of some of our country's most livable cities. Finally, we will pursue intergovernmental partnerships that benefit both the region and Scottsdale. Priorities include continuing to strengthen relations with the Salt River/Pima Maricopa Indian Community, and addressing unfunded federal mandates which could significantly impact future budgets.

CITY MANAGER'S BUDGET TRANSMITTAL

- *Promote neighborhood outreach and collaboration.* The City's Citizen Service Centers (Los Arcos Mall and Sonoran Sky Elementary School), and other neighborhood outreach projects such as the Via Linda Senior Center, the Paiute Neighborhood Center, the Horizon Community Center, and the Palomino Library provide opportunities for neighborhood outreach and collaboration. Our goal is to ensure neighborhood programs are interwoven with those relating to community policing, youth and human services and growth. In 1995/97, we will continue to create opportunities whereby each Scottsdale resident can belong to a neighborhood group or association; implement a plan to support the economic vitality of the Los Arcos Area; and assist with neighborhood beautification efforts.
- *Encourage environmental sensitivity.* Several initiatives will get under way in 1995/97 which will enhance Scottsdale's reputation as an environmentally sensitive community. These include: a citywide curbside recycling program; a new solid waste transfer station to improve service and productivity; the realization of an assured water supply; and the completion of the final design plans for the Reata and Pima Channels in the Desert Greenbelt. We will also be pursuing federal and state involvement in the preservation of the McDowell Mountains, and will be working with the Arizona Department of Transportation (ADOT) during construction of the Pima Freeway to ensure protection of Scottsdale neighborhoods.

FOSTER A STRATEGIC APPROACH TO LAND USE AND GROWTH. The predominant goal of CityShape 2020 — the update of Scottsdale's General Plan — is to help ensure that growth adds value qualitatively, as well as economically, to the community. In concert with citizens, we will closely examine the economic, environmental and social fabric of our community in order to address the many complex issues related to achieving sustainability. In 1995/97 we will:

- *Study fiscal impacts of development.* In conjunction with the cost-of-service study initiated in 1994/95, another study of development impacts is under way. This study will address the costs of service delivery to new development, capital improvement construction, and the overall community impact of growth. This analysis will provide the City with a much better picture of where revenues come from, how they are used, and how changes in a variety of activities (including land use planning, new development, levels of services, and differential rate structures) will impact the future fiscal health of Scottsdale. It will explore ways to pay for future infrastructure replacement costs, and ensure that new development consistently adds financial value to the community.
- *Complete General Plan Update.* Scottsdale's General Plan consists of several elements, including land use, transportation, water and wastewater, environmental design and public facilities. It provides a framework for assessing and integrating policy decisions into the community's long-range plans. CityShape 2020 is a comprehensive review of Scottsdale's General Plan. Its goal is a future shared vision — one that represents broad citizen consensus. The update of the General Plan will be accomplished with extensive citizen participation and involvement through 1995 and will seek to involve at least 15,000 residents throughout the yearlong process.
- *Involve citizens in public policy discussion.* Citizen participation is essential in key policy discussions which impact Scottsdale's future. Issues to be addressed in 1995/97 include: preserving the Sonoran Desert and McDowell Mountains; adopting a strategic approach to land use and growth; obtaining an assured water supply by December 31, 1996; updating the transportation elements of the General Plan; and developing a preventive maintenance plan to preserve the City's infrastructure. These must be accomplished with substantial public discussion and involvement.

CITY MANAGER'S BUDGET TRANSMITTAL

MAXIMIZE ORGANIZATIONAL RESOURCES. We continue to employ innovative approaches to improve service to citizens and better position the organization for the 21st century. The introduction of a flatter, more flexible and team-based structure which responds quickly and proactively to changing demands and emerging issues is a key organizational priority. Specific attention is being given to improving the City's strategic planning, work-measurement and work-flow processes. In 1995/97 we will:

- *Build organizational capacity.* We continue to promote volunteerism through the City's "I'll Do It" program. Citizens contributed over 91,047 hours (equal to approximately \$825,802) to their city in 1994. Citizen volunteers updated the City's Environmental Directory, completed a market analysis of the Scottsdale rental market, developed a flood warning system for Transportation and staffed a new information center at the City's One Civic Center Building.
- *Implement service and quality improvements.* We continue to identify new and better methods of service delivery. Over 200 quality and productivity improvements were implemented in FY 1994/95, including: The City Clerk's Office assumed responsibility (from Maricopa County) for providing passport-application and marriage license services, adding \$30,000 in additional revenue; the Police Department realized a \$25,000 savings by training volunteers to take police reports by phone, improving efficiency and putting more officers on the streets; and the Water Resources Department saved \$20,000 by doing CAP plant calibration repairs in-house further, improving service response time.
- *Promote a more flexible and responsive organizational structures.* Our goal is to maximize our human resources through innovation, improved work methods and technology. Key strategies include: expanding the number of self-directed work teams; increasing opportunities for job sharing across departmental lines; creating more cross-departmental initiatives; and broadening supervisory spans of control. These efforts have helped us focus our position requests on direct service delivery needs instead of managerial positions. Accordingly, while this budget adds 58 new positions, only one supervisory position is included (one part-time deputy city attorney).
- *Leverage use of emerging technologies.* The implementation and use of available technologies is vital in accomplishing our objectives for the future. The 1995/97 Biennial Budget includes funding for continued implementation of "open systems" computing, geographic information systems, optical imaging systems, a fiber optics network, and support for the City's partnership with NASA and ASU on advanced technologies. By leveraging these available and emerging technologies, we increase public information access for citizens and greatly improve our ability to create linkages with other organizations (communities, schools, libraries, etc.) through global information networks.
- *Pursue excellence.* We received national recognition in 1994 for our public safety and community services programs. The Scottsdale Police Department became one of only 340 of the 18,000 law enforcement agencies in the country to successfully complete the rigorous three-year national accreditation effort. The City's Community Services Department also received national accreditation from the National Recreation and Park Association for Leisure Services Management. Such distinctions speak to the quality of our services. Our goal is to pursue this level of accomplishment whenever possible in order to achieve a nationally recognized level of excellence.

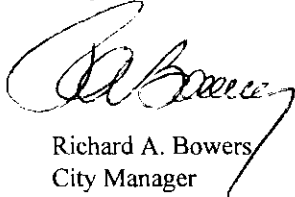
CITY MANAGER'S BUDGET TRANSMITTAL

The 1995/97 Biennial Budget has been developed in accordance with sound financial policies adopted to ensure fiscal integrity. It includes recommendations that will further expand our data and information systems — providing new intelligence that will allow us to make more informed decisions. A multi-year approach to budgeting will also move us in the direction of being able to assess what every new neighborhood, road, water line, park, library or piece of equipment we approve today will mean 5, 10 or even 20 years from now. However, knowing how today's decisions impact tomorrow is not enough. We must use this information to better define priorities and initiate necessary changes which will help ensure Scottsdale's future.

Building on prior-year accomplishments, including the 1994 Public Technology Award for Scottsdale's Venture Team (charged with exploring alternative organizational structures, service delivery systems and ways to better meet and finance Scottsdale's future infrastructure needs); the 1994 International City/County Management Association's (ICMA) Citizen Involvement Program Excellence Award and the 1994 Phoenix Newspapers Inc. "Community Vision Weaver" Award for Scottsdale's Citizen Service Centers; and the "most outstanding entry" award in the 1994 Fiesta Bowl Parade and Scottsdale Parada Del Sol Parade, we are enthusiastic about what can be achieved — working with a committed and involved citizenry.

Today, Scottsdale is fiscally strong and economically healthy. There is no better time to proactively address existing and emerging issues. We could not do this without the planning and participation provided by citizens, the Citizens Budget Review Committee, board and commission members, volunteers, and City staff. My sincere thanks and appreciation for the role each has played in developing Scottsdale's first two-year budget and balanced five-year financial plan.

Respectfully submitted,



Richard A. Bowers
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of Scottsdale,
Arizona

For the Fiscal Year Beginning

July 1, 1994

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Scottsdale for its annual budget for the fiscal year beginning July 1, 1994.

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 biennial budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

CITY OF SCOTTSDALE, ARIZONA



Our Vision

"Scottsdale...Simply Better Service!"

On our way to the year 2000, 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!* •

ICMA - CODE OF ETHICS



THE PURPOSE of the International City Management Association is to increase the proficiency of city managers, county managers and other municipal administrators and to strengthen the quality of urban government through professional management. To further these objectives, certain ethical principles shall govern the conduct of every member of the International City Management Association, who shall:

- 1) Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
- 2) Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward urban affairs and a deep sense of social responsibility as a trusted public servant.
- 3) Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
- 4) Recognize that the chief function of local government at all times is to serve the best interests of all the people.
- 5) Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals, and uphold and implement municipal policies adopted by elected officials.
- 6) Recognize that elected representatives of the people are entitled to the credit for the establishment of municipal policies; responsibility for policy execution rest with the members.
- 7) Refrain from participation in the election of the members of the employing legislative body, and from all partisan political activities which would impair performance as a professional administrator.
- 8) Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
- 9) Keep the community informed on municipal affairs; encourage communication between the citizens and all municipal officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
- 10) Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
- 11) Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions and discipline.
- 12) Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

This Code was originally adopted in 1924 by the members of the International City Management Association and has since been amended in 1938, 1952, 1969, 1972, 1976, and most recently in January 1994.

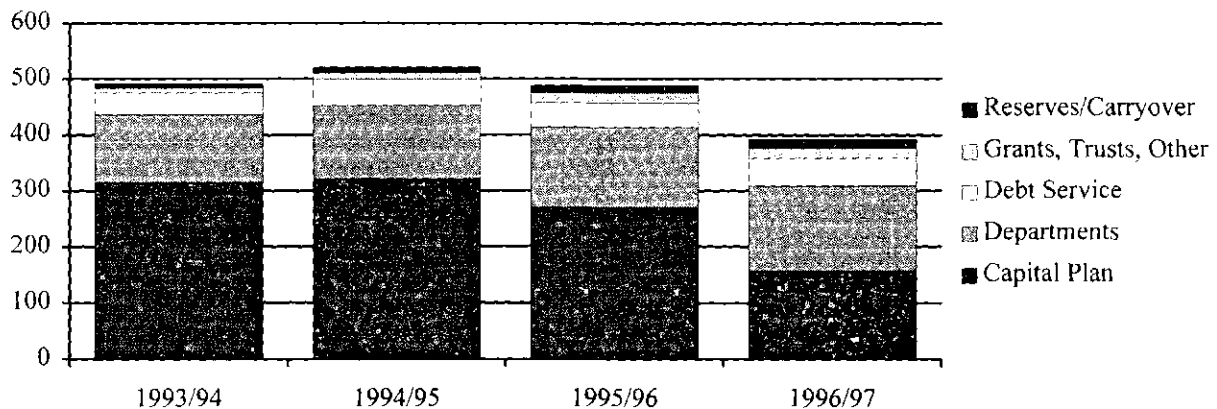


OVERVIEW

TOTAL BUDGET APPROPRIATION

Scottsdale's 1995/96 Operating (Direct Service) Budget is \$200.9 million, which represents a 6.6 percent increase over 1994/95. The Total Budget Appropriation for 1995/96 is \$488.8 million, which includes: the Operating Budget of \$200.9 million; prior-year remaining and current year Capital Improvement Plan (CIP) appropriations of \$270.1 million; and Grant, Trust and Other Fiscal Activity in the amount of \$17.9 million. Although we are presenting a two-year budget, Arizona statute requires an annual appropriation; therefore, City Council has adopted the 1995/96 budget year only and will review and make a formal adoption of the 1996/97 budget and appropriations next spring.

TOTAL BUDGET APPROPRIATION COMPARISON
IN MILLIONS OF DOLLARS



TOTAL BUDGET APPROPRIATION COMPARISON
IN MILLIONS OF DOLLARS

	1993/94 RESTATED	1994/95 RESTATED	1995/96 ADOPTED	1996/97 APPROVED
Departmental/Direct Service	\$121.4	\$130.6	\$143.1	\$153.2
Debt Service	38.3	46.6	43.1	49.3
Reserves/Carryover	7.9	11.2	14.7	17.1
Operating Budget	\$167.6	\$188.4	\$200.9	\$219.6
Capital Improvement Plan	314.9	321.2	270.1	156.2
Grants, Trusts, Other Fiscal Activity	8.9	11.8	17.9	17.6
Total Budget Appropriation	\$491.4	\$521.4	\$488.9	\$393.4

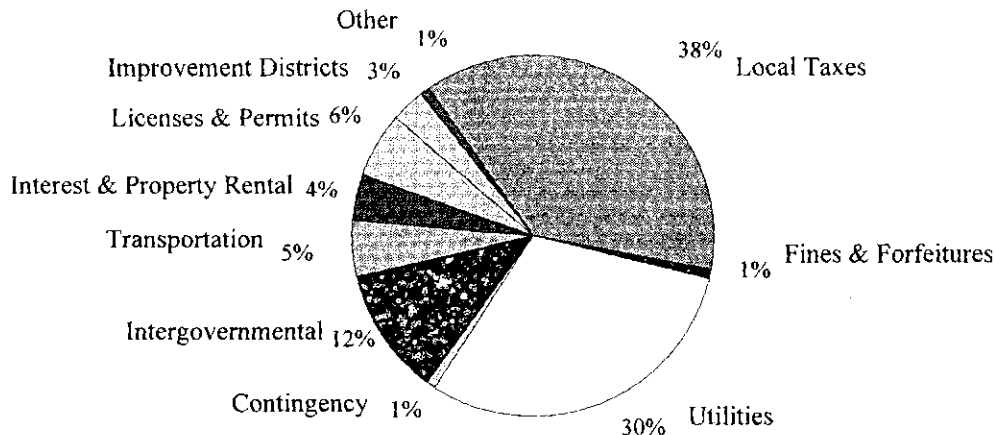
In order to continually improve the accuracy and comparability of financial reports, we have restated prior operating budgets to more accurately reflect the true cost of services and the single appropriation of internal service fund expenditures and transfers to the Capital Improvement Plan. In past years these expenditures/transfers were identified in separate sections of the budget as both a source and a use of funds, which resulted in the budget being overstated. Accordingly, our 1993/94 and 1994/95 budget totals are restated, to reflect a more accurate presentation of our budget appropriation and comparison to the proposed 1995/97 budget. This is representative of our ongoing effort to improve budget preparation, reporting, and clarity.

OVERVIEW

OPERATING REVENUES - WHERE THE MONEY COMES FROM

Revenue determines Scottsdale's capacity to provide departmental or direct services to our citizens. The major revenue sources which fund the Operating Budget are identified in the following chart and table.

1995/96 OPERATING REVENUE BY SOURCE
PERCENT OF TOTAL



OPERATING REVENUE COMPARISON
IN MILLIONS OF DOLLARS

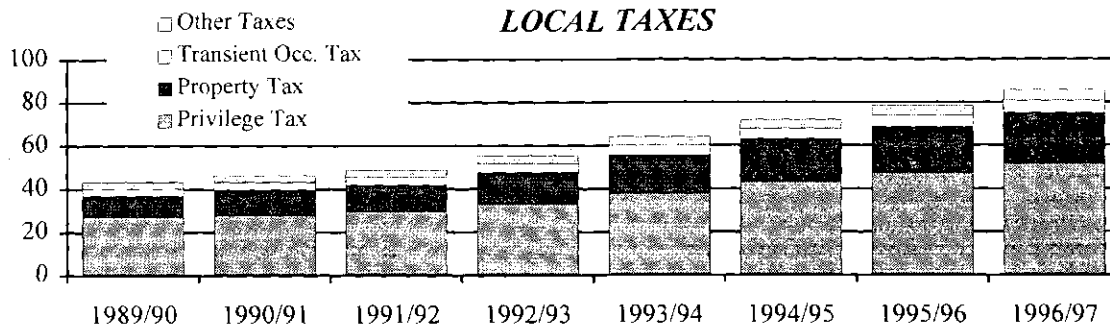
REVENUE SOURCE	1993/94 ACTUAL	1994/95 ESTIMATED	1995/96 ADOPTED	1996/97 APPROVED
Local Taxes	\$64.0	\$72.1	\$78.4	\$85.6
Intergovernmental	20.7	23.0	24.2	26.0
Transportation	9.3	9.7	10.0	10.3
Licenses and Permits	11.4	13.6	11.8	11.9
Fines and Forfeitures	1.7	1.8	2.1	2.2
Interest and Property Rental	7.4	8.3	8.9	9.8
Utilities	54.3	58.3	62.6	67.0
Improvement Districts	5.6	6.6	6.6	8.7
Other	1.3	1.2	1.7	1.7
Contingency	-	-	1.5	1.5
	\$175.7	\$194.6	\$207.8	\$224.7

Improvement in the economy during 1994/95, led by sales tax and development activity had a very positive impact on Scottsdale although our forecast is for this trend to level off in 1995/96 and soften in future years. As a result of the development activity Scottsdale's population is expected to grow by over 5 percent in 1995/96. This growth also results in utility and enterprise operation service demand increases and related revenue growth. In spite of these encouraging trends we believe the estimates used in developing 1995/97 revenue projections that vary directly with the economy are conservative.

Estimated revenue for 1994/95 increases \$18.9 million over 1993/94. Significant increases from prior year are from sales taxes (13.7 percent), permits & fees (23.7 percent), property taxes (12.9 percent) and user fees (7.2 percent). The increases in sales tax and fees and permits can be attributed to the improving economy, a strong retail sales tax base, and strong development activity. Increases in property taxes and user fees are caused by growth and rate increases to fund voter-approved capital improvements.

OVERVIEW

Local Taxes, representing 38 percent of operating resources, are Scottsdale's largest source of revenue. They are comprised primarily of sales taxes (\$42.9 million), property taxes (\$19.9 million), and transient occupancy taxes (\$4.8 million), along with other franchise and in-lieu property taxes.



**LOCAL TAXES - ACTUAL AND FORECASTED
IN MILLIONS OF DOLLARS**

FISCAL YEAR	PRIVILEGE TAX	PROPERTY TAX	TRANSIENT OCC. TAX	OTHER TAXES
1989/90	27.2	9.8	3.2	3.0
1990/91	27.8	11.9	3.4	3.3
1991/92	29.7	12.3	3.4	3.4
1992/93	32.9	14.7	3.9	3.8
1993/94	37.7	17.6	4.5	4.1
1994/95 Estimate	42.9	19.9	4.8	4.2
1995/96 Forecast	47.2	21.2	5.3	4.6
1996/97 Forecast	51.4	23.5	5.7	5.0

The Local Privilege (sales) Tax is City's largest source of revenue and 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 .4 percent is restricted for transportation related capital projects (.2%) and for purchase of land within the McDowell Sonoran Preserve (.2%), and as such are included as resources in the Capital Improvement Plan budget. The City has experienced exceptional growth in sales tax collections, led by construction up 34 percent, automobile sales up 9 percent, and hotel/motel rental activity up 9 percent. 1995/96 includes an anticipated increase of 10 percent and 1996/97 a 9 percent increase.

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 increase in this revenue source is due in large part to the increased debt service requirements for bonds sold to finance capital improvement projects approved in the 1989 bond election. A listing of property tax levies and rates for the last ten fiscal years can be found in the appendix.

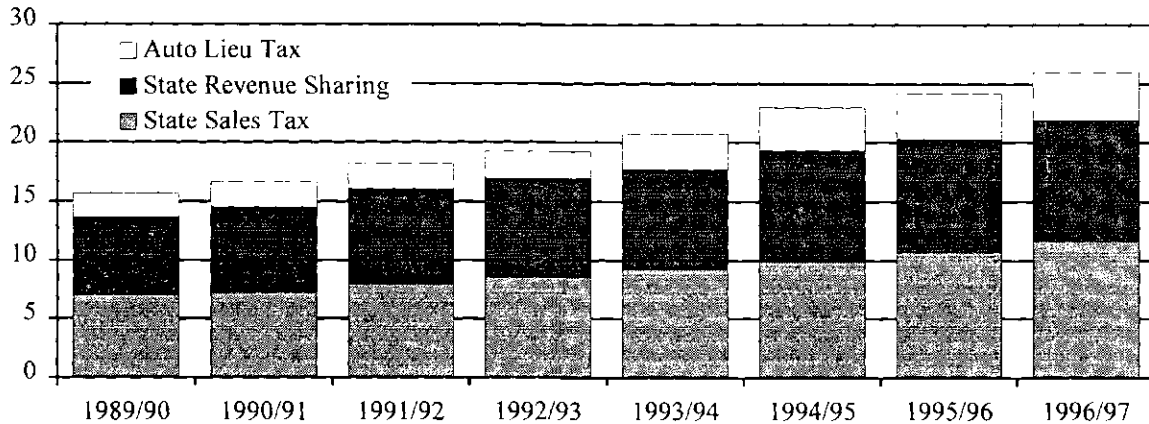
Scottsdale collects a 3 percent Transient Occupancy (bed) tax on hotel and motel room rentals in addition to the privilege tax. One-third of this tax is used to pay for general governmental operations. The other two-thirds is restricted for use for tourism and hospitality purposes and pays for contracts to increase tourism and debt service for destination attractions. These revenues are up over 16 percent for 1993/94 but significant increases are not expected in 1994/95 due to decreasing vacancy rates.

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.

OVERVIEW

Intergovernmental revenues include the state sales tax, income tax, and auto in-lieu tax collections which are shared with cities and towns based upon population.

INTERGOVERNMENTAL REVENUES



INTERGOVERNMENTAL REVENUES ACTUAL AND FORECASTED IN MILLIONS OF DOLLARS

FISCAL YEAR	STATE SALES TAX	STATE REVENUE	
		SHARING	AUTO LIEU TAX
1989/90	7.0	6.6	2.0
1990/91	7.2	7.3	2.1
1991/92	7.9	8.1	2.2
1992/93	8.5	8.4	2.3
1993/94	9.2	8.5	3.0
1994/95 Estimate	9.9	9.4	3.7
1995/96 Forecast	10.7	9.6	3.9
1996/97 Forecast	11.6	10.3	4.1

Cities and towns share in a portion of the 5 percent sales tax collected by the State. Two percent is designated for education, 1 percent is deposited in the state's general fund, and the cities and towns collect 25 percent of the remaining 2 percent. The formula for distribution is based upon the relation of the City's population to the total state population. The State is estimating Scottsdale's share will grow 8 percent in 1995/96 based on increases in privilege tax collections and Scottsdale's population.

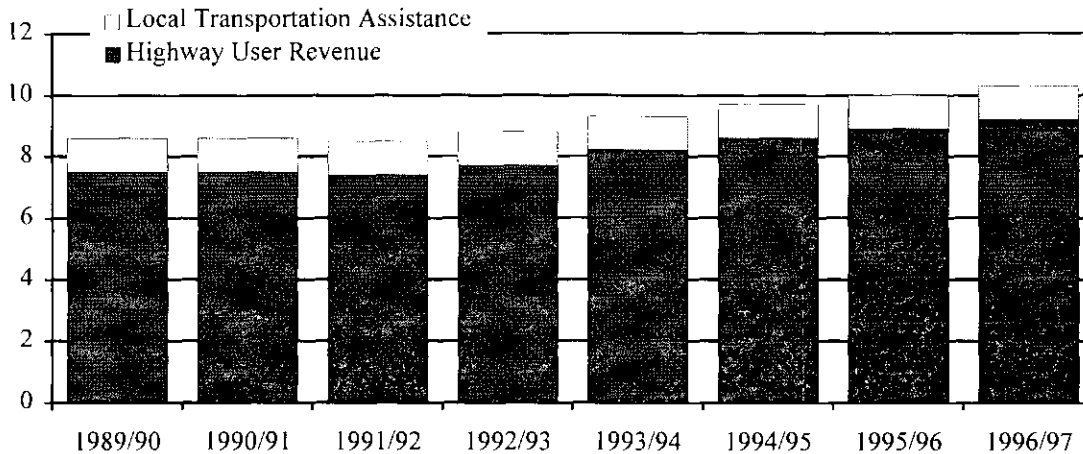
Cities and towns in Arizona are prohibited from levying an income tax but are entitled to 12.8 percent of state income tax collections from two years previous. The revenue for 1995/96 would come from the income tax on CY 1993 income, reported in CY 1994. The City's share is based upon Scottsdale's population as a percentage of the total state population.

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.

OVERVIEW

Transportation revenues include the Highway User Revenue Tax (HURF - Gas Tax) and Local Transportation Assistance Fund (LTAF - State Lottery) collected by the state. A State constitutional restriction on the use of these revenues requires these funds be used solely for street and highway purposes.

TRANSPORTATION REVENUES



TRANSPORTATION REVENUES - ACTUAL & FORECASTED IN MILLIONS OF DOLLARS

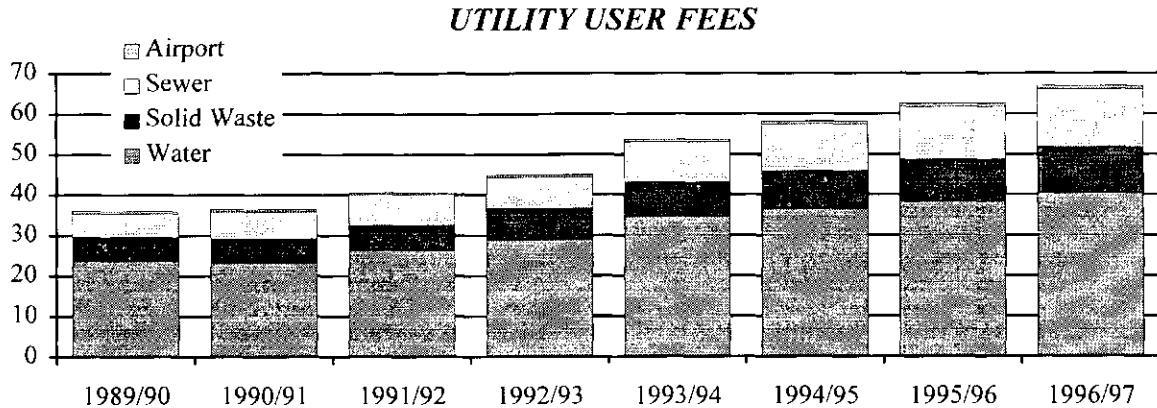
FISCAL YEAR	HIGHWAY USER REVENUE (HURF)	LOCAL TRANSPORTATION ASSISTANCE (LTAF)
1989/90	7.5	1.1
1990/91	7.5	1.1
1991/92	7.4	1.1
1992/93	7.7	1.1
1993/94	8.2	1.1
1994/95 Estimate	8.6	1.1
1995/96 Forecast	8.9	1.1
1996/97 Forecast	9.2	1.1

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 30 percent of 13 cents per gallon. Cities, towns, and counties also share in an additional one cent of the tax. The reduction of tax revenue in 1991/92 was a result of state legislative action to fund the Highway Patrol out of HURF, which reduced the amount of monies available to cities.

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. Transportation revenues provide only a portion of the City's operating transportation program funding needs with the remaining transportation funding coming from other general governmental resources.

OVERVIEW

Utility User Fees, representing 30 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; \$57 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 capital infrastructure costs attributable to growth.

**UTILITY USER FEES - ACTUAL AND FORECASTED
IN MILLIONS OF DOLLARS**

FISCAL YEAR	WATER	SEWER	SOLID WASTE	AIRPORT
1989/90	23.7	5.7	5.9	.7
1990/91	23.3	6.6	5.9	.7
1991/92	26.2	7.5	6.3	.6
1992/93	28.8	7.7	7.8	.6
1993/94	34.6	9.9	8.5	.7
1994/95 Estimate	36.4	11.5	9.4	.8
1995/96 Forecast	38.3	13.0	10.4	.8
1996/97 Forecast	40.3	14.4	11.4	.8

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 1995/97 forecasts includes a rate increase of 3 percent for mandated water quality testing and treatment, increases in the cost of purchased water, and to maintain the required revenue to debt ratio.

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. 1995/97 forecasts include a 7.5 percent rate increase needed to offset increased costs at the 91st Avenue Wastewater Treatment Facility and increased industrial pretreatment monitoring and testing.

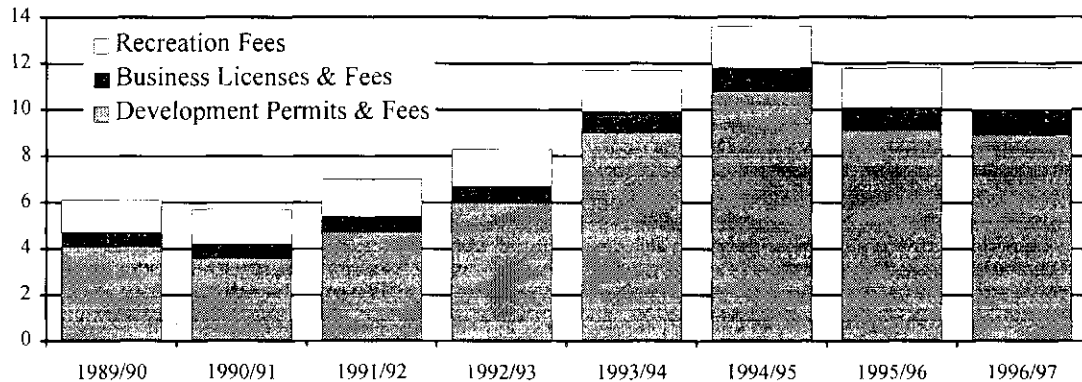
Solid Waste charges are billed monthly for the pickup of solid waste. Residential customers are charged a flat fee per month, while commercial customers are charged based upon the size of the container and the number of pickups per month. In addition, the City also provides roll-off, uncontained service, recycling programs, and household hazardous waste collection. The 1995/97 forecasts includes a 5 percent rate increase for residential customers needed to offset increased costs of hauling solid waste to an EPA-approved landfill and for construction of a solid waste transfer site and facility.

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.

OVERVIEW

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. This revenue category is directly impacted by changes in the economy that affect building. The City has experienced steadily increasing building activity since 1990/91 and it is expected to level off in 1995/96 and soften in later years.

LICENSES AND PERMITS



**LICENSES AND PERMITS REVENUES - ACTUAL AND FORECASTED
IN MILLIONS OF DOLLARS**

FISCAL YEAR	DEVELOPMENT PERMITS & FEES	BUSINESS LICENSES & FEES	RECREATION FEES
1989/90	4.1	.6	1.4
1990/91	3.6	.6	1.5
1991/92	4.7	.7	1.6
1992/93	6.0	.7	1.6
1993/94	9.0	.9	1.8
1994/95 Estimate	10.8	1.0	1.8
1995/96 Forecast	9.1	1.0	1.7
1996/97 Forecast	8.9	1.1	1.8

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.

Other Revenues 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 Carryovers constitute the remaining resources used to fund the 1995/97 Operating Budget. Carryovers are committed funds from prior year purchase orders rebudgeted and Reserves include appropriations for facility maintenance, solid waste management, and self insurance not expended from the prior year.

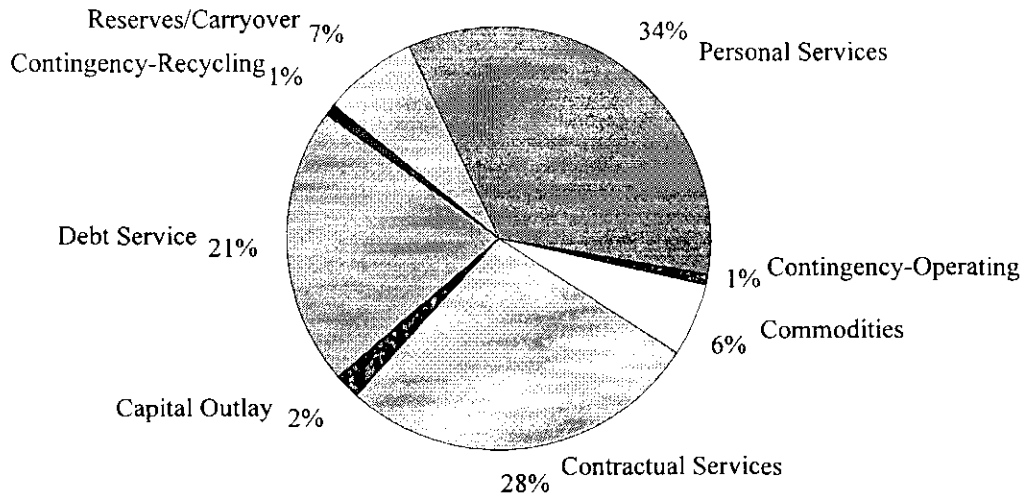
OVERVIEW

USES - WHERE THE MONEY GOES - BY EXPENDITURE TYPE

Operating Expenditures are divided into four major categories plus debt service, contingency, and reserves/carryover 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.

1995/96 EXPENDITURE BY TYPE

PERCENT OF TOTAL



BUDGET COMPARISON BY EXPENDITURE TYPE IN MILLIONS OF DOLLARS

TYPE	1993/94 ADOPTED	1994/95 ADOPTED	1995/96 ADOPTED	1996/97 APPROVED
Personal Services	\$58.4	\$63.3	\$69.6	\$74.5
Contractual	44.0	47.2	55.4	59.1
Commodities	13.6	13.2	11.4	11.9
Capital Outlay	3.9	5.4	3.6	4.6
Debt Service	38.3	46.6	43.1	49.3
Contingency - Operating	1.5	1.5	1.6	1.6
Contingency - Recycling	0	0	1.5	1.5
Reserves/Carryover	7.9	11.2	14.7	17.1
Total	\$167.6	\$188.4	\$200.9	\$219.6

Personal Services, represent 34 percent of the 1995/96 Operating Budget and have increased by \$6.3 million (10%). Part of this increase is due to the addition of 58.4 full-time equivalent positions which will support public safety and youth programs, operation of new facilities, impact of growth, and operational efficiency. This category of expenditure also includes a commitment to our employees, our most important resource, by continuing to provide them competitive compensation and benefit programs. In addition to performance based compensation increases a 3 percent salary adjustment is included for all employees based upon a market comparison study with other cities. 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 increased health plan and retirement system costs.

OVERVIEW

The 1996/97 Personal Services budget increases \$4.9 million (7%) and includes the addition of 32.8 full-time equivalent positions, performance based compensation for all eligible employees, and a 2 percent market based salary adjustment.

Contractual Services, representing 27.6 percent of the 1995/96 Operating Budget, have increased \$8.2 million (16%). This increase is due to: \$1.7 million increase in the Fire protection contract; \$1.1 million reclassification of water treatment plant expenditures from commodities to contractual services; \$1.0 million increase in the self-insurance reserve budget; \$0.8 million increase in maintenance and utilities for new facilities; \$0.5 million increase in the city's fleet replacement and maintenance charges to internal users; and, \$0.5 million increase in transit cost, including expanded bus and Dial-a-Ride service.

The 1996/97 Contractual Services budget increases \$3.7 million (6.7%) and includes: \$0.8 million increase in the fire protection contract; \$0.6 million increase in new facilities maintenance and utilities; \$0.3 million increase in transit services; and \$0.4 million increase in wastewater treatment charges.

Commodities, representing 5.7 percent of the 1995/96 Operating Budget includes water treatment chemicals, cost of purchased water, maintenance supplies, office supplies, library materials, fuel and oil for the City's fleet, office supplies, etc. A decrease in the commodity budget is largely attributable to the reclassification of expenditures to the contractual services account group.

The 1996/97 Commodities budget increases \$0.5 million (4.5%). \$0.3 million of the increase relates to purchased water.

Capital Outlay, representing 1.8 percent of the 1995/96 Budget, includes funding for new and replacement vehicles; computers and related equipment; and office equipment. Expenditures in this category have decreased \$1.8 million from 1994/95.

The 1996/97 Capital Outlay budget increases \$0.9 million due to the fleet replacement schedule.

Debt Service, representing 21.4 percent of the 1995/96 Operating Budget, has decreased by \$3.4 million (5.5%). Improvement District debt, which is directly supported by special assessments on the property benefiting from the improvement, decreases by \$5.0 million due to the delay of scheduled improvements. This decrease is partially offset by a \$1.5 million increase in general obligation bond debt service to continue the 1989 and 1992 voter-approved bond program.

The 1996/97 Debt Service budget increases \$6.2 million (14.3%). The increase includes: \$1.2 million increase in general obligation bond debt and \$2.1 million in sewer utility debt resulting from the continuation of the 1989 and 1992 voter-approved bond program; \$0.4 million in contractual debt supporting advancement of funds to ADOT for the Pima Freeway; \$2.1 million increase in Improvement District debt supported by special assessments; and \$0.4 million increase in Municipal Properties Corporation debt caused by variations in the principal repayment schedule for existing debt, as well as new debt to be issued for construction of Stillman Station at McCormick Railroad Park. New Municipal Properties Corporation debt is supported by contractual revenue.

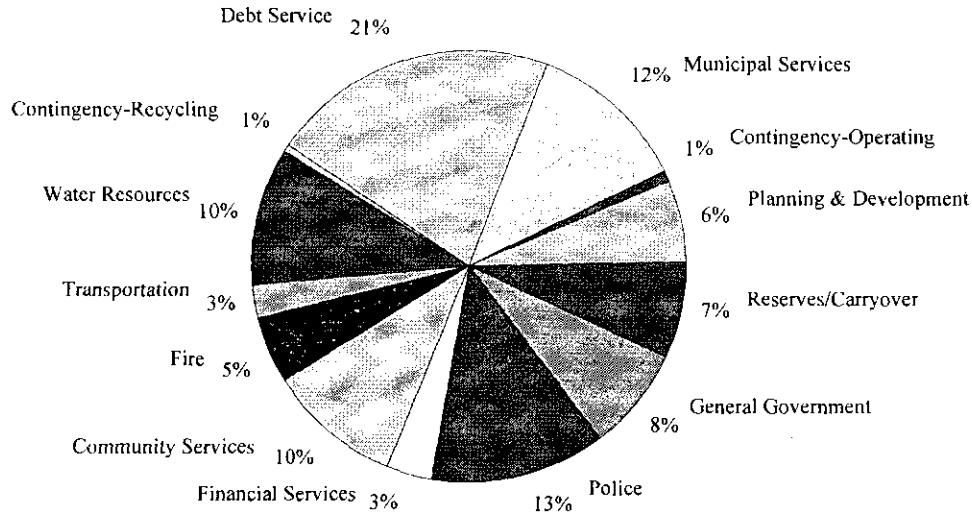
Reserves/Carryover, includes emergency reserve appropriations for facility maintenance, solid waste management, self insurance, and impacts of severe weather fluctuation on water/sewer operations. More information is provided on all of the City's reserves in the Fund Balance/Reserves explanation which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

OVERVIEW

BY DEPARTMENT/DIRECT SERVICE EXPENDITURES

Scottsdale's operating expenditures are comprised of nine separate departments, debt service, and contingency appropriations. The pie chart shows the departmental share of the 1995/96 Operating Budget, while the table shows the four-year comparison of departmental expenditures.

1995/96 EXPENDITURES BY DEPARTMENT
PERCENT OF TOTAL



BUDGET COMPARISON BY DEPARTMENT
IN MILLIONS OF DOLLARS

DEPARTMENTS	1993/94 ADOPTED	1994/95 ADOPTED	1995/96 ADOPTED	1996/97 APPROVED
General Government	\$15.2	\$13.4	\$15.5	\$15.6
Police	21.5	24.6	26.4	28.6
Financial Services	5.5	5.7	6.9	7.2
Transportation	3.9	4.3	5.3	5.8
Community Services	16.4	17.5	19.5	21.0
Planning & Development	6.3	10.3	11.9	12.5
Fire	7.6	8.5	10.2	11.0
Water Resources	21.5	20.6	20.3	22.3
Municipal Services	22.0	24.2	24.0	26.1
Debt Service	38.3	46.5	43.1	49.3
Contingency - Operating	1.5	1.5	1.6	1.6
Contingency - Recycling	0	0	1.5	1.5
Reserves/Carryover	7.9	11.2	14.7	17.1
Total	\$167.6	\$188.3	\$200.9	\$219.6

OVERVIEW

General Government (\$15.5 million) 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 budget includes the additional staffing in the City Attorney's office and City Court to address increased workloads; additional funding for applications development, base map input, and maintenance of the Geographic Information Systems; support for the City's partnership with NASA and ASU; support for a regional effort to accommodate Super Bowl XXX activities; and funding for a 1996 regular City election. The 1996/97 budget increases to \$15.6 million and provides for continuation of 1995/96 service levels as well as the inclusion of additional staff support for the City Attorney's office and increased neighborhood outreach support.

Police (\$26.4 million), the second largest departmental budget, handles general law enforcement responsibilities, traffic accident investigations, undercover operations and surveillance, crime investigation, traffic enforcement, and emergency management services. The budget includes six new positions partially funded by COPS AHEAD Federal grant and a DARE officer funded by a State grant. Growing City infrastructure needs are supported by adding two communications positions and funding for additional analytical work. The 1996/97 budget increases to \$28.6 million and includes full year funding of new positions added mid-year 1995/96, eleven additional patrol officers, another DARE officer, two additional communications positions, and technical support positions.

Financial Services (\$6.9 million net of \$2.9 million Risk internal service charges) provides basic financial services, controls, and processes to support the organization and maintain the financial integrity of the City. Increases in the budget reflect an adjustment in risk losses per actuarial expectations and funding for a Loss Control Prevention Grant Program. Also included are one Meter Reader and one Accounts Payable Clerk to support increased workloads and one Meter Service Representative to assist customers in resolving high bill complaints. Contractual funding is included to support the Alarm Billing Program and capital outlay funding is included for technology enhancements in the Purchasing division. The 1996/97 budget increases to \$7.2 million and includes a further adjustment to the casualty loss budget as well as the addition of another Water Meter Reader position due to growth.

Transportation (\$5.3 million) 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. Budget increases support expanded service on regional bus routes serving Scottsdale, increased frequencies on local circulation routes, and expanded hours of Dial-A-Ride service as required by the Americans with Disabilities Act. The Bicycle Coordinator position is increased from part-time to full-time to assist with bike path maintenance review and planning. Funding is also included for investigation of areas where better procedures can improve safety and reduce citizen claims and litigation. The 1996/97 budget increases to \$5.8 million and includes further transit service improvements.

Community Services (\$19.5 million) plans, operates and maintains parks, recreational and library facilities; and provides recreational and leisure activities, and social services. Primary increases in Community Services budget are staffing and maintenance support costs for new facilities: Palomino Library, Horizon Park, Rio Montana Park, and Via Linda Senior Center. Other funding is committed to increase summer and after-school programs for youth and support neighborhood programming at the remodeled Paiute Neighborhood Center. Capital outlay funding for technology enhancements and updating of equipment in a variety of parks locations is also included. In addition, McCormick Railroad Park concessions have been removed from Community Services budget and established as a trust activity with surplus revenues set aside to help preserve the quality of one of Scottsdale's most used park attractions. The 1996/97 budget increases to \$21.0 million and includes maintenance and operation of a new community center at Horizon Park and increased support for youth programs.

Planning and Community Development (\$11.9 million) ensures that land within the City is planned and developed for the general welfare of the community, manages City-owned real estate, administers the Community Development Block Grant (CDBG) program, enforces City code, and administers the City's economic development program. Budget increases are directly related to increased development activity. These contractual costs are supported by revenue growth from development service permits and fees and follow fluctuations in workload to provide maximum efficiency. The 1996/97 budget increases to \$12.5 million to support the projected activity levels.

OVERVIEW

Fire Department (\$10.2 million) provides emergency medical service, public education, fire prevention and fire suppression. Fire services are contractually provided by Rural Metro Corporation. Increases in this budget include full year operating funding for the new Mayo fire station in the East Shea Boulevard area, and completion of a five year contractual catch-up agreement. The 1996/97 budget (\$11.0 million) includes salary and benefit increases as well as staffing increases for the addition of a Thompson Peak fire station.

Water Resources (\$20.3 million) plans, manages, and operates a safe, reliable water supply and wastewater reclamation system. The net 1995/96 departmental budget decreases by \$312,500 due to operational efficiencies resulting from City operation of the CAP Plant. The 1996/97 budget increases to \$2.0 million to a total of \$22.3 million. Budget changes over the two year period include: the addition of three positions to support growth related maintenance activities; increased electricity costs for new wells and booster stations; additional contractual funding to meet federally mandated water quality testing requirements; and cost increases associated with the operation of the multi-city sewer treatment plant.

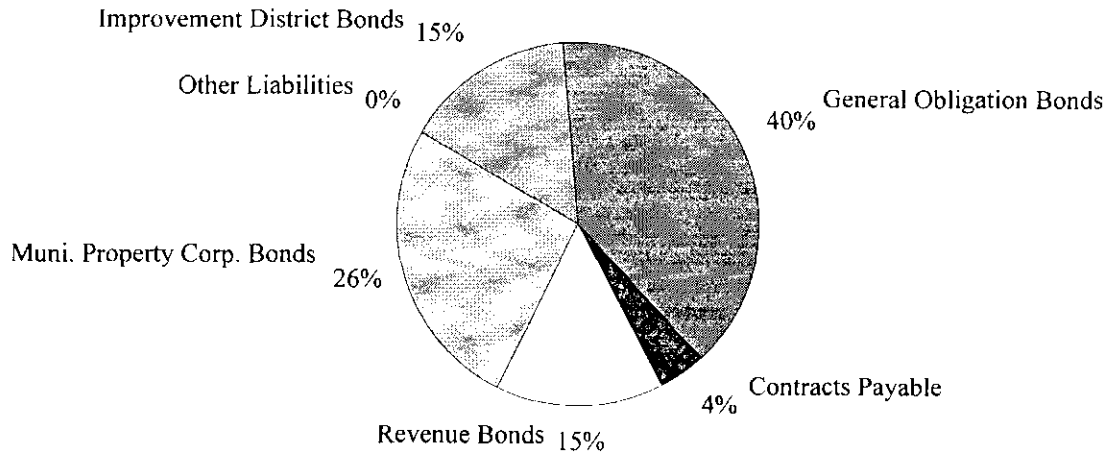
Municipal Services (\$24.0 million net of \$7.2 million fleet internal service charges), representing the largest operating departmental budget, maintains and repairs the City's street system, City-owned buildings, structures, and vehicles; provides solid waste services; and implements the City's approved Capital Improvement Plan. The budget decreases \$0.2 million in 1995/96, then increases \$2.1 million to \$26.1 million in 1996/97. Increases in the two year period include operational funding for a new solid waste transfer station; additional equipment and staffing to support service growth in Solid Waste Management; additional staffing to support maintenance of new City facilities; utility costs and custodial support for new facilities; and maintenance and repair of existing facilities. The City's fleet replacement program is administered by this department, and due to variations in the replacement schedule, the budget fluctuates, as evidenced by the overall decrease in 1995/96 followed by an increase in 1996/97.

OVERVIEW

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 Improvement District Bonds.

1995/96 DEBT SERVICE EXPENDITURE BY TYPE
PERCENT OF TOTAL



DEBT SERVICE BUDGET COMPARISON
IN MILLIONS OF DOLLARS

DEBT TYPE	1993/94 ADOPTED	1994/95 ADOPTED	1995/96 ADOPTED	1996/97 APPROVED
General Obligation Bonds	\$13.7	\$15.4	\$16.9	\$18.1
Revenue Bonds	5.7	6.8	6.4	8.6
Municipal Property Corp. Bonds	10.2	11.0	11.2	11.6
Contracts Payable	1.8	1.6	1.8	2.3
Other Liabilities	1.4	.0	.0	.0
Improvement District Bonds	5.3	11.7	6.6	8.7
Total	\$38.1	\$46.5	\$42.9	\$49.3

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 \$1,503,599 (9.8%) in 1995/96 and \$1,199,024 (7.1%) in 1996/97. These increases are the result of debt service for the issuance of bonds authorized in the 1989 and 1992 bond elections (\$2.5 million).

OVERVIEW

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 bonds decreases \$321,009 (4.7%) in 1995/96 and increases \$2,134,878 (33%) in 1996/97. The decrease in 1995/96 is the result of paying off debt. The increase in 1996/97 includes debt service for the issuance of sewer revenue bonds authorized in the 1989 bond election. Debt service for water and sewer bonds will be paid from water and sewer user rate increases of 3 percent and 7.5 percent respectively.

Municipal Property Corporation (MPC) bonds are issued by the Municipal Property Corporation, a non-profit 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 increases \$263,243 (2.4%) in 1995/96 and \$396,652 (3.5%) in 1996/97. These increases reflect the planned issuance of \$7.7 million in new debt to construct a railroad station at McCormick Park and to partner with private development to provide waterfront amenities along utility canal banks through the City's downtown redevelopment area. Debt service for the waterfront project will be paid from the transient occupancy tax, a 3 percent tax on hotel and motel room rentals, while debt service for the station will be paid from contractual revenue.

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 increases \$189,508 (11.7%) in 1995/96 and \$443,508 (24%) in 1996/97. These increases are for West Couplet and Scottsdale Towne Center improvements as well as Pima Freeway advanced funding to be repaid by ADOT.

Other Liabilities include amounts required for the water and sewer system replacement and extension reserve, bond reserves, and contributions to the benefits trust.

Improvement District 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 \$5,081,479 (43.4%) in 1995/96 and increases \$2,062,660 (31.1%) in 1996/97. The decrease in 1995/96 is due to the delay of scheduled improvements. The increase in 1996/97 is due to the planned issuance of approximately \$25.0 million in new debt as well as special assessment bonds issued mid-year 1995/96.

Detailed debt schedules appear in the Financial Summary section. Scottsdale is in compliance with Debt Policy which is detailed in the Comprehensive Financial Policy that appears in the Policy & Procedure section of this publication.

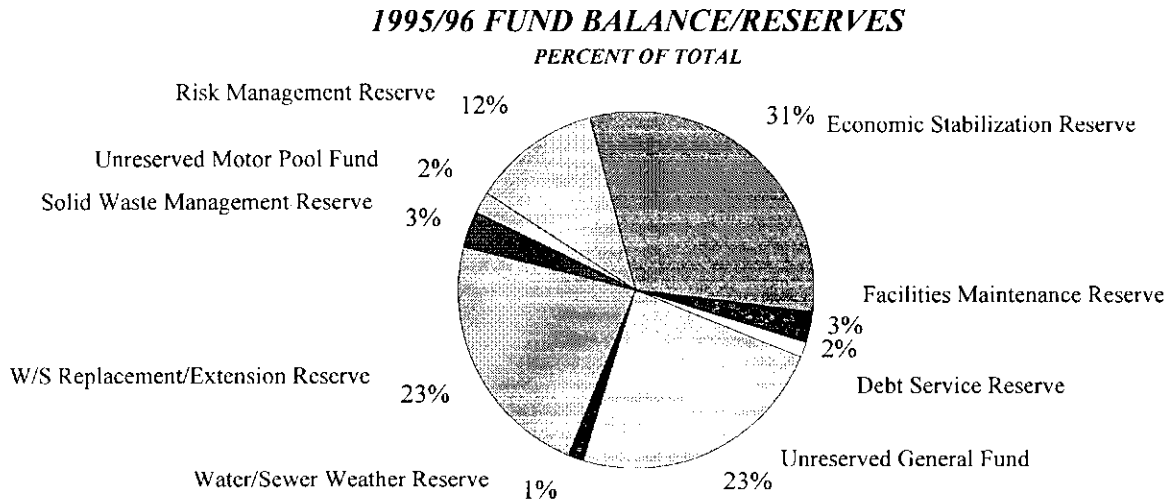
OVERVIEW

FUND BALANCES - RESERVES

Fund balance represents the 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 non-recurring (non-operational) expenditures since once they are spent they are only replenished by future year resources in excess of expenditures.

Much of the 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 Debt Service Reserve restricted for payment of debt principal and interest; 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; and a Facility Maintenance Reserve restricted for repair or replacement of public building infrastructure equipment (HVAC, roofing, etc.). Unrestricted fund balance represents that portion of fund balance which is not restricted for specific purposes and is available for appropriation (budget).

The following pie chart identifies reserves and unreserved portions of the total estimated 1995/96 fiscal year-end fund balance and the table compares four years ending balances.



FUND BALANCE/RESERVE COMPARISON IN MILLIONS OF DOLLARS

	1993/94 ADOPTED	1994/95 ADOPTED	1995/96 ADOPTED	1996/97 APPROVED
Ending Fund Balance				
Economic Stabilization Reserve	\$7.0	\$9.0	\$11.8	\$12.6
Facilities Maintenance Reserve	N/A	.5	1.0	1.3
Unreserved General Fund	1.7	3.0	8.9	10.3
Water/Sewer Weather Reserve	N/A	N/A	.5	.5
W/S Replacement/Ext. Reserve	-	8.9	8.7	9.3
Solid Waste Mgt. Reserve	.2	.3	1.2	1.0
Unreserved Motor Pool Fund	-	-	.8	1.1
Risk Management Reserve	4.4	6.4	4.4	5.4
Debt Service Reserve	4.1	2.9	.6	.6
Total Ending Fund Balance	\$17.4	\$31.0	\$37.9	\$42.1

OVERVIEW

Economic Stabilization Reserve was established to protect the City's financial condition as an offset to revenues vulnerable to downturns in the economy. The reserve increases from \$9 million to \$11.8 million in 1995/96 and \$12.6 million in 1996/97 as a result of the healthy economy. Our goal of 10 percent of general governmental (non-enterprise) operating expenditures is reached in 1995/96. 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. The 1995/97 budget includes no budget appropriation for this reserve.

Facility Maintenance Reserve was established in 1993/94 to further protect the City from unexpected economic challenges. This reserve was established for infrastructure equipment repair and replacement (HVAC, roofing, etc.) and was increased to \$1.0 million for 1995/96 and \$1.25 million in 1996/97.

Unreserved General Fund Balance increase is attributable to strong revenue growth from a healthy economy led by a strong retail sales tax base (up 14 percent) and construction and development activity (up 34 percent). Unreserved General Fund Balance may supplement the Stabilization Reserve and is also a primary pay-as-you-go funding source for capital projects.

Water/Sewer Weather Reserve is established in 1995/96 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 operating budget is one result of establishing this reserve and fulfillment of our objective of budgeting for average expected weather conditions versus budgeting for adverse weather.

Water/Sewer Replacement/Extension Reserve 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.

Solid Waste Management Reserve was established in 1993/94 to help meet the unpredictable costs of solid waste management. The reserve increases significantly in 1994/95 due to the delayed site acquisition, construction and operation of the City's Waste Transfer Station. The reserve will be reduced in 1995/96 to offset the increased operating costs attributable to growth and to help level solid waste rate increases across several years.

Motor Pool Unreserved Fund Balance is attributable to the timing of fleet replacements. Operating departments are charged for fleet operating costs per vehicle class and replacement costs are spread over the useful life of the vehicles. The Fleet Fund balance increases and decreases as funds are required for actual replacement of fleet vehicles.

Risk Management Reserve decreases by \$2.0 million in 1995/96 and increases \$1.0 million in 1996/97 to rebuild the reserve to meet our actuarial expectations. This reserve was reduced in 1993/94 and again in 1994/95 due to a large liability payments and it is important to restore this reserve in order to preserve our financial stability. The City adds the cost of involuntary tort judgments to the primary tax levy, as allowed by statute, and subsequent revenues will replenish this reserve to its actuarially determined level.

Debt Service Reserve is restricted for use to pay debt principle and interest. The fund decreases in 1994/95 by \$3.0 million due to reimbursement to the Water Fund for an interfund loan for construction of the Scottsdale Stadium.

Scottsdale Reserve Policies are detailed in the Comprehensive Financial Policy that appears in the Policy & Procedures section of this publication.

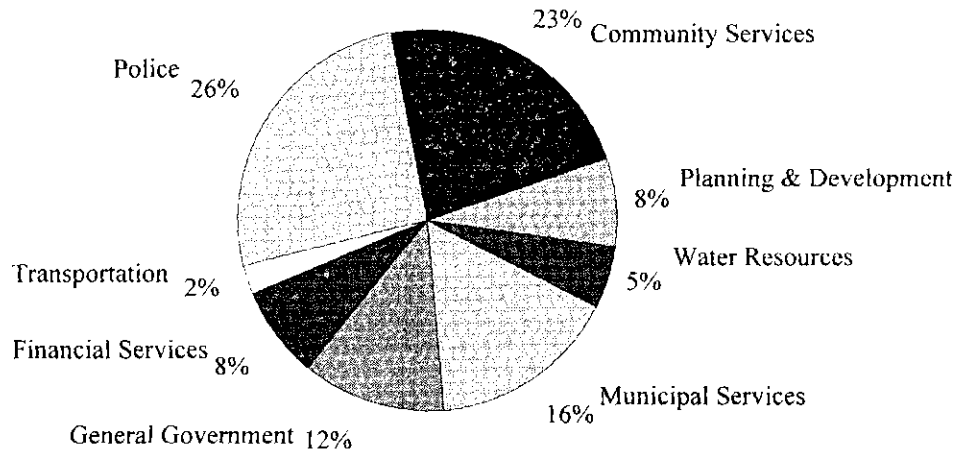
OVERVIEW

STAFFING

A significant part, 35 percent of the City's Operating Budget (net of transfers), is funding for employees who in turn provide services to our citizenry.

The following graph identifies full-time equivalent (FTE) positions by department.

1995/96 STAFFING BY DEPARTMENT
PERCENT OF TOTAL



STAFFING COMPARISON BY DEPARTMENT
IN FULL-TIME EQUIVALENTS

DEPARTMENTS	1993/94 ADOPTED	1994/95 ADOPTED	1995/96 ADOPTED	1996/97 APPROVED
General Government	169.4	176.9	186.3	187.9
Police	338.2	382.1	394.1	411.1
Financial Services	113.0	113.9	115.9	116.9
Transportation	36.0	36.1	36.4	36.4
Community Services	311.5	325.5	342.2	352.4
Planning & Development	111.4	110.4	115.4	115.4
Water Resources	84.8	76.7	77.7	78.7
Municipal Services	233.1	232.1	244.1	246.1
Total FTE's	1,397.4	1,453.7	1,512.1	1,544.9

The 1995/96 budget increases staffing by 55 full-time positions and 10 part-time positions (total 58.4 full-time equivalent) and the 1996/97 budget increases staffing by 24 full-time positions and 12 part-time positions (total 32.8 full-time equivalent.) Twenty-nine positions over the two year period directly support public safety. Eleven full-time and ten part-time positions staff new facilities in the parks and Recreation division including the opening of a new joint City-School District library. The addition of 14 positions in Municipal Services supports maintenance of new facilities and provides services to the growing population. Details on staffing changes are provided within each Departmental Section.

The FTEs per capita have actually decreased since 1994/95, from 8.73 per 1,000 citizens to 8.66 for 1995/96 and 8.48 for 1996/97. This change is based upon our estimates of population growth from 166,520 citizens in 1994/95 to 174,680 citizens in 1995/96 and 182,210 citizens in 1996/97.

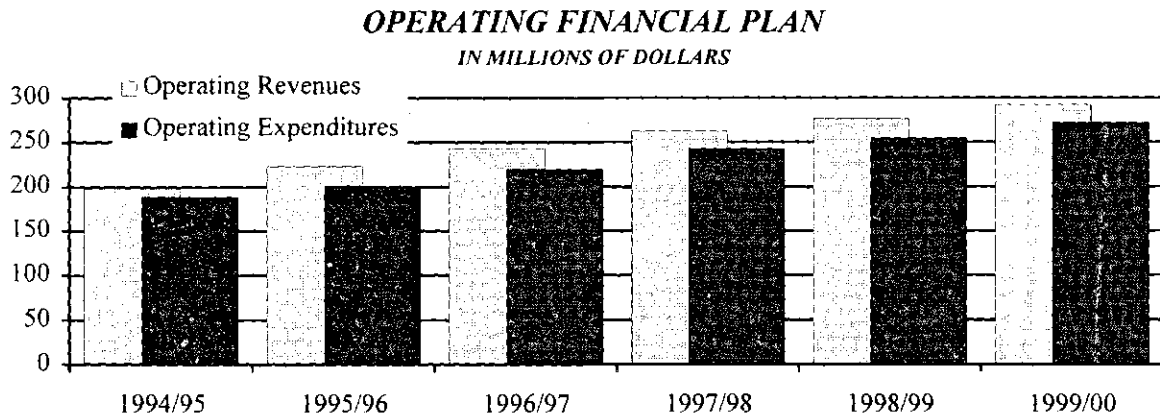
OVERVIEW

The Authorized Position Summary in the Appendix provides a complete listing of all positions by classification, division, and department, both full-time and part-time, and details the changes for 1995/96 and 1996/97.

FIVE-YEAR OPERATING FINANCIAL PLAN

The 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 operating expenditures (fiscal capacity). 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 revenues and departmental expenditures forecast for the next five years.



OPERATING FINANCIAL PLAN
IN MILLIONS OF DOLLARS

	1994/95	1995/96	1996/97	1997/98	1998/99	1999/00
Operating Revenues	198.1	223.1	242.8	262.2	276.2	291.8
Operating Expenditures	188.4	200.9	219.7	242.6	254.0	271.5

Operating revenues in excess of operating expenditures are used as pay-as-you-go funding source for the capital improvement program and to fund City reserves.

The Five-Year Operating Financial Plan is in compliance with Operating Management Policies as set forth in the City's Comprehensive Financial Policies detailed in the Policy & Procedures section of this publication.

The development of the two-year budget and five-year financial plan was premised upon use of expenditure targets conservatively estimated to be available resources over the next five-year period. Available resources (revenue estimates) were based upon historical data and econometric forecasting models. Departmental expenditure targets were then identified to help balance the budget and encourage decision making by staff who have direct contact with citizens. Target expenditures were conservatively estimated and include increases expected for changes in the consumer price index and increases to maintain current service levels.

City departments submitted five-year expenditure forecasts as part of the 1995/97 budget process based upon three assumptions: 1) Growth issues requiring additional resources; 2) Operating impact of funded CIP projects expected to be completed during the forecast period; and 3) Issues of new services anticipated to begin during the forecast period.

OVERVIEW

As capital improvement projects are completed, the operating costs of these facilities have been included in the appropriate departmental operating budgets. The estimated cumulative increase in operating expenses over the next five years, due to completed capital improvement projects, is as follows:

OPERATING COSTS ATTRIBUTABLE TO COMPLETED CAPITAL PROJECTS IN MILLIONS OF DOLLARS				
1995/96	1996/97	1997/98	1998/99	1999/00
3.7	5.2	10.6	11.4	12.1

Expenditures forecasts were required to be "within target" and were used to develop the biennial balanced budget. 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 targeted resources estimated to be available. 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 three through five are also intended for management discussion purposes regarding strategic fiscal planning and policy development for the next several years.

The forecast illustrates that projected revenue growth supports departmental expenditures for current service levels. However, as the City continues to grow it is important to position the organization to meet increasing demands. The five-year balanced financial plan requires revenue assumptions and forecasts of available resources to be continually updated. In conjunction, alternatives for dealing with operational growth, capital improvement programs and new service impacts need to be considered, including: new revenue sources, use of contractual services, use of volunteers, service level changes and/or trade-offs of personnel with other programs.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

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 operating budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The *capital budget* authorizes and provides the basis for control of expenditures for the acquisition and construction of all capital facilities. Capital budget appropriations do *not* lapse at the end of the fiscal year; they are 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.

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, projects which benefit the general public as a whole are appropriately paid for by general tax revenues and/or general obligation bonds and projects which benefit specific users are paid for by users fees, development fees, contributions and/or revenue bonds. Other factors considered when funding the capital plan are whether the financing method provides funding when needed, and financial costs associated with the funding source.

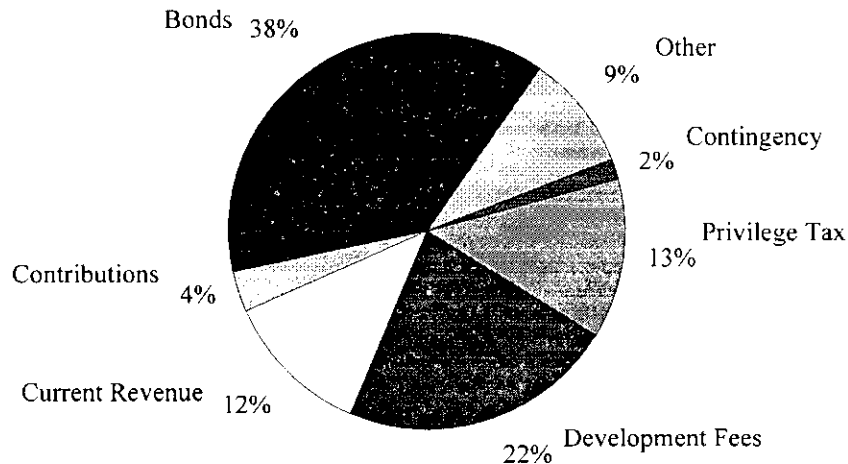
Projects included in the Five-Year Capital Improvement Plan have been reviewed through an extensive prioritization process. An inter-departmental group reviewed and prioritized all projects based on fourteen criteria including fiscal impact, lifecycle costs, City critical objectives, health and safety effects, community economic effects, and implications of deferring the project. Projects were also distributed into six categories; business and economic development; city based services and operational efficiency; environment, quality of life, and community priorities; infrastructure enhancement; new infrastructure; and repair and replacement of existing infrastructure, based on the need the project addressed. Recommendations were reviewed and appropriate changes made by the General Managers, City Manager, and City Council.

OVERVIEW

CAPITAL IMPROVEMENT PLAN FUNDING - WHERE THE MONEY COMES FROM

The 1995/96 - 1999/00 Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved bonds. These funds, together with Special Assessment bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the plan. The remaining sources are pay-as-you-go revenues. The following graph identifies funding sources for the 1995/96 Capital Improvement Plan.

1995/96 CAPITAL IMPROVEMENT PLAN FUNDING PERCENT OF TOTAL



CAPITAL IMPROVEMENT PLAN FUNDING SOURCES IN MILLIONS OF DOLLARS

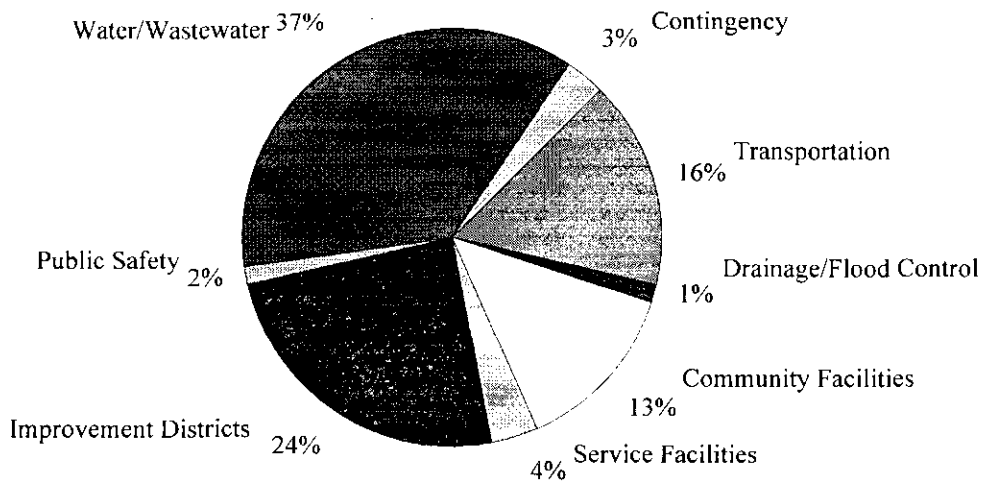
FUNDING SOURCE	PRIOR YEARS	1995/96	1996/97	1997/98	1998/99	1999/00
Privilege Tax (2%)	\$15.0	\$21.6	\$23.1	\$21.4	\$17.1	\$22.3
Development Fees	40.8	21.6	28.7	5.9	4.0	4.7
Current Revenue	16.9	16.1	14.8	8.5	8.9	3.3
Contributions	3.8	6.1	4.7	2.5	15.6	5.7
Bonds	72.9	33.0	63.0	17.5	9.6	5.6
Other	11.5	14.3	16.4	8.5	5.5	5.5
Contingency	0.0	5.0	5.0	5.0	5.0	5.0
Total	\$160.9	\$117.7	\$155.7	\$69.3	\$65.7	\$52.1

OVERVIEW

CAPITAL IMPROVEMENT PLAN PROGRAMS - WHERE THE MONEY GOES

The Capital Improvement Plan is comprised of seven major programs: Transportation, Improvement Districts, Drainage and Flood Control, Water, Wastewater and Reclaimed Water Distribution System, Community Facilities, Service Facilities, and Public Safety. The following graph identifies the 1995/96 plan by major program.

1995/96 CAPITAL IMPROVEMENT PLAN PROGRAMS
PERCENT OF TOTAL



CAPITAL IMPROVEMENT PLAN PROGRAMS
IN MILLIONS OF DOLLARS

FUNDING SOURCE	PRIOR YEARS	1995/96	1996/97	1997/98	1998/99	1999/00
Transportation	\$23.6	\$20.0	\$38.9	\$27.1	\$24.3	\$12.1
Drainage/Flood Control	2.3	1.3	3.0	.2	.2	.1
Community Facilities	21.0	15.0	13.1	12.9	14.5	14.1
Service Facilities	5.9	3.8	1.0	.4	.3	.0
Public Safety	2.7	1.6	2.2	.0	.0	3.0
Improvement Districts	40.4	25.4	4.5	5.1	6.0	9.4
Water/Wastewater	60.1	39.0	88.5	12.5	8.6	7.8
Contingency	.0	8.0	5.0	5.0	5.0	5.0
Total	\$156.0	\$114.1	\$156.2	\$63.2	\$58.9	\$51.5

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental accounting 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.

OVERVIEW

Funding sources for the five year plan are presented on budget basis except for transfers from the operating 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 Operating 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.

The following summarizes the seven major programs which comprise the total Capital Improvement Plan, including significant projects contained within each program.

Transportation continues to be a priority in Scottsdale. Twenty-four percent of the CIP plan has been identified to address the transportation needs of the City.

Major Transportation Projects include:

Shea Boulevard from 124th Street to 144th Street (\$9.0 million). Construction has begun on the section between 124th Street and 136th Street and is expected to be completed in the fall of 1995. The remaining section, from 136th Street to 144th Street has been scheduled for fiscal year 1996/97.

Indian School Road from 64th Street to Pima Road (\$28.2 million). Improvements will be made to Indian School Road between 64th Street and Pima Road to provide improved traffic flow from the Pima freeway through downtown Scottsdale. Design will begin in 1995/96 with construction to follow.

Downtown Transit Center (\$3.0 million). A multi-modal transportation center will be located near the historic Loloma School. The transportation center will be a transit hub for all types of transportation, including bus, taxi, hotel and motel shuttles, trolley, and horse-drawn carriage. This project will be funded approximately 80 percent from Federal Transit Authority grants, with the City's portion estimated to be \$600,000. Design is under way with construction anticipated to begin late in fiscal year 1995/96.

Improvement District are a funding mechanism whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage which 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.

Major Improvement District Projects include:

Regional Drainage System North of CAP Canal (\$64.5 million). The City will continue design efforts for the construction of the Pima Road, Reata Pass Wash, and the Rawhide Wash regional channels which will mitigate the flooding potential in the area of the City north of the CAP canal. Public participation is a key component of this project.

Drainage and Flood Control program includes detention basins, culvert and channel projects, and continuation of neighborhood drainage corrections. A regional drainage system north of the CAP canal is budgeted in the improvement districts section.

Water and Wastewater Plan reflects the City's commitment to compliance with the 1980 Groundwater Code. Accordingly, the emphasis is on reclaiming and storing water and treated wastewater for underground recharge, and decreasing consumption of groundwater.

OVERVIEW

Major Water and Wastewater Projects include:

The Water Campus (\$89.7 million). The Water Campus will be comprised of the Advanced Water Treatment Plant, Regional Wastewater Reclamation Plant, Collection System and Initial Recharge and Recovery System. These two plants will enable the City to treat wastewater and redistribute treated water to the golf courses in the northern area of the City. The 14 miles of reclaimed water distribution lines already constructed will distribute this water. Excess water will be further treated in the Advanced Water Treatment Plant and then recharged back into the aquifer, thereby replenishing the groundwater table.

CAP Water Treatment Plant Expansion (\$37.0 million). Expansion of the CAP water treatment plant will enable the City to treat additional water from the CAP canal. Design is scheduled to begin in 1995/96 with construction following in 1996/97.

Community Facilities capital plan addresses the recreational needs of the community and includes new parks, park improvements, libraries, and bike paths, as well as improvements to the Civic Center mall area.

Major Community Facility Projects include:

Horizon Park and Community Center (\$4.9 million). Construction on Horizon Park has begun and is expected to be complete in the fall of 1995. The park will include a lighted softball complex, playground, lighted tennis, volleyball and basketball courts, restrooms, and picnic ramadas. The 15,000 square foot community center including classrooms, a recreation center for after-school programs, commercial/teaching kitchen, staff offices, reception area and restrooms is currently under design with construction to follow in early 1996.

McDowell Mountain Land Acquisition (\$55.4 million). This project provides for the purchase of land within the McDowell Sonoran Preserve for the purpose of maintaining scenic views and preserving plants and wildlife, while providing public access and passive outdoor recreational opportunities.

Service Facilities program encompasses new office space, remodel of current facilities, and automation needs.

Major Service Facility Projects include:

Solid Waste Transfer Station (\$3.5 million). The construction of a Solid Waste Transfer Station will allow Scottsdale to consolidate solid waste prior to transferring it to a landfill. The transfer station is being designed to handle 400 tons of solid waste per day.

Public Safety portion of the capital plan includes fire stations, training facilities, and automation systems related to police and fire functions. Highlights of the Public Safety program include:

Desert Foothill Public Safety Facility (\$1.7 million). The construction of an 8,000 square foot facility designed to house police and fire personnel and equipment in the vicinity of Pima between Lone Mountain and Dixileta will allow Scottsdale to provide public safety services to this area of the City. Design is planned for 1995/96 with construction to follow in 1996/97.

OVERVIEW

IMPACT ON CITIZENS

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; even 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; and rate design — which encourages efficient use of City resources.

Utility User Fee rate adjustments are projected to increase in accordance with the following schedule:

UTILITY RATE FORECASTED INCREASES					
	1995/96	1996/97	1997/98	1998/99	1999/00
Water	3.0%	3.0%	3.0%	3.0%	3.0%
Sewer	7.5%	7.5%	7.5%	7.5%	7.5%
Solid Waste	5.0%	5.0%	5.0%	5.0%	5.0%
Combined Average Increase	4.6%	4.6%	4.6%	4.6%	4.6%

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. A water rate increase of 3.0 percent is proposed each year for 1995/96 through 1999/00. These rate increases will provide revenue to address:

- Increased operating costs for treatment plants, electricity and purchased water;
- Pay-as-you-go CIP projects;
- Debt service costs for water projects approved by voters; and
- Required revenue-to-debt ratio to ensure Scottsdale's high bond rating.
- The average customer's bill will increase an estimated \$1.00 per month in 1995/96.

Sewer - Charges are for disposal of sanitary sewer waste based on water consumption and type of residence or business. A sewer rate increase of 7.5 percent is proposed each year for 1995/96 through 1999/00. These rate adjustments will provide revenue to address:

- Increased operating costs for treatment plants and sewer line maintenance;
- Pay-as-you-go CIP projects;
- Debt service for wastewater projects approved by voters; and
- Required revenue-to-debt ratio to ensure Scottsdale's high bond rating.
- The average customer's bill will increase by an estimated \$1.28 per month in 1995/96.

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. A solid waste rate increase of 5 percent is proposed each year for 1995/96 through 1999/00. These rate adjustments will provide revenue to address:

- Increased costs to operate machinery and provide labor to collect and transfer solid waste to an EPA approved landfill;
- Increased landfill "tipping fees" for disposal of solid waste; and
- Debt service and operating costs for the solid waste transfer facility that will be operational in early 1996. This facility will mitigate future rate increases by reducing the use of collection vehicles to transport solid waste directly to the landfill.
- The residential customer bill increase is estimated to be \$0.56 per month in 1995/96.

OVERVIEW

Property Taxes are charged on the assessed value of all property within the City. The property tax is comprised of two parts:

- *Primary Property Tax* - is used to pay for general governmental operations and is 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. A primary tax rate decrease of five cents per \$100 of assessed value is budgeted for 1995/96. An increase of one cent to \$.56 per \$100 of assessed value in 1996/97 is needed to offset the increased operating costs attributable to price changes and growth, and an increase in torts.
- *Secondary Property Tax* - is restricted to pay for general bonded debt obligations of the City. A secondary rate increase of seven cents per \$100 of assessed value in 1995/96 and five cents per \$100 of assessed value in 1996/97 is needed to offset the debt service costs associated with the issuance of general obligation bonds approved by citizens in 1989 and 1992 to construct capital improvements.

Property taxes are projected to increase in accordance with the following schedule to offset increasing operating costs and to fund the debt service for general obligation bonds related to the City's Capital Improvement Plan. The 1995/96 annual property tax bill for a home assessed at \$100,000 is estimated to be \$148.00.

ASSESSED VALUE AND FORECASTED PROPERTY TAX RATE INCREASES PER \$100 ASSESSED VALUE

	<i>CURRENT</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>
Assessed Value Growth	3.4%	3.0%	4.0%	5.0%	5.0%	5.0%
Primary Tax Rates	.60	.55	.56	.56	.56	.57
Secondary Tax Rate	.86	.93	.98	1.12	1.10	1.07
Combined Tax Property Tax Rate	\$1.46	\$1.48	\$1.54	\$1.68	\$1.66	\$1.64



POLICIES AND PROCEDURES

Financial policies establish the framework for 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. 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. 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

Current revenues will be sufficient to support current expenditures.

Current operating expenses will not be funded by debt issuance.

User fees 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.

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 should not be used to fund ongoing programs.

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.

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.

Comparison of services 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.

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.

CAPITAL MANAGEMENT POLICIES

A five-year Capital Improvement Plan will be developed biannually and updated annually, including anticipated funding sources.

Capital improvement lifecycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources and included in the Operating Budget.

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.

POLICIES AND PROCEDURES

DEBT MANAGEMENT POLICIES

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. Other forms of debt (e.g., water, sewer) which are supported by dedicated revenue sources (e.g., fees and user charges) will also be utilized.

Municipal Property Corporation, contractual, and general revenue-supported debt will be utilized only when a dedicated revenue source other than excise tax (e.g., sale of City real property) can be identified to pay debt service expenses.

General governmental debt service costs (GO, MPC, HURF, and Revenue Bond debt, not inclusive of improvement district and community facility district bonds) should not exceed 25 percent of the City's Operating Budget to ensure the City's expenditure flexibility.

Special Assessment Improvement District debt will be permitted only when the full cash value 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 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 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.

Financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below ten years.

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.

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.

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.

POLICIES AND PROCEDURES

RESERVE POLICIES

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 a minimum 10 percent of annual general governmental (General/HURF funds) operating expenditures.

A Facility Maintenance Reserve will be maintained to ensure adequate funding for infrastructure repair and operating equipment replacement (HVAC, roofing, etc.).

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.

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.

Solid Waste Management Reserve to be determined annually will be maintained to provide funding for costs associated with solid waste disposal. Projected costs may include site purchase, technology applications, or inter-governmental investment to maximize the value of waste disposal activities.

FINANCIAL REPORTING POLICIES

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).

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).

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.

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.

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.

Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.

POLICIES AND PROCEDURES

BUDGET ROLES AND RESPONSIBILITIES

Every 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 specific objectives within allocated resource limits.

Actual budget responsibility can be identified more specifically:

- 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.
- 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.
- 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.
- 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 policies, City Manager workplan, administrative direction, and departmental mission.
- The *Budget Manager* and staff within the Accounting and Budget division are responsible for preparing short-range and long-range revenue and expenditure forecasts, calculating departmental budget targets, assisting departments, reviewing departmental budgets with general managers or staff, collating, analyzing, and summarizing departmental requests and preparing budget review materials for the Executive Team, Mayor, and City Council.
- The *Assistant City Managers'* key role is translating Mayor and City Council goals and objectives for the City into recommended funding decisions. They are responsible for reviewing the departmental operating and CIP requests and submitting their recommendations for review by the Executive Team, Mayor and Council.
- The *City Manager* is responsible for reviewing the total financial program and formulating a City-wide tentative budget and submitting it to the Mayor and City Council.
- The *Mayor and City Council* are responsible for the review of the City Manager's tentative budget and approval of the final budget.

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.

The following pages provide a brief description of the various phases of the budget process and timeframes in which budget preparation takes place.

POLICIES AND PROCEDURES

BUDGET PHASES

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 the 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 97% 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.

Financial trend analysis is an integral part of our 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. 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 targets can be developed.

Policy/Strategy Development Phase - The Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. It is within this general framework that the departments' balanced budget plans are formulated. The departments are also asked to identify and discuss their own policy issues and departmental objectives with the City Manager. The Council uses a retreat to review the Needs Assessment, Departmental Issues/Needs and Five-Year Financial Forecast; discuss policy direction; and prioritize City issues and needs.

Budget Development Phase - Based upon Council's priorities and strategic policy direction, departments develop program objectives and workplans for the budget period. Base budgets, which represent existing service levels, are adjusted for price changes, i.e., inflation and compensation adjustments. Departmental staff are also asked to evaluate programs or positions for possible trade-offs, reduction or elimination, adding services, or changing 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 available resources (funding targets) by reducing base budgets, identifying new revenues, re-engineering processes, and/or forming partnerships with other departments.

Budget Review/Modification Phase - Departments present their five-year balanced plan to the City Manager and discuss program objectives and financial implications. Budget recommendations are reviewed to ensure that preliminary base budgets and supplemental decision packages meet City needs and Council priorities while maintaining the fiscal integrity of the City (not exceeding our forecasted resources/targets). General Managers, Assistant City Managers, the City Manager, Budget and Organizational Effectiveness staff collaborate on recommendation of a balanced five-year financial plan and two-year budget proposal to be submitted to the Council for adoption.

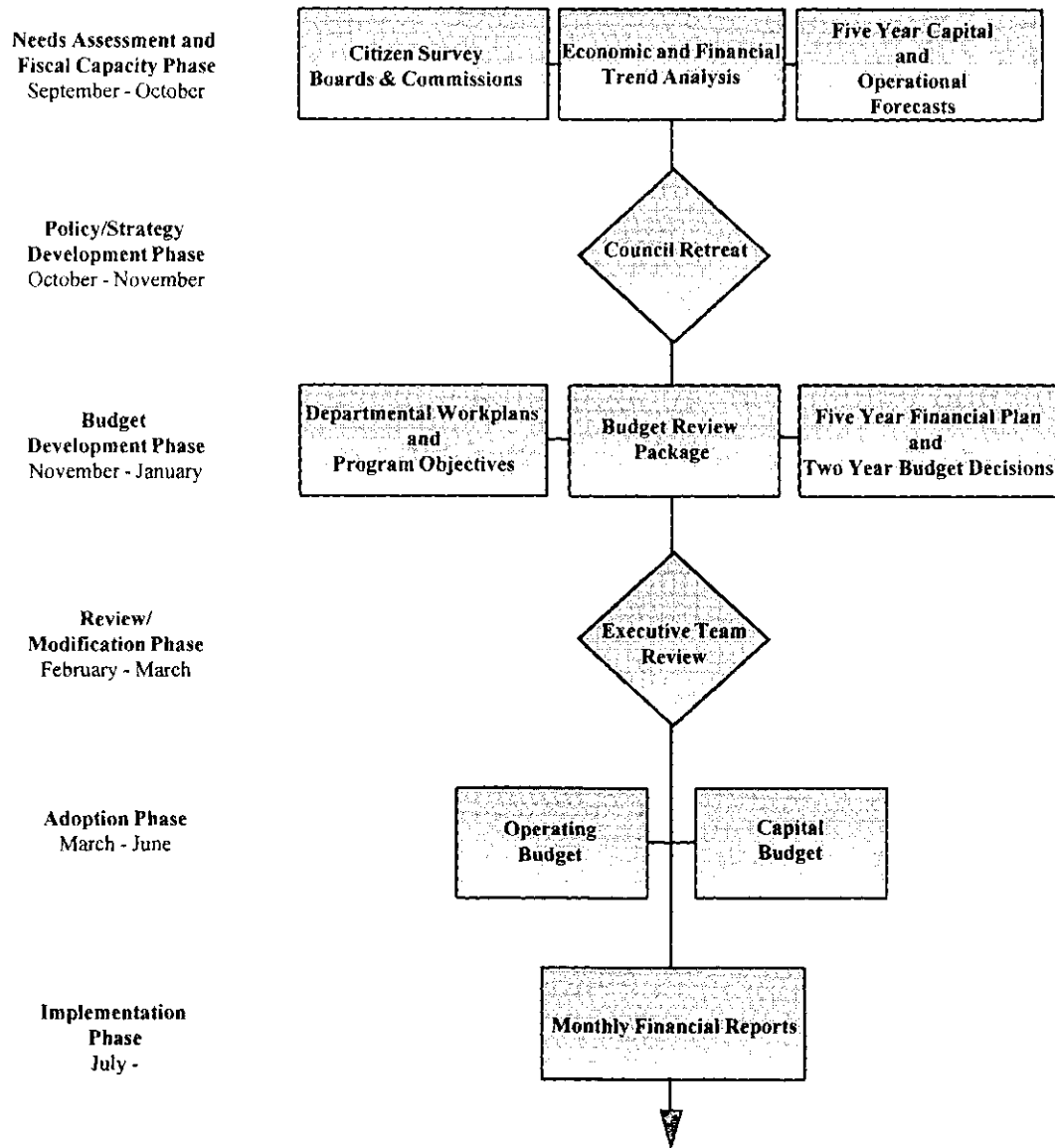
Adoption Phase - A proposed financial plan is presented to the City Council and a Citizens' Summary of the Budget is communicated to the general public in the form of a newspaper insert, handout, video, or combination of these formats. A citizen committee appointed by the City Council also reviews the budget and reports their findings/recommendations to the Council. 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. The City Council is also provided monthly financial reports disclosing the City's actual revenue, expenditure, and fund balance performance, as compared to the budget plan.

POLICIES AND PROCEDURES

BUDGET PHASES

The following diagram illustrates the six budget phases which span the fiscal year.



POLICIES AND PROCEDURES

REVIEW AND APPROVAL 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 Operating 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 Operating Budget currently requires City Council authorization for expenditures from contingency and City Manager authorization for budget transfers within line items.

Although this publication presents a two-year budget, Arizona statute requires an annual appropriation; therefore, only the 1995/96 fiscal year budget has been adopted by City Council. A review of the second year of the 1995/97 Biennial Budget is planned for next spring followed by formal adoption of the 1996/97 fiscal year budget and appropriations in June 1996.

IMPLEMENTATION OF THE BUDGET

Upon adoption of the budget, staff prepares the Operating Budget and the five-year Capital Improvement Plan, incorporating all changes from the proposed budget.

The Operating Budget and Capital Improvement Plan are published in late July.

AMENDMENT TO THE BUDGET

The City of Scottsdale operating 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.

USE OF OPERATING CONTINGENCY RESERVE

Operating 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.

FINANCIAL STRUCTURE

The City uses fund accounting designed to demonstrate legal compliance and to aid in the City's financial management by segregating transactions relating to certain functions or activities. Each fund consists of assets, liabilities, and a fund balance, and constitutes a separate accounting entity created and maintained for a specific purpose. The following types of funds are used by the City:

- *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.

POLICIES AND PROCEDURES

- *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, 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.
- *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 Airport operations.
- *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 motor pool and self-insurance activities.
- *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. Trust and agency funds do not require a legally adopted budget and as such are included as other fiscal activity in the appendix.

BUDGETARY AND ACCOUNTING BASIS

The Operating Budget is developed by fund on a Generally Accepted Accounting Principles (GAAP) basis, except that depreciation and amortization are not budgeted. Principal payment on debt in the enterprise funds is budgeted as an expense.

General, Special Revenue, and Debt Service funds are budgeted on a modified accrual basis; Enterprise and Internal Service funds are budgeted on an accrual basis. There are no fixed annual budgets for grants and trusts which are included in the other fiscal activity detailed in the Appendix.

OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION

The City of Scottsdale Biennial Budget for fiscal years 1995/97 is comprised of three segments:

- *Operating 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 and all other fiscal activity* budgets.

The Operating Budget includes a five-year revenue and expenditure balanced financial plan. The five-year plan covers the period 1995/96 through 1999/00 and forecasts results of operations by fund for the period and incorporates the effect of capital improvements upon operations. The Operating 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.

POLICIES AND PROCEDURES

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.

Funding sources for the five year plan are presented on budget basis except for transfers from the operating 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 Operating 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.

Grant, Trust and all other fiscal activity budgets are summarized in this publication. All expenditure budgets for this segment of the City's Biennial Budget are offset by self supporting revenues



**SUMMARY OF ALL FISCAL ACTIVITY
1995/96 - 1996/97 BIENNIAL BUDGET**

	BUDGET 1994/95	ESTIMATED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Source of Funds				
Total Beginning Fund Balance	\$ 31,135,514	\$ 33,101,368	\$ 40,182,167	\$ 47,795,759
Revenues	521,727,901	367,955,100	502,786,411	397,813,667
Transfers In	11,266,794	13,795,400	15,312,349	18,228,156
Total Revenues & Transfers In	\$ 532,994,695	\$ 381,750,500	\$ 518,098,760	\$ 416,041,823
Use of Funds				
Departments				
General Government	13,436,295	14,514,348	15,526,480	15,607,444
Police	24,621,063	25,212,718	26,410,829	28,542,567
Financial Services	8,275,403	10,018,292	9,771,628	10,396,139
Transportation	4,325,103	4,561,839	5,274,623	5,804,882
Community Services	17,506,586	18,087,646	19,543,846	20,996,573
Planning & Development	10,308,920	11,854,060	11,867,586	12,502,424
Fire	8,477,653	8,486,623	10,161,405	11,029,935
Water Resources	20,639,061	21,410,877	20,326,593	22,301,707
Municipal Services	30,818,602	32,524,529	31,226,554	34,131,590
Contingency	1,500,000	488,977	1,579,392	1,625,444
Recycling Contingency	-	-	1,500,000	1,500,000
Less Internal Service Funds Offset	(9,275,000)	(9,275,000)	(10,075,602)	(11,225,212)
Subtotal	\$ 130,633,686	\$ 137,884,909	\$ 143,113,334	\$ 153,213,493
Debt Service				
General Obligation Bonds	15,401,431	15,346,514	16,905,030	18,104,054
Revenue Bonds	6,762,028	6,334,143	6,441,019	8,575,897
Municipal Properties Corporation Bonds	10,986,721	10,233,521	11,249,964	11,646,616
Special Assessment Bonds	11,703,282	6,546,011	6,621,803	8,684,463
All Other	1,667,604	2,145,266	1,858,112	2,302,620
Total Debt Service	\$ 46,521,066	\$ 40,605,455	\$ 43,075,928	\$ 49,313,650
Capital Improvement Program	\$ 321,178,800	\$ 165,179,900	\$ 270,111,600	\$ 156,248,600
Other Activity				
Grants, Trusts and Other Fiscal Activity	13,704,445	10,944,922	17,852,604	17,569,119
Reserve Appropriations				
Facility Maintenance	500,000	500,000	1,000,000	1,250,000
Solid Waste Management	341,690	341,690	869,993	1,016,424
Self Insurance	6,385,104	4,731,541	4,374,751	5,371,946
Water/Sewer Weather Reserve	-	-	500,000	500,000
Encumbrance/Carryover	4,000,000	-	8,000,000	9,000,000
Subtotal	\$ 24,931,239	\$ 16,518,153	\$ 32,597,348	\$ 34,707,489
Total Budget	\$ 523,264,791	\$ 360,188,417	\$ 488,898,210	\$ 393,483,232
Transfers Out to CIP	\$ 9,743,661	\$ 19,426,484	\$ 21,586,959	\$ 19,035,030
Ending Fund Balances				
General Fund				
Economic Stabilization Reserve	9,000,000	9,000,000	11,780,000	12,670,000
Facilities Maintenance Reserve	500,000	500,000	1,000,000	1,250,000
Unreserved Fund Balance	3,043,630	12,751,664	8,881,532	10,260,938
Water/Sewer Funds				
Water/Sewer Weather Reserve	-	-	500,000	500,000
Repair/Replacement Reserve	8,886,761	8,681,164	8,784,456	9,295,839
Solid Waste Management Reserve	341,690	1,243,075	1,235,695	1,016,424
Motor Pool Unreserved Fund Balance	-	478,058	798,508	1,082,791
Risk Management Reserve	6,421,885	4,147,402	4,374,751	5,371,946
Capital Improvement Funds	-	-	8,519,000	7,950,100
Grants, Trusts and Other Fiscal Activity	-	2,759,523	1,300,536	1,300,000
Debt Service Reserve	2,927,792	621,281	621,281	621,281
Total Ending Fund Balance	\$ 31,121,758	\$ 40,182,167	\$ 47,795,759	\$ 51,319,319

OPERATING FUNDS SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	BUDGET 1994/95	ESTIMATED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Source of Funds				
Beginning Fund Balance				
General Fund				
Economic Stabilization Reserve	7,000,000	7,000,000	9,000,000	11,780,000
Facilities Maintenance Reserve	250,000	250,000	500,000	1,000,000
Unreserved Fund Balance	7,385,972	8,829,427	12,751,664	8,881,532
Water/Sewer Funds				
Water/Sewer Weather Reserve	-	-	-	500,000
Repair/Replacement Reserve	7,587,874	7,587,874	8,681,164	8,784,456
Solid Waste Management Reserve	677,982	831,055	1,243,075	1,235,695
Motor Pool Unreserved Fund Balance	651,861	1,222,919	478,058	798,508
Risk Management Reserve	4,469,669	3,848,749	4,147,402	4,374,751
Debt Service Reserve	3,112,156	3,531,344	621,281	621,281
Total Beginning Fund Balance	<u>\$ 31,135,514</u>	<u>\$ 33,101,368</u>	<u>\$ 37,422,644</u>	<u>\$ 37,976,223</u>
Revenues				
Taxes - Local				
Sales Tax	39,907,065	42,907,065	47,200,000	51,448,000
Property Tax	19,996,517	19,941,600	21,226,299	23,468,415
Other	8,622,400	9,034,400	9,946,682	10,691,556
Taxes - From Other Agencies	21,488,762	22,988,762	24,232,808	25,997,697
Transportation	9,679,000	9,679,000	9,986,970	10,254,179
Licenses & Permits				
Development Permits & Fees	7,800,000	10,800,000	9,100,000	8,900,000
Business Licenses & Fees	1,404,200	1,004,200	1,074,494	1,138,964
Recreation Fees	1,702,000	1,752,000	1,666,049	1,811,281
Internal Service Charges	9,275,000	9,275,000	10,075,602	11,225,212
Fines and Forfeitures	1,797,945	1,827,945	2,074,929	2,187,315
Interest and Property Rental	7,254,468	7,979,468	8,861,844	9,456,525
Utilities and Enterprises				
Water Charges	33,930,285	36,430,285	38,308,994	40,335,737
Sewer Charges	10,101,732	11,578,116	13,024,581	14,412,935
Refuse Collection Charges	9,389,000	9,389,000	10,447,300	11,379,535
Airport	705,000	755,000	776,150	847,935
Planet Ranch	200,000	200,000		
Recycling Revenue - Contingent			1,500,000	1,500,000
Other Revenue				
Improvement District Assessments	11,703,282	6,546,011	6,621,803	8,684,463
Miscellaneous	1,163,000	1,203,103	1,713,291	2,050,847
Less Internal Service Funds Offset	(9,275,000)	(9,275,000)	(10,075,602)	(11,225,212)
Subtotal	<u>\$ 186,844,656</u>	<u>\$ 194,015,955</u>	<u>\$ 207,762,194</u>	<u>\$ 224,565,384</u>
Transfers In				
Encumbrance Rebudgets	4,000,000	4,898,878	8,000,000	9,000,000
Trust Funds	40,000	448,291	539,505	627,486
Bond Proceeds		2,875,000		
Capital Improvement Program			28,100	462,300
Fund Reserves				
Facility Maintenance	500,000	500,000	1,000,000	1,250,000
Solid Waste Management	341,690	341,690	869,993	1,016,424
Self Insurance	6,385,104	4,731,541	4,374,751	5,371,946
Water/Sewer Weather Reserve	-	-	500,000	500,000
Subtotal	<u>\$ 11,266,794</u>	<u>\$ 13,795,400</u>	<u>\$ 15,312,349</u>	<u>\$ 18,228,156</u>
Total Revenues & Transfers In	<u>\$ 198,111,450</u>	<u>\$ 207,811,355</u>	<u>\$ 223,074,543</u>	<u>\$ 242,793,540</u>

OPERATING FUNDS SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET, continued

	BUDGET	ESTIMATED	ADOPTED	APPROVED
	1994/95	1994/95	1995/96	1996/97
Use of Funds				
Departments				
General Government	13,436,295	14,514,348	15,526,480	15,607,444
Police	24,621,063	25,212,718	26,410,829	28,542,567
Financial Services	8,275,403	10,018,292	9,771,628	10,396,139
Transportation	4,325,103	4,561,839	5,274,623	5,804,882
Community Services	17,506,586	18,087,646	19,543,846	20,996,573
Planning & Development	10,308,920	11,854,060	11,867,586	12,502,424
Fire	8,477,653	8,486,623	10,161,405	11,029,935
Water Resources	20,639,061	21,410,877	20,326,593	22,301,707
Municipal Services	30,818,602	32,524,529	31,226,554	34,131,590
Contingency	1,500,000	488,977	1,579,392	1,625,444
Contingency for Recycling			1,500,000	1,500,000
Less Internal Service Funds Offset	(9,275,000)	(9,275,000)	(10,075,602)	(11,225,212)
Subtotal	<u>\$ 130,633,686</u>	<u>\$ 137,884,909</u>	<u>\$ 143,113,334</u>	<u>\$ 153,213,493</u>
Debt Service				
General Obligation Bonds	15,401,431	15,346,514	16,905,030	18,104,054
Revenue Bonds	6,762,028	6,334,143	6,441,019	8,575,897
Municipal Properties Corporation Bonds	10,986,721	10,233,521	11,249,964	11,646,616
Special Assessment Bonds	11,703,282	6,546,011	6,621,803	8,684,463
All Other	1,667,604	2,145,266	1,858,112	2,302,620
Total Debt Service	<u>\$ 46,521,066</u>	<u>\$ 40,605,455</u>	<u>\$ 43,075,928</u>	<u>\$ 49,313,650</u>
Other Activity				
Reserve Appropriations				
Facility Maintenance	500,000	500,000	1,000,000	1,250,000
Solid Waste Management	341,690	341,690	869,993	1,016,424
Self Insurance	6,385,104	4,731,541	4,374,751	5,371,946
Water/Sewer Weather Reserve			500,000	500,000
Encumbrance/Carryover	4,000,000	-	8,000,000	9,000,000
Subtotal	<u>\$ 11,226,794</u>	<u>\$ 5,573,231</u>	<u>\$ 14,744,744</u>	<u>\$ 17,138,370</u>
Total Operating Budget	<u><u>\$ 188,381,546</u></u>	<u><u>\$ 184,063,595</u></u>	<u><u>\$ 200,934,006</u></u>	<u><u>\$ 219,665,513</u></u>
Transfers Out to CIP				
General Fund	2,525,000	2,525,000	5,463,900	4,200,000
Water/Sewer Funds	7,218,661	16,901,484	16,018,059	14,767,601
Motor Pool	-	-	105,000	-
Solid Waste	-	-	-	67,429
Subtotal	<u>\$ 9,743,661</u>	<u>\$ 19,426,484</u>	<u>\$ 21,586,959</u>	<u>\$ 19,035,030</u>
Ending Fund Balances				
General Fund				
Economic Stabilization Reserve	9,000,000	9,000,000	11,780,000	12,670,000
Facilities Maintenance Reserve	500,000	500,000	1,000,000	1,250,000
Unreserved Fund Balance	3,043,630	12,751,664	8,881,532	10,260,938
Water/Sewer Funds				
Water/Sewer Weather Reserve	-	-	500,000	500,000
Repair/Replacement Reserve	8,886,761	8,681,164	8,784,456	9,295,839
Solid Waste Management Reserve	341,690	1,243,075	1,235,695	1,016,424
Motor Pool Unreserved Fund Balance	-	478,058	798,508	1,082,791
Risk Management Reserve	6,421,885	4,147,402	4,374,751	5,371,946
Debt Service Reserve	2,927,792	621,281	621,281	621,281
Total Ending Fund Balance	<u><u>\$ 31,121,758</u></u>	<u><u>\$ 37,422,644</u></u>	<u><u>\$ 37,976,223</u></u>	<u><u>\$ 42,069,219</u></u>

GENERAL FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	BUDGET	ESTIMATED	ADOPTED	APPROVED
	1994/95	1994/95	1995/96	1996/97
Source of Funds				
Beginning Fund Balance				
Economic Stabilization Reserve	7,000,000	7,000,000	9,000,000	11,780,000
Facilities Maintenance Reserve	250,000	250,000	500,000	1,000,000
Unreserved Fund Balance	7,385,972	8,829,427	12,751,664	8,881,532
Total Beginning Fund Balance	\$ 14,635,972	\$ 16,079,427	\$ 22,251,664	\$ 21,661,532
Revenues				
Taxes - Local				
Privilege Tax	29,818,344	32,813,647	37,233,134	41,370,707
Property Tax	6,687,626	6,687,626	7,245,534	7,704,996
Transient Occupancy Tax	4,173,000	4,548,000	4,750,042	5,190,367
Light & Power Franchise	2,860,000	3,110,000	3,167,200	3,388,904
Cable TV	954,000	989,000	1,078,010	1,164,251
Salt River Project Lieu Tax	242,400	242,400	252,096	264,701
Fire Insurance Premium	145,000	145,000	145,000	145,000
Taxes - From Other Agencies				
State Shared Sales Tax	9,798,512	9,948,512	10,744,393	11,603,944
Auto Lieu Tax	2,715,250	3,665,250	3,885,165	4,118,275
State Revenue Sharing	8,975,000	9,375,000	9,603,250	10,275,478
Licenses & Permits				
Development Permits & Fees	7,800,000	10,800,000	9,100,000	8,900,000
Business Licenses & Fees	1,404,200	1,004,200	1,074,494	1,138,964
Recreation Fees	1,702,000	1,752,000	1,666,049	1,811,281
Fines and Forfeitures				
Court Fines	1,447,945	1,427,945	1,638,929	1,728,752
Parking Fines	170,000	170,000	185,300	185,300
Library Fines	180,000	230,000	250,700	273,263
Interest Earnings and Property Rental				
Interest Earnings	2,706,000	3,259,510	3,438,783	3,627,916
Property Rental	2,363,798	2,363,798	2,943,338	3,202,438
Other Revenue				
Miscellaneous	1,163,000	1,163,000	1,362,645	1,398,347
Subtotal	\$ 85,306,075	\$ 93,694,888	\$ 99,764,062	\$ 107,492,884
Transfers In				
Encumbrance Rebudgets	4,000,000	2,144,435	8,000,000	9,000,000
In Lieu Property Tax	1,148,882	1,148,881	1,491,013	1,565,000
Indirect Cost Allocation	6,337,313	6,674,825	6,457,944	7,096,143
Franchise Fee	2,407,604	2,478,383	2,780,509	2,994,810
From CIP for Pima Freeway DS			28,100	462,300
Fund Reserve - Facility Maintenance	500,000	500,000	1,000,000	1,250,000
Subtotal	14,393,799	12,946,524	19,757,566	22,368,253
Total Revenues & Transfers In	\$ 99,699,874	\$ 106,641,412	\$ 119,521,628	\$ 129,861,137

GENERAL FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET, continued

	BUDGET 1994/95	ESTIMATED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Use of Funds				
Departments				
General Government	13,436,295	14,514,348	15,526,480	15,607,444
Police	24,621,063	25,212,718	26,410,829	28,542,567
Financial Services	4,719,255	4,767,912	4,958,064	5,286,125
Community Services	17,506,586	18,087,646	19,543,846	20,996,573
Planning & Development	10,308,920	11,854,060	11,867,586	12,502,424
Fire	8,477,653	8,486,623	10,161,405	11,029,935
Municipal Services	7,441,678	7,807,695	8,154,766	8,573,677
Contingency	1,500,000	488,977	1,579,392	1,625,444
Subtotal	<u>\$ 88,011,450</u>	<u>\$ 91,219,979</u>	<u>\$ 98,202,368</u>	<u>\$ 104,164,189</u>
Debt Service				
Lease Purchase	1,402,166	907,596	1,494,066	1,904,266
Total Debt Service	<u>\$ 1,402,166</u>	<u>\$ 907,596</u>	<u>\$ 1,494,066</u>	<u>\$ 1,904,266</u>
Other Activity				
Reserve Appropriations				
Facility Maintenance	500,000	500,000	1,000,000	1,250,000
Encumbrance/Carryover	4,000,000		8,000,000	9,000,000
Subtotal	<u>\$ 4,500,000</u>	<u>\$ 500,000</u>	<u>\$ 9,000,000</u>	<u>\$ 10,250,000</u>
Total Operating Budget	<u>\$ 93,913,616</u>	<u>\$ 92,627,575</u>	<u>\$ 108,696,434</u>	<u>\$ 116,318,455</u>
Transfers Out				
CIP	2,525,000	2,525,000	5,463,900	4,200,000
HURF	4,397,544	4,410,544	5,353,754	6,245,085
Airport	255,002	205,002	347,673	315,190
Motor Pool	701,054	701,054	250,000	263,000
Subtotal	<u>\$ 7,878,600</u>	<u>\$ 7,841,600</u>	<u>\$ 11,415,327</u>	<u>\$ 11,023,275</u>
Ending Fund Balances				
Economic Stabilization Reserve	9,000,000	9,000,000	11,780,000	12,670,000
Facilities Maintenance Reserve	500,000	500,000	1,000,000	1,250,000
Unreserved Fund Balance	3,043,630	12,751,664	8,881,532	10,260,938
Total Ending Fund Balance	<u>\$ 12,543,630</u>	<u>\$ 22,251,664</u>	<u>\$ 21,661,532</u>	<u>\$ 24,180,938</u>

HIGHWAY USER FUND
1995/96 - 1996/97 BIENNIAL BUDGET

	BUDGET	ESTIMATED	ADOPTED	APPROVED
	1994/95	1994/95	1995/96	1996/97
Source of Funds				
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Local Transportation Assistance Fund	1,080,000	1,080,000	1,080,000	1,080,000
Highway User Tax	8,599,000	8,599,000	8,906,970	9,174,179
Subtotal	<u>\$ 9,679,000</u>	<u>\$ 9,679,000</u>	<u>\$ 9,986,970</u>	<u>\$ 10,254,179</u>
Transfers In from Gen Fund				
Operating Transfer	4,397,544	4,395,544	5,353,754	6,245,085
Contingency		15,000		
Encumbrance Rebudgets		236,918		
Subtotal	<u>\$ 4,397,544</u>	<u>\$ 4,647,462</u>	<u>\$ 5,353,754</u>	<u>\$ 6,245,085</u>
Total Revenues & Transfers In	<u><u>\$ 14,076,544</u></u>	<u><u>\$ 14,326,462</u></u>	<u><u>\$ 15,340,724</u></u>	<u><u>\$ 16,499,264</u></u>
Use of Funds				
Departments				
Transportation	3,686,464	3,815,963	4,506,848	5,009,875
Municipal Services	7,280,565	7,402,984	7,724,606	8,384,179
Subtotal	<u>\$ 10,967,029</u>	<u>\$ 11,218,947</u>	<u>\$ 12,231,454</u>	<u>\$ 13,394,054</u>
Debt Service				
Revenue Bonds	3,109,515	3,107,515	3,109,270	3,105,210
Total Debt Service	3,109,515	3,107,515	3,109,270	3,105,210
Total Operating Budget	<u><u>\$ 14,076,544</u></u>	<u><u>\$ 14,326,462</u></u>	<u><u>\$ 15,340,724</u></u>	<u><u>\$ 16,499,264</u></u>
Ending Fund Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

DEBT SERVICE FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	<i>BUDGET</i> 1994/95	<i>ESTIMATED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
Source of Funds				
Beginning Fund Balance	\$ 3,112,156	\$ 3,531,344	\$ 621,281	\$ 621,281
Revenues				
Privilege Tax	10,088,721	10,093,418	9,966,866	10,077,293
Property Tax	12,014,171	11,959,254	13,514,325	14,703,419
Transient Occupancy Tax	248,000	-	554,334	538,333
Contract Sale Revenue (Holding)			18,146	320,000
Golf Course Revenue		40,103	200,000	200,000
Contribution			80,000	80,000
Property Rental	275,000		25,618	26,140
Special Assessments	11,703,282	6,546,011	6,621,803	8,684,463
Interest	100,000	100,000	100,000	100,000
Subtotal	<u>\$ 34,429,174</u>	<u>\$ 28,738,786</u>	<u>\$ 31,081,092</u>	<u>\$ 34,729,648</u>
Total Revenues & Transfers In	<u>\$ 34,429,174</u>	<u>\$ 28,738,786</u>	<u>\$ 31,081,092</u>	<u>\$ 34,729,648</u>
Use of Funds				
Departments				
General Obligation Bonds	12,014,171	11,959,254	13,514,325	14,703,419
Municipal Properties Corporation Bonds	10,711,721	10,233,521	10,944,964	11,341,766
Special Assessment Bonds	11,703,282	6,546,011	6,621,803	8,684,463
Subtotal	<u>\$ 34,429,174.0</u>	<u>\$ 28,738,786.0</u>	<u>\$ 31,081,092.0</u>	<u>\$ 34,729,648.0</u>
Total Operating Budget	<u><u>\$ 34,429,174</u></u>	<u><u>\$ 28,738,786</u></u>	<u><u>\$ 31,081,092</u></u>	<u><u>\$ 34,729,648</u></u>
Transfers Out				
to Water/Sewer Fund (Stadium)	184,364	2,910,063		
Subtotal	<u>\$ 184,364</u>	<u>\$ 2,910,063</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance				
Debt Service Unreserved Fund Balance	2,927,792	621,281	621,281	621,281
Total Ending Fund Balance	<u>\$ 2,927,792</u>	<u>\$ 621,281</u>	<u>\$ 621,281</u>	<u>\$ 621,281</u>

WATER & SEWER FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	<i>BUDGET</i> <i>1994/95</i>	<i>ESTIMATED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
Source of Funds				
Beginning Fund Balance				
Water/Sewer Weather Reserve	-	-		500,000
Repair/Replacement Reserve	7,587,874	7,587,874	8,681,164	8,784,456
Total Beginning Fund Balance	\$ 7,587,874	\$ 7,587,874	\$ 8,681,164	\$ 9,284,456
Revenues				
Water Fund				
Water Charges	33,930,285	36,430,285	38,308,994	40,335,737
Interest Earnings	1,351,670	1,798,160	1,852,105	1,950,031
Planet Ranch	200,000	200,000	-	
Property Rental	103,000	103,000	72,000	45,000
Miscellaneous (FS DP #8)			52,500	52,500
Sewer Fund				
Sewer Charges	9,710,348	11,101,732	12,419,358	13,786,968
Effluent Sales	391,384	391,384	413,223	433,967
Non-Hazardous Liquid Waste		85,000	192,000	192,000
Subtotal	\$ 45,686,687	\$ 50,109,561	\$ 53,310,180	\$ 56,796,203
Transfers In				
Debt Service (Stadium)	184,364	2,910,063	-	-
Bond Proceeds (TPC Land Acquisition)		2,875,000		
Water/Sewer Weather Reserve			500,000	500,000
Encumbrance Rebudgets		802,347		
Subtotal	\$ 184,364	\$ 6,587,410	\$ 500,000	\$ 500,000
Total Revenues & Transfers In	\$ 45,871,051	\$ 56,696,971	\$ 53,810,180	\$ 57,296,203
Use of Funds				
Departments				
Financial Services	1,067,097	1,097,628	1,129,087	1,208,900
Water Resources	20,639,061	21,410,877	20,326,593	22,301,707
Subtotal	\$ 21,706,158	\$ 22,508,505	\$ 21,455,680	\$ 23,510,607
Debt Service				
G. O. Bonds	3,387,260	3,387,260	3,390,705	3,400,635
Revenue Bonds	3,652,513	3,226,628	3,331,749	5,470,687
Contracts Payable	265,438	1,237,670	243,984	230,537
Total Debt Service	\$ 7,305,211	\$ 7,851,558	\$ 6,966,438	\$ 9,101,859
Other Activity				
Reserve Appropriations				
Water/Sewer Weather Reserve			500,000	500,000
Subtotal	\$ -	\$ -	\$ 500,000	\$ 500,000
Total Operating Budget	\$ 29,011,369	\$ 30,360,063	\$ 28,922,118	\$ 33,112,466
Transfers Out				
In Lieu Property Tax	1,100,520	1,100,520	1,432,838	1,500,000
Indirect Cost Allocation	4,547,010	4,547,010	4,132,364	4,528,143
Franchise Fee	2,407,604	2,407,604	2,665,509	2,839,810
Transfer to:				
CIP	7,218,661	16,901,484	16,018,059	14,767,601
Motor Pool	287,000	287,000	36,000	36,800
Subtotal	\$ 15,560,795	\$ 25,243,618	\$ 24,284,770	\$ 23,672,354
Ending Fund Balances				
Water/Sewer Weather Reserve	-	-	500,000	500,000
Repair/Replacement Reserve	8,886,761	8,681,164	8,784,456	9,295,839
Total Ending Fund Balance	\$ 8,886,761	\$ 8,681,164	\$ 9,284,456	\$ 9,795,839

AIRPORT FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	<i>BUDGET</i> 1994/95	<i>ESTIMATED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
Source of Funds				
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Airport	705,000	755,000	776,150	847,935
Subtotal	<u>\$ 705,000</u>	<u>\$ 755,000</u>	<u>\$ 776,150</u>	<u>\$ 847,935</u>
Transfers In				
Encumbrance Rebudgets		107,237		
Transfer from General Fund	255,002	205,002	347,673	315,190
Subtotal	<u>\$ 255,002</u>	<u>\$ 312,239</u>	<u>\$ 347,673</u>	<u>\$ 315,190</u>
Total Revenues & Transfers In	<u><u>\$ 960,002</u></u>	<u><u>\$ 1,067,239</u></u>	<u><u>\$ 1,123,823</u></u>	<u><u>\$ 1,163,125</u></u>
Use of Funds				
Departments				
Transportation	638,639	745,876	767,775	795,007
Subtotal	<u>\$ 638,639</u>	<u>\$ 745,876</u>	<u>\$ 767,775</u>	<u>\$ 795,007</u>
Total Operating Budget	<u><u>\$ 638,639</u></u>	<u><u>\$ 745,876</u></u>	<u><u>\$ 767,775</u></u>	<u><u>\$ 795,007</u></u>
Transfers Out				
In Lieu Property Tax	48,361	48,361	58,175	65,000
Indirect Cost Allocation	123,002	123,002	147,873	153,118
Direct Cost Allocation (Fire, Mtn)	150,000	150,000	150,000	150,000
Subtotal	<u>\$ 321,363</u>	<u>\$ 321,363</u>	<u>\$ 356,048</u>	<u>\$ 368,118</u>
Ending Fund Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

SOLID WASTE FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	BUDGET 1994/95	ESTIMATED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Source of Funds				
Beginning Fund Balance	\$ 677,982	\$ 831,055	\$ 1,243,075	\$ 1,235,695
Revenues				
Refuse Collection Charges	9,389,000	9,389,000	10,447,300	11,379,535
Interest Earnings	40,000	40,000	40,000	40,000
Contingent Recycling Revenue			1,500,000	1,500,000
Subtotal	<u>\$ 9,429,000</u>	<u>\$ 9,429,000</u>	<u>\$ 11,987,300</u>	<u>\$ 12,919,535</u>
Transfers In				
Solid Waste Management	341,690	341,690	869,993	1,016,424
Encumbrance		5,484		
Subtotal	<u>\$ 341,690</u>	<u>\$ 347,174</u>	<u>\$ 869,993</u>	<u>\$ 1,016,424</u>
Total Revenues & Transfers In	<u>\$ 9,770,690</u>	<u>\$ 9,776,174</u>	<u>\$ 12,857,293</u>	<u>\$ 13,935,959</u>
Use of Funds				
Departments				
Financial Services	256,547	266,685	280,386	298,309
Municipal Services	7,621,444	7,143,478	8,163,030	9,008,005
Contingency for Recycling			1,500,000	1,500,000
Subtotal	<u>\$ 7,877,991</u>	<u>\$ 7,410,163</u>	<u>\$ 9,943,416</u>	<u>\$ 10,806,314</u>
Debt Service				
Municipal Properties Corporation Bonds	275,000	-	305,000	304,850
Contractual Debt - Trucks			120,062	167,817
Total Debt Service	<u>\$ 275,000</u>	<u>\$ -</u>	<u>\$ 425,062</u>	<u>\$ 472,667</u>
Other Activity				
Reserve Appropriations				
Solid Waste Management	341,690	341,690	869,993	1,016,424
Subtotal	<u>\$ 341,690</u>	<u>\$ 341,690</u>	<u>\$ 869,993</u>	<u>\$ 1,016,424</u>
Total Operating Budget	<u>\$ 8,494,681</u>	<u>\$ 7,751,853</u>	<u>\$ 11,238,471</u>	<u>\$ 12,295,405</u>
Transfers Out				
Indirect Cost Allocation	1,517,301	1,517,301	1,626,202	1,792,396
Transfer to Motor Pool	95,000	95,000	-	-
Transfer to CIP	-	-	-	67,429
Subtotal	<u>\$ 1,612,301</u>	<u>\$ 1,612,301</u>	<u>\$ 1,626,202</u>	<u>\$ 1,859,825</u>
Ending Fund Balance				
Solid Waste Management Reserve	341,690	1,243,075	1,235,695	1,016,424
Total Ending Fund Balance	<u>\$ 341,690</u>	<u>\$ 1,243,075</u>	<u>\$ 1,235,695</u>	<u>\$ 1,016,424</u>

MOTOR POOL FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	BUDGET 1994/95	ESTIMATED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Source of Funds				
Beginning Fund Balance	\$ 651,861	\$ 1,222,919	\$ 478,058	\$ 798,508
Revenues				
Equipment Rental	6,600,000	6,600,000	7,200,602	8,050,212
Interest	100,000	100,000	100,000	100,000
Subtotal	<u>\$ 6,700,000</u>	<u>\$ 6,700,000</u>	<u>\$ 7,300,602</u>	<u>\$ 8,150,212</u>
Transfers In				
Encumbrance Rebudget		1,602,457		
General Fund	701,054	701,054	250,000	263,000
Water/Sewer Fund	287,000	287,000	36,000	36,800
Sanitation Fund	95,000	95,000		
Trust Fund	40,000	40,000	23,000	
Subtotal	<u>\$ 1,123,054</u>	<u>\$ 2,725,511</u>	<u>\$ 309,000</u>	<u>\$ 299,800</u>
Total Revenues & Transfers In	<u><u>\$ 7,823,054</u></u>	<u><u>\$ 9,425,511</u></u>	<u><u>\$ 7,609,602</u></u>	<u><u>\$ 8,450,012</u></u>
Use of Funds				
Departments				
Municipal Services	8,474,915	10,170,372	7,184,152	8,165,729
Subtotal	<u>\$ 8,474,915</u>	<u>\$ 10,170,372</u>	<u>\$ 7,184,152</u>	<u>\$ 8,165,729</u>
Total Operating Budget	<u><u>\$ 8,474,915</u></u>	<u><u>\$ 10,170,372</u></u>	<u><u>\$ 7,184,152</u></u>	<u><u>\$ 8,165,729</u></u>
Transfers Out to CIP				
Motor Pool			105,000	
Subtotal	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 105,000</u>	<u>\$ -</u>
Ending Fund Balance				
Motor Pool Unreserved Fund Balance	-	478,058	798,508	1,082,791
Total Ending Fund Balance	<u><u>\$ -</u></u>	<u><u>\$ 478,058</u></u>	<u><u>\$ 798,508</u></u>	<u><u>\$ 1,082,791</u></u>

SELF INSURANCE FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	BUDGET	ESTIMATED	ADOPTED	APPROVED
	1994/95	1994/95	1995/96	1996/97
Source of Funds				
Total Beginning Fund Balance	\$ 4,469,669	\$ 3,848,749	\$ 4,147,402	\$ 4,374,751
Revenues				
Property & Liability	2,600,000	2,600,000	2,800,000	3,100,000
Unemployment	75,000	75,000	75,000	75,000
Interest	215,000	215,000	290,000	365,000
Property Tax	1,294,720	1,294,720	466,440	1,060,000
Subtotal	\$ 4,184,720	\$ 4,184,720	\$ 3,631,440	\$ 4,600,000
Transfers In				
Fund Reserves				
Self Insurance	6,385,104	4,731,541	4,374,751	5,371,946
Subtotal	\$ 6,385,104	\$ 4,731,541	\$ 4,374,751	\$ 5,371,946
Total Revenues & Transfers In	\$ 10,569,824	\$ 8,916,261	\$ 8,006,191	\$ 9,971,946
Use of Funds				
Departments				
Financial Services	2,232,504	3,886,067	3,404,091	3,602,805
Subtotal	\$ 2,232,504	\$ 3,886,067	\$ 3,404,091	\$ 3,602,805
Other Activity				
Reserve Appropriations				
Self Insurance	6,385,104	4,731,541	4,374,751	5,371,946
Subtotal	\$ 6,385,104	\$ 4,731,541	\$ 4,374,751	\$ 5,371,946
Total Operating Budget	\$ 8,617,608	\$ 8,617,608	\$ 7,778,842	\$ 8,974,751
Ending Fund Balance				
Risk Management Reserve	6,421,885	4,147,402	4,374,751	5,371,946
Total Ending Fund Balance	\$ 6,421,885	\$ 4,147,402	\$ 4,374,751	\$ 5,371,946

CAPITAL PROJECTS FUND SUMMARY
1995/96 - 1996/97 BIENNIAL BUDGET

	ADOPTED 1995/96			APPROVED 1996/97
	BUDGET 1994/95	REAUTHORIZE 1994/95	ADDITIONAL 1995/96	
Source of Funds				
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 8,519,000
Revenues				
Bonds				
1989 General Obligation	45,729,300	15,979,700	10,570,800	16,463,000
1989 Revenue	63,074,400	6,483,100	2,303,800	42,919,400
1992 General Obligation	6,750,000	4,832,400	4,000,000	2,000,000
Special Assessment	49,500,000	35,038,300	15,100,000	-
Municipal Property Corporation	10,905,000	10,584,300	1,000,000	1,600,000
Contracts	-	-	5,989,000	11,752,000
Pay-As-You-Go				
Bond Interest	2,167,500	1,253,600	450,000	450,000
Contributions	20,327,700	3,781,300	6,055,000	4,710,000
Water Charges	28,251,100	8,203,100	11,237,800	11,057,600
Sewer Charges	7,377,500	8,698,400	4,780,200	3,710,000
Refuse Collection Charges	-	-	67,400	-
Water Development Fees	16,759,600	3,640,800	4,750,000	24,686,500
Water Resource Dev Fees	-	29,314,900	13,200,000	4,000,000
Sewer Development Fees	22,091,600	7,863,200	3,687,600	-
Endowment Trust	972,700	482,300	-	-
General Fund Transfer	8,552,200	6,473,400	5,463,900	4,200,000
Hospitality Funds	835,800	1,046,500	660,000	-
ID Incidental Trust	1,160,800	213,600	125,000	-
Miscellaneous Revenue	394,500	359,600	143,400	40,400
Privilege Tax	17,359,700	15,013,200	21,590,000	23,090,800
RICO Trust	1,786,400	1,682,400	1,512,600	-
Contingency	17,183,000	-	5,000,000	5,000,000
Total Revenues & Transfers In	\$ 321,178,800	\$ 160,944,100	\$ 117,686,500	\$ 155,679,700
Use of Funds				
Transportation	41,531,100	23,584,800	19,983,100	38,955,200
Improvement Districts	52,513,200	40,419,100	25,376,000	4,463,000
Drainage/Flood Control	23,558,300	2,291,600	1,253,000	2,982,000
Water/Wastewater/RWDS	138,999,500	60,089,700	39,054,700	88,492,600
Community Facilities	34,581,000	21,016,200	14,980,000	13,139,600
Service Facilities	7,006,200	5,912,900	3,828,300	1,046,000
Public Safety	5,806,500	2,684,600	1,637,600	2,170,200
Contingency	17,183,000	-	5,000,000	5,000,000
Contingency for Recycling			3,000,000	
Total Capital Budget	\$ 321,178,800	\$ 155,998,900	\$ 114,112,700	\$ 156,248,600
 Total Ending Fund Balance	 \$ -	 \$ 4,945,200	 \$ 3,573,800	 \$ 7,950,100

GRANTS, TRUSTS, AND OTHER FISCAL ACTIVITY
1995/96 - 1996/97 BIENNIAL BUDGET

	<i>BUDGET</i> 1994/95	<i>ESTIMATED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
Source of Funds				
Beginning Fund Balance	\$ -	\$ -	\$ 2,759,523	\$ 1,300,536
Revenues	\$ 13,704,445	\$ 13,704,445	\$ 16,393,617	\$ 17,568,583
Use of Funds				
Residential Streetlight Districts	500,000	500,000	500,000	500,000
Community Development Block Grant	1,905,085	1,305,085	1,895,000	1,810,000
Section 8 Housing	1,500,000	1,000,000	1,800,000	1,800,000
Grants	5,248,918	4,132,595	6,830,594	6,872,599
Trusts	2,648,031	2,104,831	2,465,673	1,796,396
Groundwater Treatment Facility	1,049,818	1,049,818	2,276,680	2,336,927
Reclaimed Water Distribution System	852,593	852,593	2,084,657	2,453,197
Total Budget	<u>\$ 13,704,445</u>	<u>\$ 10,944,922</u>	<u>\$ 17,852,604</u>	<u>\$ 17,569,119</u>
Ending Fund Balance	\$ -	\$ 2,759,523	\$ 1,300,536	\$ 1,300,000

**SUMMARY OF ALL FISCAL ACTIVITY
FIVE-YEAR FORECAST**

	ADOPTED 1995/96	APPROVED 1996/97	FORECAST 1997/98	FORECAST 1998/99	FORECAST 1999/00
Source of Funds					
Total Beginning Fund Balance	\$ 40,182,167	\$ 47,795,759	\$ 51,319,319	\$ 64,935,447	\$ 79,934,643
Revenues	502,786,411	397,813,667	328,904,506	339,557,121	341,316,290
Transfers In	15,312,349	18,228,156	20,250,378	20,426,156	20,708,353
Total Revenues & Transfers In	<u>\$ 518,098,760</u>	<u>\$ 416,041,823</u>	<u>\$ 349,154,884</u>	<u>\$ 359,983,277</u>	<u>\$ 362,024,643</u>
Use of Funds					
Departments					
General Government	15,526,480	15,607,444	16,710,934	17,434,727	18,750,115
Police	26,410,829	28,542,567	31,163,553	33,890,588	36,672,145
Financial Services	9,771,628	10,396,139	11,415,326	12,399,573	13,300,630
Transportation	5,274,623	5,804,882	6,266,422	6,519,591	6,920,776
Community Services	19,543,846	20,996,573	22,465,295	24,083,404	25,519,717
Planning & Community Development	11,867,586	12,502,424	12,553,070	13,336,817	14,132,298
Fire	10,161,405	11,029,935	11,683,761	12,267,131	12,882,518
Water Resources	20,326,593	22,301,707	22,225,975	29,030,935	35,917,430
Municipal Services	31,226,554	34,131,590	37,032,045	38,055,318	38,829,472
Contingency	1,579,392	1,625,444	1,500,000	1,500,000	1,500,000
Recycling Contingency	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Less Internal Service Funds Offset	(10,075,602)	(11,225,212)	(12,101,756)	(13,061,156)	(14,076,095)
Subtotal	<u>\$ 143,113,334</u>	<u>\$ 153,213,493</u>	<u>\$ 167,414,628</u>	<u>\$ 176,956,928</u>	<u>\$ 191,849,006</u>
Capital Improvement Program	\$ 270,111,600	\$ 156,248,600	\$ 63,246,500	\$ 58,922,300	\$ 51,463,200
Debt Service					
General Obligation Bonds	16,905,030	18,104,054	19,719,595	21,672,185	22,993,901
Revenue Bonds	6,441,019	8,575,897	11,755,143	11,591,773	11,211,437
Municipal Properties Corporation Bonds	11,249,964	11,646,616	11,645,478	11,632,256	11,626,588
Special Assessment Bonds	6,621,803	8,684,463	10,922,660	11,566,400	12,850,315
All Other	1,858,112	2,302,620	2,592,683	1,505,557	891,154
Total Debt Service	<u>\$ 43,075,928</u>	<u>\$ 49,313,650</u>	<u>\$ 56,635,559</u>	<u>\$ 57,968,171</u>	<u>\$ 59,573,395</u>
Other Activity					
Grants, Trusts and Other Fiscal Activity	17,852,604	17,569,119	17,629,485	18,070,878	18,183,906
Reserve Appropriations					
Facility Maintenance	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000
Solid Waste Management	869,993	1,016,424	882,995	930,101	1,273,557
Self Insurance	4,374,751	5,371,946	5,684,301	5,942,186	6,270,466
Water/Sewer Weather Reserve	500,000	500,000	500,000	500,000	500,000
Encumbrance/Carryover	8,000,000	9,000,000	10,000,000	10,000,000	10,000,000
Subtotal	<u>\$ 32,597,348</u>	<u>\$ 34,707,489</u>	<u>\$ 36,196,781</u>	<u>\$ 37,193,165</u>	<u>\$ 38,227,929</u>
Total Budget	<u>\$ 488,898,210</u>	<u>\$ 393,483,232</u>	<u>\$ 323,493,468</u>	<u>\$ 331,040,564</u>	<u>\$ 341,113,530</u>
Transfers Out to CIP	\$ 21,586,959	\$ 19,035,030	\$ 12,045,287	\$ 13,943,517	\$ 8,267,199
Ending Fund Balances					
General Fund					
Economic Stabilization Reserve	11,780,000	12,670,000	13,570,000	14,442,000	15,400,000
Facilities Maintenance Reserve	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000
Unreserved Fund Balance	8,881,532	10,260,938	15,275,909	20,889,506	28,526,109
Water/Sewer Funds					
Water/Sewer Weather Reserve	500,000	500,000	500,000	500,000	500,000
Repair/Replacement Reserve	8,784,456	9,295,839	11,253,426	12,389,522	13,853,968
Solid Waste Management Reserve	1,235,695	1,016,424	882,995	930,101	1,273,557
Motor Pool Unreserved Fund Balance	798,508	1,082,791	312,035	338,447	1,368,576
Risk Management Reserve	4,374,751	5,371,946	5,684,301	5,942,186	6,270,466
Debt Service Reserve	621,281	621,281	621,281	621,281	621,281
Capital Improvement Funds	8,519,000	7,950,100	14,035,500	20,831,600	21,464,600
Grants, Trusts & Other Fiscal Activity	1,300,536	1,300,000	1,300,000	1,300,000	1,300,000
Total Ending Fund Balance	<u>\$ 47,795,759</u>	<u>\$ 51,319,319</u>	<u>\$ 64,935,447</u>	<u>\$ 79,934,643</u>	<u>\$ 92,578,557</u>

**OPERATING FUNDS SUMMARY
FIVE-YEAR FORECAST**

	ADOPTED 1995/96	APPROVED 1996/97	FORECAST 1997/98	FORECAST 1998/99	FORECAST 1999/00
Source of Funds					
Beginning Fund Balance					
General Fund					
Economic Stabilization Reserve	9,000,000	11,780,000	12,670,000	13,570,000	14,442,000
Facilities Maintenance Reserve	500,000	1,000,000	1,250,000	1,500,000	1,750,000
Unreserved Fund Balance	12,751,664	8,881,532	10,260,938	15,275,909	20,889,506
Water/Sewer Funds					
Water/Sewer Weather Reserve	-	500,000	500,000	500,000	500,000
Repair/Replacement Reserve	8,681,164	8,784,456	9,295,839	11,253,426	12,389,522
Solid Waste Management Reserve	1,243,075	1,235,695	1,016,424	882,995	930,101
Motor Pool Unreserved Fund Balance	478,058	798,508	1,082,791	312,035	338,447
Risk Management Reserve	4,147,402	4,374,751	5,371,946	5,684,301	5,942,186
Debt Service Reserve	621,281	621,281	621,281	621,281	621,281
Total Beginning Fund Balance	\$ 37,422,644	\$ 37,976,223	\$ 42,069,219	\$ 49,599,947	\$ 57,803,043
Revenues					
Taxes - Local					
Sales Tax	47,200,000	51,448,000	55,564,000	59,453,000	63,615,000
Property Tax	21,226,299	23,468,415	26,260,125	27,270,375	28,252,203
Other	9,946,682	10,691,556	11,438,801	12,239,156	13,096,337
Taxes - From Other Agencies	24,232,808	25,997,697	27,892,392	29,926,529	32,110,461
Transportation	9,986,970	10,254,179	10,529,404	10,812,887	11,104,873
Licenses & Permits					
Development Permits & Fees	9,100,000	8,900,000	9,000,000	9,000,000	9,000,000
Business Licenses & Fees	1,074,494	1,138,964	1,207,301	1,279,740	1,356,524
Recreation Fees	1,666,049	1,811,281	1,900,434	1,991,709	2,087,899
Internal Service Charges	10,075,602	11,225,212	12,101,756	13,061,156	14,076,095
Fines and Forfeitures	2,074,929	2,187,315	2,273,723	2,360,267	2,451,337
Interest and Property Rental	8,861,844	9,456,525	10,071,325	10,735,280	11,451,766
Utilities and Enterprises					
Water Charges	38,308,994	40,335,737	42,282,416	44,148,058	46,073,738
Sewer Charges	13,024,581	14,412,935	15,884,293	17,445,414	19,154,135
Refuse Collection Charges	10,447,300	11,379,535	12,098,250	12,864,440	13,701,270
Airport	776,150	847,935	1,040,373	1,088,484	1,137,288
Planet Ranch					
Recycling Revenue - Contingent	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Revenue					
Improvement District Assessments	6,621,803	8,684,463	10,922,660	11,566,400	12,850,315
Miscellaneous	1,713,291	2,050,847	2,077,624	2,086,104	2,093,038
Less Internal Service Funds Offset	(10,075,602)	(11,225,212)	(12,101,756)	(13,061,156)	(14,076,095)
Subtotal	\$ 207,762,194	\$ 224,565,384	\$ 241,943,121	\$ 255,767,843	\$ 271,036,184
Transfers In					
Encumbrance Rebudgets	8,000,000	9,000,000	10,000,000	10,000,000	10,000,000
Trust Funds	539,505	627,486	601,382	611,069	619,130
Bond Proceeds					
Capital Improvement Program	28,100	462,300	1,081,700	692,800	45,200
Fund Reserves					
Facility Maintenance	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000
Solid Waste Management	869,993	1,016,424	882,995	930,101	1,273,557
Self Insurance	4,374,751	5,371,946	5,684,301	5,942,186	6,270,466
Water/Sewer Weather Reserve	500,000	500,000	500,000	500,000	500,000
Subtotal	\$ 15,312,349	\$ 18,228,156	\$ 20,250,378	\$ 20,426,156	\$ 20,708,353
Total Revenues & Transfers In	\$ 223,074,543	\$ 242,793,540	\$ 262,193,499	\$ 276,193,999	\$ 291,744,537

**OPERATING FUNDS SUMMARY
FIVE-YEAR FORECAST**

	<i>ADOPTED 1995/96</i>	<i>APPROVED 1996/97</i>	<i>FORECAST 1997/98</i>	<i>FORECAST 1998/99</i>	<i>FORECAST 1999/00</i>
Use of Funds					
Departments					
General Government	15,526,480	15,607,444	16,710,934	17,434,727	18,750,115
Police	26,410,829	28,542,567	31,163,553	33,890,588	36,672,145
Financial Services	9,771,628	10,396,139	11,415,326	12,399,573	13,300,630
Transportation	5,274,623	5,804,882	6,266,422	6,519,591	6,920,776
Community Services	19,543,846	20,996,573	22,465,295	24,083,404	25,519,717
Planning & Community Development	11,867,586	12,502,424	12,553,070	13,336,817	14,132,298
Fire	10,161,405	11,029,935	11,683,761	12,267,131	12,882,518
Water Resources	20,326,593	22,301,707	27,225,978	29,030,935	35,917,430
Municipal Services	31,226,554	34,131,590	37,032,045	38,055,318	38,829,472
Contingency	1,579,392	1,625,444	1,500,000	1,500,000	1,500,000
Contingency for Recycling	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Less Internal Service Funds Offset	(10,075,602)	(11,225,212)	(12,101,756)	(13,061,156)	(14,076,095)
Subtotal	<u>\$ 143,113,334</u>	<u>\$ 153,213,493</u>	<u>\$ 167,414,628</u>	<u>\$ 176,956,928</u>	<u>\$ 191,849,006</u>
Debt Service					
General Obligation Bonds	16,905,030	18,104,054	19,719,595	21,672,185	22,993,901
Revenue Bonds	6,441,019	8,575,897	11,755,143	11,591,773	11,211,437
Municipal Properties Corporation Bonds	11,249,964	11,646,616	11,645,478	11,632,256	11,626,588
Special Assessment Bonds	6,621,803	8,684,463	10,922,660	11,566,400	12,850,315
All Other	1,858,112	2,302,620	2,592,683	1,505,557	891,154
Total Debt Service	<u>\$ 43,075,928</u>	<u>\$ 49,313,650</u>	<u>\$ 56,635,559</u>	<u>\$ 57,968,171</u>	<u>\$ 59,573,395</u>
Other Activity					
Reserve Appropriations					
Facility Maintenance	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000
Solid Waste Management	869,993	1,016,424	882,995	930,101	1,273,557
Self Insurance	4,374,751	5,371,946	5,684,301	5,942,186	6,270,466
Water/Sewer Weather Reserve	500,000	500,000	500,000	500,000	500,000
Encumbrance/Carryover	8,000,000	9,000,000	10,000,000	10,000,000	10,000,000
Subtotal	<u>\$ 14,744,744</u>	<u>\$ 17,138,370</u>	<u>\$ 18,567,296</u>	<u>\$ 19,122,287</u>	<u>\$ 20,044,023</u>
Total Operating Budget	<u>\$ 200,934,006</u>	<u>\$ 219,665,513</u>	<u>\$ 242,617,483</u>	<u>\$ 254,047,386</u>	<u>\$ 271,466,424</u>
Transfers Out to CIP					
General Fund	5,463,900	4,200,000	3,500,000	5,000,000	5,000,000
Water/Sewer Funds	16,018,059	14,767,601	8,494,135	8,892,365	3,267,199
Motor Pool	105,000	-	-	-	-
Solid Waste	-	67,429	51,152	51,152	-
Subtotal	<u>\$ 21,586,959</u>	<u>\$ 19,035,030</u>	<u>\$ 12,045,287</u>	<u>\$ 13,943,517</u>	<u>\$ 8,267,199</u>
Ending Fund Balances					
General Fund					
Economic Stabilization Reserve	11,780,000	12,670,000	13,570,000	14,442,000	15,400,000
Facilities Maintenance Reserve	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000
Unreserved Fund Balance	8,881,532	10,269,938	15,275,909	20,889,506	28,526,109
Water/Sewer Funds					
Water/Sewer Weather Reserve	500,000	500,000	500,000	500,000	500,000
Repair/Replacement Reserve	8,784,456	9,295,839	11,253,426	12,389,522	13,853,968
Solid Waste Management Reserve	1,235,695	1,016,424	882,995	930,101	1,273,557
Motor Pool Unreserved Fund Balance	798,508	1,082,791	312,035	338,447	1,368,576
Risk Management Reserve	4,374,751	5,371,946	5,684,301	5,942,186	6,270,466
Debt Service Reserve	621,281	621,281	621,281	621,281	621,281
Total Ending Fund Balance	<u>\$ 37,976,223</u>	<u>\$ 42,069,219</u>	<u>\$ 49,599,947</u>	<u>\$ 57,803,043</u>	<u>\$ 69,813,957</u>

**CAPITAL PROJECTS FUND SUMMARY
FIVE-YEAR FORECAST**

	ADOPTED 1995/96	APPROVED 1996/97	FORECAST 1997/98	FORECAST 1998/99	FORECAST 1999/00
Source of Funds					
Beginning Fund Balance	\$ -	\$ 8,519,000	\$ 7,950,100	\$ 14,035,500	\$ 20,831,600
Revenues					
Bonds					
1989 General Obligation	26,550,500	16,463,000	14,327,200	9,030,900	2,647,000
1989 Revenue	8,786,900	42,919,400	3,176,800	600,000	-
1992 General Obligation	8,832,400	2,000,000	-	-	-
Special Assessment	50,138,300	-	-	-	3,000,000
Municipal Property Corporation	11,584,300	1,600,000	-	-	-
Contracts					
Pay-As-You-Go	5,989,000	11,752,000	4,572,500	-	-
Bond Interest	1,703,600	450,000	450,000	450,000	450,000
Contributions	9,836,300	4,710,000	2,462,100	15,550,400	5,724,000
Water Charges	19,440,900	11,057,600	7,343,000	5,872,900	1,982,100
Sewer Charges	13,478,600	3,710,000	1,151,100	3,019,500	1,285,100
Refuse Collection Charges	67,400	-	51,100	51,100	-
Water Development Fees	8,390,800	24,686,500	-	-	-
Water Resource Dev Fees	42,514,900	4,000,000	1,500,000	3,000,000	2,000,000
Sewer Development Fees	11,550,800	-	4,379,200	1,000,000	2,729,100
Endowment Trust	482,300	-	-	-	-
General Fund Transfer	11,937,300	4,200,000	3,500,000	5,000,000	5,000,000
Hospitality Funds	1,706,500	-	-	-	-
ID Incidental Trust	338,600	-	-	-	-
Miscellaneous Revenue	503,000	40,400	43,000	25,000	-
Privilege Tax	36,603,200	23,090,800	21,375,900	17,118,600	22,278,900
RICO Trust	3,195,000	-	-	-	-
Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total Revenues & Transfers In	\$ 278,630,600	\$ 155,679,700	\$ 69,331,900	\$ 65,718,400	\$ 52,096,200
Use of Funds					
Transportation	43,567,900	38,955,200	27,087,500	24,333,000	12,101,900
Improvement Districts	65,795,100	4,463,000	5,092,000	5,998,900	9,399,000
Drainage/Flood Control	3,544,600	2,982,000	243,000	224,000	116,000
Water/Wastewater/RWDS	99,144,400	88,492,600	12,461,000	8,624,700	7,809,100
Community Facilities	35,996,200	13,139,600	12,953,300	14,491,700	14,027,000
Service Facilities	9,741,200	1,046,000	363,500	250,000	-
Public Safety	4,322,200	2,170,200	46,200	-	3,010,200
Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Contingency for Recycling	3,000,000	-	-	-	-
Total Capital Budget	\$ 270,111,600	\$ 156,248,600	\$ 63,246,500	\$ 58,922,300	\$ 51,463,200
Total Ending Fund Balance	\$ 8,519,000	\$ 7,950,100	\$ 14,035,500	\$ 20,831,600	\$ 21,464,600

**GRANTS, TRUSTS, AND OTHER FISCAL ACTIVITY
FIVE-YEAR FORECAST**

	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>	<i>FORECAST</i> <i>1997/98</i>	<i>FORECAST</i> <i>1998/99</i>	<i>FORECAST</i> <i>1999/00</i>
Source of Funds					
Beginning Fund Balance	\$ 2,759,523	\$ 1,300,536	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
Revenues	\$ 16,393,617	\$ 17,568,583	\$ 17,629,485	\$ 18,070,878	\$ 18,183,906
Use of Funds					
Residential Streetlight Districts	500,000	500,000	500,000	500,000	500,000
Community Development Block Grant	1,895,000	1,810,000	1,900,000	1,900,000	1,900,000
Section 8 Housing	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Grants	6,830,594	6,872,599	6,880,000	7,000,000	7,000,000
Trusts	2,465,673	1,796,396	1,800,000	2,000,000	2,000,000
Groundwater Treatment Facility	2,276,680	2,336,927	2,405,863	2,476,960	2,548,130
Reclaimed Water Distribution System	2,084,657	2,453,197	2,343,622	2,393,918	2,435,776
Total Budget	\$ 17,852,604	\$ 17,569,119	\$ 17,629,485	\$ 18,070,878	\$ 18,183,906
Ending Fund Balance	<u>\$ 1,300,536</u>	<u>\$ 1,300,000</u>	<u>\$ 1,300,000</u>	<u>\$ 1,300,000</u>	<u>\$ 1,300,000</u>

**DEBT SERVICE EXPENSE
FIVE YEAR FORECAST**

	ADOPTED	APPROVED	FORECAST	FORECAST	FORECAST	FINAL
	1995/96	1996/97	1997/98	1998/99	1999/00	PAYMENT
						DATE
General Obligation Bonds						
Debt Service Fund:						
1968 Civic Center	261,750					06/30/96
1989 Series A (issued 1990)	1,036,600	1,339,325	1,336,875	1,322,625	1,302,000	06/30/00
1989 Series B (issued 1991)	1,278,930	1,275,705	1,272,805	1,259,805	1,247,130	06/30/04
1991 G.O. Refunding	767,958	770,183	769,498	766,120	764,640	06/30/00
1989 Series C (issued 1992)	1,860,043	1,839,630	1,821,505	1,800,280	1,775,955	06/30/12
1993 G. O. Refunding	1,006,930	1,013,760	1,004,560	1,014,785	998,785	06/30/09
1989 Series D (issued 1993)	1,744,343	1,548,318	1,366,718	1,859,218	1,947,593	06/30/13
1993A G. O. Refunding	1,460,645	1,459,775	2,772,438	1,372,945	1,368,708	06/30/11
1989 Series E (1994)	1,280,688	1,270,625	1,258,500	1,244,313	1,228,063	06/30/14
1994 Various Purpose	1,459,438	1,447,313	1,433,125	1,441,875	1,446,500	06/30/14
Future Bonds	1,350,000	2,731,785	4,565,216	6,056,714	6,540,902	06/30/19
Fiscal Agent Fees	7,000	7,000	7,000	7,000	7,000	
Total Debt Service Fund	<u>\$13,514,325</u>	<u>\$14,703,419</u>	<u>\$17,608,240</u>	<u>\$18,145,680</u>	<u>\$18,627,276</u>	
Water Utility Fund:						
1986 Water Acquisition	1,279,270	1,298,080				06/30/97
1993 Refunding	2,044,370	2,035,490	2,044,290	3,459,440	4,299,560	06/30/09
1993A Refunding	67,065	67,065	67,065	67,065	67,065	06/30/11
Total Water Utility Fund	<u>\$ 3,390,705</u>	<u>\$ 3,400,635</u>	<u>\$ 2,111,355</u>	<u>\$ 3,526,505</u>	<u>\$ 4,366,625</u>	
Total General Obligation Bonds	<u><u>\$16,905,030</u></u>	<u><u>\$18,104,054</u></u>	<u><u>\$19,719,595</u></u>	<u><u>\$21,672,185</u></u>	<u><u>\$22,993,901</u></u>	
Revenue Bonds						
Highway User Revenue Fund:						
1987 HURF Series C						06/30/95
1989 Refunding	955,920	1,472,460				06/30/97
1993 Refunding	2,151,350	1,630,750	3,098,538	3,103,488	3,101,913	06/30/07
Fiscal Agent Fees	2,000	2,000	2,000	2,000	2,000	
Total Highway User Fund	<u>\$ 3,109,270</u>	<u>\$ 3,105,210</u>	<u>\$ 3,100,538</u>	<u>\$ 3,105,488</u>	<u>\$ 3,103,913</u>	
Water Utility Fund:						
1973 Utility Refunding						06/30/95
1989 Series A (1990)	362,354	360,454	357,704	356,604	351,941	06/30/09
1992 Utility Refunding	860,515	858,890	864,568	864,420	457,153	06/30/00
1989 Series B (1992)	230,472	229,594	228,312	226,625	224,532	06/30/12
1989 Series C (1994)	245,544	247,630	246,347	244,619	242,446	06/30/14
Future Bonds	-	-	-	-	-	
Fiscal Agent Fees	3,000	3,000	3,000	3,000	3,000	
Total Water Utility Fund	<u>\$ 1,701,885</u>	<u>\$ 1,699,568</u>	<u>\$ 1,699,931</u>	<u>\$ 1,695,268</u>	<u>\$ 1,279,072</u>	
Sewer Utility Fund:						
1973 Utility Refunding						06/30/95
1989 Series A (1990)	362,354	360,454	357,704	356,604	351,941	06/30/09
1992 Utility Refunding	860,515	858,890	864,568	864,420	457,153	06/30/00
1989 Series B (1992)	196,328	195,581	194,488	193,051	191,268	06/30/12
1989 Series C (1994)	209,167	210,944	209,851	208,379	206,528	06/30/14
Future Bonds	-	2,143,750	5,326,563	5,167,064	5,620,063	06/30/00
Fiscal Agent Fees	1,500	1,500	1,500	1,500	1,500	
Total Sewer Utility Fund	<u>\$ 1,629,864</u>	<u>\$ 3,771,119</u>	<u>\$ 6,954,674</u>	<u>\$ 6,791,018</u>	<u>\$ 6,828,453</u>	
Total Revenue Bonds	<u><u>\$ 6,441,019</u></u>	<u><u>\$ 8,575,897</u></u>	<u><u>\$11,755,143</u></u>	<u><u>\$11,591,773</u></u>	<u><u>\$11,211,438</u></u>	

DEBT SERVICE EXPENSE
FIVE YEAR FORECAST, continued

	ADOPTED	APPROVED	FORECAST	FORECAST	FORECAST	FINAL
	1995/96	1996/97	1997/98	1998/99	1999/00	PAYMENT
						DATE
<u>Municipal Property Corporation (MPC) Bonds</u>						
Excise Debt Fund:						
1974 Arts Building, Parking Garage	1,498,100					06/30/96
1987 Downtown Street Improvements	189,465	739,465	737,015	742,215	739,395	06/30/01
1987 Underpass, Library, Police, Horseworld/Refunding	1,344,955	2,405,250				06/30/97
1992 Asset Transfer Refunding	3,937,726	3,935,558	3,941,893	3,941,373	3,938,205	11/01/14
1993 Refunding	1,932,775	1,932,975	4,346,088	4,343,338	4,350,888	06/30/05
1994 Refunding	1,127,845	1,128,045	1,129,720	1,128,270	1,133,978	06/30/04
1995 Taxable Excise - TPC	305,618	306,140	306,184	305,671	304,639	06/30/15
Future Bonds	361,667	351,333	341,000	330,667	320,333	06/30/15
Future Bonds - Canal Bank	192,667	187,000	181,333	175,667	170,000	06/30/10
Future Bonds - Stillman Station	18,146	320,000	320,000	320,000	320,000	06/30/03
Fiscal Agent Fees	36,000	36,000	36,000	36,000	36,000	
Total Excise Debt Fund	<u>\$10,944,964</u>	<u>\$11,341,766</u>	<u>\$11,339,233</u>	<u>\$11,323,201</u>	<u>\$11,313,438</u>	
Sanitation Fund:						
Future Bonds - Transfer Station	305,000	304,850	306,245	309,055	313,150	06/30/10
Total MPC Bonds	<u>\$11,249,964</u>	<u>\$11,646,616</u>	<u>\$11,645,478</u>	<u>\$11,632,256</u>	<u>\$11,626,588</u>	
<u>Contracts Payable</u>						
General Fund:						
East Couplet/Galleria	105,000	105,000				06/30/97
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	2032
W. Coupl./Camely.-Fashion Square	1,000,000	1,000,000	753,555			01/31/98
Scottsdale Towne Center	65,800	65,800	65,800	65,800	65,800	02/01/00
Pima Crossings	50,000	25,000				06/01/97
Future Contract - Pima Freeway	28,100	462,300	1,081,700	692,800	45,200	01/01/00
Total General Fund	<u>\$ 1,480,066</u>	<u>\$ 1,889,266</u>	<u>\$ 2,132,221</u>	<u>\$ 989,766</u>	<u>\$ 342,166</u>	
Water Utility Fund:						
Plan 6	51,869					04/01/96
Water Resources Building						09/07/94
Carefree Ranch	192,115	230,537	276,645	331,974	365,171	03/01/02
Total Water Fund	<u>\$ 243,984</u>	<u>\$ 230,537</u>	<u>\$ 276,645</u>	<u>\$ 331,974</u>	<u>\$ 365,171</u>	
Sanitation Fund:						
Future Contract - Fleet Vehicles	120,062	167,817	167,817	167,817	167,817	06/30/01
Total Contracts Payable	<u>\$ 1,844,112</u>	<u>\$ 2,287,620</u>	<u>\$ 2,576,683</u>	<u>\$ 1,489,557</u>	<u>\$ 875,154</u>	
<u>Other Liabilities</u>						
General Fund:						
Fiscal Agent Fees	14,000	15,000	16,000	16,000	16,000	
Total Other Liabilities	<u>\$ 14,000</u>	<u>\$ 15,000</u>	<u>\$ 16,000</u>	<u>\$ 16,000</u>	<u>\$ 16,000</u>	
Special Assessment Bonds						
Existing Districts	6,185,303	7,762,363	6,935,856	6,391,900	6,106,390	01/01/05
Future Districts	436,500	922,100	3,986,804	5,174,500	6,743,925	01/01/09
Total Special Assessment Bonds	<u>\$ 6,621,803</u>	<u>\$ 8,684,463</u>	<u>\$10,922,660</u>	<u>\$11,566,400</u>	<u>\$12,850,315</u>	
TOTAL DEBT SERVICE	<u><u>\$43,075,928</u></u>	<u><u>\$49,313,650</u></u>	<u><u>\$56,635,559</u></u>	<u><u>\$57,968,171</u></u>	<u><u>\$59,573,395</u></u>	

**LONG-TERM DEBT OUTSTANDING
AS OF 6/30/95 THROUGH 6/30/00**

	<i>BALANCE AT</i> <i>6/30/96</i>	<i>BALANCE AT</i> <i>6/30/97</i>	<i>BALANCE AT</i> <i>6/30/98</i>	<i>BALANCE AT</i> <i>6/30/99</i>	<i>BALANCE AT</i> <i>6/30/00</i>	<i>FINAL</i> <i>PAYMENT</i> <i>DATE</i>
General Obligation Bonds						
1986 Water Acquisition	1,220,000	-	-	-	-	06/30/97
1989 Series A (1990)	4,345,000	3,375,000	2,325,000	1,200,000	-	06/30/00
1989 Series B (1991)	7,595,000	6,855,000	6,055,000	5,200,000	4,285,000	06/30/04
1991 G.O. Refunding	2,655,000	2,045,000	1,400,000	720,000	-	06/30/00
1989 Series C (1992)	18,285,000	17,535,000	16,745,000	15,915,000	15,045,000	06/30/12
1993 G.O. Refunding	42,560,000	41,550,000	40,500,000	37,980,000	34,525,000	06/30/09
1989 Series D (1993)	17,980,000	17,340,000	16,840,000	15,815,000	14,635,000	06/30/13
1993 A.G.O. Refunding	23,160,000	22,685,000	20,880,000	20,405,000	20,325,000	06/30/11
1989 Series E (1994)	13,425,000	12,975,000	12,500,000	12,000,000	11,475,000	06/30/14
1994 Various Purpose	15,125,000	14,650,000	14,150,000	13,600,000	13,000,000	06/30/14
Subtotal	\$ 146,350,000	\$ 139,010,000	\$ 131,395,000	\$ 122,835,000	\$ 113,290,000	
Future Bonds	14,595,000	37,332,400	54,459,750	67,822,250	65,554,150	06/30/19
Total G.O. Bonds	<u>\$ 160,945,000</u>	<u>\$ 176,342,400</u>	<u>\$ 185,854,750</u>	<u>\$ 190,657,250</u>	<u>\$ 178,844,150</u>	
Revenue Bonds						
1989 HURF Refunding	1,380,000	-	-	-	-	06/30/97
1993 HURF Refunding	24,175,000	23,770,000	21,880,000	19,900,000	17,830,000	06/30/07
1989 Util Series A (1990)	6,040,000	5,740,000	5,420,000	5,075,000	4,710,000	06/30/09
1992 Util Refunding	5,405,000	3,975,000	2,460,000	865,000	-	06/30/00
1989 Util Series B (1992)	4,295,000	4,130,000	3,955,000	3,770,000	3,575,000	06/30/12
1989 Util Series C (1994)	4,740,000	4,590,000	4,430,000	4,260,000	4,080,000	06/30/14
Subtotal	\$ 46,035,000	\$ 42,205,000	\$ 38,145,000	\$ 33,870,000	\$ 30,195,000	
Future Bonds	-	16,625,000	40,925,000	38,725,000	36,525,000	06/30/19
Total Revenue Bonds	<u>\$ 46,035,000</u>	<u>\$ 58,830,000</u>	<u>\$ 79,070,000</u>	<u>\$ 72,595,000</u>	<u>\$ 66,720,000</u>	
MPC Bonds						
1987 Downtown Street Impv.	3,100,000	2,550,000	1,970,000	1,350,000	695,000	06/30/01
1987 Underpass, Library, Police, Horseworld/Refund	2,250,000	-	-	-	-	06/30/97
1992 Asset Transfer Refund	41,610,000	40,200,000	38,710,000	37,140,000	35,485,000	11/01/14
1993 Refunding	28,605,000	28,090,000	25,140,000	22,060,000	18,830,000	06/30/05
1994 Refunding	7,215,000	6,450,000	5,655,000	4,825,000	4,010,000	06/30/04
1995 Taxable Excise - TPC	2,885,000	2,815,000	2,740,000	2,660,000	2,575,000	06/30/15
Subtotal	\$ 85,665,000	\$ 80,105,000	\$ 74,215,000	\$ 68,035,000	\$ 61,595,000	
Future Bonds	8,931,667	8,283,542	7,612,694	6,916,230	6,191,202	06/30/10
Total MPC Bonds	<u>\$ 94,596,667</u>	<u>\$ 88,388,542</u>	<u>\$ 81,827,694</u>	<u>\$ 74,951,230</u>	<u>\$ 67,786,202</u>	
Contracts Payable						
East Couplet/Galleria	105,000	-	-	-	-	06/30/97
U.S. Corps of Engineers	3,661,438	3,617,590	3,571,499	3,523,051	3,472,124	2032
W. Couplet/Camelview	1,536,985	536,985	-	-	-	01/31/98
Scottsdale Towne Center	263,200	197,400	131,600	65,800	-	02/01/00
Carefree Ranch	1,817,336	1,540,691	1,208,717	843,545	441,857	03/01/01
Subtotal	\$ 7,383,959	\$ 5,892,666	\$ 4,911,816	\$ 4,432,396	\$ 3,913,981	
Future Contract - Fleet	404,391	474,494	341,077	197,989	44,529	06/30/01
Future Contract - Pima Fwy	2,253,000	16,737,500	16,997,000	2,512,500	-	01/01/00
Total Contracts Payable	<u>\$ 10,041,350</u>	<u>\$ 23,104,660</u>	<u>\$ 22,249,893</u>	<u>\$ 7,142,885</u>	<u>\$ 3,958,510</u>	
Subtotal Existing Debt	288,091,350	284,424,660	266,004,893	231,882,885	209,038,510	
Subtotal Future Debt	11,589,058	25,495,536	24,950,771	9,626,719	6,235,731	
Total Before Spec. Assmts	<u>\$ 299,680,408</u>	<u>\$ 309,920,196</u>	<u>\$ 290,955,664</u>	<u>\$ 241,509,604</u>	<u>\$ 215,274,241</u>	
Special Assessment Bonds						
Existing Districts	39,595,000	33,990,000	28,870,000	23,990,000	19,105,000	01/01/05
Future Districts	7,700,000	12,200,000	13,200,000	14,200,000	5,900,000	01/01/10
Total Spec Assmt Bonds	<u>\$ 47,295,000</u>	<u>\$ 46,190,000</u>	<u>\$ 42,070,000</u>	<u>\$ 38,190,000</u>	<u>\$ 25,005,000</u>	
Total Existing Debt	327,686,350	318,414,660	294,874,893	255,872,885	228,143,510	
Total All Future Bonds and Contracts	21,946,449	54,907,530	55,488,848	26,537,208	12,180,260	
TOTAL LONG-TERM DEBT OUTSTANDING	<u>\$ 349,632,799</u>	<u>\$ 373,322,190</u>	<u>\$ 350,363,741</u>	<u>\$ 282,410,093</u>	<u>\$ 240,323,770</u>	

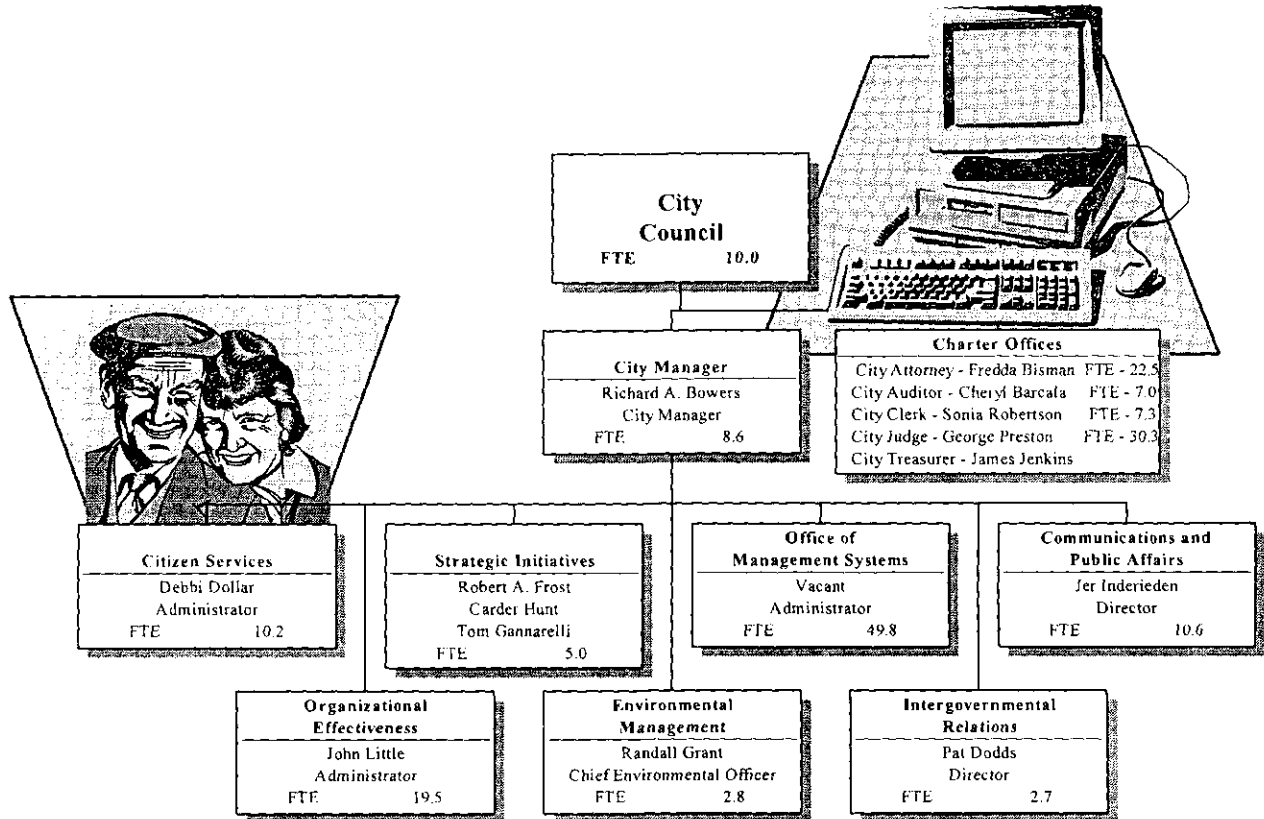
COMPUTATION OF LEGAL DEBT MARGINS
As of JUNE 30, 1995

Net Secondary Assessed Valuation		<u><u>\$1,399,126,179</u></u>
Debt Limit Equal to 20% of Assessed Valuation		\$279,825,236
General Obligation Bonded Debt Subject to 20% Debt Limit:		
1986 Water Improvements	\$3,395,000	
1991 Refunding	2,555,000	
1989 Series C (1992) CIP	13,500,000	
1993 Refunding	32,046,000	
1989 Series D (1993)	15,000,000	
1993A Refunding	14,654,400	
1989 Series E (1994)	7,400,000	
1994 Various Purpose	7,300,000	
Subtotal Bonded Debt		<u>\$95,850,400</u>
Less Amount Available in Debt Service Funds at June 30:		
1986 Water Improvements	\$1,045,000	
1989 Series C (1992) CIP	2,000,000	
1993 Refunding	940,000	
Subtotal Amount Available		<u>(\$3,985,000)</u>
Net Outstanding 20% Bonded Debt		<u>\$91,865,400</u>
Legal 20% Debt Margin (Available 20% Borrowing Capacity)		<u><u>\$187,959,836</u></u>
Debt Limit Equal to 6% of Assessed Valuation		\$83,947,571
General Obligation Bonded Debt Subject to 6% Debt Limit:		
1968 Civic Center	\$500,000	
1989 Series A (1990) CIP	4,960,000	
1991 Refunding	1,210,000	
1989 Series B (1991) CIP	8,280,000	
1989 Series C (1992) CIP	7,550,000	
1993 Refunding	12,429,000	
1989 Series D (1993)	4,500,000	
1993A Refunding	9,410,600	
1989 Series F (1994)	6,850,000	
1994 Various Purpose	8,700,000	
Subtotal Bonded Debt		<u>\$64,389,600</u>
Less Amount Available in Debt Service Funds at June 30:		
1968 Civic Center	\$250,000	
1991 Refunding	535,000	
1989 Series C (1992) CIP	50,000	
1989 Series D (1993)	735,000	
1993A Refunding	445,000	
1989 Series E (1994)	400,000	
1994 Various Purpose	425,000	
Subtotal Amount Available		<u>(\$2,840,000)</u>
Net Outstanding 6% Bonded Debt		<u>\$61,549,600</u>
Legal 6% Debt Margin (Available 6% Borrowing Capacity)		<u><u>\$22,397,971</u></u>





MISSION: *Develop and implement policies and program alternatives consistent with the interests and desires of the citizens of Scottsdale and provide leadership and administrative support to assist the City organization in promoting professional and organizational development.*



The General Government department is comprised of the City Council, City Manager, City Attorney, City Court, City Auditor, City Clerk and Elections, Citizen Services, Organizational Effectiveness, Strategic Initiatives, Communications and Public Affairs, Office of Management Systems, Intergovernmental Relations, and Environmental Management.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for General Government increases \$2,090,185 (15.6%) in 1995/96 and \$80,964 (0.5%) in 1996/97. This budget supports the addition of an Assistant City Attorney, part time Deputy City Attorney, and two Court Service Representatives to address increased workloads resulting from previous year additions to Police Patrol; provides for application development, base map input, and maintenance of the Geographic Information Systems (GIS); supports the City's partnership with NASA and ASU on advanced technologies; supports a regional effort to accommodate Super Bowl XXX activities in 1996; and provides for the regular 1996 City election.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$12,687,724	\$13,436,295	\$15,526,480	\$15,607,444
% of City's Operating Total	9.7%	9.7%	10.3%	9.7%
Full-time Equivalent Staff (FTE)	172.7	176.9	186.3	187.9
Volunteer-time Equivalent Staff (FTE)	3.6	4.2	4.7	5.0

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Formed a cross-departmental planning team to ensure that City resources directed at youth crime prevention and intervention needs are coordinated and linked to shared strategies.
- Developed a new two-year strategic planning cycle, including the two-year budget, resulting in an organizationally focused budget aligned with critical objectives and strategies.
- Implemented process management teams throughout the organization to challenge underlying assumptions of current processes, then redesign the processes around more efficient and effective service delivery.
- Began a comparative, comprehensive cost-of-service analysis to facilitate formulation of improved work management strategies.
- Implemented work management systems in several operational programs to document operating efficiencies.
- Increased neighborhood outreach by opening the new Sonoran Sky Citizen Service Center, and partnered with other agencies and City departments to expand service offerings.

1995/97 DEPARTMENTAL OBJECTIVES

- Aggressively pursue federal and state involvement in preservation of the McDowell Mountains; and solicit ongoing support through volunteer and endowment programs.
- Strengthen the organization through introduction of a flatter, more flexible and team-based structure which responds quickly and proactively to changing demands and emerging issues; and continue comprehensive strategic planning process aligning organizational work plans and resources.
- Promote neighborhood outreach and collaboration by providing tools and creating opportunities for citizens to be involved members of their neighborhood and community; ensure neighborhood programs are interwoven with community policing, youth and human services, and growth.
- Integrate public safety and youth programming emphasizing prevention strategies which positively impact the youth of our community at an early age.
- Adopt a strategic approach to land use and growth; update the General Plan, using extensive community outreach and education, and ensuring that every unit of growth adds value qualitatively, as well as economically, to the community.
- Enhance Economic Development opportunities, through creative efforts in tune with Scottsdale's unique character to ensure a strong financial base for the community.
- Pursue intergovernmental partnerships that benefit both the region and the City, including strengthening relations with the Native American community, working aggressively with Arizona Department of Transportation to ensure Pima Freeway construction, and working with neighboring communities to solve transportation issues.
- Develop long-term financial strategies to meet increasing operating and infrastructure priorities while continuing the cost effective delivery of services.
- Develop a permanent neighborhood recycling program which sustains the City's long-term solid waste management goals.

GENERAL GOVERNMENT

DEPARTMENT SUMMARY

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	8,343,777	8,981,141	10,169,604	10,562,203
Contractual Services	3,326,920	3,673,590	4,392,329	4,115,072
Commodities	536,390	540,822	647,645	638,480
Capital Outlay	480,637	240,742	316,902	291,689
Total	\$12,687,724	\$13,436,295	\$15,526,480	\$15,607,444

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Legislative	474,964	482,923	500,875	524,447
City Manager	797,579	791,901	851,829	877,304
City Clerk/Elections	519,420	423,178	633,444	474,992
City Attorney	1,591,255	1,557,798	1,966,483	2,040,353
City Auditor	367,426	447,893	463,924	485,519
City Court	1,505,203	1,652,178	1,827,070	1,942,009
Communications and Public Affairs	724,250	739,008	878,653	916,011
Intergovernmental Relations	355,308	375,120	432,043	335,484
Strategic Initiatives	244,273	474,028	469,615	495,284
Super Bowl XXX			230,036	
Citizen Services	549,379	581,252	651,839	699,354
Organizational Effectiveness	1,520,140	1,609,561	1,733,877	1,808,550
Office of Management Systems	3,837,684	3,909,273	4,627,477	4,730,925
Environmental Management	200,843	392,182	259,315	277,212
Total	\$12,687,724	\$13,436,295	\$15,526,480	\$15,607,444

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	166	170	178	179
Part-time	12	12	14	15
Full-time Equivalent (FTE)	172.7	176.9	186.3	187.9

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	7,560	8,730	9,694	10,372
Full-time Equivalent (FTE)	3.6	4.2	4.7	5.0

GENERAL GOVERNMENT**LEGISLATIVE**

The Legislative division serves Scottsdale's citizens as elected representatives and provides for the orderly government of the City.

PROGRAM OBJECTIVES

- Ensure Mayor and Council have the most timely and effective means for communicating with citizens and staff; continue to explore ways to providing more concise, valuable, and current information to Council.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	309,945	312,416	321,909	330,605
Contractual Services	129,040	137,487	144,272	159,598
Commodities	20,621	19,700	22,478	21,784
Capital Outlay	15,358	13,320	12,216	12,460
Total	\$474,964	\$482,923	\$500,875	\$524,447

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10.0	10.0	10.0	10.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Legislative budget increases \$17,952 in 1995/96 and \$23,572 in 1996/97. This budget supports current service levels for the Mayor, City Council, and support staff.

GENERAL GOVERNMENT

LEGISLATIVE

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Maintain 95% citizen satisfaction with City services per the annual citizen survey.				
% of citizens rating City services "very good" or "good"	94%	97%	95%	95%
Goal: Encourage citizen involvement in the City's policy-setting process and review of City operations.				
# of citizens, appointed by City Council, serving on boards and commissions	174	180	180	180

The City Manager's Office provides the overall administrative leadership necessary for the implementation of City Council policies, administration of the organization, and delivery of service to the citizens.

PROGRAM OBJECTIVES

Improve Scottsdale's financial stability, facilitate responsible development, position the organization for the future, and foster a more collaborative community through the following objectives:

- Preserve the McDowell Mountain and Sonoran Desert;
- Integrate public safety and youth programming;
- Adopt a strategic approach to land use and growth;
- Enhance economic development opportunities;
- Foster inter-governmental relations;
- Strengthen the organization;
- Promote neighborhood outreach and collaboration;
- Develop long-term financial strategies; and
- Implement strategic initiatives.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	660,180	635,148	688,321	713,045
Contractual Services	107,375	118,683	123,512	126,110
Commodities	14,280	26,874	30,144	28,100
Capital Outlay	15,744	11,196	9,852	10,049
Total	\$797,579	\$791,901	\$851,829	\$877,304

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	8	8	8	8
Part-time	1	1	1	1
Full-time Equivalent (FTE)	8.4	8.6	8.6	8.6

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The City Manager budget increases \$59,928 in 1995/96 and \$25,475 in 1996/97. This budget supports current service levels for the City Manager, Assistant City Managers, and staff. The 1995/96 budget includes a budget adjustment for an intern position previously paid from another program.

GENERAL GOVERNMENT**CITY MANAGER**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Implement all strategies identified in the City Manager's Critical Objective and Strategies document on or before scheduled deadline.				
% of strategies completed on or before due date	N/A	60%	100%	100%
Goal: Maintain ratio of City staff to citizens and cost per capita, while achieving 95% citizen satisfaction with City services per the annual citizen survey.				
Ratio of FTE per 1,000 citizens	9.0	8.73	8.66	8.48
Cost per capita	765.13	784.49	810.70	832.63
% of citizens rating City services "good" or "very good"	94%	97%	95%	95%
Goal: Maintain excellent working relationships with other governments in the Phoenix Metropolitan area.				
% of respondents agreeing the City Manager maintains an excellent working relationship with their government	100%	100%	100%	100%

GENERAL GOVERNMENT**CITY CLERK**

The City Clerk's Office coordinates, prepares, and distributes City Council agendas and packets in accordance with statutory requirements of the Open Public Meeting Law; maintains information delivery systems to ensure customers' timely access to public records; and provides applications and training materials for all boards and commissions.

PROGRAM OBJECTIVES

- Install a new computerized document management system and optical imaging system by December 1995; complete conversion of records by January 1997.
- Coordinate process reengineering for improved service delivery, utilizing new technologies and inter-departmental resources by September 1995.
- Develop and distribute a marketing/publicity plan for Clerk's services by June 1997.
- Develop and administer a customer service level survey by November 1995.
- Coordinate training program for preparation of board and commission minutes by October 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	260,653	266,031	297,296	313,411
Contractual Services	105,254	137,069	133,129	135,845
Commodities	13,328	10,550	14,400	14,675
Capital Outlay	8,424	8,424	15,296	7,442
Total	\$387,659	\$422,074	\$460,121	\$471,373

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	7	7	7	7
Part-time	1	1	1	1
Full-time Equivalent (FTE)	7.3	7.3	7.3	7.3

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The City Clerk budget increases \$38,047 in 1995/96 and \$11,252 in 1996/97. This budget supports current service levels for the City Clerk and staff. The 1995/96 budget includes funding for technology improvements to address workloads associated with the marriage license and passport programs, and timely transcription of City Council meeting minutes.

GENERAL GOVERNMENT

CITY CLERK

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Provide accurate transcriptions of City Council meetings minutes that meet legal requirements.

Average # of days between meeting and transcription of minutes	3	3	3	3
% of minutes transcribed within seven days	100%	100%	100%	100%

Goal: Provide postings of legal notices for public hearings and publishings within 24 hours of the meeting in accordance with statutory requirements.

# of legal postings	560	620	620	620
% of legal notices posted within 24 hour requirement	100%	100%	100%	100%

GENERAL GOVERNMENT**ELECTIONS**

The Elections division encourages Scottsdale citizens to vote by providing a fair, effective, and efficient municipal election process in accordance with federal, state, and municipal requirements.

PROGRAM OBJECTIVES

- Conduct the 1996 regular elections in a fair and impartial manner and in accordance with statutory requirements.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	18,833		27,500	
Contractual Services	103,356		133,291	1,036
Commodities	8,468		10,000	
Capital Outlay	1,104	1,104	2,532	2,583
Total	\$131,761	\$1,104	\$173,323	\$3,619

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Elections budget increases \$172,219 in 1995/96 and decreases \$169,704 in 1996/97. This budget supports regular alternate year elections.

GENERAL GOVERNMENT**ELECTIONS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Encourage registered voters to vote by providing fair, effective and efficient municipal election process that meets legal requirements.				
# of registered voters	102,000	108,238	113,542	118,436
Election Costs	\$131,761	N/A	\$173,323	N/A
# of sample ballots/publicity pamphlets mailed	69,000	N/A	78,200	N/A
% of voter turnout	6%	N/A	15%	N/A
Cost to administer election per registered voter	\$1.29	N/A	\$1.54	N/A

GENERAL GOVERNMENT**CITY ATTORNEY**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Provide effective and efficient civil litigation defense and legal advice to the Mayor, City Council, City Manager and staff concerning the City's legal issues.				
Average client satisfaction with quality of legal services provided on a scale of 1 to 5 (1=poor, 5=excellent)	N/A	4.5	4.6	4.7
Average client satisfaction rating for responsiveness to client needs on a scale of 1 to 5 (1=extremely dissatisfied, 5=extremely satisfied)	N/A	4.7	4.8	4.9
# of contracts drafted and reviewed	104	100	110	115
# of ordinances and resolutions drafted and reviewed	260	260	265	270
# of legislative issues reviewed	102	110	115	120
Goal: Ensure public safety by prosecution of all violations of City ordinances and laws within the municipal court jurisdiction in a cost-effective and timely manner.				
Pretrials prepared per prosecutor	N/A	5,542	4,149	5,061
Jury trials prepared per prosecutor	N/A	167	174	182
Bench trials prepared per prosecutor	N/A	408	437	458
Average time (days) to resolve case	N/A	120	100	100

The City Auditor's Office conducts audits on all departments, offices, boards, activities, and agencies of the City providing independent, timely, and relevant information to determine whether operational efficiency and financial integrity are promoted.

PROGRAM OBJECTIVES

- Complete five audit reports by June 1996.
- Develop an audit follow-up program with draft program in place by June 1996.
- Present an in-house training course on negotiation skills by June 1997
- Develop a procedures manual for alarm hearings by June 1997.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	289,115	357,891	395,262	418,529
Contractual Services	40,798	72,291	54,678	52,798
Commodities	14,393	12,167	5,320	5,355
Capital Outlay	23,120	5,544	8,664	8,837
Total	\$367,426	\$447,893	\$463,924	\$485,519

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	6	6	7	7
Part-time				
Full-time Equivalent (FTE)	6.0	6.0	7.0	7.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The City Auditor budget increases \$16,031 in 1995/96 and \$21,595 in 1996/97. The 1995/96 budget includes the addition of an Audit Intern position resulting in more time for existing audit staff to participate on project teams with other City departments. This increase is offset by a reexamination and reprioritization of currently budgeted funds.

The City Auditor's Office conducts audits on all departments, offices, boards, activities, and agencies of the City providing independent, timely, and relevant information to determine whether operational efficiency and financial integrity are promoted.

PROGRAM OBJECTIVES

- Complete five audit reports by June 1996.
- Develop an audit follow-up program with draft program in place by June 1996.
- Present an in-house training course on negotiation skills by June 1997
- Develop a procedures manual for alarm hearings by June 1997.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	289,115	357,891	395,262	418,529
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Total	\$367,426	\$447,893	\$463,924	\$485,519

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	6	6	7	7
Part-time				
Full-time Equivalent (FTE)	6.0	6.0	7.0	7.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The City Auditor budget increases \$16,031 in 1995/96 and \$21,595 in 1996/97. The 1995/96 budget includes the addition of an Audit Intern position resulting in more time for existing audit staff to participate on project teams with other City departments. This increase is offset by a reexamination and reprioritization of currently budgeted funds.

GENERAL GOVERNMENT**CITY AUDITOR**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Issue 75% of audit reports within 60 days of completion of evaluation phase.				
# of audit reports completed	3	4	5	5
% of audit reports issued within 60 days	N/A	75%	75%	80%
Goal: Issue 95% of system evaluation reports within five days of completion of evaluation phase.				
# of evaluation reports completed	3	4	5	5
% of evaluation reports issued within 5 days	N/A	95%	95%	95%
Goal: Reduce cost of completing audits/evaluations by 5%.				
# of reports completed	3	4	5	5
% cost reduction	N/A	5%	5%	5%
Goal: Hear 100% of alarm hearing requests within 30 days.				
# of hearings heard	N/A	6	8	10
% of hearing requests heard within 30 days	N/A	100%	100%	100%

The Court adjudicates civil traffic, criminal traffic, and criminal misdemeanor violations handling complaints filed within the City limits and guarantees that all mandated court functions are complete within the legal time limits.

PROGRAM OBJECTIVES

- Install a new computer system through the Arizona Court Automation Project (ACAP) by March 1996.
- Integrate imaging into ACAP computer system by September 1996.
- Complete preliminary design development of a satellite court by July 1996.
- Establish a public service survey by January 1996.
- Expand use of collection agencies to assist in collecting fines, fees, and restitution by January 1996.
- Participate in the Non-Resident Violator Compact for collection of monies due the court by defendants who live in another state by January 1996.
- Participate in the Traffic Ticket Assistance Program offered by the Department of Motor Vehicles in conjunction with Supreme Court when available through MVD.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,075,931	1,158,764	1,270,591	1,349,253
Contractual Services	323,929	424,024	469,954	493,489
Commodities	35,529	40,494	54,425	66,525
Capital Outlay	69,814	28,896	32,100	32,742
Total	\$1,505,203	\$1,652,178	\$1,827,070	\$1,942,009

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	26	27	29	29
Part-time	3	3	3	3
Full-time Equivalent (FTE)	27.2	28.3	30.3	30.3

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The City Court budget increases \$174,892 in 1995/96 and \$114,939 in 1996/97. This increase includes the addition of two court service representatives to address workloads resulting from the addition of police officers in the previous two years and to provide for timely courtroom records updating.

GENERAL GOVERNMENT

CITY COURT

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Provide efficient and effective service to court users by maintaining cost per filing at less than \$30 while achieving a court user satisfaction rate of 85%. (Average cost per filing in Maricopa County for Municipal Courts in FY 1993/94 was \$40.66.)

Cost per filing	\$27.21	\$27.33	\$27.75	\$27.84
% of court users rating service as "met" or "exceeded" expectations	N/A	N/A	75%	85%

Goal: Reduce backlog hours to a maximum of 8 hours per support staff by June 1997.

# of filings per support staff	2,889	3,182	3,166	3,248
# of backlog hours per support staff	13.4	23.2	9	8

GENERAL GOVERNMENT**COMMUNICATIONS AND PUBLIC AFFAIRS**

Communications and Public Affairs establishes and maintains open lines of communication between the City and its citizens through an aggressive public information program; keeps citizens and employees informed of City priorities, policies, and performance; discusses issues and activities which affect them; and provides opportunities for citizen and employee feedback.

PROGRAM OBJECTIVES

- Continually evaluate citizen and employee communications vehicles for effectiveness, consistency of messages sent and timeliness of information.
- Conduct annual media skills training for City spokespeople; host annual editorial board meetings with the Tribune newspapers and the Phoenix Newspapers, Inc.; and frame issues for public dissemination.
- Develop and implement communications plans for highest organizational priorities by June 1995.
- Update City's photography library by December 1995 to provide a visual historical record of new City services, capital improvement projects (and other buildings, projects) and events.
- Administer new contract with the World Affairs Council of Arizona (WAC) to provide international relations and protocol services to the City through 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	420,350	438,337	512,560	540,362
Contractual Services	249,233	263,420	338,372	347,760
Commodities	34,510	28,935	19,297	19,297
Capital Outlay	20,157	8,316	8,424	8,592
Total	\$724,250	\$739,008	\$878,653	\$916,011

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	9	9	10	10
Part-time	1	1	1	1
Full-time Equivalent (FTE)	9.8	9.6	10.6	10.6

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Communications and Public Affairs budget increases \$139,645 in 1995/96 and \$37,358 in 1996/97. Increases include the addition of a graphic design position transferred from the Planning and Development department to support communications efforts; and budget adjustments supporting the Fiesta Bowl float and the new World Affairs Council contract.

GENERAL GOVERNMENT**COMMUNICATIONS AND PUBLIC AFFAIRS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Ensure the release of professional, consistent and timely communication on City issues, projects and programs to citizens.				
% of citizens satisfied with amount/quality of City communications	N/A	90%	90%	90%
% of employees satisfied with amount/quality of organizational communications	N/A	90%	90%	90%
Goal: Ensure the release of professional, consistent, and timely communication on City issues, projects and programs to news media.				
% of calls returned by reporters deadline	99%	99%	99%	99%
% of reporters satisfied with quality & timeliness of response to inquiries	100%	100%	100%	100%
% of reporters satisfied with quality and level of information provided by CAPA	100%	100%	100%	100%
Goal: Create awareness and understanding of City issues and priorities among key stakeholders locally, nationally and internationally.				
# of press contacts reported annually	1,500	1,500	1,500	1,500
# of news releases issued annually	100	100	100	100
# award applications submitted annually	6	6	6	6
# World Affairs Council visitors to Scottsdale annually	400	400	400	400
Local, national and international awards received annually	3	3	3	3
Local, national and international articles placed (published) annually	300	300	300	300

GENERAL GOVERNMENT**INTERGOVERNMENTAL RELATIONS**

The Intergovernmental Relations division promotes interaction with other levels of government that serves the best interests of Scottsdale citizens; advocates the City's position on issues before the US Congress, State Legislature, and County Board of Supervisors; builds coalitions with other municipalities and interest groups to support City policy positions; and provides various policy recommendations on regional, state, and national issues.

PROGRAM OBJECTIVES

- Aggressively pursue federal and state involvement in preservation of the McDowell Mountains, working with Planning and other staff, and seek interagency action plan by January 1996.
- Ensure ADOT Life Cycle Programs adopted in June 1996 and June 1997 maintain or advance the proposed State time table for construction of the Pima Freeway; work specifically to advance construction of the segment from 90th Street to Shea.
- Continue to build cooperation with Salt River/Pima Maricopa Indian Community, developing at least three additional opportunities for professional, cultural, recreational, or educational exchanges by June 1997.
- Continue streamlining and improving ways to disseminate information to the organization regarding impacts of county, state, and federal actions focusing on utilizing new computer networks and other resources.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	141,237	153,621	150,362	161,132
Contractual Services	207,092	217,223	274,601	167,214
Commodities	3,990	2,500	4,200	4,200
Capital Outlay	2,989	1,776	2,880	2,938
Total	\$355,308	\$375,120	\$432,043	\$335,484

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	2	2	2	2
Part-time	1	1	1	1
Full-time Equivalent (FTE)	2.6	2.7	2.7	2.7

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Intergovernmental Relations budget increases \$56,923 in 1995/96 and decreases \$96,559 in 1996/97. The 1995/96 budget reflects a one time expenditure representing the City's share of a regional effort to host the National League of Cities conference in 1996. Decreases in the following year reflect the conclusion of a three year spending plan for the City's share of a mid-decade census.

GENERAL GOVERNMENT**INTERGOVERNMENTAL RELATIONS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Compile and issue concise "Kiplinger"-style reports on federal, state, regional issues at least monthly; issue weekly during State Legislative Session.

% of reports compiled on time	86%	100%	100%	100%
End-of-Session State Legislative Report completed within 30 days of adjournment	Yes	Yes	Yes	Yes

Goal: Maintain excellent working relationship with other entities and levels of government.

% of Congressional and Legislative delegations and other IGR programs indicating satisfaction with Scottsdale's IGR program in annual survey	N/A	90%	90%	90%
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GENERAL GOVERNMENT**STRATEGIC INITIATIVES**

Strategic Initiatives assists the City organization in its efforts to develop coordinated strategic plans and process management. This office also supports the Space Science Center, Environmental Management, and contract management programs.

PROGRAM OBJECTIVES

- Complete process management projects in all departments by June 1997, projecting a minimum savings of \$1 million per year.
- Complete the implementation of the Integrated Strategic Organizational Planning Process by June 1997.
- Create a more flexible and horizontal organization to more effectively use our resources and reduce bureaucracy.
- Continue comprehensive strategic planning process aligning organizational work plans and resources.
- Administer and maintain City contracts with the TPC of Scottsdale, Westworld, Charros (Giants), Princess Resort, Firebirds, and the Bureau of Reclamation.
- Strengthen the organization by facilitating organizational efficiencies as measured by full-time equivalent staffing per 1,000 population and operating cost per citizen.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	215,605	440,546	417,481	428,540
Contractual Services	22,729	27,008	41,667	52,735
Commodities	2,951	2,100	5,919	9,370
Capital Outlay	2,988	4,374	4,548	4,639
Total	\$244,273	\$474,028	\$469,615	\$495,284

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	3	5	5	5
Part-time	1	1		
Full-time Equivalent (FTE)	3.9	5.8	5.0	5.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Strategic Initiatives budget decreases \$4,413 in 1995/96 and increases \$25,669 in 1996/97. The decrease in 1995/96 results from the reassignment of a part-time secretarial position to the Environmental Management program.

GENERAL GOVERNMENT**STRATEGIC INITIATIVES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Implement 64% of the planning elements of the Integrated Strategic Organizational Planning Process by June 1996, and 100% by 1997.				
% of planning elements completed	N/A	N/A	64%	100%
Goal: Complete process management projects in all departments by June 1997, projecting a savings of \$1 million per year and declining ratios of full-time equivalent employees (FTE's) per 1,000 population.				
% of departments initiating process management projects	N/A	77%	100%	100%
Resources saved and reallocated	N/A	\$100,000	\$250,000	\$1 Million
FTE's per 1,000 population	9.0	8.73	8.66	8.48
Goal: Develop and implement a consistent work measurement and work management system, focusing on outcome measurement, in 12 City programs by October 1997.				
Work management systems implemented	N/A	6	8	12
Goal: Administer and maintain City contracts at 100% compliance with the TPC of Scottsdale, Westworld, Charros (Giants), Firebirds, Princess Resort, and Bureau of Reclamation.				
% of activities and uses in compliance	75%	80%	90%	95%
Revenue generated	\$1,649,380	\$1,798,545	\$1,927,050	\$2,009,800

GENERAL GOVERNMENT**CITIZEN SERVICES**

The Citizen Services division was created to facilitate citizen involvement, encourage communication between the City and its citizens, increase accessibility of City services, enhance community partnerships, and maintain neighborhood stability. The one-stop-shop concept of providing information and services is delivered via satellite facilities at Los Arcos Mall and Sonoran Sky Elementary School. Other components of the program include: neighborhood enhancement and outreach services; Keep America Beautiful affiliation; volunteer services; endowment services; and complaint resolution.

PROGRAM OBJECTIVES

- Provide tools and create opportunities for every Scottsdale resident to be part of a neighborhood group or association, if they so choose by July 1996.
- Continue efforts to supplement public funds via the Endowment Program, increasing donations 20% each year.
- Solicit ongoing support for McDowell Mountain preservation through volunteer and endowment programs, increasing baseline numbers by 20% each fiscal year.
- Develop a calendar of youth-oriented programs/services at Sonoran Sky by September 1995 and continue disseminating educational materials at all Citizen Service Center locations as a way of involving "younger citizens" in local government.
- Maximize the efficiency and effectiveness of service delivery at Citizens Service Centers by partnering with other agencies.
- Evaluate customer satisfaction at Citizen Service Centers through quarterly contact surveys.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	394,449	423,395	525,655	588,672
Contractual Services	37,375	101,353	80,370	76,196
Commodities	27,185	33,460	30,100	28,831
Capital Outlay	90,370	23,044	15,714	5,655
Total	\$549,379	\$581,252	\$651,839	\$699,354

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	7	8	9	10
Part-time	1	1	2	2
Full-time Equivalent (FTE)	7.6	8.6	10.2	11.2

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Citizen Services budget increases \$70,587 in 1995/96 and \$47,515 in 1996/97. Increases include the addition of a part-time Endowment Officer position offset by a reallocation of existing budget; and transfer of a position from Human Resources formerly on loan. This budget supports the current service levels of this program.

GENERAL GOVERNMENT**CITIZEN SERVICES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Create opportunity for every Scottsdale resident to be involved in a neighborhood group or organization.				
# of neighborhood groups/associations	75	225	275	350
% of Scottsdale households reached by neighborhood program	10%	25%	75%	100%
Goal: Increase citizen involvement and awareness of City government activities through Citizen Service Centers.				
# of citizen contacts at Citizen Service Centers	8,000	9,600	11,500	13,800
% of Scottsdale population served by Citizen Service Centers	5.3%	6.4%	7.7%	9.2%
% of citizens served that are first time customers	20%	30%	40%	50%
Goal: Increase Citywide volunteer hours and dollar savings by 5% annually.				
# of annual volunteer hours	91,047	95,000	100,000	105,000
% increase in annual volunteer hours over base	base year	5%	10%	15%
% increase in annual volunteer savings over base	base year	5%	10%	15%
Goal: Cultivate an interest in the Endowment Program, increasing the number of inquires and contacts 20% each year.				
# of endowment related personal cultivations	N/A	24	36	48
% increase of Endowment Fund contacts over base	N/A	base year	20%	40%

GENERAL GOVERNMENT**ORGANIZATIONAL EFFECTIVENESS**

The Organizational Effectiveness division works with all City departments to develop and implement quality and productivity improvement systems; manages Citywide human resources issues; provides a variety of services including recruitment, orientation, compensation, employee relations, and benefits administration; encourages positive employee relations through recreational, educational, social, and wellness programs for all employees; and fosters corporate development through the design and delivery of job-related training and development programs.

PROGRAM OBJECTIVES

- Create a series of professional and educational activities with the Native American community, especially the Salt River/Pima Maricopa Indian Community, to better understand their culture and improve our relationship by July 1996.
- Implement a multi-year diversity educational program that increases the valuing of diversity in the organization and strengthens service delivery by July 1996.
- Transition from a expert/responsive role to a more facilitative/proactive role that encourages more employee involvement with and/or application of quality tools and techniques by July 1996.
- Continue to play a role in creating a more flexible and horizontal organization to more effectively utilize our resources and reduce bureaucracy.
- Participate in the creation a multi-city consortium for the purpose of sharing best of class benchmarking processes and providing professional development opportunities for City staff.
- Actively seek opportunities to provide services to neighborhoods and the community to enhance access to and experience with city government.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	978,691	1,015,705	1,101,302	1,151,452
Contractual Services	446,334	484,027	513,554	529,891
Commodities	74,211	88,925	99,725	107,525
Capital Outlay	20,904	20,904	19,296	19,682
Total	\$1,520,140	\$1,609,561	\$1,733,877	\$1,808,550

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	20	20	19	19
Part-time	1	1	1	1
Full-time Equivalent (FTE)	20.5	20.5	19.5	19.5

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Organizational Effectiveness budget increases \$124,316 in 1995/96 and \$74,673 in 1996/97. This budget supports the current service levels of the Human Resources and Quality Resource Management program. One unfunded full-time position has been permanently reassigned to the Citizen Services program.

GENERAL GOVERNMENT**ORGANIZATIONAL EFFECTIVENESS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Provide the City with the most effective and efficient service by returning savings equal to or greater than 150% of program cost and to meet the clients' expectations 100% of the time.				
Cost per FTE	\$210	\$221	\$229	\$237
% of Quality Resource Management clients' expectations met	100%	95%	100%	100%
Savings realized as a % of program cost	233%	167%	150%	150%
Goal: Attract, evaluate and retain quality service-oriented employees and compensate them in an equitably and competitively manner based upon performance. 90% of new hires still employed after first year, 90% of employees perform at Quality Performer level, and turnover rate not to exceed 9%.				
% of new hires still employed after first year	N/A	90%	90%	90%
% of employees performing at Quality Performer level	N/A	90%	90%	90%
Turnover rate	7.1%	7.5%	7%	7%
Goal: Provide for the security of employees and their families by offering a viable, comprehensive, and flexible benefits program that meets employees' needs, and maintain an employee satisfaction rating of 95% or greater.				
% of employees satisfied with the City's benefits program	98%	98%	98%	98%
Goal: Provide employees with the training and development opportunities to enhance their ability to provide quality service, and maintain an employee satisfaction rating of 85% or greater.				
% of employees surveyed bi-annually rating in-house training as valuable	75%	N/A	85%	N/A
Training and tuition \$ per employee	\$118	\$118	\$115	\$115

Office of Management Systems provides services and support to the organization for computer information and telephone needs; and provides thorough and accountable strategic planning for future technology needs.

PROGRAM OBJECTIVES

- Complete the Office of Management Systems charter and realignment project by December 1995.
- Build a strategic plan to support business and vision, involving an executive oversight committee in preparing and updating the plan, setting policies, standards, priorities, and approving recommended direction by November 1995.
- Complete automated maps and implement primary Geographic Information Systems (GIS) applications by June 1996.
- Complete the technical infrastructure described in the City's "Five Year Plan of Technology" by March 1996.
- Expand the City's link to the National Information Highway by September 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	2,287,486	2,410,122	2,760,963	2,876,212
Contractual Services	1,166,723	1,180,194	1,483,694	1,464,172
Commodities	221,939	223,329	271,044	276,555
Capital Outlay	161,536	95,628	111,776	113,986
Total	\$3,837,684	\$3,909,273	\$4,627,477	\$4,730,925

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	46	46	49	49
Part-time	1	1	1	1
Full-time Equivalent (FTE)	46.7	46.8	49.8	49.8

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Office of Management Systems budget increases \$718,204 in 1995/96 and \$103,448 in 1996/97. Increases include the addition of a position to support the grant funded advanced technology program; addition of a network administrator and two support specialists to implement Geographic Information Systems (GIS) application development; and contractual staffing to complete the GIS automated base maps and provide map maintenance. These increases are partially offset by the elimination of a systems specialist position through reassignments and reprioritization of current functions.

GENERAL GOVERNMENT**OFFICE OF MANAGEMENT SYSTEMS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Provide the highest level of availability/reliability for computers/servers, client work stations, and networks.				
Provide an operational ready status of 100% for all network systems	98%	100%	100%	100%
Work station (PC, terminal, etc.) availability	98%	100%	100%	100%
Computer availability	99%	100%	100%	100%
Server availability	98%	100%	100%	100%
Network availability	99%	100%	100%	100%
Goal: Complete commitments for application support within mandated timelines and per customer priorities, mainframe and open systems.				
# of mainframe applications supported	27	31	30	29
# of open system applications supported	3	7	8	9
# of staff assigned to application support	16	13	11	9
% of application completed per committed time lines	100%	100%	100%	100%
Goal: Respond to 100% of service requests within 24 hours and maintain a customer satisfaction rating of 100%.				
# of service requests per Office of Management Systems staff	1,456	1,686	1,855	2,040
% of service requests answered within 24 hours	85%	100%	100%	100%
% of customers satisfied	95%	100%	100%	100%

GENERAL GOVERNMENT**ENVIRONMENTAL MANAGEMENT**

Environmental Management develops, implements, analyzes, and monitors policies and programs that will improve the quality of the environment and make Scottsdale a leader in the field of environmental management; and serves as a resource to our citizens on federal, state, and local environmental and energy issues.

PROGRAM OBJECTIVES

- Implement a comprehensive update to the 1991 Environmental Compliance Audit to insure ongoing compliance with federal and state environmental laws by December 1995.
- Prepare an Environmental Management Plan to assist with the development and prioritization of organizational environmental activities by August 1995.
- Develop and implement an organizational energy conservation policy by September 1995, promoting the use of alternative financing and other innovations to achieve conservation commitments with the Green Lights and Energy Star programs by September 1995.
- Develop a comprehensive tracking system for environmental compliance by July 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	120,438	124,182	154,973	165,419
Contractual Services	41,037	263,832	92,768	99,043
Commodities	13,365	2,500	5,250	6,300
Capital Outlay	26,003	1,668	6,324	6,450
Total	\$200,843	\$392,182	\$259,315	\$277,212

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	2	2	2	2
Part-time			1	1
Full-time Equivalent (FTE)	2.0	2.0	2.8	2.8

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Environmental Management budget decreases by \$132,867 in 1995/96 and increases \$17,897 in 1996/97. The decrease in 1995/96 results from the elimination of a one time expenditure budget in 1994/95 for installation of physical energy reduction improvements to City facilities. The decrease is partially offset by the addition of a part-time secretarial position formerly assigned to the Strategic Initiatives program.

GENERAL GOVERNMENT**ENVIRONMENTAL MANAGEMENT**

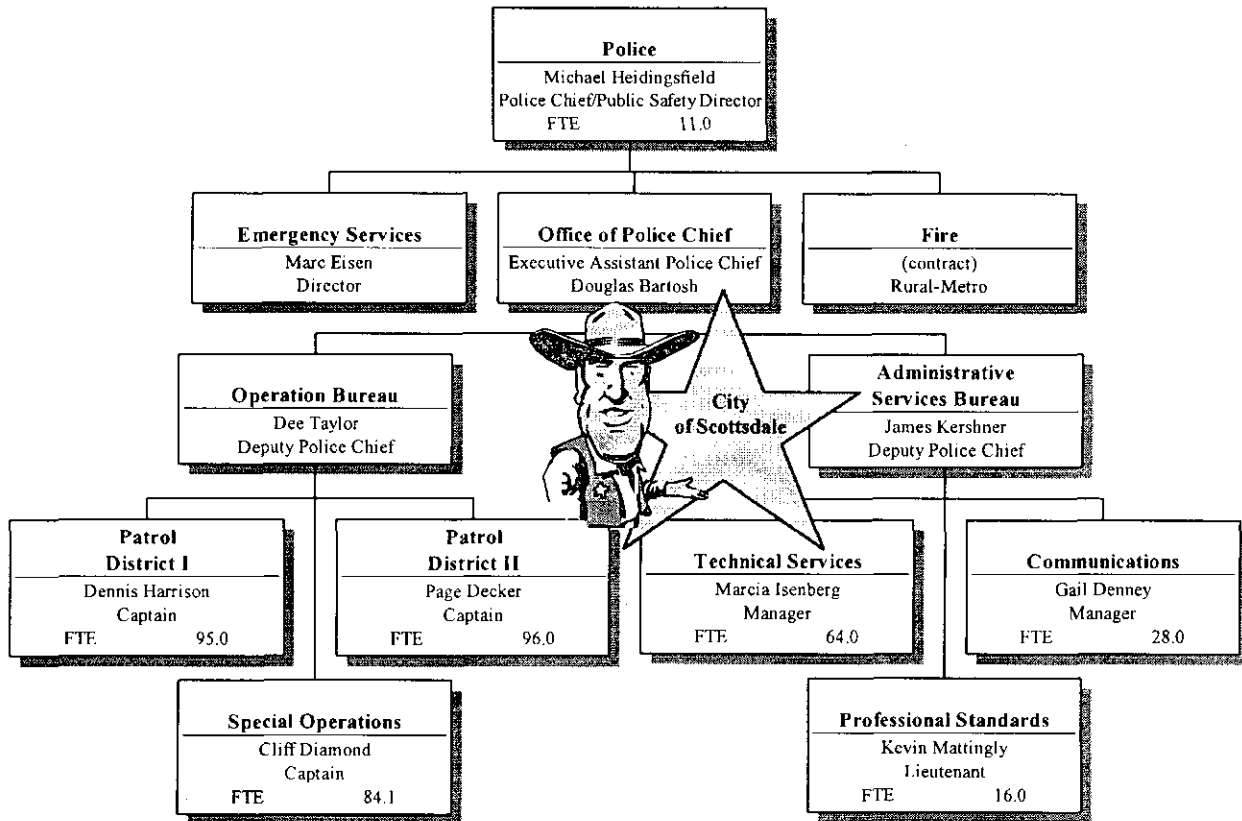
PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Reduce energy consumption in City facilities by 8% per year.				
Average annual Kwh per square foot	15.51	14.40	13.24	12.18
Average annual cost per square foot	\$1.78	\$1.66	\$1.57	\$1.48
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Goal: Notify affected departments within 30 days of passage of new environmental regulations on state and federal level.				
% of regulations summarized for departments	N/A	N/A	95%	100%
% of operational compliance issues identified and resolved	N/A	N/A	90%	100%



POLICE

DEPARTMENT SUMMARY

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 the City, knowing those we serve deserve no less.*



FINANCIAL HIGHLIGHTS

The 1995/97 budget for Police increases \$1,789,766 (7.3%) in 1995/96 and \$2,131,738 in 1996/97 (8.1%). This budget supports the addition of twenty-nine (29) full-time positions over the two-year period including ten patrol officers and a captain; two crime prevention officers and a crime prevention aide; four communications dispatchers (2 in each year); auto theft detective; bicycle officer; a mounted officer and sergeant; police analyst; special assignments unit detective; school resource officer and Drug Abuse Resistance Education (DARE) officer; police support specialist; identification technician; and a personnel background investigator.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$21,785,519	\$24,621,063	\$26,410,829	\$28,542,567
% of City's Operating Total	16.7%	17.8%	17.6%	17.7%
Full-time Equivalent Staff (FTE)	346.1	382.1	394.1	411.1
Volunteer-time Equivalent Staff (FTE)	5.1	5.6	6.1	6.7

The following is an executive summary of departmental major initiatives and service efforts and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Gained international accreditation as a law enforcement agency from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in November 1994 becoming one of only 340 in 18,000 accredited police agencies in the Country.
- Formed a cross-departmental planning team to ensure that City resources directed at youth crime prevention and intervention needs are coordinated and linked to shared strategies.
- Implemented Crime Free Multi-Housing Program whereby rental managers are trained in crime prevention, applicant screening, and drug nuisance abatement, resulting in reduced criminal activity and service calls in those areas.
- Developed a Community Policing Resource Guide which provides patrol officers with referral information about private and public organizations.
- Trained volunteers to take police reports by telephone, resulting in expanded use of the volunteer program while maintaining service levels.
- Designed a database program so detectives can inventory impounded property at the scene via laptop computers and transmit data to the Court and to the Police evidence unit.

1995/97 DEPARTMENTAL OBJECTIVES

- Continue to maximize the use of contemporary technology and electronic data automation/communication systems, pushing technology to the front line users in every instance where this is the path to greater efficiency and effectiveness.
- Compete for Federal monies in support of infrastructure and community policing, thereby leveraging local resources.
- Continue to be a catalyst, leader, and supporter of all meaningful efforts to synthesize the community's youth outreach programs.
- Continue to support every effort to improve and strengthen our workforce — our training process must continue to mature as a defense against liability and critical investment for employee success; rethink our approaches to serve officers, health and fitness standards, support roles and heritage of our department to reaffirm us as an organization.
- Guard and define Scottsdale's reputation as the fourth safest city of its size in the country, through a variety of strategies including: a no-tolerance, no-nonsense approach to gang violence and gang crimes; high profile policing of the entertainment district and special events; ever accelerating efforts at community collaboration; resource deployment commensurate with growth, density alterations, and shifting demographics; and continued emphasis on sophisticated contemporary police services.
- Continue to envision public safety not as a proprietary work forum but as an endeavor where law enforcement, firefighting, urgent medical services, emergency management, and workplace safety are equal and involved partners in the larger undertaking.

POLICE**DEPARTMENT SUMMARY**

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	17,720,871	19,810,928	21,436,829	23,388,326
Contractual Services	3,109,436	3,801,832	4,071,387	4,197,940
Commodities	565,812	576,082	734,789	734,307
Capital Outlay	389,400	432,221	167,824	221,994
Total	\$21,785,519	\$24,621,063	\$26,410,829	\$28,542,567

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Chief of Police	906,713	1,044,570	1,343,209	1,444,405
Patrol Bureau	10,407,188	11,709,561	12,014,199	13,209,758
Special Operations	5,477,599	5,779,159	6,140,018	6,478,673
Technical Services	2,191,904	2,948,010	3,657,241	3,933,343
Communications	1,590,034	1,727,853	1,607,934	1,745,367
Professional Standards	946,927	1,142,539	1,375,237	1,456,632
Emergency Services	265,154	269,371	272,991	274,389
Total	\$21,785,519	\$24,621,063	\$26,410,829	\$28,542,567

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	345	381	393	410
Part-time	3	3	3	3
Full-time Equivalent (FTE)	346.1	382.1	394.1	411.1

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	10,540	11,648	12,755	13,967
Full-time Equivalent (FTE)	5.1	5.6	6.1	6.7

POLICE**CHIEF OF POLICE**

The Chief of Police/Public Safety Director provides the leadership, management, strategic planning, and administrative support necessary to ensure the most effective delivery of public safety services to the community.

PROGRAM OBJECTIVES

- Implement a new Computer-Aided Dispatch (CAD) system by December 1995 and complete the installation of the Records Management System (RMS) and have it fully operational by October 1995.
- Complete pilot project for testing the use of removable laptop computers in patrol vehicles by December 1995, and begin to convert patrol car mobile data terminals to laptop computers by January 1996.
- Establish site selection, acquisition, and development plan for the Foothills substation to service far north Scottsdale by June 1996 with construction starting July 1997.
- Implement a Geographic Information Systems (GIS) for the geographic analysis of specific types of crimes by December 1995 and expand the geographic analysis to include calls for service and deployment analysis by June 1997.
- Complete the Department of Transportation/Governor's Office of Highway Safety funded automated traffic accident reporting project by March 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	617,091	705,225	844,933	939,544
Contractual Services	247,644	327,404	482,200	491,761
Commodities	24,258	11,941	16,076	13,100
Capital Outlay	17,720			
Total	\$906,713	\$1,044,570	\$1,343,209	\$1,444,405

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	7	9	10	10
Part-time				
Full-time Equivalent (FTE)	7.0	9.0	10.0	10.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Chief of Police budget increases \$298,639 in 1995/96 and \$101,196 in 1996/97. This increase supports the addition of a Police Analyst position to conduct crime analysis activities, statistical analysis, and crime forecasting so that timely and specific crime alert data is available. In addition, the computer maintenance contract for Police systems has been transferred from General Government beginning in 1995/96 (\$154,000).

POLICE

CHIEF OF POLICE

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Achieve a 90% citizen satisfaction for the delivery of police services. (Per annual citizen survey; Error factor +/- 5%)				
Police cost per citizen	\$140.31	\$148.00	\$151.00	\$157.00
% of citizens satisfied with police services	91%	91%	93%	93%

Goal: Ensure citizen sense of safety by maintaining crimes per thousand below 80, the national average of comparably sized agencies.				
Crimes (property & violent crimes) per 1,000	56	57.6	57.6	57.6

POLICE**PATROL**

The Patrol division handles general law enforcement responsibilities, completes initial criminal investigations, handles traffic accident investigations, performs traffic enforcement and control duties, and implements community policing strategies.

PROGRAM OBJECTIVES

- Develop a strategic plan to apply resources in the developing north areas of the City that enhance citizens' perception of personal safety by July 1996.
- Increase the percentage of citizen calls for service handled by non-traditional patrol response to 25% by July 1996.
- Establish a police/citizen committee to address public safety issues related to entertainment businesses by January 1996.
- Establish a working task force with the Salt River Pima/Maricopa Indian Community to deal with mutual problems involving gangs, auto theft, and gaming implemented by July 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	9,084,379	10,350,824	10,690,583	11,789,698
Contractual Services	1,279,377	1,329,577	1,307,066	1,403,510
Commodities	40,208	22,860	16,550	16,550
Capital Outlay	3,224	6,300		
Total	\$10,407,188	\$11,709,561	\$12,014,199	\$13,209,758

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	171	197	191	202
Part-time				
Full-time Equivalent (FTE)	171.0	197.0	191.0	202.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Patrol budget increases \$304,638 in 1995/96 and \$1,195,559 in 1996/97. The 1995/96 budget includes the transfer of eight police aides to the Technical Services division and the addition of a bicycle officer and an auto theft detective as part of the COPS AHEAD federal grant program. The 1996/97 budget adds ten officers and a captain to further the City's commitment to address growth as well as community based policing objectives. The goal of community based policing is to increase officer's available time to proactively address problem locations within their assigned areas by building relationships with both residential and commercial citizens.

POLICE**PATROL**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Increase patrol officer availability to 33% resulting in enhanced community policing efforts. This includes preventative patrol and time spent directly addressing citizen/police goals. 25% of responses to citizen calls will be handled by non-patrol personnel.

% of officer time available for community policing initiatives	23.6%	26%	26%	33%
% of citizen requests for police responses handled by someone other than a patrol officer	16%	25%	25%	25%
% of time spent on community based policing objectives in an effort to address community concerns	6%	6%	6%	6%

Goal: Reduce property crimes per capita and increase clearance rates above Arizona average.

# of property crimes reviewed and/or investigated	8,983	8,810	9,374	9,821
# of property crimes reported per 1,000 citizens	58.8	53.9	53.9	53.9
% of property crimes cleared (CY 1993, AZ Average)				
Burglary (9.5%)	8.0%	9.6%	10%	10%
Theft (22.1%)	18.9%	18.3%	21%	21%

Goal: Respond to 95% of emergency calls in less than 6 minutes.

% of emergency calls responded to in less than 6 minutes	93.6%	93.6%	92.8%	93%
Average response time to emergency calls	3.4 min	3.4 min	3.8 min	3.8 min

POLICE**SPECIAL OPERATIONS**

Special Operations addresses criminal activity through undercover operations and surveillance; responds to events requiring the use of special weapons and tactics; handles traffic accidents and traffic-related issues requiring special investigative skills including traffic enforcement; utilizes mounted and canine officers when their skills are required; locates and serves outstanding warrants; conducts violent crime investigations; conducts nationally recognized educational programs in city schools; proactively investigates youth involved in crime and utilizes intervention strategies; assist victims and their families; coordinates the investigation of runaway juveniles; and provides referral information to persons experiencing problems in social situations.

PROGRAM OBJECTIVES

- Expand the Drug Abuse Resistance Education (DARE) program to include both public and private schools by September 1995.
- Expand the School Resource Officer program to include the new Desert Mountain High school by July 1995.
- Work with other City departments and neighboring cities to develop a plan to effectively and efficiently manage Super Bowl XXX by January 1996.
- Expand the Mounted Unit to allow for expanded coverage of days and hours of work as well as expanded venues of operation by January 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	4,484,861	4,620,308	4,901,084	5,237,073
Contractual Services	719,732	1,032,757	1,043,681	1,092,652
Commodities	200,621	126,094	162,253	148,948
Capital Outlay	72,385		33,000	
Total	\$5,477,599	\$5,779,159	\$6,140,018	\$6,478,673

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	84	79	83	84
Part-time	3	3	3	3
Full-time Equivalent (FTE)	85.1	80.1	84.1	85.1

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Special Operations budget increases \$360,859 in 1995/96 and \$338,655 in 1996/97. This increase supports the addition of five new positions. Two added positions in 1995/96 are youth-focused — a School Resource Officer for the new high school, and an additional Drug Abuse Resistance Education (DARE) Officer; and two positions, a mounted officer and mounted sergeant, will address service demands relating to community policing by placing highly visible police patrol in the downtown, entertainment district, at special events, and in pedestrian greenbelt/park areas. These two positions are partially funded by the COPS AHEAD federal grant. In 1996/97 a Special Assignments Unit Detective will be added to enhance the department's Repeat Offender Program.

POLICE**SPECIAL OPERATIONS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Review and/or investigate crimes against persons reports effectively and efficiently; maintain clearance rates at or above the Arizona average.				
# of crimes against persons reviewed and investigated per Violent Crime Detective	494	504	514	524
# of violent crimes reported per 1,000 citizens	3.2	3.0	3.0	3.0
% of cases cleared compared to Arizona average (calendar year 1993 average)				
Homicide (72%)	55.5%	75%	85%	85%
Robbery (26%)	36.4%	28%	45%	45%
Sexual Assault (33%)	63.8%	45%	75%	75%
Aggravated Assault (50%)	57.1%	60%	62%	62%
Goal: Ensure 99% of all eligible 5th or 6th grade students participating in Drug Abuse Resistance Education (DARE) program, and 99% of eligible 7th grade students participating in Gang Resistance Education and Awareness Training (GREAT) successfully complete the programs.				
% of DARE enrollees successfully completing the program	99%	99%	99%	99%
% of GREAT enrollees successfully completing the program	99%	99%	99%	99%

POLICE**TECHNICAL SERVICES**

Technical Services handles all reports made by officers, enters information into the computer systems to track criminal history, handles crime scene investigations and reconstruction, and performs analysis of forensic physical evidence; assists officers with bookings and jail/prisoner supervision and transports; and guarantees the control and safeguarding of evidence, contraband, and lost and found property.

PROGRAM OBJECTIVES

- Achieve accreditation of the crime lab through the American Society of Crime Laboratory Directors by December 1995.
- Revise operating procedures to accommodate the on-line Records Management System (RMS) modules by September 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,695,608	2,118,018	2,670,583	2,866,370
Contractual Services	219,428	366,516	488,912	478,544
Commodities	161,366	279,116	364,026	367,561
Capital Outlay	115,502	184,360	133,720	220,868
Total	\$2,191,904	\$2,948,010	\$3,657,241	\$3,933,343

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	46	56	64	66
Part-time				
Full-time Equivalent (FTE)	46.0	56.0	64.0	66.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The 1995/96 budget reflects full year funding of nine detention officer positions added mid-year in 1994/95 to staff the newly completed Justice facility, as well as the transfer of eight crime scene specialist police aides from the Patrol division. The 1996/97 budget includes the addition of a Police Support Specialist for the new Records Management System and an Identification Technician to support the Automated Fingerprint Identification System.

POLICE

TECHNICAL SERVICES

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Respond to 80% of all crime scenes requiring forensic processing within three hours.

% of crime scenes responded to within three hours	72%	70%	78%	78%
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Goal: Respond to 100% of walk-in citizen requests for reports within five days, and 80% of mail-in requests within 5 days.

% of walk-in requests responded to within 5 days	N/A	90%	95%	95%
% of mail-in requests responded to within 5 days	N/A	70%	75%	75%

POLICE**COMMUNICATIONS**

The Communications division is responsible for responding to all citizen telephone calls for service and for guaranteeing proper deployment and back-up of police units.

PROGRAM OBJECTIVES

- Move the Communications Center to an environment that is more ergonomically correct, with improved design of available floor space for an enhanced work environment by December 1995.
- Replace the existing Computer Aided Dispatch (CAD) system with contemporary CAD technology to increase efficiency and effectiveness and improve officer safety by December 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,076,445	1,196,158	1,327,893	1,456,346
Contractual Services	345,709	324,390	270,901	279,881
Commodities	31,172	17,630	9,140	9,140
Capital Outlay	136,708	189,675		
Total	\$1,590,034	\$1,727,853	\$1,607,934	\$1,745,367

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	25	26	28	30
Part-time				
Full-time Equivalent (FTE)	25.0	26.0	28.0	30.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Communications budget decreases \$119,919 in 1995/96 and increases \$137,433 in 1996/97. The decrease is due to one-time budgeted expenditures in the 1994/95 budget for radios and data transmission devices to support 26 new patrol officer positions. Four Communications Dispatchers are included in this budget, two in each year, to maintain response time service standards.

POLICE

COMMUNICATIONS

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Answer 99% of incoming calls within 13 seconds (3 rings).				
# of 911 calls answered per dispatcher	3,975	4,254	4,118	4,153
% answered within 3 rings	94%	92%	99%	99%
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Goal: Answer 99% of incoming non-emergency phone calls within 3 minutes.				
# of incoming non-emergency calls answered per person	11,707	12,643	12,240	11,958
% answered within 3 minutes	97.5%	94%	98%	99%

POLICE**PROFESSIONAL STANDARDS**

The Professional Standards division handles internal investigations and policy development; is responsible for media contacts, the neighborhood watch program, the volunteer program, and oversees the pursuit of national accreditation; guarantees compliance with all mandated training; and guarantees a qualified pool of applications to fill existing vacancies.

PROGRAM OBJECTIVES

- Implement a business plan for the use of the training facility by outside agencies by July 1995.
- Increase minority representation of sworn personnel by 25% by August 1996.
- Complete preparations for on-site inspection by the Commission on Accreditation for Law Enforcement Agencies (CALEA) as part of the reaccreditation process by July 1997.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	680,423	750,760	927,670	1,023,776
Contractual Services	151,032	225,980	283,923	256,948
Commodities	97,690	115,299	163,644	175,908
Capital Outlay	17,782	50,500		
Total	\$946,927	\$1,142,539	\$1,375,237	\$1,456,632

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	11	13	16	17
Part-time				
Full-time Equivalent (FTE)	11.0	13.0	16.0	17.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Professional Standards budget increases \$232,698 in 1995/96 and \$81,395 in 1996/97. The budget supports four new positions. The COPS AHEAD federal grant program, focusing on crime prevention, accounts for two Crime Prevention Officers in 1995/96. In addition, a Police Aide Crime Prevention Specialist will be added to assist in expanding neighborhood and business programs focusing on crime prevention. A Civilian Personnel Background Investigator is added in 1996/97 to ensure that effective and complete job applicant background investigations are conducted.

POLICE**PROFESSIONAL STANDARDS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Achieve 5% household increase in neighborhood block watch and crime free multi-housing programs.				
% increase of participating households	N/A	N/A	+5%	+5%
# of participating households	N/A	6,560	6,888	7,232
% of all households participating in block watch	N/A	7.7%	7.8%	7.9%
# of households in City	80,140	84,620	88,130	91,080
Goal: Achieve a minimum 35% hiring ratio from protected classes.				
% hired from protected classes	33%	38%	35%	35%
Goal: Resolve 100% of citizen and supervisory complaints within 30 days.				
% of complaints resolved in 30 days	17%	35%	100%	100%
Goal: Achieve 100% compliance with Arizona Police Officer Standards and Training (AZ POST) mandated training for sworn personnel.				
% of sworn personnel receiving mandated training	100%	100%	100%	100%
Goal: Ensure 80% of officers hired successfully complete probation.				
% of officers successfully completing probation	80%	88%	80%	80%
Goal: Achieve volunteer program participation equivalent to six full-time employees.				
# of full-time equivalents (FTE)	4.7	6.7	6.0	6.0

POLICE**EMERGENCY SERVICES**

The Emergency Services provides effective administration of the City's contract for emergency fire and ambulance service with Rural/Metro; ensures 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; and is the physical security coordinator for the City.

PROGRAM OBJECTIVES

- Comprehensively review fire protection contract costs by December 1995.
- Renegotiate Animal Control agreement with Maricopa County by May 1996.
- Conduct physical security evaluations on all routinely occupied City facilities by June 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	82,064	69,635	74,083	75,519
Contractual Services	146,514	195,208	194,704	194,644
Commodities	10,496	3,142	3,100	3,100
Capital Outlay	26,080	1,386	1,104	1,126
Total	\$265,154	\$269,371	\$272,991	\$274,389

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	1	1	1	1
Part-time				
Full-time Equivalent (FTE)	1.0	1.0	1.0	1.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Emergency Services budget increases \$3,620 in 1995/96 and \$1,398 in 1996/97. There are no significant changes in expenditures or staffing.

POLICE**EMERGENCY SERVICES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Respond to 100% of citizen inquiries within 24 hours.

% of inquiries responded to with 24 hours	100%	100%	100%	100%
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Goal: Monitor the cost effectiveness of contracted emergency services.

Cost per citizen Fire Services	\$45.40	\$47.47	\$52.22	\$57.44
Cost per citizen Rabies/Animal	.51	.51	.51	.51
Cost per citizen Civil Defense	.10	.10	.10	.10

Goal: Monitor Fire Services to ensure compliance with contract standards.

% of compliance to contract standards	100%	100%	100%	100%
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Goal: Conduct physical security evaluations on 100% of all routinely occupied City facilities to ensure citizen and employee security.

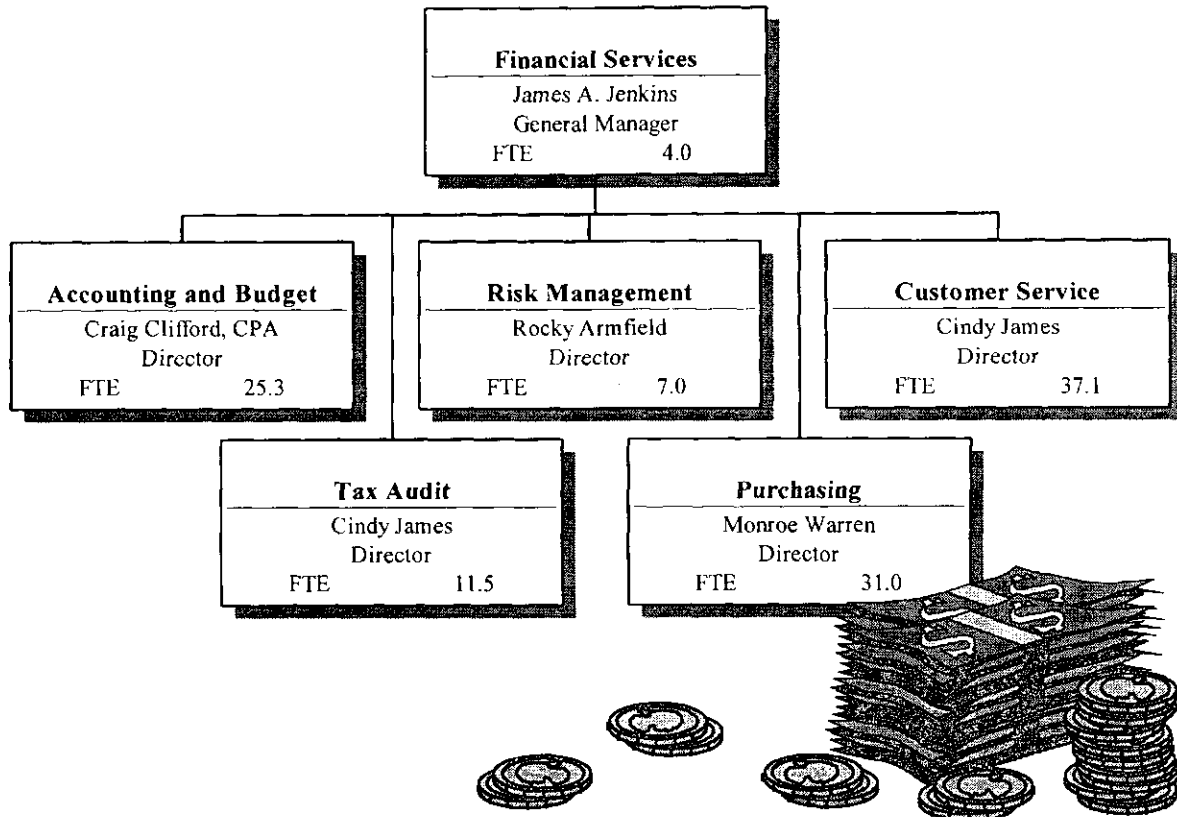
# of routinely occupied buildings evaluated	N/A	50%	100%	N/A
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FINANCIAL SERVICES

DEPARTMENT SUMMARY

MISSION: 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.



The Financial Services department is comprised of Financial Services Administration, Accounting and Budget, Tax Audit, Risk Management, Purchasing, and Customer Service.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Financial Services increases \$1,496,225 (18.1%) in 1995/96 and \$624,511 (6.4%) in 1996/97. The increase includes a casualty loss budget adjustment to the level of actuarial projections (\$932,000 increase in 1995/96 and \$134,000 in 1996/97); establishes a loss control prevention grant program (\$100,000); addresses growth-related staffing levels with the addition of a Customer Service Assistant, a Meter Reader, and an Accounts Payable Clerk; and addresses work efficiency through technology improvements.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$8,067,910	\$8,275,403	\$9,771,628	\$10,396,139
% of City's Operating Total	6.2%	6.0%	6.5%	6.4%
Full-time Equivalent Staff (FTE)	112.0	113.9	115.9	116.9
Volunteer-time Equivalent Staff (FTE)	0.8	0.9	1.0	1.1

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Implemented the City's first two-year budget for 1995/97, aligned with organizational strategies, and resulting in significant time savings and flexibility to pursue new initiatives in the second year.
- Developed a five-year balanced financial plan emphasizing strategic long range financial planning, and integrating improved work management methods, process management strategies, and continued integration of advanced technologies.
- Received recognition from Municipal Treasurers Association for outstanding investment policy, and from the Government Finance Officers Association for excellence in budgeting and in financial reporting.
- Received upgrades in General Obligation and Water and Sewer Revenue Bond ratings resulting in approximately \$1.0 million savings in debt service costs.
- Implemented credit card purchasing to increase productivity and reduce purchase cycle times.
- Implemented two additional steps in paperless purchasing, empowering staff with \$500 signature authorization and automating signature authorization for requests over \$500.
- Inspected for hazards and trimmed small limbs over the multi-use path system utilizing volunteers with the expected result of reducing risk exposures.
- Implemented on-line transfer of in-house license payments from Cashier to the mainframe, eliminating data entry function.
- Replaced radios with cellular phones to provide quicker, easier, and more cost effective access to field personnel.

1995/97 DEPARTMENTAL OBJECTIVES

- Continue to develop and utilize inter/intra-departmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.
- Investigate and implement new technologies to the fullest extent possible, including automated meter read, licensing system, automated collection system, utility billing system, interactive facsimile, electronic office supply ordering system, automated requisitioning system, and automated timekeeping/payroll system.
- Implement a new integrated financial system which will eliminate redundancy of data and processing and result in faster cycle times.
- Implement a new sales tax system to provide better and more timely information.
- Continue to develop and utilize imaging technology which will speed access to information and reduce research time.
- Develop guidelines and strategies for modifying the second year of the Biennial Budget, and continue a Citywide emphasis on improved long-term financial forecasting.
- Increase opportunities to utilize inter-governmental purchase agreements to gain savings and efficiencies and to promote inter-governmental cooperation.

FINANCIAL SERVICES**DEPARTMENT SUMMARY**

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	4,453,226	4,688,298	5,115,960	5,378,111
Contractual Services	3,319,449	3,171,064	4,405,432	4,720,735
Commodities	66,375	93,590	102,336	129,253
Capital Outlay	228,860	322,451	147,900	168,040
Total	\$8,067,910	\$8,275,403	\$9,771,628	\$10,396,139

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Administration	296,479	259,601	344,216	370,029
Accounting and Budget	1,581,787	1,608,092	1,638,714	1,726,605
Tax Audit	551,451	573,896	609,993	645,541
Risk Management	2,567,733	2,232,504	3,404,091	3,602,805
Purchasing	1,277,612	1,347,851	1,491,340	1,579,148
Customer Service	1,792,848	2,253,459	2,283,274	2,472,011
Total	\$8,067,910	\$8,275,403	\$9,771,628	\$10,396,139

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	110.0	111.0	113.0	114.0
Part-time	5.0	5.0	5.0	5.0
Full-time Equivalent (FTE)	112.0	113.9	115.9	116.9

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	1,658	1,916	2,063	2,208
Full-time Equivalent (FTE)	0.8	0.9	1.0	1.1

FINANCIAL SERVICES**ADMINISTRATION**

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 provides City management with current information concerning economic conditions and the potential fiscal impact to the City.

PROGRAM OBJECTIVES

- Maintain or improve General Obligation and Water and Sewer Revenue Bond ratings to ensure continued low interest rates on future borrowings.
- Participate in the Citywide implementation and maintenance of databases resulting from the comprehensive cost of services study to ensure that the cost of providing City services is appropriately applied.
- Implement collection and ensure accountability for the recently approved .2% privilege tax increase for preservation of the McDowell Mountains.
- Continue the department's Quality Improvement Program, emphasizing work process redesign and focusing on service delivery.
- Strengthen contract administration Citywide by coordinating a training and certification program to develop staff in effective creation and management of City contracts.
- Continue to ensure compliance with Scottsdale's comprehensive financial policies to assure long term fiscal integrity.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	221,457	225,943	307,534	330,675
Contractual Services	70,276	26,066	25,278	25,014
Commodities	2,754	5,600	7,636	10,497
Capital Outlay	1,992	1,992	3,768	3,843
Total	\$296,479	\$259,601	\$344,216	\$370,029

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	3	3	4	4
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	4.0	4.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Administration budget increases \$84,615 in 1995/96 and \$25,813 in 1996/97. The 1995/96 budget includes the addition of a Financial Services Coordinator position transferred mid-year 1994/95 from Accounting and Budget to strengthen contract administration Citywide.

*FINANCIAL SERVICES**ADMINISTRATION*

<i>PERFORMANCE INDICATORS</i>	<i>ACTUAL 1993/94</i>	<i>FORECAST 1994/95</i>	<i>FORECAST 1995/96</i>	<i>FORECAST 1996/97</i>
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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.

% total cash actively invested	99.5%	99.5%	99.5%	99.5%
Weighted average yield on investments	4.19%	5.6%	6.0%	6.5%
Federal Funds Rate average annual yield	3.38%	5.4%	6.0%	6.0%

Goal: Maintain or improve General Obligation Bond rating which contributes to lower cost of debt.

Moody's Investor Service	Aa1	Aa1	Aa1	Aa1
Standard & Poor's Rating Group	AA	AA+	AA+	AA+
Fitch Investor Services, Inc.	AA+	AA+	AA+	AA+
Weighted average cost of General Obligation debt	6.25%	6.33%	6.38%	6.45%

FINANCIAL SERVICES**ACCOUNTING AND BUDGET**

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 biennial budget and five-year financial forecast.

PROGRAM OBJECTIVES

- Implement a new integrated financial system which will eliminate redundancy of data and processing and result in faster cycle times by July 1996.
- Research and implement an automated timekeeping system to improve efficiency of payroll processing.
- Develop guidelines and strategies for modifying the second year of the biennial budget, and continue a Citywide emphasis on improved long-term financial forecasting.
- Continue to develop and utilize inter/intra-departmental quality teams to review work processes and improve work efficiencies and effectiveness.
- Strengthen staff's ability to deal with new technology, regulatory and personal development issues via training offered by the City, staff accounting training, videos, technical focus groups, and selected external training programs.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,068,458	1,096,093	1,127,169	1,180,801
Contractual Services	416,594	461,291	456,545	490,126
Commodities	24,466	20,120	21,100	21,100
Capital Outlay	72,269	30,588	33,900	34,578
Total	\$1,581,787	\$1,608,092	\$1,638,714	\$1,726,605

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	24	24	24	24
Part-time	2	2	2	2
Full-time Equivalent (FTE)	24.9	25.3	25.3	25.3

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Accounting and Budget division budget increases \$30,622 in 1995/96 and \$87,891 in 1996/97. The 1995/96 budget includes the transfer of a position to the Administrative division and adds an Accounts Payable Clerk position to address increased work loads. The 1996/97 budget reflects a continuation of 1995/96 service levels.

FINANCIAL SERVICES**ACCOUNTING AND BUDGET**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Coordinate Operating and Capital Budget review process with City staff, Council, and citizens.				
100% of all budget review sessions are publicized	100%	100%	100%	100%
Budget meets all requirements and GFOA reporting excellence benchmarks	100%	100%	100%	100%
Goal: Coordinate annual financial audit and maintain City financial reporting integrity, consistency, and accuracy.				
Annual financial audit and single audit opinions from external auditors are unqualified and completed by September 15th	100%	100%	100%	100%
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	100%	100%	100%	100%
Goal: Process City payroll payments in an accurate and timely manner.				
100% payroll processed timely every two weeks	100%	100%	100%	100%
# of payroll checks processed	42,000	44,000	46,000	48,000
100% payroll accuracy based upon departmental input	100%	100%	100%	100%
Payroll checks processed per FTE payroll staff	7,635	9,700	10,200	10,700
Goal: Process vendor payments within two working days of receipt in Accounts Payable.				
# of days to process	6	7	2	2
# of invoices processed	71,000	74,000	76,000	78,500
Invoices processed per FTE Accounts Payable staff	20,285	21,100	21,700	22,400

FINANCIAL SERVICES**TAX AUDIT**

The Tax Audit division administers and interprets the privilege tax code, evaluates local economic strength through the interpretation of privilege tax collections, and researches the impacts of the economy on property tax.

PROGRAM OBJECTIVES

- Continue implementation of a new sales tax system which will provide better information much quicker than the City has achieved in the past.
- Continue to develop and utilize the imaging technology that the City will purchase to save auditor time in researching potential audits and summarizing tax payments.
- Continue to develop quality teams that will make the division more responsive to the needs of the citizens and of the City and ensure businesses receive better educational opportunities.
- Continue to define our role in developing strategies for equitable property taxes for all property owners by continuing to forecast and monitor assessed property values and property taxes.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	483,776	517,585	553,535	580,707
Contractual Services	34,403	38,420	37,911	37,265
Commodities	7,513	7,235	7,435	10,235
Capital Outlay	25,759	10,656	11,112	17,334
Total	\$551,451	\$573,896	\$609,993	\$645,541

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	11	11	11	11
Part-time	1	1	1	1
Full-time Equivalent (FTE)	11.0	11.5	11.5	11.5

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Tax Audit budget increases \$36,097 in 1995/96 and \$35,548 in 1996/97. The increases provide for continuation of current service levels.

FINANCIAL SERVICES**TAX AUDIT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Promote accurate sales tax self-assessments through compliance audits.				
Audit 2.5% of Scottsdale businesses	2.26%	2.5%	2.5%	2.5%
Audit hearings and appeals occur in 5% or less of audits performed	3.9%	4%	4%	4%
Goal: Increase taxpayer communication within the community and provide privilege tax education.				
Conduct two education seminars per year	N/A	100%	100%	100%
Distribute privilege tax collection report each month	100%	100%	100%	100%
Obtain 90% satisfaction rate on taxpayer survey	93%	90%	90%	90%
Goal: Identify areas of taxpayer noncompliance.				
Identify noncompliance by SIC category to prepare next year's audit list	100%	100%	100%	100%
Maintain a minimum ratio of \$2.00 collected to every \$1.00 in cost	\$1.48	\$1.75	\$1.95	\$2.00
Goal: Promote stability and equity of the City's property tax system.				
Identify property tax errors and produce reports showing the tax effects of the corrections	100%	100%	100%	100%
Provide property tax reports to other City departments	100%	100%	100%	100%

FINANCIAL SERVICES**RISK MANAGEMENT**

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, OSHA, and unemployment compensation exposures; and prepares 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

- Develop and implement a five-year plan to fund the City's Loss Trust Fund at an amount equal to our actuary's annual estimated outstanding loss level by January 1997.
- Investigate an alternative method of funding the insurance expense portion of the City's capital projects and outside professional contracts and begin initial coverage by May 1997.
- Work with the Arizona Division of Occupational Safety & Health (ADOSH) to obtain for the City's Corporation Yard facility full compliance with mandates and accreditation for ADOSH's Voluntary Protection Program Merit/Star status.
- Establish and implement, by casualty loss type, a reserve methodology consistent with the City's financial objectives by March 1997.
- Review present internal cost allocation system (rates) and recommend additional improvements by August 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	263,814	318,223	345,200	357,776
Contractual Services	2,242,149	1,874,277	3,008,435	3,200,538
Commodities	31,567	32,900	37,300	37,600
Capital Outlay	30,203	7,104	13,156	6,891
Total	\$2,567,733	\$2,232,504	\$3,404,091	\$3,602,805

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	7	7	7	7
Part-time				
Full-time Equivalent (FTE)	7.0	7.0	7.0	7.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Risk Management budget increases by \$1,171,587 in 1995/96 and \$198,714 in 1996/97. The increase includes a casualty loss budget adjustment to the level of actuarial projections (\$932,000 increase in 1995/96 and \$134,000 in 1996/97); establishes a loss control prevention grant program (\$100,000); provides for medical services as required by the Occupational Health and Safety Act (OSHA); and addresses work efficiency through technology improvements.

FINANCIAL SERVICES**RISK MANAGEMENT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Achieve a 90% satisfactory rating from an annual City department survey, and do so in the most cost effective manner possible.				
% of Risk Management's total budget to City's operating budget	1.4%	1.9%	1.9%	1.8%
% of responders satisfied with services	N/A	N/A	90%	90%
Goal: Fund the City's Loss Trust Fund to 100% of actuary's recommended outstanding loss level by June 30, 2000.				
% of annual paid loss budget to actuary's recommendation for fiscal year paid losses	59%	58%	99%	100%
Ratio of the fund's fiscal year-end balance to the actuarial projected funding required	82%	82%	75%	80%
Goal: Minimize frequency and severity of the City's casualty losses through effective Risk Management services.				
Average # of cases processed per FTE	228.3	185	190	195
# of Risk Management training sessions per FTE	N/A	80	90	96
# of Risk Management training hours conducted per FTE	N/A	60	70	76
Accidents per million hours worked	11.7	11.8	11.8	11.8
Accidents per million miles driven	20.4	19.0	19.0	18.5

FINANCIAL SERVICES**PURCHASING**

Purchasing division purchases or facilitates the purchases of all materials, services and construction required by the City; processes payments to the vendors; 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 provide support and training for Purchasing portion of new integrated financial software implementation by July 1996.
- Complete testing of integration of purchase order and credit card payment processes to reduce number of invoices that must be handled; integrate this process, if feasible, with new integrated financial system.
- Complete testing of vendor system and develop implementation plan, if feasible, for use by City to order office supplies through electronic data interchange (EDI) to reduce order processing time by July 1996.
- Maximize use of fax-on-demand technology to provide solicitation documents and bid information to vendors to reduce processing and distributing time and reduce mailing costs.
- Increase opportunities to utilize inter-governmental purchase agreements to glean savings and efficiencies and to promote inter-governmental cooperation.
- Assist in establishing a Citywide strategic energy plan to include energy efficiency upgrades of City facilities and implementation of various energy conservation strategies.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,196,315	1,201,436	1,321,901	1,376,248
Contractual Services	103,588	161,640	199,384	203,577
Commodities	(60,730)	(55,485)	(68,417)	(61,384)
Capital Outlay	38,439	40,260	38,472	60,707
Total	\$1,277,612	\$1,347,851	\$1,491,340	\$1,579,148

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	31	31	31	31
Part-time				
Full-time Equivalent (FTE)	31.0	31.0	31.0	31.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Purchasing budget increases \$143,489 in 1995/96 and \$87,808 in 1996/97. This budget provides for continuation of current service levels and addresses work efficiency through technology.

FINANCIAL SERVICES**PURCHASING**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Purchase and facilitate acquisition of products, services, and construction required to support the operation of the City.				
# of customer requisitions	29,219	31,000	31,000	31,000
90% of requisitions accurately processed within 3 days	85.9%	88%	90%	80%
Annual customer surveys indicate 90% or greater satisfaction rate	95%	90%	90%	80%
Goal: Process documents for timely vendor payments as required by the terms of City contracts, purchase orders or State law.				
# of vendor payments processed	43,979	44,000	44,000	44,000
# of vendor payments processed per FTE (4.0)	10,995	11,000	11,000	11,000
99% of vendor payments meet contract requirements	97%	99%	99%	99%

FINANCIAL SERVICES**CUSTOMER SERVICE**

The Customer Service division is responsible for the accurate and timely billing and collection of the City's water, sewer, and refuse accounts; 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 monies owed to the City.

PROGRAM OBJECTIVES

Continue use of technology and reengineering of processes to improve work efficiency and effectiveness as follows:

- Investigate all Automatic Meter Reading options, and present findings and recommendations by July 1995.
- Develop streamlined processes of billing new sanitation customers by December 1995.
- Prepare design requirements for new licensing system and identify existing software packages by March 1996.
- Investigate automated collection system options to consolidate all collection activity into one system by June 1997.
- Investigate utility billing system options to address migration from mainframe application and accommodate the upcoming century change by June 1997.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,219,406	1,329,018	1,460,621	1,551,904
Contractual Services	452,439	609,370	677,879	764,215
Commodities	60,804	83,220	97,282	111,205
Capital Outlay	60,199	231,851	47,492	44,687
Total	\$1,792,848	\$2,253,459	\$2,283,274	\$2,472,011

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	34	35	36	37
Part-time	2	2	2	2
Full-time Equivalent (FTE)	35.1	36.1	37.1	38.1

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Customer Service budget increases \$29,815 in 1995/96 and \$188,737 in 1996/97. The 1995/96 budget reflects a reduction of approximately \$200,000 in one-time expenditures for implementation of imaging technology offset by \$230,000 in increases to continue current program objectives and maintain current service levels, while addressing increased workloads. The two-year budget includes the addition of two Meter Readers (one converted from contractual), two contractual Customer Service employees, and a contractual Meter Service Representative to implement a water audit program.

FINANCIAL SERVICES**CUSTOMER SERVICE**

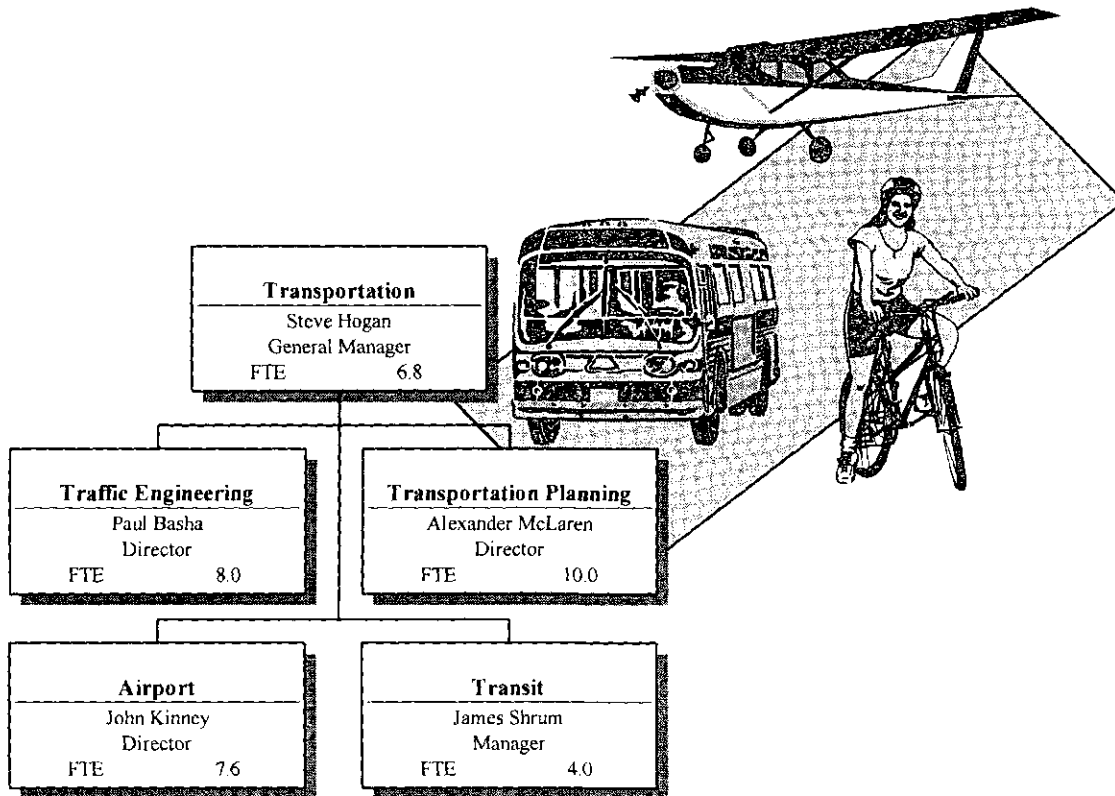
PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Process 90% of privilege tax and business, occupational, and professional license applications within 10 work days of receipt.				
# of applications processed per FTE	N/A	1,781	1,941	2,100
% of applications processed within 10 work days	N/A	85%	87%	90%
Goal: 98% of customers utility bills are processed and ready for mailing within three days of meter read.				
# of bills produced per bill day	2,845	2,930	2,947	2,961
% of bills processed and ready for mailing within three days of meter read	99.4%	98.7%	98%	98%
Goal: Read 100% of the water meters monthly with an accuracy rate of 99.85%.				
# of meters read monthly per meter reader	7,627	7,254	7,629	7,942
# of meter readers	7	8	8	8
% of meters read monthly accurately	99.995% 99.92%	99.995% 99.9%	99.995% 99.88%	99.995% 99.85%
Goal: Efficiently and effectively collect 93% of delinquent receivables.				
Delinquent receivables collected per collector	\$1,487,703	\$1,253,205	\$1,261,123	\$1,332,825
# of collectors	3	4	4	4
\$ collected per \$1 spent	\$12.21:\$1.00	\$10.00:\$1.00	\$10.00:\$1.00	\$10.00:\$1.00
% of delinquent receivables collected	92%	93%	92%	92%



TRANSPORTATION

DEPARTMENT SUMMARY

MISSION: To be a leader in the shaping of community through planning, design, and operation of a visionary and balanced transportation system.



The Transportation department is comprised of Transportation Administration, Traffic Engineering, Transportation Planning, the Airport, and Transit.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Transportation increases \$949,520 (22%) in 1995/96 and \$530,259 (10.1%) in 1996/97. The increase provides for expanded service on regional bus routes serving Scottsdale; expanded Dial-A-Ride service hours to support the goals of Americans with Disabilities Act; 10% City matching contribution to support a \$500,000 state grant for runway and airport systems maintenance; and upgrade of a part-time Bicycle Coordinator position to full-time to better address bicycle system safety issues as well as to promote the system as a transportation asset.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$3,902,407	\$4,325,103	\$5,274,623	\$5,804,882
% of City's Operating Total	3.0%	3.1%	3.5%	3.6%
Full-time Equivalent Staff (FTE)	36.5	36.1	36.4	36.4
Volunteer-time Equivalent Staff (FTE)	0.3	0.5	0.4	0.4

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Installed a pilot controlled airfield lighting system which allows airfield lighting to be actuated via a radio link by pilots on an as-needed basis.
 - Completed Bell Road Improvement District and McDowell Mountain Ranch Community Facilities District which provides major infrastructure to the area.
 - Added two new Scottsdale Connection bus routes.
 - Added Saturday service to the Dial-A-Ride program.
 - Completed Bicycle/Pedestrian Plan and presented Task Force report to the City Council.
 - Installed computer Signal System to coordinate traffic signals.
-

1995/97 DEPARTMENTAL OBJECTIVES

- Conduct Part 150/Master Plan Study with community and public officials to develop a program for future airport development by July 1996.
- Develop an implementation schedule for Bicycle/Pedestrian Plan Action Levels II and III, and enhance alternative transportation modes by September 1995.
- Expand transit services and marketing to increase ridership and reduce congestion by December 1995.
- Develop final design for the Reata and Pima channels in the Desert Greenbelt and initiate construction of critical portions by January 1997.
- Update General Plan Transportation element and ensure consistency with other elements of the General Plan in concert with the CityShape 2020 process by April 1996.
- Work with ADOT to ensure protection of City neighborhoods during Pima Freeway construction by July 1997.

TRANSPORTATION**DEPARTMENT SUMMARY**

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,693,413	1,808,625	1,923,968	2,002,430
Contractual Services	2,106,474	2,425,217	3,220,381	3,670,371
Commodities	59,734	56,521	61,014	54,998
Capital Outlay	42,786	34,740	69,260	77,083
Total	\$3,902,407	\$4,325,103	\$5,274,623	\$5,804,882

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Administration	430,251	379,327	400,300	434,492
Airport	683,392	638,639	767,775	795,007
Transit	1,432,699	1,822,409	2,330,565	2,642,227
Traffic Engineering	818,008	874,763	1,111,570	1,236,550
Transportation Planning	538,057	609,965	664,413	696,606
Total	\$3,902,407	\$4,325,103	\$5,274,623	\$5,804,882

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	33	33	34	34
Part-time	5	5	4	4
Full-time Equivalent (FTE)	36.5	36.1	36.4	36.4

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	621	944	809	841
Full-time Equivalent (FTE)	0.3	0.5	0.4	0.4

TRANSPORTATION**ADMINISTRATION**

Transportation Administration provides the necessary leadership, coordination and administrative graphics support for effective and coordinated planning and engineering of the City's transportation system.

PROGRAM OBJECTIVES

- Upgrade hardware and software to allow access to Geographic Information Systems (GIS) mapping information by July 1996.
- Establish an office automation internal fund for technology improvements and replacements by July 1996.
- Diversify duties of secretaries to include assisting Airport, taking entire Council Action Report process, and handling complete projects for staff, thus freeing staff to do other tasks by July 1995.
- Continue cooperative efforts with Communications and Public Affairs of "sharing" Graphics Designer 20 hours per week.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	302,580	317,193	339,040	361,154
Contractual Services	104,136	38,526	39,384	38,742
Commodities	13,227	13,300	15,900	13,500
Capital Outlay	10,308	10,308	5,976	21,096
Total	\$430,251	\$379,327	\$400,300	\$434,492

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	6	6	6	6
Part-time	1	1	1	1
Full-time Equivalent (FTE)	6.8	6.8	6.8	6.8

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Administration budget increases by \$20,973 in 1995/96 and \$34,192 in 1996/97. This budget maintains current service levels in both years, and provides an increase in 1996/97 to meet departmental automation needs including establishing a link to the Geographic Information Systems; and upgrading the traffic signal computer equipment and the transportation modeling equipment to improve operational efficiency.

TRANSPORTATION**ADMINISTRATION**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Maintain ratio of full-time equivalent (FTE) employees in the Transportation department per 1,000 citizens.				
Estimated population	155,270	166,520	174,680	182,210
# of FTE employees in Transportation department	36.5	36.1	36.4	36.4
# of FTE's per 1,000 Scottsdale citizens	.235	.217	.208	.200

TRANSPORTATION**AIRPORT**

The Airport provides opportunities for economic development by accommodating corporate aviation, regional commuters, and the multi-faceted general aviation community of recreational flyers, instructional flights of foreign and domestic students, air ambulance, and on-demand charters.

PROGRAM OBJECTIVES

- Conduct Part 150/Master Plan Study to provide community and public officials guidance for future Airport development by July 1996.
- Revise and update the Aviation Code/Airport Business Permit to modernize airport rules and regulations and ensure a consistent means of collecting airport fees by July 1996.
- Create cost centers and automate lease administration to more effectively recover operating and maintenance costs through equitable user fees by December 1995.
- Facilitate and monitor a comprehensive grant-funded improvement program including terminal expansion, land acquisition, terminal apron reconstruction, and improvements to taxiway lights, precision approach, and traffic circulation.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	300,353	325,119	330,827	347,581
Contractual Services	343,191	276,637	370,224	392,142
Commodities	27,602	32,683	24,776	21,060
Capital Outlay	12,246	4,200	41,948	34,224
Total	\$683,392	\$638,639	\$767,775	\$795,007

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	6	6	6	6
Part-time	3	3	3	3
Full-time Equivalent (FTE)	7.8	7.6	7.6	7.6

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Airport budget increases \$129,136 in 1995/96 and \$27,232 in 1996/97. This increase provides for a 10% City match of state grants in both years which will result in Airport improvements of \$500,000 in 1995/96 and \$550,000 in 1996/97. Also included, is funding for replacement of access gates per the planned maintenance schedule to ensure Airport safety and security.

TRANSPORTATION**AIRPORT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Respond to 85% of constituent calls (homeowners, airport tenants) within six hours and 100% within ten hours.				
# of calls received	540	720	720	720
% of calls responded to within six hours	82%	85%	87%	90%
% of calls responded to within ten hours	100%	100%	100%	100%
Goal: Reduce general fund reliance to \$150,000 by 1998/99.				
Ratio between lease rate and property value (new development)	10%	10%	10%	10%
Transfer from General Fund	\$395,876	\$255,002	\$225,000	\$175,000
Goal: Respond to 100% of emergency calls in three minutes or less, for airport operations and fire department personnel.				
Average response time to emergency calls	5 min.	4 min.	3 min.	3 min.
% of emergency calls responded to within 3 minutes	80%	85%	100%	100%
Goal: Implement a rate and fee system that fully recovers the cost of providing service to airport and airpark facility users by 1999/00.				
Approximate annual fee revenue	\$675,000	\$705,000	\$755,000	\$800,000
Recovery rate of service cost	65%	72%	80%	85%

TRANSPORTATION**TRANSIT**

The Transit division coordinates various components of the City's mass transit system, including the City's effort to comply with Clean Air and Americans With Disabilities legislation; and provides transit service either through inter-governmental agreement or by contracting directly with private service providers.

PROGRAM OBJECTIVES

- Develop an implementation schedule for the Bicycle/Pedestrian Plan recommendations in Action Levels II and III by September 1995.
- Implement service hour expansion for the Dial-a-Ride program by July 1995.
- Attain full Americans with Disabilities Act compliance prior to January 1997.
- Actively participate on the Super Bowl XXX Transportation Committee and coordinate City of Scottsdale transportation issues as they relate to the impact of Scottsdale prior to January 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	200,260	205,642	224,891	232,181
Contractual Services	1,217,940	1,609,009	2,090,924	2,394,118
Commodities	10,491	3,750	10,850	11,950
Capital Outlay	4,008	4,008	3,900	3,978
Total	\$1,432,699	\$1,822,409	\$2,330,565	\$2,642,227

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	3	3	4	4
Part-time	1	1	0	0
Full-time Equivalent (FTE)	3.9	3.7	4.0	4.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Transit budget increases \$508,156 in 1995/96 and \$311,662 in 1996/97. This increase provides for expanded service on regional bus routes serving Scottsdale in accordance with the City's planned five-year transit effort; expanded Dial-A-Ride service hours to support the goals of Americans with Disabilities Act as well as contractual pricing increases; and the upgrade of a part-time bicycle coordinator position to full-time to better address bicycle system safety issues as well as to promote the system as a transportation asset.

TRANSPORTATION**TRANSIT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Decrease the annual City employee single occupant vehicle trips to 60% by June 1997.				
% of City employees participating in the travel reduction program	62%	62%	67%	70%
% single occupancy vehicle trips	77.5%	77.5%	68%	60%
Goal: Increase miles of bicycle system to 88 by June 2000.				
Cost per striped lane mile	\$1,250	\$1,300	\$1,400	\$1,500
Cost per mile of bike path	\$300,000	\$315,000	\$330,000	\$347,000
# of miles in bicycle system	44	48	58	69
Goal: Reduce the transit operating subsidy to 65% by June 1997.				
Operating expense per revenue mile	\$2.03	\$1.95	\$1.90	\$1.85
% of operating subsidy	78%	75%	70%	65%
Goal: Reduce roadway congestion by attaining a 3% transit mode split during afternoon peak hours.				
# of PM boardings	400,000	410,000	430,000	450,000
% of transit peak afternoon travel	.75%	1%	2%	3%

TRANSPORTATION**TRAFFIC ENGINEERING**

Traffic Engineering is responsible for the day-to-day operations of the City's roadway system, ensuring that traffic moves in the best manner possible; and providing roadway travelers with a safe and well-designed street system with traffic signs and markings.

PROGRAM OBJECTIVES

- Install preliminary phase of comprehensive traffic detection system by June 1996.
- Complete 1996 Volume Map, Accident Rate Table, and Level of Service Chart by February 1997.
- Install preliminary phase of Traveler Information System by June 1997.
- Improve operation and accident analysis through video and computer technology enhancement.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	428,231	446,970	474,229	490,398
Contractual Services	375,927	415,701	622,357	731,997
Commodities	5,186	3,428	6,428	5,428
Capital Outlay	8,664	8,664	8,556	8,727
Total	\$818,008	\$874,763	\$1,111,570	\$1,236,550

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	8	8	8	8
Part-time				
Full-time Equivalent (FTE)	8.0	8.0	8.0	8.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Traffic Engineering budget increases \$236,807 in 1995/96 and \$124,980 in 1996/97. This increase provides for the continuation of current service levels, as well as funding to address improved safety and efficiency of traffic flows. A significant part of the increase in both years is due to increased property and liability insurance rates.

TRANSPORTATION**TRAFFIC ENGINEERING**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: For the 36 major intersections in Scottsdale, keep the percentage operating at levels of service (LOS) E or F less than or equal to 30%. (LOS A-D are acceptable, E and F are not)

% intersections at levels E or F	32%	30%	30%	30%
Intersection improvements	\$700,000	\$800,000	\$1,000,000	\$1,000,000

Goal: Maintain increase in Excess Liability expenditures to no more than 25%.

% increase in Excess Liability	713%	9%	76%	32%
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Goal: Maintain increase in average travel time on nine major routes to no more than 10% annually.

# of travel time measurements per route	10	15	100	100
% increase in Average Travel Time	N/A	N/A	base	+10%

Goal: Maintain accident rate increase at no more than 20% for segments and 5% for intersections as measured on even calendar years.

	Actual 1990	Actual 1992	Actual 1994	Forecast 1996
# of studies per analyst (2)	10	0	15	20
# of studies per technician (3)	10	0	10	25
Accident rate change - segments	-39%	47%	9%	20%
Accident rate change - intersections	-15%	-5%	1%	5%

Goal: Increase citizen satisfaction with traffic flow/signalization by 3% per year per the annual citizen survey.

% of citizens rating traffic flow and signalization "good" or "very good"	65%	64%	67%	70%
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TRANSPORTATION**TRANSPORTATION PLANNING**

Transportation Planning integrates and plans for various modes of transportation, including transportation system planning, drainage planning, master development plan review, and managing of improvement districts and community facility districts.

PROGRAM OBJECTIVES

- Develop the final design for the Desert Greenbelt Reata and Pima Road channels; initiate construction for significant portions by January 1997.
- Ensure that major issues concerning timing and impacts of Pima Freeway construction are coordinated with the Arizona Department of Transportation by July 1996.
- Provide preliminary and final designs, and provide construction management for Improvement Districts and Community Facilities Districts.
- Facilitate use of the transportation model to understand the impacts of development on the City's street system.
- Update the Capital Improvement Plan for transportation and drainage projects by December of each year.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	461,989	513,701	554,981	571,116
Contractual Services	65,279	85,344	97,492	113,372
Commodities	3,229	3,360	3,060	3,060
Capital Outlay	7,560	7,560	8,880	9,058
Total	\$538,057	\$609,965	\$664,413	\$696,606

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10.0	10.0	10.0	10.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Transportation Planning budget increases \$54,448 in 1995/96 and \$32,193 in 1996/97. This increase provides for continuation of the current service levels for this program.

TRANSPORTATION**TRANSPORTATION PLANNING**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Complete master planning studies to improve transportation and drainage system.

# of master planning studies completed	8	8	9	9
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Goal: Respond to 100% of drainage complaints from citizens within three days.

# of drainage complaints	150	160	170	180
# of drainage complaints responded to within three days	90%	95%	100%	100%

Goal: Respond to 100% of residents inquiries regarding street system within one day.

# of inquiries per year	363	367	383	400
# of inquiries responded to within one day	95%	95%	100%	100%

Goal: Increase citizen satisfaction with drainage control to 75% per the annual citizen survey.

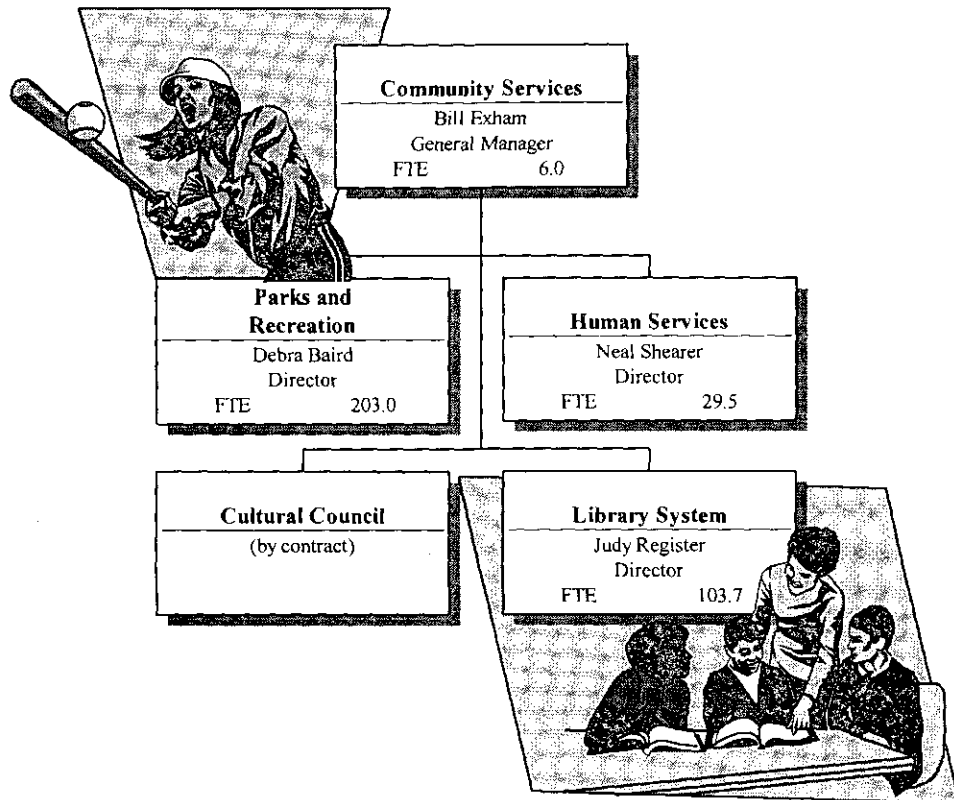
% of citizens rating drainage control "good" or "very good"	58%	69%	75%	75%
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COMMUNITY SERVICES

DEPARTMENT SUMMARY

MISSION: *Improve and preserve Scottsdale's quality of life through the development and maintenance of safe, imaginative and creative facilities, programs, and services where emphasis is placed on outcomes in areas of continuous learning, building self-esteem, team play, family enrichment, role modeling, wellness, life skills, social intervention and cultural enrichment.*



The Community Services department is comprised of Community Services Administration, Parks and Recreation, Human Services, Library System, and the Cultural Council (by contract).

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Community Services increases \$2,037,260 (11.6%) in 1995/96 and \$1,452,730 (7.4%) in 1996/97. Increases include operation and maintenance of new facilities (Rio Montana Park, Horizon Park Ball Fields and Community Center, and Palomino Library); increased emphasis on youth issues including employment, prevention, diversion, after school sports and other recreational programs; and technology improvements to increase operational efficiency.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$16,928,650	\$17,506,586	\$19,543,846	\$20,996,573
% of City's Operating Total	13.0%	12.6%	13.0%	13.0%
Full-time Equivalent Staff (FTE)	309.4	325.5	342.2	352.4
Volunteer-time Equivalent Staff (FTE)	30.8	31.1	31.4	31.7

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Reorganized the department creating three new self-led teams, eliminating a layer of management, and reallocating positions to better position the department for the future.
- Completed the Civic Center Library Expansion, doubling its size, and featuring an expanded children's area, self checkout machines, and public art.
- Reached over 500 middle school students with the initial year of the Middle School Program which features sports, classes, and clubs held directly after school.
- Opened the Via Linda Senior Center and the Paiute Neighborhood Center providing a variety of recreation and human services to citizens in two areas of the community.
- Implemented LINKS, a collaborative effort of the City, School District, various nonprofit agencies, and business - all committed to sharing responsibilities and resources to create a community which is safe, healthy, and productive for children, adults, and families.
- Formed a cross-departmental planning team to ensure that City resources are directed at youth crime prevention, and intervention needs are coordinated and linked to shared strategies.

1995/97 DEPARTMENTAL OBJECTIVES

- Provide public access to the Internet via Library's current connection by June 1997 in order to enhance access to information for our citizens.
- Open the Palomino Library, a joint City/School Library by Fall of 1995 at the new high school which will enhance the public's access to library services and promote lifelong learning.
- Enhance partnerships with non-profit youth sports organizations by December 1996 to assist them in making low-cost opportunities available to youth as an alternative to gangs, substance abuse, and delinquency.
- Provide quarterly educational/recreational programs pertaining to the McDowell Mountains in cooperation with the Land Trust as part of the community-wide campaign to raise the public's understanding of the value, environmental sensitivity, and opportunities of this natural resource.
- Facilitate the formation of a community coalition to promote integrated prevention strategies and enhance service coordination to youth and families to diminish the influence of gangs, diminish substance abuse, and other delinquent behavior by June 1995.
- Increase to \$1.9 million the Scottsdale Cultural Council's annual revenue from ticket sales, rentals, and retail food and beverage sales to supplement City funding of the Arts so that a diverse range of cultural opportunities can be made available in Scottsdale.
- Increase usage of library self-checkout machines to 30% by June 1997.

COMMUNITY SERVICES**DEPARTMENT SUMMARY**

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$9,680,975	\$10,412,192	\$11,777,366	\$12,693,625
Contractual Services	5,268,753	5,239,950	5,803,947	6,108,950
Commodities	1,686,403	1,735,252	1,831,597	1,938,670
Capital Outlay	292,519	119,192	130,936	255,328
Total	\$16,928,650	\$17,506,586	\$19,543,846	\$20,996,573

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Administration	\$607,393	\$518,488	\$718,835	\$788,042
Parks and Recreation	8,847,190	9,009,639	9,670,084	10,464,737
Library System	4,105,000	4,308,475	5,182,294	5,453,978
Human Services	1,467,590	1,711,463	1,955,356	2,212,021
Cultural Council	1,901,477	1,958,521	2,017,277	2,077,795
Total	\$16,928,650	\$17,506,586	\$19,543,846	\$20,996,573

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	185	191	205	207
Part-time	330	373	382	393
Full-time Equivalent (FTE)	309.4	325.5	342.2	352.4

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	64,205	64,783	65,346	65,988
Full-time Equivalent (FTE)	30.8	31.1	31.4	31.7

COMMUNITY SERVICES**ADMINISTRATION**

Community Services Administration provides leadership, coordination, and administrative support needed for the effective delivery of leisure, educational, social, and recreational services; develops and maintains recreational facilities for Scottsdale citizens; oversees contract administration functions; and facilitates community special events.

PROGRAM OBJECTIVES

- Complete the planned departmental re-organization including the Library division by June 1996.
- Fully implement a comprehensive marketing and sponsorship program to enhance the Community Services provision of services by July 1995.
- Complete an evaluation plan of the Scottsdale Cultural Council to ensure that the contact is being administered fairly and thoroughly by July 1996.
- Have five self-led teams and four quality teams in place and operating smoothly throughout the department by June 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$563,839	\$464,160	\$658,427	\$727,717
Contractual Services	31,848	41,189	38,141	37,187
Commodities	8,917	10,475	11,387	10,200
Capital Outlay	2,789	2,664	10,880	12,938
Total	\$607,393	\$518,488	\$718,835	\$788,042

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	3	3	6	6
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	6.0	6.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Administration budget increases \$200,347 in 1995/96 and \$69,207 in 1996/97. The increase in 1995/96 results from organizational changes that transfer three positions from Parks and Recreation and a correction in the previous year salary budget. Approximately \$90,000 in 1994/95 was incorrectly reflected in the Parks and Recreation budget. This budget supports the continuation of current service levels.

COMMUNITY SERVICES**ADMINISTRATION**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Provide focus and direction for all divisions with the Community Services department, striving for a 98% "good" or "very good" service satisfaction rating in the annual citizen survey.

% of residents satisfied:				
Community Arts, Cultural Program	93%	97%	97%	97%
Parks, Open Spaces	93%	96%	97%	98%
Library Services	96%	98%	98%	98%
Recreational Programs	92%	96%	96%	97%

Goal: Reduce the % of supervisory personnel department-wide to 8% in order to operate a flatter, more efficient organization.

% of supervisory staff	10%	9.2%	8.7%	8.7%
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Goal: Facilitate and provide quality service for 100% of special community events which take place at Community Services facilities.

Average hours spent facilitating per event	4.5	5	5	5
# of special events facilitated	21	21	18	18
Average cost to facilitate special events (\$20/hr)	\$1,800	\$2,100	\$1,800	\$1,800

Goal: Administer the Master Agreement with the Scottsdale Cultural Council in such a way as to ensure all contractual requirements are met.

# of performance goals	40	42	42	45
% of performance criteria met	95%	97%	97%	97%

COMMUNITY SERVICES**PARKS AND RECREATION**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Provide effective and efficient maintenance services of our City parks and open spaces while achieving a 98% level of satisfaction as determined by the annual citizen survey.				
% of residents satisfied	93%	96%	97%	98%
Goal: Achieve a park maintenance ratio of 11 acres for 1 full-time staffing equivalency (FTE), maintaining existing quality of maintenance levels.				
Park acreage maintained per FTE	10.2	10.4	11	11
Goal: Supplement existing Park Maintenance staffing resources with 8,000 hours/year of support from the Maricopa Adult Probation division by June 1997.				
Community Services hours received	1,700	6,000	7,500	8,000
% of goal met	21%	75%	94%	100%
Goal: Provide effective and efficient recreational services while achieving a 98% level of satisfaction as determined by the annual citizen survey.				
% of residents satisfied	92%	96%	96%	97%
Goal: Schedule 100% of public requests for reservation of park facilities.				
# of reservations logged	2,715	2,900	3,200	3,300
% of reservation requests scheduled	85%	85%	87%	89%
Goal: Accept 95% of the requests for registration of children in the elementary youth sports leagues.				
# of requests received	2,047	1,900	2,000	2,000
# of requests accepted	1,793	1,700	1,800	1,800
% of registration accepted	88%	89%	90%	90%

COMMUNITY SERVICES

HUMAN SERVICES

Human Services provides social services through a combination of direct service, contracted service, and use of the brokerage concept to provide needed human services to Scottsdale citizens at minimal cost to the taxpayers; ensures that the needs of the community are being met; provides private, non-profit agencies with office space at central locations where services are delivered; and provides assessment and referral while coordinating the delivery of services and resources utilizing grant and community-based funds.

PROGRAM OBJECTIVES

- Fully operationalize Phase I of the Paiute Neighborhood Center and Via Linda Senior Center as model community partnerships by utilizing citizen volunteers, corporate sponsorships, non-profit agencies, and City staff to provide an array of educational, recreational, and social services by December 1995.
- Address increasing human services needs by raising more than \$100,000 through the "Scottsdale Cares" voluntary utility bill donation program by December 1996.
- Facilitate the formation of a broad-based community coalition to promote integrated prevention strategies and enhance "youth and family" services coordination and evaluation by June 1997.
- Provide meaningful avenues to involve our customers — including the Human Services Commission, minorities, youth, and senior citizens — in influencing and evaluating human services in all facilities, ongoing through June 1997.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$943,689	\$1,104,632	\$1,323,331	\$1,510,116
Contractual Services	411,519	441,928	536,455	613,895
Commodities	60,730	109,515	83,054	75,243
Capital Outlay	51,652	55,388	12,516	12,767
Total	\$1,467,590	\$1,711,463	\$1,955,356	\$2,212,021

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	18	20	22	22
Part-time	11	15	13	13
Full-time Equivalent (FTE)	24.7	29.1	29.5	29.5

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Human Services budget increases \$243,893 in 1995/96 and \$256,656 in 1996/97. Increases include conversion of two part-time positions to full-time status. One position is needed to maintain current service levels in social services due to continuing increases in the number of applicants. The other position supports increased demand in the youth employment program. Other changes are an increase in the level of participation in youth intervention programs and a change in salary allocations among Community Services programs based on organizational changes in 1994/95.

COMMUNITY SERVICES**HUMAN SERVICES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Place 80% of youth requesting employment through the Teen Employment Program.				
# of applicants processed	656	700	750	800
% of applicants hired	69%	75%	80%	85%
% of employers satisfied with services	N/A	N/A	90%	95%
Goal: Reduce the number of high school dropouts per 1,000 students by at least 5% per year through extensive community collaboration.				
# of dropouts per 1,000	65	60	55	50
% of change from previous year	(3%)	(7.7%)	(8.3%)	(9%)
Goal: Accommodate 95% of the requests for emergency assistance at Vista Social Services.				
# of requests for emergency assistance	3,342	3,500	3,700	3,900
% of requests accommodated	92%	93%	95%	95%
Goal: Increase household participation in the Scottsdale Cares utility bill donation program for human services needs by a minimum of 10% per year.				
# of households participating	N/A	N/A	10,000	12,000
Amount contributed for services	N/A	N/A	\$100,000	\$120,000

COMMUNITY SERVICES**LIBRARY SYSTEM**

The Library System maintains an efficient circulation of materials; provides diverse and balanced books, periodicals, and materials collection in two libraries; answers all reference/information questions; provides children's and adult education programs and lifelong learning and community involvement opportunities; facilitates a reciprocal borrowing agreement which makes services available to registered borrowers of other Maricopa County library systems; and participates in a partnership program through Scottsdale Library Link with the Scottsdale School District libraries, Scottsdale Community College, and Thunderbird Academy.

PROGRAM OBJECTIVES

- Assign one staff person to work on the inter-departmental task force to develop additional recreational, educational, and informational activities for youth, including increased activities geared especially to teens.
- Finalize the plans, as outlined in the 1990 Inter-governmental Agreement with the Scottsdale Unified School District, to open the Palomino Library in August 1995.
- Develop inter-governmental agreements with the Scottsdale Unified School District to build and operate a second school/public library on McDowell Mountain Ranch with Phase I of the facility opening Fall of 1996.
- Provide access to the Internet via the Library's current Internet connection to other City offices with the goal of providing public access within the next five years.
- Seek opportunities to ensure that the public and staff have a safe environment in which to work and study.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$2,679,075	\$2,999,410	\$3,617,884	\$3,799,932
Contractual Services	580,262	573,734	702,598	739,114
Commodities	702,792	709,603	829,628	856,603
Capital Outlay	142,871	25,728	32,184	58,329
Total	\$4,105,000	\$4,308,475	\$5,182,294	\$5,453,978

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	62	64	74	74
Part-time	38	38	45	45
Full-time Equivalent (FTE)	83.0	89.0	103.7	103.7

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Library System budget increases \$873,819 in 1995/96 and \$271,684 in 1996/97. This increase supports the opening of a new joint City/School District library in 1995/96 including the addition of nine full-time and eight part-time positions and the conversion of a part-time library courier position to full-time.

COMMUNITY SERVICES**LIBRARY SYSTEM**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Maintain a 98% level of satisfaction with library services as determined by the annual citizen survey.				
% of residents satisfied	96%	98%	98%	98%
Goal: Complete 30% of library book check-out transactions with customer use of the self-check equipment.				
# of book check-outs	1,534,000	1,577,000	1,622,000	1,677,000
% of check-outs with use of the self-check machines	N/A	2%	15%	30%
Goal: Reduce by 25% per year, the number of dissatisfied customer service comments.				
# of service related comments	N/A	374	385	395
% of dissatisfied comments	N/A	32%	24%	16%

COMMUNITY SERVICES**CULTURAL COUNCIL**

Under contract to the City, the Cultural Council provides all cultural services and manages the Center for the Arts.

PROGRAM OBJECTIVES

- Develop a plan to increase revenues at the annual Arts Festival by June 1996.
- Research and develop a contingency plan to address the potential of reduced Federal, State, and Regional grants by June 1996.
- Have in place a contingency/reserve budget of \$250,000 and reserve one percent of total budget for additional, unbudgeted projects by June 1996.
- Continue to pursue programming that demonstrates a high level of community outreach.
- Continue to develop and present programs that enable audiences to have thought provoking experiences and interaction with artists.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services				
Contractual Services	1,901,477	1,958,521	2,017,277	2,077,795
Commodities				
Capital Outlay				
Total	\$1,901,477	\$1,958,521	\$2,017,277	\$2,077,795

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Cultural Council budget increases \$58,756 in 1995/96 and \$60,518 in 1996/97. These increases reflect the terms of the City's contractual agreement with the Cultural Council.

COMMUNITY SERVICES**CULTURAL COUNCIL**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Achieve 70% paid capacity in performances presented in the theater and the amphitheater while increasing ticket sales by 1996/97.

# of events	93	78	85	80
% of capacity filled by paying customers	62%	64%	65%	70%

Goal: Achieve and maintain a minimum 98% level of satisfaction with Community Arts/Cultural Programs as determined by the annual citizen survey.

% of residents satisfied	93%	93%	98%	98%
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Goal: Achieve a \$1 million fund raising goal through memberships, sponsorships, contributions, grants and special events.

Contributed revenue	\$891,306	\$989,350	\$1,000,000	\$1,050,000
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Goal: Generate \$1.9 million in earned revenue through tickets sales, rentals, retail, food and beverage, and other sources by 1998.

Earned revenue	\$1,607,233	\$1,800,000	\$1,900,000	\$1,950,000
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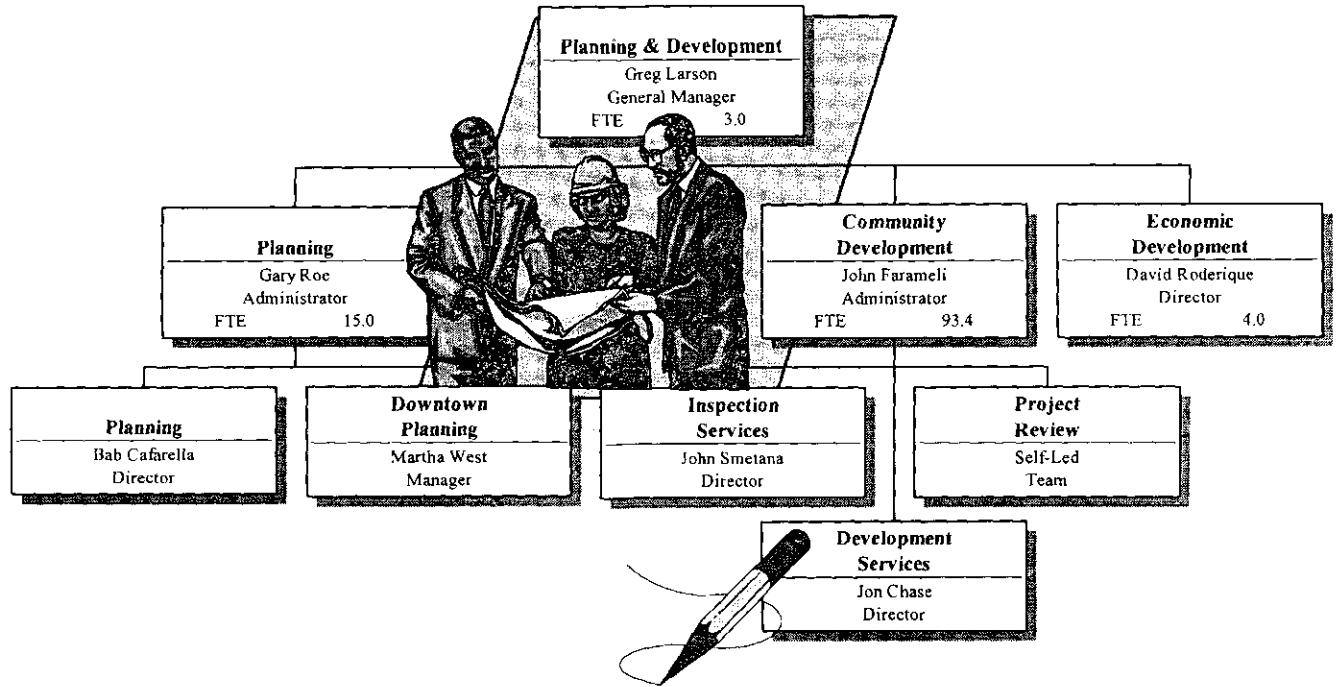




PLANNING AND DEVELOPMENT

DEPARTMENT SUMMARY

MISSION: Build a better Scottsdale by helping the community focus on the future and to realize its vision.



The Planning and Development department is comprised of Administration, Planning, Economic Development, and Community Development.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Planning and Development increases \$1,558,666 (15.1%) in 1995/96 and \$634,838 (5.3%) in 1996/97. Increases include budget adjustments to development activity support functions to reflect the actual cost associated with increased development activity; support of downtown and Los Arcos redevelopment efforts; support of McDowell Mountain preservation efforts; and contractual increases in the Chamber of Commerce Tourism contract based on projected bed tax collections. Staffing changes include conversion of five contractual building inspectors to regular full-time City employees, transfer of a graphics design position to General Government, and the addition of a code enforcement position contingent on the outcome of planned Code Enforcement technology improvements.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$10,372,468	\$10,308,920	\$11,867,586	\$12,502,424
% of City's Operating Total	7.9%	7.4%	7.9%	7.8%
Full-time Equivalent Staff (FTE)	109.0	110.4	115.4	115.4
Volunteer-time Equivalent Staff (FTE)	1.6	2.4	2.7	2.2

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program Goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Completed the second phase of the Waterfront Focus area by reconfiguring the canal banks between Scottsdale Road and Goldwater Boulevard to accommodate future waterfront development as a Downtown destination attraction.
- Worked with the Scottsdale School District and the developer to plan the community-use site for McDowell Mountain Ranch Development which, when completed, will result in a variety of jointly operated and maintained educational, recreational and other citizen services facilities.
- Assisted the Chamber of Commerce in attracting record numbers of new businesses to Scottsdale resulting in 26 new companies with 3,000 jobs in 1993/94, and estimated 22 new companies and 2,000 new jobs in 1994/95.
- Successfully negotiated with Nordstrom's of Seattle to locate in Scottsdale's Fashion Square/Camelview Plaza, adding over 400,000 square feet of new retail space adjacent to the existing mall.
- Facilitated development of new destination attractions and events, including the Frank Lloyd Wright museum at Taliesin West; Heard Museum at El Pedregal; and 25 special events.
- Established the Western Task Force of the Tourism Development Commission to provide development recommendations relative to preserving Scottsdale's western character.
- Worked with the McDowell Sonoran Preserve Commission, landowners and interested community groups, to develop specific approaches to protect the mountains and surrounding desert; began process for securing access points and acquiring high priority areas.

1995/97 DEPARTMENTAL OBJECTIVES

- Provide leadership for, assure achievement of, and report quarterly on the following Citywide 1994/96 Critical Objectives and Strategies:
 - Preserve the McDowell Mountains and Sonoran Desert
 - Adopt a Strategic Approach to Land Use and Growth
 - Enhance Economic Development Opportunities
- Complete the CityShape 2020 General Plan update public process by October 1995 and the staff implementation phase by June 1996.
- Implement new performance measures by July 1995 and establish benchmark standards by July 1996 for our recently defined "Clients" (those current and future residents, visitors and businesses that we represent in our professional capacities).
- Restore ongoing "customer" service delivery standards (e.g., 5 day plan review turn-around) by December 1995 and avoid further regulatory impediments to their ongoing achievement.
- Support the development and implementation of Geographic Information Systems (GIS) by January 1996 and document realized savings, revenues, and service improvements by July 1997.
- Undertake quarterly organizational improvement efforts such as staff rotations, new self-led teams, and re-engineering efforts.

PLANNING AND DEVELOPMENT**DEPARTMENT SUMMARY**

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	4,952,357	5,230,646	5,918,579	6,225,778
Contractual Services	5,007,724	4,812,479	5,592,513	5,995,587
Commodities	129,317	123,155	141,049	126,378
Capital Outlay	283,070	142,640	215,445	154,681
Total	\$10,372,468	\$10,308,920	\$11,867,586	\$12,502,424

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Administration	240,831	243,094	276,092	300,634
Planning	1,119,226	1,151,956	1,391,697	1,648,208
Development Services	1,422,257	1,362,372	1,670,101	1,669,450
Inspection Services	2,216,236	2,618,663	2,594,427	2,711,387
Project Review	2,021,121	1,961,455	2,647,440	2,707,387
Economic Development	3,352,797	2,971,380	3,287,829	3,465,358
Total	\$10,372,468	\$10,308,920	\$11,867,586	\$12,502,424

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	106	107	112	112
Part-time	4	4	4	4
Full-time Equivalent (FTE)	109.0	110.4	115.4	115.4

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	3,400	4,907	5,658	4,549
Full-time Equivalent (FTE)	1.6	2.4	2.7	2.2

PLANNING AND DEVELOPMENT**ADMINISTRATION**

Planning & Development administration ensures that land within the City's boundaries is planned and developed for the general welfare of the community and further ensures that the planning and development review processes consider all legitimate points of view and provides fair access to the decision-making process.

PROGRAM OBJECTIVES

- Provide leadership for Citywide objectives to preserve the McDowell Mountains and Sonoran Desert, adopt a strategic approach to land use and growth, and enhance development opportunities.
- Complete the CityShape 2020 General Plan update public process by October 1995 and staff implementation phase by June 1996.
- Undertake quarterly organizational improvement efforts such as staff rotations, new self-led teams, and process management efforts.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	178,315	208,096	235,659	260,505
Contractual Services	40,032	28,254	32,349	31,965
Commodities	9,824	3,300	4,100	4,100
Capital Outlay	12,660	3,444	3,984	4,064
Total	\$240,831	\$243,094	\$276,092	\$300,634

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Administration budget increases \$32,998 in 1995/96 and \$24,542 in 1996/97. This increase provides for continuation of the current service level for this program. There is no change in staffing.

PLANNING AND DEVELOPMENT

ADMINISTRATION

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Ensure that the client receives initial follow-up contact from staff within 24 hours 95% of the time				
% of requests responded to within 24 hours	97%	98%	98%	98%
Goal: Ensure that requests for assistance are resolved within one week 95% of the time.				
% of requests resolved within one week	97%	98%	98%	98%
Goal: Increase citizen satisfaction with planning and zoning services per the annual citizen survey.				
% of citizens satisfied	66%	74%	75%	75%

PLANNING AND DEVELOPMENT**PLANNING**

The Planning division carefully plans the growth of the community and manages City-owned real estate assets; ensures that downtown retains economic viability and continues to serve as the cultural focus and symbolic center of the community; and administers the Community Development Block Grant (CDBG) program to comply with federal guidelines and serve the low to moderate income population of the community.

PROGRAM OBJECTIVES

- Develop and implement plans for the Waterfront, Southeast Downtown, and Medical Campus Redevelopment areas by June 1997.
- Develop and implement plans for the Los Arcos Area that include cooperative marketing of the auto dealerships along McDowell Road, a master signage program, Scottsdale Road streetscape, and revitalization of Los Arcos Mall by July 1997.
- Add 2,000 acres to the McDowell Sonoran Preserve and two access points to the Preserve by July 1997.
- Integrate all Federal Housing and Urban Development funded programs with uniform service delivery guidelines by fall of 1996.
- Attract a major retail tenant to both the Los Arcos and Waterfront areas by June 1996.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	755,593	756,410	820,244	855,166
Contractual Services	287,073	301,865	523,723	756,072
Commodities	18,073	22,585	21,650	19,650
Capital Outlay	58,487	71,096	26,080	17,320
Total	\$1,119,226	\$1,151,956	\$1,391,697	\$1,648,208

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	15	15	15	15
Part-time				
Full-time Equivalent (FTE)	15.0	15.0	15.0	15.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Planning budget increases \$239,741 in 1995/96 and \$256,511 in 1996/97. This increase provides funding to develop and implement plans for the Los Arcos and downtown redevelopment areas and to provide technical support for the McDowell Mountain preservation effort. There is no change in staffing.

PLANNING AND DEVELOPMENT

PLANNING

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Protect the existing pedestrian style character of downtown and encourage activities that activate the streets, per the Downtown Urban Design and Architectural Guidelines.

Support special events	7	9	10	11
% of all development and renovation projects screened by staff for compliance with Downtown Guidelines	100%	100%	100%	100%

Goal: Maintain and enhance downtown Scottsdale as the commercial center of the community by supporting downtown marketing and retail promotions to increase sales revenues.

% annual sales tax increase	10%	6%	6%	6%
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Goal: Preserve the McDowell Mountains and Sonoran Desert.

# of acres added to the preserve per year	1,000	1,000	1,000	1,000
# of access points added to the preserve per year	1	1	1	1

Goal: Provide complete housing rehabilitation of 40 homes owned by low income residents per year (Contingent on annual Federal Funding levels).

# of housing rehabilitations per year	48	40	40	40
% of clients satisfied with housing rehabilitation of their homes	95%	95%	95%	95%

PLANNING AND DEVELOPMENT**DEVELOPMENT SERVICES**

Development Services provides accurate and timely guidance and direction as to the process, ordinance, application, and fee requirements for developing land within the City; maintains an accurate and up-to-date historical construction record of the City for rezoning, use permits, variances, abandonments, easement releases, parcel descriptions, water, sewer, and public right-of-way improvements; and preserves quality of life within the existing neighborhoods by enforcement of the zoning ordinance.

PROGRAM OBJECTIVES

- Plan and implement a new system of sign inspections using an imaging camera which will catalog sign installations and provide a valuable data base for existing signs by August 1995.
- Develop funding and implementation plan for imaging conversion of case files and as-built drawings by November 1995.
- Organize and plan the implementation of a quarter-section by quarter-section enforcement program which will enable Code Inspectors to visually inspect significant portions of the City by July 1995.
- Complete transition from manual to automated land information system, GIS/LIS, for map maintenance and client services by December 1995.
- Implement continuous enhancements to the public hearing packet/presentation graphics, including automation and process improvements by July 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	963,994	1,056,602	1,112,327	1,191,078
Contractual Services	399,223	246,184	378,468	383,561
Commodities	34,068	39,138	52,665	41,778
Capital Outlay	24,972	20,448	126,641	53,033
Total	\$1,422,257	\$1,362,372	\$1,670,101	\$1,669,450

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	24	25	25	25
Part-time	2	2	2	2
Full-time Equivalent (FTE)	25.4	26.7	26.7	26.7

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Development Services budget increases \$307,729 in 1995/96 and decreases \$651 in 1996/97. Increases include addition of a contractual Engineering Technician to maintain current service levels in the Records unit; technology improvements resulting in increased operational efficiency in Code Enforcement to maintain enforcement performance goals; and the mid-year 1995/96 addition of a Code Inspector to assure response times contingent on results of technology improvements. A Graphics Design position has been transferred to Communications and Public Affairs in the General Government department.

PLANNING AND DEVELOPMENT**DEVELOPMENT SERVICES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Abate graffiti within 24 hours.				
# of locations abated	630	1,000	1,400	2,000
% of graffiti locations abated within 24 hours.	100%	100%	100%	100%
Goal: Achieve voluntary compliance of Code Enforcement cases within 30 days.				
# of cases handled	14,000	14,500	15,000	15,500
% of cases achieving compliance in 30 days or less	98%	98%	98%	98%
Goal: Review and complete Scottsdale Business Applications within five days.				
# of applications received	3,300	3,400	3,400	3,400
% of applications reviewed in five days	100%	100%	100%	100%
Goal: Review residential additions and small tenant improvements within 24 hours.				
# of plan reviews received	2,665	2,750	2,000	1,800
% of plans reviewed in 24 hours	100%	100%	100%	100%
Goal: Issue 100% of residential standard plan building permits within 24 hours of receipt of application.				
Average # of permits issued per day	16	10	13	13
% of permits issued within 24 hour cycle	95%	100%	100%	100%
Goal: Review 95% of sign permit applications within three working days.				
# of sign permit applications reviewed within three working days	1,673	1,450	1,595	1,435
% of sign permit applications reviewed within three working days	98%	100%	100%	100%

PLANNING AND DEVELOPMENT**INSPECTION SERVICES**

Inspection Services provides for public safety and welfare by assuring that all construction meets codes and standards including homes, buildings, new streets, water and sewer lines, parks, and other City facilities; and provides a reliable network of survey monumentation and accurate "as built" documentation.

PROGRAM OBJECTIVES

- Insure all building inspectors maintain efficiency in all adopted building codes and amendments.
- Continue to encourage all inspectors to become certified in more than one code discipline to raise their professional level.
- Inspect improvements within right-of-way/easements for compliance with construction documents and City policies by applying sound consistent work standards.
- Develop and implement an effective computerized system for public works inspectors.
- Provide accurate as-built locations on all newly constructed water and wastewater utilities in the City.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,119,576	1,266,516	1,555,120	1,636,260
Contractual Services	1,045,979	1,306,249	993,271	1,028,799
Commodities	27,261	30,802	31,420	31,420
Capital Outlay	23,420	15,096	14,616	14,908
Total	\$2,216,236	\$2,618,663	\$2,594,427	\$2,711,387

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	27	27	32	32
Part-time	1	1	1	1
Full-time Equivalent (FTE)	27.7	27.8	32.8	32.8

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Inspection Services budget decreases \$24,236 in 1995/96 and increases \$116,960 in 1996/97. The decrease in 1995/96 results from the mid-year 1994/95 conversion of contractual building inspectors to regular full-time City employment. This two-year budget supports the continuation of current service levels based on projected development activity.

PLANNING AND DEVELOPMENT**INSPECTION SERVICES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Enter 100% of inspections results within 24 hours.				
Inspection results entered	141,978	172,884	155,596	155,596
% of inspections entered within 24 hours	100%	100%	100%	100%
Goal: Provide and maintain automated inspection system (VIPS) 24 hours per day.				
# building inspections scheduled	104,751	132,264	119,038	119,038
% of time VIPS is available	100%	100%	100%	100%
Goal: Perform 100% of all requested building inspections with 24 hours.				
# of building inspections performed per inspector	14,837 *	14,500 *	12,752	12,752
% of building inspections performed within 24 hours	99.41%	98%	98%	98%
* Achieved with overtime				
Goal: Perform 100% of public works projects inspections within 24 hours.				
# of inspections	10,935	15,235	12,865	13,034
% performed within 24 hours	98%	98%	100%	100%
Goal: Perform 100% of all finish floor certifications within 24 hours.				
# of floor inspections (2 visits each floor)	6,393	6,708	5,801	5,878
% inspected within 24 hours	97%	99%	100%	100%

PLANNING AND DEVELOPMENT**PROJECT REVIEW**

Project Review provides professional review of development projects ensuring orderly growth while protecting environmental resources and managing cases through the public hearing processes; ensures that development proposals comply with all City ordinances, design standards, and public hearing stipulations; and provides accurate and efficient customer service regarding ordinance requirements for development within the City.

PROGRAM OBJECTIVES

- Revise Environmentally Sensitive Lands Ordinance publication by December 1995.
- Adopt the 1995 Building Codes by December 1996.
- Complete zoning ordinance amendments for group homes, single, and multi-family residential, commercial and office, planned developments, and industrial districts by June 1997.
- Respond to CityShape 2020 objectives and develop implementation program by April 1996.
- Assist Geographic Information Systems (GIS) with applications programming for Planning and Development processes to be completed by June 1996.
- Assist with Records Management/GIS technology integration re-engineering project to be completed December 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	1,675,071	1,684,454	1,947,121	2,023,235
Contractual Services	272,384	223,129	631,849	596,409
Commodities	33,303	23,980	28,114	26,230
Capital Outlay	40,363	29,892	40,356	61,513
Total	\$2,021,121	\$1,961,455	\$2,647,440	\$2,707,387

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	33	33	33	33
Part-time	1	1	1	1
Full-time Equivalent (FTE)	33.9	33.9	33.9	33.9

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Project Review budget increases \$685,985 in 1995/96 and \$59,947 in 1996/97. Increases in 1995/96 include budget adjustments for contractual final plan reviews and overtime to reflect the actual expenditures in this area as development activity has increased. The increases have been funded by mid-year contingency transfers in the past two years. The 1996/97 increase is very modest, reflecting increased operational efficiency resulting from the implementation of the Geographic Information Systems.

PLANNING AND DEVELOPMENT**PROJECT REVIEW**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Coordinate development projects through the preliminary review process.				
# of cases per coordinator	157	160	164	169
Total # of cases processed	787	800	820	845
Goal: Provide administrative support to Project Review staff.				
# of work orders processed (total)	568	648	624	650
Average cost per work order processed	\$35.42	\$38.51	\$41.59	\$44.91
Goal: Review all submitted building, planning and civil plans within an average of five working days 90% of the time.				
# of plans sets reviewed	11,469	15,500	13,100	13,000
% of plan sets reviewed within 5 days	90%	90%	90%	90%

PLANNING AND DEVELOPMENT**ECONOMIC DEVELOPMENT**

The Economic Development division works with public and private sector entities to cause private sector investment in the community within the context of overall City Goals and policies; and increases the City's ability to provide services by enhancing the overall revenue profile for the City through the combination of private and public sector investments in the community.

PROGRAM OBJECTIVES

- Aggressively target new sales and bed tax generating activities, including additional retail uses and tourist facilities.
- Focus heavily on redevelopment opportunities, both in the Downtown and Los Arcos areas.
- Continue to seek out new targeted employment opportunities appropriate to Scottsdale, especially relating to medical services, high tech, and administrative/professional facilities.
- Look for opportunities to strengthen relationships with the business community and neighboring communities, in order to create the partnerships necessary to deal with complex issues.
- Strengthen the strategic and tactical plan for economic development to be more results oriented, and to take advantage of emerging opportunities.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	259,809	258,568	248,108	259,534
Contractual Services	2,963,034	2,706,798	3,032,853	3,198,781
Commodities	6,788	3,350	3,100	3,200
Capital Outlay	123,168	2,664	3,768	3,843
Total	\$3,352,799	\$2,971,380	\$3,287,829	\$3,465,358

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	4	4	4	4
Part-time				
Full-time Equivalent (FTE)	4.0	4.0	4.0	4.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Economic Development budget increases \$316,449 in 1995/96 and \$177,529 in 1996/97. Increases reflect the contractual allocation of bed tax funds to the Chamber of Commerce Tourism Development Program and an increase in the Chamber of Commerce Economic Development contract.

PLANNING AND DEVELOPMENT**ECONOMIC DEVELOPMENT**

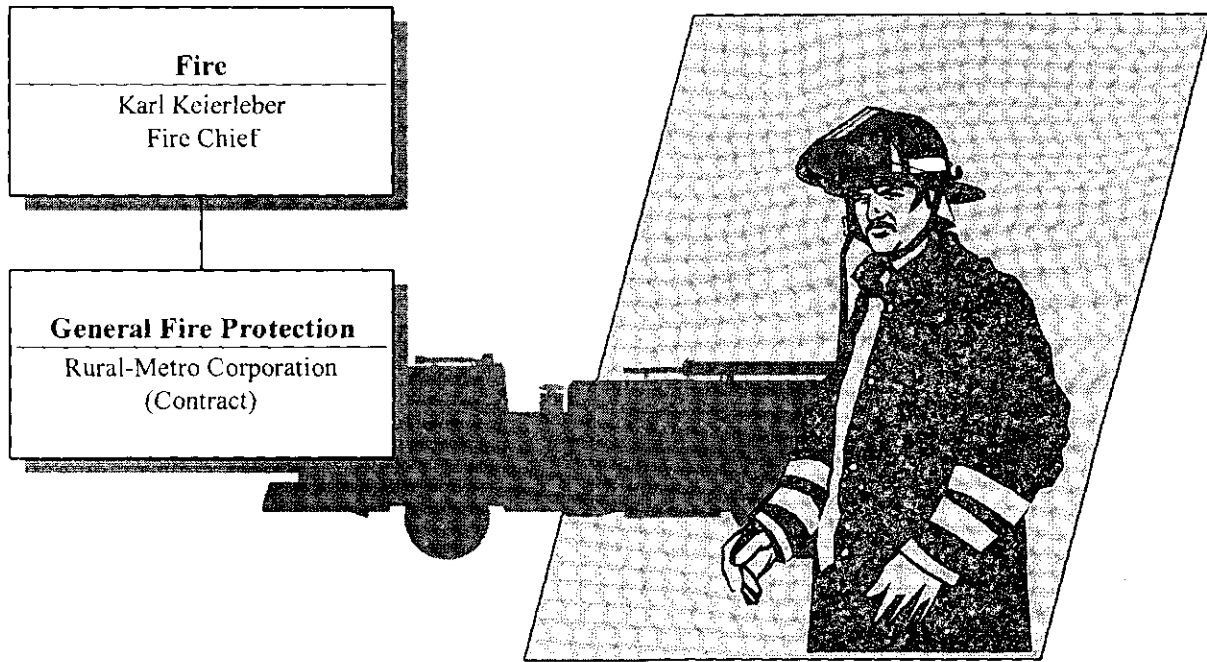
PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Increase tourism as measured by hotel based tax receipts.				
Total bed tax collections	\$4,465,372	\$4,800,000	\$5,200,000	\$5,600,000
Hotel/motel sales tax collections	\$2,982,767	\$3,000,000	\$3,100,000	\$3,200,000
Revenue return per hotel room	\$1,350	\$1,399	\$1,425	\$1,450
Goal: Increase retail sales in the community as measured by tax receipts.				
Total 1% City privilege tax collected	\$39,109,767	\$42,900,000	\$47,200,000	\$51,448,000
Revenue return per capita	\$251	\$259	\$270	\$282
Goal: Monitor annual Chamber contracts to ensure effective use of resources.				
Chamber Economic Development contract: City investment per new basic jobs created	\$243	\$250	\$200	\$200
Chamber Hospitality contract: City investment per # of visitors booked	\$6,304	\$5,560	\$5,250	\$5,000
Goal: Provide accurate and timely economic research to attract potential tourism and business relocation to Scottsdale.				
Economic Trends reports distributed	375	400	450	500
Retail Market Analysis distributed	225	250	275	300
SDL/PV Tourism Study distributed	800	850	900	1,000
Demographic Trends distributed	450	500	550	600



FIRE

DEPARTMENT SUMMARY

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.



General Fire Protection is provided by contract with Rural Metro Corporation.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Fire increases \$1,683,752 (19.9%) in 1995/96 and \$868,530 in 1996/97 (8.5%). This budget provides for contractual increases including: completion of a five year salary and benefit catch-up agreement; staffing and operation of the new fire station at Rio Montana Park; and staffing and operation of Thompson Peak Station #16 in 1996/97.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$7,553,791	\$8,477,653	\$10,161,405	\$11,029,935
% of City's Operating Total	5.8%	6.1%	6.8%	6.8%

FIRE**DEPARTMENT SUMMARY**

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.

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Reinforced emergency resources in the East Shea area by hiring staff and securing equipment for the new Station #15 at Via Linda and 132nd Street (currently under construction), and temporarily assigning the staff and equipment to Station #19 at Via Linda and 90th Street.
- Added prevention staffing to meet increased demands associated with growth; and consolidated and centralized all prevention activities to increase efficiency.
- Completed a contract extension with Arizona Department of Environmental Quality to inspect and monitor Scottsdale's Underground Storage Tank installation and removal program.
- Conducted extensive public education programs including leadership and student academies, CPR and first aid training classes, school talks, station tours, and E.D.I.T.H. (exit drills in the home) events for over 32,000 citizens.
- Began operation of the new Public Safety Training Facility, including advanced training in the new burn facility.

1995/97 DEPARTMENTAL OBJECTIVES

- Provide high quality, cost effective emergency services.
- Promote fire safety by providing effective fire prevention education programs.
- Increase the public's ability to render emergency aid through continued emphasis on CPR and first aid public education programs.
- Actively participate, in partnership with the Police Department, in the overall public safety operations that continue to provide the citizens of Scottsdale with a high level of protection.

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	89,710			
Contractual Services	7,425,373	8,446,253	10,127,017	10,995,487
Commodities	38,708	31,400	31,400	31,400
Capital Outlay			2,988	3,048
Total	\$7,553,791	\$8,477,653	\$10,161,405	\$11,029,935

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
General Fire Protection	7,553,791	8,477,653	10,161,405	11,029,935
Total	\$7,553,791	\$8,477,653	\$10,161,405	\$11,029,935

FIRE**DEPARTMENT SUMMARY**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Provide a state certified, trained professional staff to serve the citizens of Scottsdale.

Average # of yearly training hours per firefighter	405	394	240	240
% of State Certified Firefighter II	100%	100%	100%	100%

Goal: Review all building and fire plans submitted within 5 days.

% of plans submitted and reviewed within 5 days	99%	98%	98%	98%
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Goal: Provide public education on fire safety to Scottsdale school children.

# of school talks per year	75	67	75	75
% of K-3 children exposed to fire safety information	100%	100%	100%	100%
Total # of children instructed	11,879	15,000	14,000	14,500

Goal: Provide cost effective, efficient emergency first response for fire, rescue and emergency medical service.

Cost per capita	\$45.40	\$50.91	\$58.17	\$60.53
Structural fires per 1,000 population	.71	.71	1	1
Total fires per 1,000 population	5.26	4.88	6	6
Structural dollar loss per year	\$1,015,500	\$1,919,000	\$2,000,000	\$2,000,000

Goal: Maintain 95% or greater approval rating on annual citizen survey for both fire and emergency medical service.

Fire services	98%	98%	98%	98%
Emergency medical services	98%	98%	98%	98%

Goal: Respond to general assistance calls within 5 minutes and emergency calls within 4 minutes.

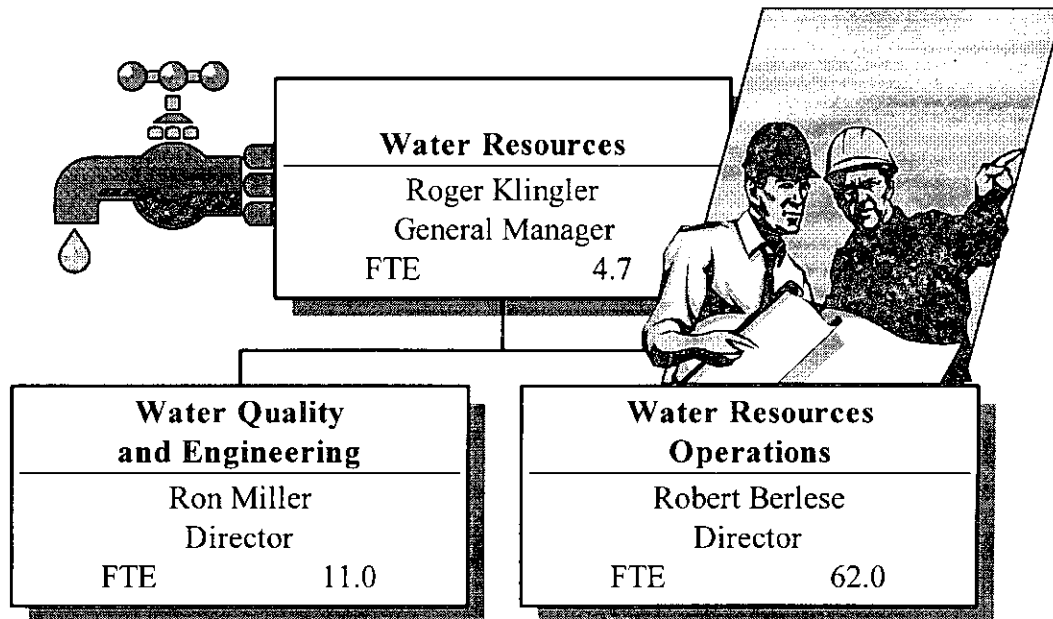
General assistance calls	4:14	4:30	5:00	5:00
Emergency calls	3:36	3:45	4:00	4:00



WATER RESOURCES

DEPARTMENT SUMMARY

MISSION: Plan, manage and operate a safe, reliable water supply and wastewater reclamation system and provide efficient, high quality customer service to Scottsdale citizens.



The Water Resources department is comprised of Administration, Water Resources Operations, and Water Quality and Engineering.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Water Resources decreases \$312,468 in 1995/96 and increases \$1,975,114 in 1996/97. The 1995/96 budget reflects expenditure reductions of approximately \$1.2 million from 1994/95 offset by increases of \$0.9 million. Expenditure reductions primarily relate to efficiencies in the operation of the Central Arizona Project (CAP) Plant. Increases are primarily growth related and include additional electrical costs for new wells and booster stations; treatment of increased sewer flows to 91st Avenue Wastewater Treatment Plant; the addition of a water maintenance technician, a water electrical technician, and conversion of a contractual water quality engineering technician to full-time; and new and replacement capital equipment.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$20,079,493	\$20,639,061	\$20,326,593	\$22,301,707
% of City's Operating Total	15.4%	14.9%	13.5%	13.8%
Full-time Equivalent Staff (FTE)	84.3	76.7	77.7	78.7
Volunteer-time Equivalent Staff (FTE)	0.2	0.5	0.4	0.4

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Assumed operational control of the Central Arizona Project (CAP) Treatment Plant resulting in annual savings of over \$900,000.
 - Facilitated responsible long-range planning by assisting in the coordination of three consulting studies in the areas of growth and development, costing services, and impact fees.
 - Created adult and children's educational programs in the area of water conservation.
 - Developed a balanced five-year financial plan in which water and wastewater rate increases are lower than previous estimates, development related expenses are matched by development revenue, and bond issuances are \$25 million less than originally planned.
 - Implemented a Non-Hazardous Liquid Waste Program in which sewage loads are tested and monitored to ensure that the sewage is environmentally safe for disposal into the City's sewer system.
-

1995/97 DEPARTMENTAL OBJECTIVES

- Comply with the State Groundwater Management Act by obtaining an Assured Water Supply designation by 1998.
- Obtain sufficient water supplies to meet current and committed water demands by 1998.
- Complete Water and Wastewater Capital Improvement Plan (CIP) projects annually, as approved in the adopted five-year CIP on schedule and within budget.
- Keep the water, wastewater and reclaimed water system in substantial compliance each year with all federal and state environmental quality laws and regulations.
- Strengthen the Water Resources department organization through at least one process management/systems design activity each year.

WATER RESOURCES**DEPARTMENT SUMMARY**

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	3,446,400	3,519,510	3,699,308	3,941,168
Contractual Services	10,096,990	10,323,020	12,203,167	13,638,536
Commodities	6,377,915	6,688,859	4,316,116	4,622,190
Capital Outlay	158,188	107,672	108,002	99,813
Total	\$20,079,493	\$20,639,061	\$20,326,593	\$22,301,707

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Administration	1,154,184	1,072,706	588,254	615,103
Water Resources Operations	17,940,877	18,312,697	18,335,978	19,944,939
Water Quality and Engineering	984,432	1,253,658	1,402,361	1,741,665
Total	\$20,079,493	\$20,639,061	\$20,326,593	\$22,301,707

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	74	76	77	78
Part-time	11	1	1	1
Full-time Equivalent (FTE)	84.3	76.7	77.7	78.7

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	421	1,017	791	870
Full-time Equivalent (FTE)	0.2	0.5	0.4	0.4

WATER RESOURCES**ADMINISTRATION**

The Administration division coordinates the financial activities of the four different enterprise funds in the department, including operating and Capital Improvement Plan (CIP) budget coordination; determines a fiscally prudent rate, fee and bond issuance plan; completes the necessary annual reports for regulatory agencies; and provides administrative support to the rest of the department.

PROGRAM OBJECTIVES

- Provide planning and administration to coordinate the engineering, legal and financial aspects of viable, economically sound water and wastewater systems.
- Provide the organization information and support to deliver efficient services.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	641,745	638,999	298,472	322,667
Contractual Services	480,249	404,907	247,448	249,662
Commodities	14,673	18,600	20,350	20,350
Capital Outlay	17,517	10,200	21,984	22,424
Total	\$1,154,184	\$1,072,706	\$588,254	\$615,103

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	11	11	4	4
Part-time	1	1	1	1
Full-time Equivalent (FTE)	11.7	11.7	4.7	4.7

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Administration budget decreases \$484,452 in 1995/96, then increases \$26,849 in 1996/97. The decrease is due to reassignment of seven full-time staff. One position was transferred to Community Services department mid-year 1994/95. Other positions have been reassigned within Water Resources due to an internal reorganization. Four positions were transferred to Water Quality and Engineering, and two to Water Resources Operations. There are no other significant expenditure or staffing changes.

WATER RESOURCES

ADMINISTRATION

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Coordinate the financial activities of four different enterprise funds including operating and Capital Improvement Plan (CIP) budget coordination and determine a fiscally prudent rate, fee and bond issuance plan. Complete the necessary annual reports for regulatory agencies and provide administrative support to the department.				
% of required annual reports completed by April 1	100%	100%	100%	100%
% compliance with Revenue Bond Coverage requirement of 1.6	100%	100%	100%	100%

WATER RESOURCES

WATER RESOURCES OPERATIONS

Water Resources Operations maintains, operates and repairs the water and wastewater systems; produces water that meets or exceeds all federal and state standards and coordinates the City's water conservation programs.

PROGRAM OBJECTIVES

- Operate and maintain the Reclaimed Water Distribution System (RWDS) to meet irrigation needs of twenty golf courses to reduce the demand on the potable system.
- Operate and maintain the Groundwater Treatment Facility in accordance with the contractual requirements of the Environmental Protection Agency (EPA) Consent Decree.
- Operate and maintain the Radio Telemetry System to ensure the entire system will be monitored and controlled.
- Implement the new Water Service Replacement Program and track the effectiveness and efficiency of the program.
- Review and participate in design and construction of the water campus.
- Review design and participate in expansion of CAP Treatment Plant.

<i>PROGRAM EXPENDITURES</i>	<i>ACTUAL 1993/94</i>	<i>ADOPTED 1994/95</i>	<i>ADOPTED 1995/96</i>	<i>APPROVED 1996/97</i>
Personal Services	2,522,253	2,553,584	2,864,923	3,060,351
Contractual Services	8,939,767	9,087,484	11,181,241	12,292,879
Commodities	6,353,887	6,583,709	4,208,246	4,514,320
Capital Outlay	124,970	87,920	81,568	77,389
Total	\$17,940,877	\$18,312,697	\$18,335,978	\$19,944,939

<i>AUTHORIZED POSITIONS</i>	<i>ACTUAL 1993/94</i>	<i>ADOPTED 1994/95</i>	<i>ADOPTED 1995/96</i>	<i>APPROVED 1996/97</i>
Full-time	57	59	62	63
Part-time	10			
Full-time Equivalent (FTE)	66.6	59.0	62.0	63.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Water Resources Operations budget increases \$23,281 in 1995/96 and \$1,608,961 in 1996/97. The 1995/96 budget reflects expenditure reductions of approximately \$1.2 million from 1994/95 offset by increases of the same amount. The reductions relate primarily to the operational efficiencies at the CAP Plant formerly operated contractually, and now operated by the City. Increases in both years are due to growth and include additional electrical costs for new wells and booster stations; treatment of increased sewer flows to 91st Avenue Wastewater Treatment Plant; the addition of a water maintenance technician, a water electrical technician, and reassignment of two analyst positions from the Administration division.

WATER RESOURCES**WATER RESOURCES OPERATIONS**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Meet irrigation needs of the golf courses connected to the Reclaimed Water Distribution system.				
Acre feet delivered on an annual basis	3,467	3,825	7,807	8,707
% of time irrigation needs met	100%	100%	100%	100%
Goal: Respond to all pressure/quality complaints with 24 hours.				
# of complaints received	641	705	745	775
% of responses within 24 hours	100%	100%	100%	100%
Goal: Respond to all off hour emergency alarms, correct the problem, and restore process operations within 3 hours.				
# of emergency off hour alarms responded to per operations personnel (3)	10	9	9	9
% of time emergency conditions restored to normal operations within 3 hours	100%	100%	100%	100%
Goal: Inspect and service 12.5% of main line valves in the City every year.				
# of main line valves inspected and serviced per year.	987	1,750	2,032	2,125
% of main line valves inspected and serviced	7.6%	12.5%	12.5%	12.5%
Goal: Maintain a cost effective sanitary sewer system by cleaning 33% of the system annually.				
Contract cost per foot to maintain the City sewer system	\$.12/ft	\$.13/ft	\$.13/ft	\$.12/ft
% of system cleaned	33%	33%	33%	33%

WATER RESOURCES**WATER QUALITY AND ENGINEERING**

Water Quality and Engineering ensures that all water-related programs, from drinking water to aquifer protection, are in compliance with federal, state, and county environmental regulations; develops short- and long-term water resources and wastewater plans, and prepares and administers the five-year water/wastewater Capital Improvement Plan.

PROGRAM OBJECTIVES

- Comply with federal, state & county environmental regulations protecting water and wastewater quality.
- Plan, implement, and complete water and sewer projects/programs in accordance with City master planning and development guidelines.
- Plan, implement, and complete water and sewer projects/programs to meet all requirements for the City's assured water supply.
- Develop annual training plans for staff in the areas of safety, communication, technology, compliance and professional development.
- Submit the 1995 and 1996 Arizona Department of Water Resources Groundwater Withdrawal and Use Reports prior to March 30 each following year.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	282,401	326,927	535,913	558,150
Contractual Services	676,974	830,629	774,478	1,095,995
Commodities	9,356	86,550	87,520	87,520
Capital Outlay	15,701	9,552	4,450	
Total	\$984,432	\$1,253,658	\$1,402,361	\$1,741,665

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	6	6	11	11
Part-time				
Full-time Equivalent (FTE)	6.0	6.0	11.0	11.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Water Quality and Engineering budget increases \$148,703 in 1995/96 and \$339,304 in 1996/97. These increases relate to staffing realignments and federal and state mandates. Four positions, a secretarial position and three engineering positions, were reassigned from the Administration division, a contractual technician position was converted to full-time, and an additional contractual position was added to address water quality compliance activities as mandated by state and federal law. Increases also reflect the need to prepare a Part 2 application for the City's Stormwater Management Program, as required by the U.S. Environmental Protection Agency.

WATER RESOURCES**WATER QUALITY AND ENGINEERING**

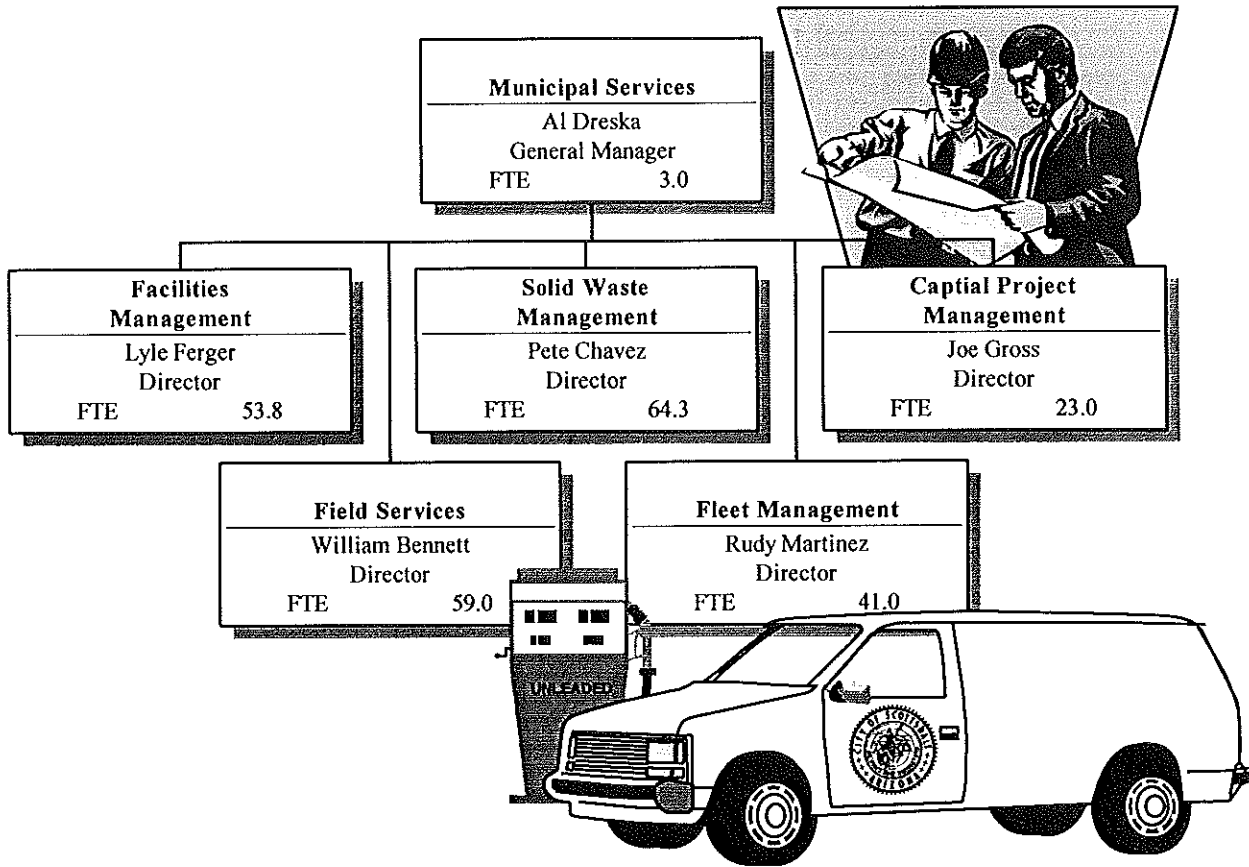
PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Comply with federal drinking water regulations (40 CFR 141 and 143).				
% of days per year in compliance with drinking water regulations	99.7%	100%	100%	100%
Goal: Comply with federal underground storage tank (UST) regulations (40 CFR 280).				
% of days per year in compliance with UST regulations	100%	100%	100%	100%
Goal: Comply with federal pretreatment regulations (40 CFR 403).				
% of days per year in compliance with pretreatment regulations	100%	100%	100%	100%
Goal: Plan, implement, and complete water and sewer projects/programs within budget to assure safe and reliable services.				
% of Capital Improvement Plan projects completed within 10% of budget	67%	70%	75%	80%



MUNICIPAL SERVICES

DEPARTMENT SUMMARY

MISSION: Maintain and repair the City's street system, City-owned buildings, structures, and vehicles; provide citizens with effective and efficient solid waste services; and implement the City's Capital Improvement Plan.



The Municipal Services department is comprised of Municipal Services Administration, Facilities Management, Field Services, Solid Waste Management, Fleet Management, and Capital Project Management.

FINANCIAL HIGHLIGHTS

The 1995/97 budget for Municipal Services increases \$407,952 (1.3%) in 1995/96 and \$2,905,036 (9.3%) in 1996/97. This budget supports the continuation of current service levels with the addition of twelve positions in 1995/96 and two positions in 1996/97 to maintain new facilities and provide service to a growing population. Increases in Facilities Management, Field Services, and Solid Waste Management in the first year are partially offset by a \$1.2 million decrease in the Fleet Management budget related to Citywide vehicle replacement.

DEPARTMENTAL BUDGET TRENDS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Expenditures	\$29,269,904	\$30,818,602	\$31,226,554	\$34,131,590
% of City's Operating Total	22.4%	22.3%	20.8%	21.2%
Full-time Equivalent Staff (FTE)	232.8	232.1	244.1	246.1
Volunteer-time Equivalent Staff (FTE)	0.2	0.2	0.2	0.2

The following is an executive summary of departmental major initiatives and service efforts and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

1994/95 RESULTS AND OUTCOMES

- Completed 29 capital improvement projects with budgets totaling \$63 million at a savings of \$6.5 million; major projects completed include the East and West Couplets, Justice Facility, Library expansion, and Police/Fire Training Facility.
- Increased neighborhood outreach by implementing the Scottsdale Neighborhood Alley Partnership (SNAP) whereby City departments and citizens work together to clean up neighborhood alleyways.
- Installed energy efficiency management systems in City Hall and One Civic Center buildings.
- Automated facility management work order systems.
- Continued the work release program (ASPEN) which provided approximately 7,000 hours of manpower for landscape maintenance in the City's medians and rights-of-way.
- Implemented a multi-year contract with Salt River/Pima Maricopa Indian Community (SRPMIC) to provide Scottsdale with a state of the art solid waste disposal facility.

1995/97 DEPARTMENTAL OBJECTIVES

- Coordinate and implement a plan that provides for aesthetic enhancements and service level increases supporting Super Bowl XXX.
- Develop and implement a paving plan that compliments Capital Improvement Plan (CIP) and Improvement District (ID) projects by January 1996.
- Ensure construction/pavement maintenance moratorium is in place for arterial/major collectors during December 1995/January 1996.
- Implement a program that addresses the Federal Mandates on street name signs for arterial and major collector streets by October 1995, and complete by March 1997.
- Analyze in-house fuel facilities to determine future fueling needs and evaluate privatizing fueling facilities.
- Pursue the use of compressed natural gas as an alternative fuel to meet the new measures prescribed by State law.
- Facilitate a more positive working relationship with other City departments, divisions, and programs, i.e., in FY 1995/96, strengthen existing partnership with code enforcement to assist in identifying code violations and opportunities to assist in neighborhood cleanup efforts.
- Implement a neighborhood partnership with the City to clean alleys and streets through the use of volunteers from each neighborhood.
- Continue to develop and implement the operational aspects of the new Solid Waster Transfer Station, including continued evaluation of operational impacts and outsourcing where more economical.

MUNICIPAL SERVICES

DEPARTMENT SUMMARY

EXPENDITURES BY TYPE	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$8,558,248	\$8,833,674	\$9,552,705	\$10,257,113
Contractual Services	13,261,778	14,560,921	15,643,381	16,922,928
Commodities	3,574,427	3,402,367	3,550,552	3,663,565
Capital Outlay	3,875,451	4,021,640	2,479,916	3,287,984
Total	\$29,269,904	\$30,818,602	\$31,226,554	\$34,131,590

EXPENDITURES BY DIVISION	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Administration	\$296,047	\$275,763	\$313,701	\$358,328
Facilities Management	6,369,132	6,629,264	7,255,177	7,624,420
Capital Project Management	624,016	536,651	585,888	590,929
Field Services	7,203,152	7,280,565	7,724,606	8,384,179
Solid Waste Management	6,696,028	7,621,444	8,163,030	9,008,005
Fleet Management	8,081,529	8,474,915	7,184,152	8,165,729
Total	\$29,269,904	\$30,818,602	\$31,226,554	\$34,131,590

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	228	228	240	242
Part-time	5	5	5	5
Full-time Equivalent (FTE)	232.8	232.1	244.1	246.1

VOLUNTEER TIME INVESTED	ACTUAL 1993/94	ESTIMATED 1994/95	FORECAST 1995/96	FORECAST 1996/97
Hours	431	416	400	400
Full-time Equivalent (FTE)	0.2	0.2	0.2	0.2

MUNICIPAL SERVICES**ADMINISTRATION**

Municipal Services Administration provides leadership and management to ensure the most effective delivery of services by the Facilities Management, Field Services, Solid Waste Management, Fleet Management, and Capital Projects Management divisions.

PROGRAM OBJECTIVES

- Provide leadership and management of the department in support of the organization's strategic objectives.
- Seek to continually improve cost effectiveness of various service delivery systems while incorporating growth of service needs.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$249,182	\$244,867	\$268,097	\$312,924
Contractual Services	34,019	24,690	35,274	34,974
Commodities	10,290	3,650	5,350	5,350
Capital Outlay	2,556	2,556	4,980	5,080
Total	\$296,047	\$275,763	\$313,701	\$358,328

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Administration budget increases \$37,938 in 1995/96 and \$44,627 in 1996/97. This increase provides for continuation of the current service level for this program. There is no change in staffing.

MUNICIPAL SERVICES

ADMINISTRATION

<i>PERFORMANCE INDICATORS</i>	<i>ACTUAL 1993/94</i>	<i>FORECAST 1994/95</i>	<i>FORECAST 1995/96</i>	<i>FORECAST 1996/97</i>
Goal: Achieve increase in satisfaction ratings for internal and external service delivery areas.				
Survey ratings indicating service meets or exceeds expectations				
Field Services (Street maintenance)	77%	81%	83%	85%
Facilities Management	90%	95%	96%	97%
Solid Waste Management	95%	95%	96%	96%
Fleet Management	74%	93%	94%	95%
Minimum annual increase in survey ratings	N/A	1%	1%	1%

MUNICIPAL SERVICES**FACILITIES MANAGEMENT**

Facilities Management provides all maintenance and repair-related activities on City-owned facilities and structures thereby maintaining a healthy, clean, and safe environment in all City-owned buildings.

PROGRAM OBJECTIVES

- Preserve and maintain the structural and aesthetic qualities of all City-owned and operated facilities.
- Maintain and promote a safe and comfortable work environment within City facilities for employees and citizens.
- Focus on bringing each trade toward self-led team status by December 1995.
- Partner with and educate entire organization to facilitate increased efficiency and effectiveness of service delivery.
- Compile facility design standards for future City facilities by December 1995.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$1,738,013	\$1,770,682	\$1,924,015	\$2,126,481
Contractual Services	4,089,541	4,371,121	4,782,964	4,939,626
Commodities	529,146	475,029	540,986	550,957
Capital Outlay	12,432	12,432	7,212	7,356
Total	\$6,369,132	\$6,629,264	\$7,255,177	\$7,624,420

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	49	49	52	53
Part-time	2	2	2	2
Full-time Equivalent (FTE)	50.5	50.8	53.8	54.8

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Facilities Management budget increases \$625,913 in 1995/96 and \$369,243 in 1996/97. This increase provides for maintenance, custodial services, utilities, and security related to new facilities, and for maintenance and repair of existing facilities. Staffing additions include two electricians (one in each year), and two HVAC technicians (both in 1995/96).

MUNICIPAL SERVICES**FACILITIES MANAGEMENT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Achieve a 95% or higher users satisfaction rating by reducing % of unplanned repairs through implementation of preventive maintenance of City buildings and facilities.

Sq. feet of facility maintained per employee	N/A	N/A	77,128	68,669
% of unplanned work	52%	49%	44%	39%
% of users satisfied with service	N/A	95%	96%	97%
% of planned preventive maintenance checks completed	N/A	25%	37.5%	50%

Goal: Partner with Environmental Affairs to reduce Citywide energy consumption of City facilities by 10%.

Average annual Kwh used per sq. ft.	21.8	21.8	*19.6	19.6
Average annual cost per sq. ft.	\$1.83	\$1.83	*\$1.65	\$1.65
% of energy reduction goal attained	N/A	N/A	100%	100%

Goal: Achieve a 95% user satisfaction rate for custodial services while holding cost increase to Consumer Price Index (est. @4%/yr.) or less.

Sq. ft. cleaned daily per FTE	15,800	18,755	18,317	17,720
Cost per sq. ft. cleaned	N/A	\$2.08	\$2.16	\$2.25
% users satisfied or very satisfied with service	N/A	89%	95%	95%

MUNICIPAL SERVICES**CAPITAL PROJECT MANAGEMENT**

Capital Project Management provides accurate and timely coordination, development, and implementation of the City's Capital Improvement Plan and City-funded construction projects.

PROGRAM OBJECTIVES

- Participate in management of State Land Department issues affecting City's critical Capital Improvement Plan projects.
- Provide technical and strategic assistance to City departments concerning project prioritization and scheduling.
- Improve coordination among City departments to ensure that comprehensively defined scopes are completed for all capital projects prior to construction.
- Coordinate planned City funded construction projects with Super Bowl XXX to aesthetically showcase Scottsdale and ensure efficient traffic circulation during the event.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$456,048	\$435,876	\$462,192	\$483,123
Contractual Services	136,098	72,443	76,807	77,559
Commodities	11,398	7,860	8,925	8,925
Capital Outlay	20,472	20,472	37,964	21,322
Total	\$624,016	\$536,651	\$585,888	\$590,929

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	24	23	23	23
Part-time				
Full-time Equivalent (FTE)	24.0	23.0	23.0	23.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Capital Project Management budget increases \$49,237 in 1995/96 and \$5,041 in 1996/97. The 1995/96 increase includes a one time expenditure for technology upgrades to address project management work efficiency. There is no change in staffing.

MUNICIPAL SERVICES**CAPITAL PROJECT MANAGEMENT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Coordinate, develop, and implement the City's Capital Improvement Plan on schedule and within budget.				
Active project budget per project manager/coordinator	\$23,319,000	\$22,246,000	\$21,473,000	\$19,436,000
% of projects completed on schedule	73%	91%	88%	90%
% of projects completed within budget	100%	100%	100%	100%
% of completed project budget expended for project administration	3.4%	4%	4%	4%
Average project savings	13%	6%	12%	10%

MUNICIPAL SERVICES**FIELD SERVICES**

Field Services ensures safe public travel for vehicular and pedestrian traffic by maintaining the City's roadway system.

PROGRAM OBJECTIVES

- Coordinate and implement a plan that provides for aesthetic enhancements and service level increases in support of Super Bowl XXX.
- Develop and implement a paving plan that compliments Capital Improvement Plan (CIP) and Improvement District (ID) projects by January 1996.
- Ensure construction/pavement maintenance moratorium is in place for arterial/major collectors during December 1995/January 1996.
- Complete Organizational Effectiveness audit of all Field Services sections and implement necessary changes by June 1996.
- Implement a program that addresses the Federal Mandates on street name signs for arterial and major collector streets by October 1995, and complete by March 1997.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$2,127,600	\$2,322,800	\$2,518,089	\$2,635,422
Contractual Services	4,461,997	4,452,960	4,709,315	5,255,729
Commodities	581,318	491,393	489,666	485,341
Capital Outlay	32,237	13,412	7,536	7,687
Total	\$7,203,152	\$7,280,565	\$7,724,606	\$8,384,179

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	57	58	59	59
Part-time				
Full-time Equivalent (FTE)	57.0	58.0	59.0	59.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Field Services budget increases \$444,041 in 1995/96 and \$659,573 in 1996/97. This increase provides for continuation of current service levels as a result of infrastructure growth in each year, and implements a four year program to address changes to federally mandated street name signs requiring an increase in the minimum letter size. One new position, a median maintenance worker, is added in 1995/96.

MUNICIPAL SERVICES**FIELD SERVICES**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Perform maintenance on 50% of sign inventory annually to insure proper visibility and reflectivity of all roadway signs.

# of signs maintained per employee	8,087	8,818	9,948	9,990
% of goal accomplished	80%	88%	100%	98%
Cost per sign	\$5.23	\$5.29	\$5.43	\$5.51

Goal: Perform preventive maintenance and rehabilitation to 10% of the pavement inventory annually.

# of lane miles maintained per employee	676	679	682	702
% of goal accomplished	85%	100%	80%	88%
Cost per sq. yard of pavement maintained	\$1.26	\$1.41	\$1.46	\$1.53

Goal: Perform traffic signal preventative maintenance (PM) 4 times annually to insure 100% of operation of signals.

% of PM plan completed	100%	100%	100%	100%
# of traffic signals per employee	24.5	27	28	30
% of goal for traffic signal operation achieved	99.99%	99.99%	99.99%	99.99%

Goal: Improve citizen satisfaction with street maintenance by 5% per year per the annual citizen survey.

Citizen survey satisfaction rating	77%	81%	85%	90%
% of improvement in rating	5%	4%	4%	5%

Goal: Perform major maintenance to landscaped medians 12 times per year.

Acres to be maintained annually per FTE	209	216	201	223
% of plan completed	48%	47%	75%	67%

Goal: Sweep all curb miles of public streets 18.5 times per year.

Curb miles per FTE	340	343	346	348
% of plan completed	118%	106%	100%	100%
Cost per curb mile swept	\$7.65	\$8.69	\$8.90	\$9.16

MUNICIPAL SERVICES**SOLID WASTE MANAGEMENT**

The Solid Waste Management division provides healthy, aesthetic, and timely refuse collection service to the residents and businesses within the City and maintains an effective and efficient system to collect and dispose of recyclable waste and household hazardous waste.

PROGRAM OBJECTIVES

- Facilitate a more positive working relationship with other City departments, divisions, and programs, i.e., strengthen existing partnership with code enforcement to assist in identifying code violations and opportunities to assist in neighborhood cleanup efforts.
- Develop and implement a new tracking system for routing, inventories, service levels, and cost through the use of the City's new computerized Geographic Information Systems (GIS).
- Maintain Solid Waste Management's strong relationship with the Salt River/Pima Maricopa Indian Community landfill and administrative staff through areas of mutual interest including, but not limited to, periodic representation at each others staff meeting.
- Coordinate and implement special services and programs that support the City's outreach efforts on an annual basis, i.e., Household Hazardous Waste Collection Days and School Recycling Competitions. Implement a neighborhood partnership with the City to clean alleys and streets through the use of volunteers from each neighborhood.
- Continue to develop and implement the operational aspects of the new Solid Waste Transfer Station, including continued evaluation of operational impacts and outsourcing where more economical.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	2,330,553	2,302,277	2,466,540	2,714,225
Contractual Services	3,947,549	4,995,219	5,362,371	5,948,927
Commodities	402,940	315,284	320,979	334,540
Capital Outlay	14,986	8,664	13,140	10,313
Total	\$6,696,028	\$7,621,444	\$8,163,030	\$9,008,005

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	55	55	62	63
Part-time	3	3	3	3
Full-time Equivalent (FTE)	58.3	57.3	64.3	65.3

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Solid Waste Management budget increases \$541,586 in 1995/96 and \$844,975 in 1996/97. The increases are growth related, and include the addition of three equipment operator positions (two in 1995/96 and one in 1996/97) and two brush removal positions in 1995/96, as well as the conversion of three contractual positions to full-time City positions to operate the new solid waste transfer station. The budget also addresses the increase in landfill cost due to growth.

MUNICIPAL SERVICES**SOLID WASTE MANAGEMENT**

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
Goal: Implement solid waste transfer operations and increase residential refuse collection productivity by a minimum of 5% within two years.				
Tons collected per employee equivalent monthly	257	246	254	251
Household serviced weekly per employee equivalent	2,344	2,268	2,395	2,411
% increase of households serviced weekly per employee	5.4%	(3.2%)	5.6%	.7%
Goal: Conduct at least one customer survey annually and attain a minimum customer service satisfaction rating of 95%.				
% of customers satisfied or very satisfied with service	94%	95%	95%	95%
Goal: Provide brush removal services to all residential households at least once every four weeks to maintain neighborhood aesthetics and promote refuse collection efficiencies.				
Tons collected per employee equivalent per month	60	63.5	67	70.5
Fully burdened service cost per home	\$1.89	\$2.19	\$2.05	\$2.09
% of homes serviced once every four weeks	75%	75%	95%	95%
Goal: Improve collection efficiency in commercial refuse services by at least 5% within two years.				
Tons collected per route monthly	119.2	126.4	129.5	132.8
Revenue generated monthly per route	\$6,165	\$6,471	\$6,742	\$7,079
% in change in revenue generated per route annually	5%	5%	5%	5%
% change in tons collected per route annually	4.1%	6%	2.5%	2.6%

MUNICIPAL SERVICES**FLEET MANAGEMENT**

Fleet Management provide ongoing preventive maintenance, emergency repairs, refurbishment of existing equipment, and procures additional or replacement equipment.

PROGRAM OBJECTIVES

- Complete training of supervisors as facilitators to involve employees on projects and work methods to provide quality service and improve creativity on the job by June 1996.
- Analyze in-house fuel facilities costs to determine future fueling need and evaluate privatizing fueling facilities by June 1997.
- Coordinate the purchase of fire apparatuses with Rural Metro and Purchasing to keep equipment within budget.
- Pursue the use of compressed natural gas as an alternative fuel to meet the new measures prescribed by State law.

PROGRAM EXPENDITURES	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Personal Services	\$1,656,850	\$1,757,172	\$1,913,772	\$1,984,938
Contractual Services	592,575	644,488	676,650	666,113
Commodities	2,039,336	2,109,151	2,184,646	2,278,452
Capital Outlay	3,792,768	3,964,104	2,409,084	3,236,226
Total	\$8,081,529	\$8,474,915	\$7,184,152	\$8,165,729

AUTHORIZED POSITIONS	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
Full-time	40	40	41	41
Part-time				
Full-time Equivalent (FTE)	40.0	40.0	41.0	41.0

SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

The Fleet Management budget decreases \$1,290,763 in 1995/96 and increases \$981,577 in 1996/97. Included is the addition of one equipment mechanic in 1995/96 to maintain service levels. New and replacement vehicles for all City departments are budgeted in this program. The variation in the budget from year to year results from variations in the vehicle replacement schedule.

MUNICIPAL SERVICES

FLEET MANAGEMENT

PERFORMANCE INDICATORS	ACTUAL 1993/94	FORECAST 1994/95	FORECAST 1995/96	FORECAST 1996/97
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Goal: Perform effective and efficient maintenance to attain 98% equipment availability to fully utilize the fleet to support users efficiencies.

% of equipment available for use by users	97.8%	97%	98%	98%
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Goal: Achieve greater than a 90% satisfaction rating on equipment maintenance from fleet customer response cars and telephone survey within a two year period.

% of customers indicating they are satisfied with the service provided to their equipment	74%	93%	94%	95%
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Goal: Maintain inventory of parts to provide 70% or greater availability of parts needed.

% of parts available	76%	74%	73%	73%
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CAPITAL IMPROVEMENT PLAN**PROGRAM SUMMARY**

The capital budget authorizes and provides the basis for control of expenditures for the acquisition and construction of all capital facilities. Capital budget appropriations do not lapse at the end of the fiscal year; they are 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 1995/96 Capital Budget totals \$270.1 million and includes unexpended funds for prior projects not yet complete (\$156.0 million), funding for new projects or later phases of previously authorized projects (\$106.1 million, and other budgeted funds such as contingencies (\$8.0 million). The capital and operating budgets are adopted by the City Council annually.

The five-year Capital Improvement Plan (\$599.9 million) includes the 1995/96 Capital Budget and the planned capital improvements for the next four years (1996/97 through 1999/00). The five-year Capital Improvement Plan is reviewed and adjusted annually to reflect current priorities and to add a new fifth year.

The Capital Improvement Plan is comprised of seven major programs: Transportation, Improvement Districts, Drainage and Flood Control, Water, Wastewater and Reclaimed Water Distribution System, Community Facilities, Service Facilities, and Public Safety.

The Five Year Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved bonds. These funds, together with Special Assessment bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the program. A small portion is expected to be short term contracts, and the remaining sources are pay-as-you-go revenues.

The following table identifies funding sources and program expenditures for the combined five-year Capital Improvement Plan. Projects, by program, appear on the following pages. Volume II, the 1995/96 Capital Improvement Plan, provides additional detailed project information for all budgeted capital improvement projects.

CAPITAL IMPROVEMENT PLAN SUMMARY
1995/96 THROUGH 1999/00
 IN THOUSANDS OF DOLLARS

	<i>PRIOR</i>						<i>TOTAL</i>
	<i>YEARS</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>PLAN</i>
Beginning Fund Balance	\$ -	\$ 4,945.2	\$ 8,519.0	\$ 7,950.1	\$ 14,035.5	\$ 20,831.6	\$ -
Resources							
Bonds	72,917.8	32,974.6	62,982.4	17,504.0	9,630.9	5,647.0	201,656.7
Contracts	-	5,989.0	11,752.0	4,572.5	-	-	22,313.5
Pay-As-You-Go	88,026.3	73,722.9	75,945.3	42,255.4	51,087.5	41,449.2	372,486.6
Contingency	-	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	25,000.0
Total Resources	\$ 160,944.1	\$ 117,686.5	\$ 155,679.7	\$ 69,331.9	\$ 65,718.4	\$ 52,096.2	\$ 621,456.8
Expenditures							
Transportation	23,584.8	19,983.1	38,955.2	27,087.5	24,333.0	12,101.9	146,045.5
Improvement Districts	40,419.1	25,376.0	4,463.0	5,092.0	5,998.9	9,399.0	90,748.0
Drainage/Flood Control	2,291.6	1,253.0	2,982.0	243.0	224.0	116.0	7,109.6
Water/Wastewater	60,089.7	39,054.7	88,492.6	12,461.0	8,624.7	7,809.1	216,531.8
Community Facilities	21,016.2	14,980.0	13,139.6	12,953.3	14,491.7	14,027.0	90,607.8
Service Facilities	5,912.9	3,828.3	1,046.0	363.5	250.0	-	11,400.7
Public Safety	2,684.6	1,637.6	2,170.2	46.2	-	3,010.2	9,548.8
Contingency	-	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	25,000.0
Restricted Contingency	-	3,000.0	-	-	-	-	3,000.0
Total Expenditures	\$ 155,998.9	\$ 114,112.7	\$ 156,248.6	\$ 63,246.5	\$ 58,922.3	\$ 51,463.2	\$ 599,992.2

CAPITAL IMPROVEMENT PLAN

TRANSPORTATION

Transportation continues to be a priority in Scottsdale's Capital Improvement Plan. The program addresses community needs for transportation, including streets, traffic control, bus benches and shelters, and the Scottsdale airport.

IN THOUSANDS OF DOLLARS

PROJECT TITLE	PRIOR					TOTAL
	YEARS	1995/96	1996/97	1997/98	1998/99	
Streets						
64th Street-						
McDowell Rd to Indian School Rd	5,000.0	4,600.0				9,600.0
84th Street and Cholla Road	925.0					925.0
90th Street Area Study		105.0				105.0
96th Street-Shea Blvd to Sweetwater Ave					129.9	129.9
104th Street-Desert Cove to Larkspur Drive Cactus Road-					610.4	829.4
Pima Rd to Frank Lloyd Wright Boulevard						255.2
Camelback Road-64th Street to 68th Street				460.0	1,372.8	1,832.8
Cholla Street-88th Street to 92nd Street				707.4		707.4
Camelback Road-						
Goldwater Boulevard to Scottsdale Road			750.0			750.0
Desert Cove-96th Street to 104th Street				86.4	134.4	220.8
Greenway/Hayden Loop Canal Crossing	3,757.8	1,615.0				5,372.8
Hayden Road/McKellips Road Intersection	2.0			159.8		161.8
Hayden Road-Sweetwater to Thunderbird Rd			124.8	648.0		772.8
Indian Bend Road-Hayden Road to Pima R	183.0					183.0
Indian School Road-						
64th Street to Marshall Way		2,500.0	4,120.0	1,080.0		7,700.0
Indian School Road-						
Hayden Road to Pima Road			780.0	3,240.0	3,920.0	6,380.0
Indian School Road-						
Marshall Way to Hayden Road	776.7		2,471.2	4,320.0		7,567.9
Interim Outer Loop	2,352.7					2,352.7
Marshall Way/Indian School Rd Intersection			294.2	864.0		1,158.2
Master Plan Street Concept Studies	450.0	250.0	260.0	270.0	280.0	1,510.0
McDowell Road-						
Granite Reef Road to Pima Road	2,109.2	750.0				2,859.2
Outer Loop Frontage Road-						
Frank Lloyd Wright Boulevard to Pima Road				1,080.0	1,120.0	2,200.0
Outer Loop Overpasses-						
Miller Road and Granite Reef Road					2,320.0	2,320.0
Pima Freeway-90th Street to Shea Blvd			11,557.5	4,572.5		16,130.0
Pima Freeway Design-						
Shea Boulevard to Bell Road		2,500.0				2,500.0
Pima Road-McDowell Road to Via Linda	6,750.0	4,000.0	4,000.0			14,750.0
Pima Road-Outer Loop to Pinnacle Peak			3,496.0	1,080.0	4,422.7	8,998.7
Pinnacle Peak Rd and Hayden Rd Intersection				713.9		713.9
Scottsdale Road-						
Frank Lloyd Wright Boulevard to Outer Loop			589.6	2,139.7	5,177.5	7,906.8
Scottsdale Road-						
Indian Bend Road to Gold Dust Road	560.0			480.0	2,080.0	3,120.0
Scottsdale Road-Mercer to Sutton	747.0		2,912.0			3,659.0

CAPITAL IMPROVEMENT PLAN

TRANSPORTATION

IN THOUSANDS OF DOLLARS

PROJECT TITLE	PRIOR						TOTAL
	YEARS	1995/96	1996/97	1997/98	1998/99	1999/00	
Streets, cont'd.							
Scottsdale Road-							
Outer Loop to Pinnacle Peak Road						343.4	343.4
Scottsdale Road-Pinnacle Peak to Dove Valley		2,400.0					2,400.0
Shea Blvd-124th Street to 144th Street	4,700.0		4,300.0				9,000.0
Shea Boulevard Intersection Improvements						464.0	464.0
Sweetwater Blvd-East of Scottsdale Road					259.2	887.0	1,146.2
Thompson Peak Parkway-							
CAP Canal Crossing	75.0	350.0	832.0	4,698.0	4,480.0		10,435.0
Thunderbird/Redfield-							
Scottsdale Road to Hayden Road		120.0	1,976.0				2,096.0
Traffic Bottleneck Removal Projects	3,487.5	250.0	260.0	270.0	280.0	290.0	4,837.5
Via Linda-124th Street to 128th Street		250.0					250.0
Expended Prior Years Budget	(12,454.9)						(12,454.9)
Total Streets	\$19,421.0	\$19,690.0	\$38,723.3	\$26,869.7	\$24,137.0	\$11,898.9	\$140,739.9
Transit							
Bicycle System Enhancements		10.0	10.4	10.8			31.2
Bike Path Improvements	514.2	75.0	78.0	81.0	84.0	87.0	919.2
Bus Benches - Grant Match (20%)	11.8	1.2	1.4	2.0			16.4
Bus Shelters - Grant Match (20%)	57.4	12.2	14.0	16.0			99.6
Downtown Transit Center - Grant Match	600.0						600.0
Ind Bend Wash Bike & Pedestrian Path							
Camelback to McCormick Parkway	2,415.9						2,415.9
Sidewalk Improvements		100.0	104.0	108.0	112.0	116.0	540.0
Signal Computer Expansion	1,739.9						1,739.9
Traffic Signal Program	1,419.7						1,419.7
Expended Prior Years Budget	(3,208.9)						(3,208.9)
Total Transit	\$ 3,550.0	\$ 198.4	\$ 207.8	\$ 217.8	\$ 196.0	\$ 203.0	\$ 4,573.0
Airport							
Airport Land Acquisition -							
Grant Match	164.0	46.1					210.1
Airport Terminal Expansion -							
Grant Match	208.1	45.9					254.0
Precision Approach Path Indicators-							
Grant Match		2.7					2.7
Relocate Airport Admin Offices	270.0						270.0
Terminal Access Road/Parking Lot -							
Grant Match (10%)			24.1				24.1
Terminal Boarding Lounge Furnishings -							
Grant Match	27.5						27.5
Expended Prior Years Budget	(55.8)						(55.8)
Total Airport	\$ 613.8	\$ 94.7	\$ 24.1	\$ -	\$ -	\$ -	\$ 732.6
	\$23,584.8	\$19,983.1	\$38,955.2	\$27,087.5	\$24,333.0	\$12,101.9	\$146,045.5

CAPTIAL IMPROVEMENT PLAN

IMPROVEMENT DISTRICTS

An improvement district is a funding mechanism whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage which 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.

IN THOUSANDS OF DOLLARS

PROJECT TITLE	PRIOR					TOTAL	
	YEARS	1995/96	1996/97	1997/98	1998/99		1999/00
Improvement Districts							
Bell Road ID	20,000.0						20,000.0
Bell Road II ID	7,000.0						7,000.0
Desert Ranch ID	14,000.0						14,000.0
Improvement District Incidentals	1,249.0	125.0					1,374.0
Lost Dog Wash ID	1,526.0	3,000.0	520.0				5,046.0
Neighborhood ID City Contribution				324.0	336.0	348.0	1,008.0
Pima Road Desert Greenbelt	8,532.0	11,101.0	1,250.0	1,168.0	3,632.0	6,327.0	32,010.0
Rawhide Wash Desert Greenbelt	6,317.0	1,150.0	623.0	1,300.0	1,000.0	2,724.0	13,114.0
Reata Pass/ Beardsley Wash Desert Greenbelt	3,950.0	10,000.0	2,070.0	2,300.0	1,030.9		19,350.9
Expended Prior Years Budget	(22,154.9)						(22,154.9)
	<u>\$40,419.1</u>	<u>\$25,376.0</u>	<u>\$ 4,463.0</u>	<u>\$ 5,092.0</u>	<u>\$ 5,998.9</u>	<u>\$ 9,399.0</u>	<u>\$ 90,748.0</u>

CAPTIAL IMPROVEMENT PLAN**DRAINAGE/FLOOD CONTROL**

The 1995/96 drainage and flood control program includes detention basins, culvert and channel projects, and continuation of neighborhood drainage corrections. A regional drainage system north of the CAP canal is budgeted as improvement districts. The program is interrelated with transportation improvements.

IN THOUSANDS OF DOLLARS

PROJECT TITLE	PRIOR YEARS	1995/96	1996/97	1997/98	1998/99	1999/00	TOTAL
Drainage							
84th Street/Cholla Neighborhood Drainage System	1,581.9						1,581.9
Automated Flood Warning System - IBW		50.0	52.0	81.0			183.0
Drainage Corrections	546.5	100.0	208.0	108.0	112.0	116.0	1,190.5
McKellips Road/ Granite Reef Wash Culvert	60.0						60.0
Mummy Mountain Wash Box Culvert	290.6	200.0	516.6				1,007.2
NPDES and Drainage Utility Funding Study	315.8	200.0					515.8
Pima and Sutton Detention Basin (Pima Rd Channel)	150.0	178.0					328.0
Reata Pass Detention Outlet Channel		75.0					75.0
Scottsdale Road/ Bridge Over Indian Bend Wash	115.9	200.0	2,153.4				2,469.3
Expended Prior Years Budget	(841.7)						(841.7)
Total Drainage	\$ 2,219.0	\$ 1,003.0	\$ 2,930.0	\$ 189.0	\$ 112.0	\$ 116.0	\$ 6,569.0
Flood Control							
64th Street Neighborhood Flood Control Study		200.0					200.0
Granite Reef Wash Stabilization	98.0						98.0
North Area Basin Master Plans		50.0	52.0	54.0	112.0		268.0
Expended Prior Years Budget	(25.4)						(25.4)
Total Flood Control	\$ 72.6	\$ 250.0	\$ 52.0	\$ 54.0	\$ 112.0	\$ -	\$ 540.6
	\$ 2,291.6	\$ 1,253.0	\$ 2,982.0	\$ 243.0	\$ 224.0	\$ 116.0	\$ 7,109.6

CAPTIAL IMPROVEMENT PLAN

WATER/WASTEWATER/RWDS

The 1995/96 CIP plan reflects the City's commitment to its Water and Wastewater Plan and to compliance with the 1980 Groundwater Code. Accordingly, the emphasis is on reclaiming and storing water and treated wastewater for underground recharge, and decreasing consumption of groundwater.

IN THOUSANDS OF DOLLARS

<i>PROJECT TITLE</i>	<i>PRIOR YEARS</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>TOTAL</i>
Water							
Advanced Water Treatment Plant	32,545.3						32,545.3
Architect/Engineer Services	450.0	150.0	150.0	150.0	150.0	150.0	1,200.0
Ashler Hills Waterline	798.0						798.0
As-Building of City Utilities	786.4						786.4
Backflow Prevention	163.0						163.0
Bill Williams River Water Rights	578.9						578.9
CAP Water Treatment Plant Expansion		5,000.0	32,000.0				37,000.0
Carefree Ranch Water Co. Modification	774.5	194.5	200.0	200.0			1,369.0
East Shea CAP Plant Site Acquisition		4,500.0					4,500.0
Fire Hydrant Replacement	114.0						114.0
Indian School Road Water Main/ Scottsdale Rd to 68th St	850.0						850.0
Initial Recharge/Recovery System	2,154.1						2,154.1
Large Water Meter Retrofitting	208.3						208.3
Master Well Site Study	200.0						200.0
New Meters at SRP Well Sites		100.0					100.0
Permanent Booster Station/ 70th St & Lone Mountain Rd	1,065.0						1,065.0
Pressure Reducing Valve Stations	220.0	230.0	225.0	225.0			900.0
Radio Telemetry	150.0	100.0	100.0	100.0	100.0	100.0	650.0
SRP Filtration Plant	547.5						547.5
SRP Filtration Plant Waterline	870.8						870.8
Utility Sleeve Crossings/ Interim Outer Loop	1,315.0						1,315.0
Water Oversizing	4,204.8	600.0	600.0	600.0	600.0	600.0	7,204.8
Water Rights Acquisition		13,200.0	4,000.0	1,500.0	3,000.0	2,000.0	23,700.0
Well Site No. 54 to Jomax Road Waterline		250.0	1,686.5				1,936.5
Well Site No. 84 Abandonment		100.0					100.0
Well Sites	2,080.0	1,040.0	1,040.0	1,040.0	1,040.0	1,040.0	7,280.0
Well Site Treatment	200.0						200.0
Zone 3 Tank East and 120th Street Water Main	3,500.0	2,500.0					6,000.0
Zone 7 Pump Station Oversizing		260.0					260.0
Expended Prior Years Budget	(10,247.5)						(10,247.5)
Total Water	\$43,528.1	\$28,224.5	\$40,001.5	\$ 3,815.0	\$ 4,890.0	\$ 3,890.0	\$124,349.1
Wastewater							
91st Avenue/Wastewater Treatment Plant Expansion		3,477.6	3,661.7	4,879.2	2,544.7	2,729.1	17,292.3
Gainey Ranch Wastewater Reclamation Plant	1,349.9						1,349.9

CAPTIAL IMPROVEMENT PLAN

WATER/WASTEWATER/RWDS

IN THOUSANDS OF DOLLARS

<i>PROJECT TITLE</i>	<i>PRIOR YEARS</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>TOTAL</i>	
Wastewater, cont'd.								
Pima Road Trunk Sewer/								
Deer Valley Rd to Beardsley	759.4						759.4	
Regional Wastewater Reclamation Plant	3,430.8		25,500.0				28,930.8	
Scottsdale Road Relief Sewer	4,514.6	2,552.6	2,419.4	2,576.8			12,063.4	
Sewer Collection System Rehabilitation	860.6	590.0	590.0	590.0	590.0	590.0	3,810.6	
Sewer Oversizing	4,499.8		600.0	600.0	600.0	600.0	6,899.8	
Shea Blvd Relief Swr/124th St to 126th St	215.2						215.2	
Shea Blvd Relief Swr/130th St to 138th St	563.0						563.0	
Troon Bypass Sewer Line & Lift Station	1,500.0						1,500.0	
Troon Village								
Wastewater Reclamation Plant	1,106.0						1,106.0	
Troon WWRP Improvements		2,210.0					2,210.0	
WRP Associated Collection System	1,814.5		14,400.0				16,214.5	
Expended Prior Years Budget	(4,052.2)						(4,052.2)	
Total Wastewater		\$ 16,561.6	\$ 8,830.2	\$ 47,171.1	\$ 8,646.0	\$ 3,734.7	\$ 3,919.1	\$ 88,862.7
Reclaimed Water Distribution System		2,000.0	1,320.0				3,320.0	
		\$ 60,089.7	\$ 39,054.7	\$ 88,492.6	\$ 12,461.0	\$ 8,624.7	\$ 7,809.1	\$ 216,531.8

CAPITAL IMPROVEMENT PLAN**COMMUNITY FACILITIES**

The Community Facilities capital plan addresses the recreational needs of the community and includes new parks, park improvements, libraries, and bike paths, as well as improvements to the Civic Center mall area.

IN THOUSANDS OF DOLLARS

PROJECT TITLE	PRIOR						TOTAL
	YEARS	1995/96	1996/97	1997/98	1998/99	1999/00	
Parks and Recreation							
Ballfield Lighting	90.0						90.0
Computerized Sprinkler Sys		30.0					30.0
Horizon Park	2,851.8	2,111.8					4,963.6
Ironwood Village Neighborhood Park	87.5						87.5
Lighting/Electrical Imp to Existing Fac	90.5						90.5
McCormick Railroad Park Phases I & II					952.0		952.0
McCormick Railroad Park Stillman Station	300.0		1,600.0				1,900.0
McDowell Mt Ranch Community Park		1,285.0					1,285.0
Paiute Neighborhood Center Renovation	2,125.0	555.0	239.2	162.0			3,081.2
Park Improvements		90.0					90.0
Park Land Acquisition and Improvements	650.0						650.0
Playground Equipment Replacement	200.0	150.0	156.0	162.0	168.0		836.0
Rio Montana Park	1,749.0						1,749.0
Skateboard Park		120.0					120.0
Stonegate Park		25.0					25.0
Security Lights - Paiute		50.0					50.0
Vista del Camino Park Improvements	341.4						341.4
Expended Prior Years Budget	(1,617.5)						(1,617.5)
Total Parks and Recreation	\$ 6,867.7	\$ 4,416.8	\$ 1,995.2	\$ 324.0	\$ 1,120.0	\$ -	\$ 14,723.7
Libraries							
ATLAS System Upgrade	740.8						740.8
Palomino Library	1,800.7						1,800.7
Expended Prior Years Budget	(697.6)						(697.6)
Total Libraries	\$ 1,843.9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,843.9
Neighborhood							
Neighborhood Capital Improvement Program	125.0	50.0	52.0	54.0	56.0		337.0
Neighborhood Focused Housing Demonstration				108.0	112.0		220.0
Expended Prior Years Budget	(29.6)						(29.6)
Total Neighborhood	\$ 95.4	\$ 50.0	\$ 52.0	\$ 162.0	\$ 168.0	\$ -	\$ 527.4
Specialty Areas							
Art in Public Places		187.2	197.4	63.0	74.7	80.0	602.3
Civic Center Mall Directory Monuments	15.2						15.2
Civic Center Mall Expansion Design	130.0						130.0
Civic Center Mall Improvements		100.0	520.0	199.3	84.0	87.0	990.3

CAPITAL IMPROVEMENT PLAN

COMMUNITY FACILITIES

IN THOUSANDS OF DOLLARS

<i>PROJECT TITLE</i>	<i>PRIOR YEARS</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>TOTAL</i>	
Specialty Areas, cont'd.								
Civic Center/Downtown Parking	6,275.0			1,080.0	1,120.0	1,160.0	9,635.0	
Destination Attraction Concept Studies	200.0	25.0	50.0				275.0	
Downtown Entryway Features	50.0						50.0	
Downtown Directional Signage		40.0					40.0	
Indian Bend Wash Channel Restoration	1,067.0						1,067.0	
McDowell Mountain Land Acquisition		9,400.0	10,300.0	11,100.0	11,900.0	12,700.0	55,400.0	
Saddleback Mountain Land Acquisition		700.0					700.0	
Scottsdale Air Museum	3,100.0						3,100.0	
Stadium Area Refuse Compactor		36.0					36.0	
Streetlight System Purchase	1,100.0						1,100.0	
Tournament Players Club Improvements	25.0	25.0	25.0	25.0	25.0		125.0	
Waterfront Attraction-								
Scottsdale Rd to 70th St	5,840.0						5,840.0	
Expended Prior Years Budget	(5,593.0)						(5,593.0)	
Total Specialty Areas		\$12,209.2	\$10,513.2	\$11,092.4	\$12,467.3	\$13,203.7	\$14,027.0	\$ 73,512.8
		\$21,016.2	\$14,980.0	\$13,139.6	\$12,953.3	\$14,491.7	\$14,027.0	\$ 90,607.8

CAPTIAL IMPROVEMENT PLAN

SERVICE FACILITIES

The service facilities program encompasses new facilities, remodel of current facilities, and automation needs.

IN THOUSANDS OF DOLLARS

<i>PROJECT TITLE</i>	<i>PRIOR YEARS</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>TOTAL</i>
Municipal Facilities							
City Hall Remodel-Council Offices	97.1						97.1
Corporation Yard Office Renovation		50.0					50.0
Corporation Yard Surplus Storage	50.0						50.0
Fleet Office & Stockroom Renovations		105.0					105.0
Municipal Services Vehicles		489.0	194.5				683.5
North Corp Yard/ Expansion Master Planning	33.0						33.0
Public Services Building Remodel	86.0	835.0					921.0
Security Gate - ICC		40.0					40.0
Solid Waste Transfer Station	2,500.0	1,000.0					3,500.0
Expended Prior Years Budget	(59.0)						(59.0)
Total Municipal Facilities	\$ 2,707.1	\$ 2,519.0	\$ 194.5	\$ -	\$ -	\$ -	\$ 5,420.6
Management Systems							
Automated Payroll Time Entry System		50.0	52.0				102.0
City Automated Financial System	750.0						750.0
Citycable 7 Equipment Replacement		54.0	49.9				103.9
City Clerk Hardware/Software	169.6						169.6
Customer Service Billing System		363.0	96.0	250.0	250.0		959.0
Digital Ortho Plotter	116.0						116.0
Geographic Information System	1,041.3						1,041.3
GIS Applications	852.6						852.6
GIS Applications - Facilities Mapping & Work Management		54.7					54.7
GIS Applications - KIVA Phase II		162.6					162.6
Mainframe Migration			653.6	113.5			767.1
Open Systems Environment Dev	2,707.7	625.0					3,332.7
Sales Tax Hardware/Software	279.0						279.0
Expended Prior Years Budget	(2,710.4)						(2,710.4)
Total Management Systems	\$ 3,205.8	\$ 1,309.3	\$ 851.5	\$ 363.5	\$ 250.0	\$ -	\$ 5,980.1
	\$ 5,912.9	\$ 3,828.3	\$ 1,046.0	\$ 363.5	\$ 250.0	\$ -	\$ 11,400.7

CAPTIAL IMPROVEMENT PLAN

PUBLIC SAFETY

The public safety portion of the capital plan includes fire stations, training facilities, and automation systems related to police or fire functions.

IN THOUSANDS OF DOLLARS

PROJECT TITLE	PRIOR YEARS						TOTAL
	1995/96	1996/97	1997/98	1998/99	1999/00		
Police							
800 MHz Repeater Site, North	90.0						90.0
Desert Foothills Public Safety Facility		125.0	1,560.0	46.2			1,731.2
Police Criminal Justice Automated Sys	2,505.3						2,505.3
Police Training Facility - Phase II					1,218.0		1,218.0
Police Vehicle Computer Program		1,512.6					1,512.6
Expended Prior Years Budget	(420.6)						(420.6)
Total Police	\$ 2,174.7	\$ 1,637.6	\$ 1,560.0	\$ 46.2	\$ -	\$ 1,218.0	\$ 6,636.5
Fire							
Fire Station -							
Vicinity of 132nd St and Via Linda	553.7						553.7
Fire Station -							
Vicinity of Pima and Thompson Pk		610.2					610.2
Fire Training Facility - Phase II					1,792.2		1,792.2
Expended Prior Years Budget	(43.8)						(43.8)
Total Fire	\$ 509.9	\$ -	\$ 610.2	\$ -	\$ -	\$ 1,792.2	\$ 2,912.3
	\$ 2,684.6	\$ 1,637.6	\$ 2,170.2	\$ 46.2	\$ -	\$ 3,010.2	\$ 9,548.8



AUTHORIZED PERSONNEL/POSITIONS SUMMARY

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
General Government				
Full-time	166	170	178	179
Part-time	12	12	14	15
FTE	172.7	176.9	186.3	187.9
Police				
Full-time	345	381	393	410
Part-time	3	3	3	3
FTE	346.1	382.1	394.1	411.1
Financial Services				
Full-time	110	111	113	114
Part-time	5	5	5	5
FTE	112.0	113.9	115.9	116.9
Transportation				
Full-time	33	33	34	34
Part-time	5	5	4	4
FTE	36.5	36.1	36.4	36.4
Community Services				
Full-time	185	191	205	207
Part-time	330	373	382	393
FTE	309.4	325.5	342.2	352.4
Planning and Development				
Full-time	106	107	112	112
Part-time	4	4	4	4
FTE	109.0	110.4	115.4	115.4
Water Resources				
Full-time	74	76	77	78
Part-time	11	1	1	1
FTE	84.3	76.7	77.7	78.7
Municipal Services				
Full-time	228	228	240	242
Part-time	5	5	5	5
FTE	232.8	232.1	244.1	246.1
Total Authorized Full-time Positions				
	1247	1297	1,352	1,376
Total Authorized Part-time Positions				
	375	408	418	430
Total Authorized FTEs				
	1402.8	1453.7	1,512.1	1,544.9
Total Grant Funded Full-time Positions				
	9	10	13	13
Total Grant Funded Part-time Positions				
	2	2	8	8
Total Miscellaneous Full-time Positions				
	8	8	10	10

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
GENERAL GOVERNMENT				
01010 Legislative				
Executive Secretary	2	2	2	2
Management Assistant	1	1	1	1
Mayor and Council	7	7	7	7
Total Full-time	10	10	10	10
Total FTE	10.0	10.0	10.0	10.0
01030 City Clerk				
Administrative Secretary	1	1	1	1
City Clerk	1	1	1	1
City Clerk Aide	1	1	0	0
City Clerk Assistant I	1	1	1	1
City Clerk Assistant II	2	2	2	2
Deputy City Clerk	1	1	1	1
Technical Coordinator	0	0	1	1
City Clerk Aide*	1	1	1	1
Total Full-time	7	7	7	7
Total Part-time*	1	1	1	1
Total FTE	7.3	7.3	7.3	7.3
01050 City Attorney				
Administrative Secretary	1	1	1	1
Assistant City Attorney	7	7	7	7
City Attorney	1	1	1	1
City Prosecutor	1	1	1	1
Clerk Typist	2	2	2	2
Deputy City Attorney	1	1	1	1
Legal Secretary	3	3	3	3
Office Coordination Manager	1	1	1	1
Prosecutor I	3	3	3	3
Senior Water Attorney	0	0	1	1
Deputy City Attorney*	0	0	1	1
Law Clerk*	1	1	1	2
Total Full-time	20	20	21	21
Total Part-time*	1.0	1.0	2.0	3.0
Total FTE	20.7	20.7	22.5	23.1
01070 City Auditor				
Administrative Secretary	1	1	1	1
Assistant City Auditor	2	2	2	2
City Auditor	1	1	1	1
Intern	0	0	1	1
Internal Auditor	1	1	1	1
Senior Auditor	1	1	1	1
Total Full-time	6	6	7	7
Total FTE	6.0	6.0	7.0	7.0

AUTHORIZED PERSONNEL/POSITIONS

	ACTUAL 1993/94	ADOPTED 1994/95	ADOPTED 1995/96	APPROVED 1996/97
01080 Court				
Administrative Secretary	1	1	1	1
Associate City Judge	2	2	2	2
City Judge	1	1	1	1
Court Collection Investigator	1	1	0	0
Court Collection Specialist	0	0	1	1
Court Services Director	1	1	1	1
Court Services Representative	12	13	15	15
Court Services Supervisor	2	2	2	2
Court Systems Analyst	1	1	1	1
Senior Court Services Representative	5	5	5	5
Court Security Guard*	3	3	3	3
Total Full-time	26	27	29	29
Total Part-time	3	3	3	3
Total FTE	27.2	28.3	30.3	30.3
01110 City Manager				
Assistant City Manager	2	2	2	2
Assistant to the City Manager	1	1	1	1
City Manager	1	1	1	1
Executive Assistant	1	1	1	1
Executive Secretary	3	3	3	3
Administrative Assistant*	1	1	1	1
Total Full-time	8	8	8	8
Total Part-time*	1	1	1	1
Total FTE	8.4	8.6	8.6	8.6
01120 Communications and Public Affairs				
Administrative Secretary	1	1	1	1
Communications and Public Affairs Officer	1	1	1	1
Public Affairs Manager	1	1	1	1
Public Information Coordinator	3	3	3	3
Senior Graphic Designer	0	0	1	1
Video Production Assistant	1	1	1	1
Video Production Manager	1	1	1	1
Video Production Specialist	1	1	1	1
Public Information Coordinator*	1	1	1	1
Total Full-time	9	9	10	10
Total Part-time*	1	1	1	1
Total FTE	9.8	9.6	10.6	10.6
01130 Intergovernmental Relations				
Government Relations Coordinator	1	1	1	1
Government Relations Director	1	1	1	1
Administrative Secretary*	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
Total FTE	2.6	2.7	2.7	2.7

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
01140 Human Resources				
Benefits Coordinator	1	1	1	1
Employee Programs Manager	1	1	1	1
Human Resources Analyst	4	4	4	4
Human Resources Director	1	1	1	1
Human Resources Manager	1	1	1	1
Human Resources Representative	3	3	3	3
Human Resources Technician	1	1	1	1
Office Coordination Manager	1	1	1	1
Undesignated	1	1	0	0
Benefits Services Representative*	1	1	1	1
Total Full-time	14	14	13	13
Total Part-time*	1	1	1	1
Total FTE	14.5	14.5	13.5	13.5

The Human Resources Program is assigned 60 positions not designated by classification or salary range to be used as fill-ins when employees are unavailable to work. They are not included in the part-time position count. The undesignated positions are available to any program that can justify the need for a temporary worker and has funds available in their budget.

01143 Quality Resources Management

Administrative Secretary	1	1	1	1
Organizational Effectiveness Administrator	1	1	1	1
Quality Resources Analyst	3	3	3	3
Quality Resources Manager	1	1	1	1
Total Full-time	6	6	6	6
Total FTE	6.0	6.0	6.0	6.0

01150 Office of Strategic Initiatives

Administrative Secretary	1	1	1	1
Contract Officer	1	1	1	1
General Manager	1	1	1	1
General Manager	0	1	1	1
General Manager	0	1	1	1
Secretary*	1	1	0	0
Total Full-time	3	5	5	5
Total Part-time*	1	1	0	0
Total FTE	3.9	5.8	5.0	5.0

01160 Management Systems Administration

Management Systems Administrator	1	1	1	1
Systems Specialist	1	1	0	0
Total Full-time	2	2	1	1
Total FTE	2.0	2.0	1.0	1.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
01161 Communications Services				
Communications Assistant	1	1	1	1
Communications Coordinator	0	1	1	1
Communications Services Director	1	1	1	1
Communications Specialist	1	1	1	1
Communications Technician I	2	2	2	2
Communications Technician II	2	2	2	2
Open Systems Specialist	1	1	1	1
Programmer Analyst	1	1	1	1
Strategic Planning and Support Manager	1	1	1	1
Total Full-time	10	11	11	11
Total FTE	10.0	11.0	11.0	11.0
01162 Applications Development				
Administrative Secretary	1	1	1	1
Programmer Analyst	9	9	9	9
Programmer Analyst II	2	2	2	2
Systems Analyst II	3	3	4	4
Systems Development Director	1	1	1	1
Systems Training Coordinator	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	17	17	18	18
Total Part-time*	1	1	1	1
Total FTE	17.7	17.8	18.8	18.8
01163 Computer Operations				
Computer Operations Manager	1	1	1	1
Computer Operations Specialist	1	1	1	1
Computer Operator	6	6	6	6
Computer Productions Supervisor	1	0	0	0
Data Conversion Operator II	1	1	1	1
Total Full-time	10	9	9	9
Total FTE	10.0	9.0	9.0	9.0
01164 Systems Support				
Software Support Manager	1	1	1	1
Systems Support Specialist	3	3	2	2
Total Full-time	4	4	3	3
Total FTE	4.0	4.0	3.0	3.0
01165 Geographic Information Systems Support				
Geographic Information Systems Manager	1	1	1	1
GIS Database Coordinator	1	1	1	1
Systems Administrator	0	0	1	1
Systems Specialist	0	0	1	1
Systems Support Specialist	1	1	2	2
Total Full-time	3	3	6	6
Total FTE	3.0	3.0	6.0	6.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
01166 Advanced Technology				
Advanced Technology Director	0	0	1	1
Total Full-time	0	0	1	1
Total FTE	0.0	0.0	1.0	1
01170 Office of Environmental Affairs				
Chief Environmental Officer	1	1	1	1
Environmental Coordinator	1	1	1	1
Secretary*	0	0	1	1
Total Full-time	2	2	2	2
Total Part-time*	-	-	1.0	1.0
Total FTE	2.0	2.0	2.8	2.8
01190 Citizen Service Center				
Citizen Service Center Coordinator	1	1	1	1
Citizen Services Administrator	1	1	1	1
Citizen Services Specialist	2	3	4	4
Neighborhood Specialist	0	0	0	1
Planner	1	1	1	1
Senior Planner	1	1	1	1
Volunteer Coordinator	1	1	1	1
Administrative Secretary*	1	1	1	1
Endowment Officer *	0	0	1	1
Total Full-time	7	8	9	10
Total Part-time*	1	1	2	2
Total FTE	7.6	8.6	10.2	11.2
Department Total Full-time	166	170	178	179
Department Total Part-time*	12.0	12.0	14	15
Department Total FTEs	172.7	176.9	186.3	187.9
POLICE				
02100 Chief of Police				
Administrative Secretary	1	1	1	1
Deputy Police Chief	2	2	2	2
Executive Assistant Police Chief	0	1	1	1
Executive Secretary	0	1	1	1
Police Analyst	2	2	3	3
Police Chief/Director of Public Safety	1	1	1	1
Police Strategic Planning Officer	1	1	1	1
Total Full-time	7	9	10	10
Total FTE	7.0	9.0	10.0	10.0
02200 Patrol Bureau				
Data Conversion Operator I	1	1	0	0
Parking Control Checker	1	1	1	1
Police Aide	26	34	26	26

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
02200 Patrol Bureau (cont'd)				
Police Captain	2	2	2	3
Police Lieutenant	6	5	6	6
Police Officer	118	136	137	147
Police Pawn Clerk	0	0	1	1
Police Sergeant	16	17	17	17
Secretary	1	1	1	1
Total Full-time	171	197	191	202
Total FTE	171.0	197.0	191.0	202.0
02400 Special Operations				
Clerk Typist	4	4	3	3
Police Captain	1	1	1	1
Police Crisis Intervention Specialist	3	3	3	3
Police Crisis Intervention Supervisor	1	1	1	1
Police Intelligence Analyst	1	1	1	1
Police Lead Logistics Technician	1	0	0	0
Police Lieutenant	3	3	3	3
Police Logistics Technician	1	0	0	0
Police Officer	57	57	61	62
Police Sergeant	7	7	8	8
Secretary	1	1	2	2
Wrangler*	3	3	3	3
Total Full-time	80	78	83	84
Total Part-time*	3	3	3	3
Total FTE	81.1	79.1	84.1	85.1
02401 Federal RICO				
Police Officer	2	0	0	0
Police Sergeant	1	0	0	0
Total Full-time	3	0	0	0
Total FTE	3.0	0.0	0.0	0.0
02402 State/Local RICO				
Police Officer	1	1	0	0
Total Full-time	1	1	0	0
Total FTE	1.0	1.0	0.0	0.0
02500 Technical Services				
Clerk Typist	1	1	1	1
Crime Laboratory Manger	1	1	1	1
Criminalist I	1	1	1	1
Fingerprint Technician	3	3	3	4
Police Aide	0	0	8	8
Police Crime Lab Technician	1	1	1	1
Police Crime Scene Specialist Supervisor	1	1	1	1
Police Detention Manager	1	1	1	1
Police Detention Officer	10	16	16	16

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
02500 Technical Services (cont'd)				
Police Forensic Photographer	1	1	1	1
Police Latent Print Examiner II	1	1	1	1
Police Lead Detention Officer	0	2	2	2
Police Lead Latent Print Examiner	1	1	1	1
Police Lead Logistics Technician	0	1	1	1
Police Logistics Technician	0	1	1	1
Police Property and Evidence Custodian	2	2	2	2
Police Property and Evidence Manager	1	1	1	1
Police Records Manager	1	1	1	1
Police Records Supervisor	4	4	4	4
Police Support Specialist	14	14	14	15
Police Technical Services Director	1	1	1	1
Secretary	1	1	1	1
Total Full-time	46	56	64	66
Total FTE	46.0	56.0	64.0	66.0
02600 Communications				
Communications Dispatcher	19	19	21	23
Communications Manager	1	1	1	1
Communications Supervisor	5	6	6	6
Total Full-time	25	26	28	30
Total FTE	25.0	26.0	28.0	30.0
02700 Professional Standards				
Clerk Typist	1	0	0	0
Police Aide	0	0	1	1
Police Lieutenant	1	1	1	1
Police Officer	3	3	5	5
Police Personnel Background Investigator	0	0	0	1
Police Personnel Specialist	1	1	1	1
Police Personnel Technician	0	1	1	1
Police Sergeant	3	5	5	5
Polygraph Examiner	1	1	1	1
Secretary	1	1	1	1
Total Full-time	11	13	16	17
Total FTE	11.0	13.0	16.0	17.0
02800 Emergency Services				
Emergency Management Officer	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
Department Total Full-time	345	381	393	410
Department Total Part-time*	3.0	3.0	3.0	3.0
Department Total FTEs	346.1	382.1	394.1	411.1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
FINANCIAL SERVICES				
03000 Financial Service Administration				
Administrative Secretary	1	1	1	1
Financial Services Coordinator	0	0	1	1
Financial Services Specialist	1	1	1	1
General Manager, Financial Services	1	1	1	1
Total Full-time	3	3	4	4
Total FTE	3.0	3.0	4.0	4.0
03100 Accounting and Budget				
Account Clerk	3	3	3	3
Accountant	1	1	1	1
Accounting Coordinator	2	2	2	2
Accounting and Budget Director	1	1	1	1
Accounting Manager	1	1	1	1
Accounting Technician	6	6	6	6
Administrative Secretary	1	1	1	1
Budget Manager	1	1	1	1
CIP Coordinator	1	1	1	1
Financial Services Teamleader	0	0	1	1
Payables Manager	1	1	0	0
Senior Account Clerk	6	6	6	6
Senior Account Clerk*	2	2	2	2
Total Full-time	24	24	24	24
Total Part-time*	2	2	2	2
Total FTE	24.9	25.3	25.3	25.3
03200 Tax Audit				
Secretary	1	1	1	1
Senior Tax Auditor	5	5	5	5
Tax Audit Director	1	1	1	1
Tax Audit Supervisor	1	1	1	1
Tax Auditor	3	3	3	3
Tax/Accounting Intern*	1	1	1	1
Total Full-time	11	11	11	11
Total Part-time	1	1	1	1
Total FTE	11.0	11.5	11.5	11.5
03300 Risk Management				
Claims Manager	1	1	1	1
Clerk Typist	1	1	1	1
Loss Control Manager	1	1	1	1
Risk Management Director	1	1	1	1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
03300 Risk Management (cont'd)				
Risk Services Manager	1	1	1	1
Secretary	1	1	1	1
Senior Account Clerk	1	1	1	1
Total Full-time	7	7	7	7
Total FTE	7.0	7.0	7.0	7.0
03410 Purchasing				
Bid and Contract Assistant	1	1	1	1
Bid and Contract Specialist	2	2	2	2
Buyer	3	3	4	4
Buyer Aide	1	1	0	0
Purchasing Clerk	5	5	5	5
Purchasing Director	1	1	1	1
Purchasing Manager	1	1	1	1
Purchasing Operations Manager	1	1	1	1
Purchasing Technician	2	2	2	2
Secretary	1	1	1	1
Senior Buyer	1	1	1	1
Total Full-time	19	19	19	19
Total FTE	19.0	19.0	19.0	19.0
03420 Stores				
Lead Stock Clerk	2	2	2	2
Purchasing Operations Manager	1	1	1	1
Stock Clerk	2	2	2	2
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0
03430 Graphics				
Forms Management/Graphics Specialist	1	1	1	1
Graphics Technician	1	1	1	1
Purchasing Operations Manager	1	1	1	1
Senior Graphics Technician	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
03440 Mail				
Mail Service Courier	3	3	3	3
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
03510 Tax License Administration				
Customer Service Director	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	4	4	4	4
Customer Service Technician	1	1	1	1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
03510 Tax License Administration (cont'd)				
License Inspector	2	2	2	2
Office Worker*	1	1	1	1
Total Full-time	9	9	9	9
Total Part-time*	1	1	1	1
Total FTE	9.6	9.6	9.6	9.6
03540 Revenue Recovery				
Customer Service Assistant	2	2	2	2
Customer Service Representative	1	1	1	1
Revenue Collector	3	3	3	3
Revenue Recovery Manager	1	1	1	1
Senior Revenue Collector	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	8	8	8	8
Total Part-time*	1	1	1	1
Total FTE	8.5	8.5	8.5	8.5
03550 Meter Reading				
Lead Water Meter Reader	1	1	1	1
Meter Reader Manager	1	1	1	1
Water Meter Reader	7	7	8	9
Total Full-time	9	9	10	11
Total FTE	9.0	9.0	10.0	11.0
03562 Water Billing				
Customer Service Assistant	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	4	5	5	5
Customer Service Technician	1	1	1	1
Secretary	1	1	1	1
Total Full-time	8	9	9	9
Total FTE	8.0	9.0	9.0	9.0
Department Total Full-time	110	111	113	114
Department Total Part-time*	5	5	5	5
Department Total FTE	112.0	113.9	115.9	116.9

TRANSPORTATION

04000 Transportation Administration

Engineering Technician II	2	2	1	1
General Manager, Transportation	1	1	1	1
Graphics Designer	0	0	1	1
Office Coordination Manager	1	1	1	1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
04000 Transportation Administration (cont'd)				
Secretary	2	2	2	2
Secretary*	1	1	1	1
Total Full-time	6	6	6	6
Total Part-time*	1	1	1	1
Total FTE	6.8	6.8	6.8	6.8
04100 Airport				
Administrative Assistant	1	1	1	1
Airport Director	1	1	1	1
Airport Maintenance Technician	1	1	1	1
Airport Operations Coordinator	1	1	1	1
Secretary	1	1	1	1
Senior Airport Maintenance Technician	1	1	1	1
Airport Operations Specialist*	3	3	3	3
Total Full-time	6	6	6	6
Total Part-time*	3	3	3	3
Total FTE	7.8	7.6	7.6	7.6
04200 Transit				
Bicycle Coordinator	0	0	1	1
Transit Coordinator	1	1	1	1
Transit Manager	1	1	1	1
Transit Planner	1	1	1	1
Bicycle Coordinator*	1	1	0	0
Total Full-time	3	3	4	4
Total Part-time*	1	1	0	0
Total FTE	3.9	3.7	4.0	4.0
04300 Traffic Engineering				
Signal Systems Analyst	2	2	2	2
Traffic Engineering Analyst	2	2	2	2
Traffic Engineering Director	1	1	1	1
Traffic Engineering Technician	2	2	2	2
Traffic Engineering Technician Supervisor	1	1	1	1
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0
04400 Transportation Planning				
Planning Manager	0	0	1	1
Public Works Planner	9	9	8	8
Transportation Planning Director	1	1	1	1
Total Full-time	10	10	10	10
Total FTE	10.0	10.0	10.0	10.0
Department Total Full-time	33	33	34	34
Department Total Part-time*	5	5	4	4
Department Total FTE	36.5	36.1	36.4	36.4

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
COMMUNITY SERVICES				
05000 Community Services Administration				
Administrative Secretary	1	1	1	1
General Manager, Community Services	1	1	1	1
Special Projects Manager	1	1	1	1
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
05002 Marketing/Sponsorship				
Marketing and Sponsorship Coordinator	0	0	1	1
Total Full-time	0	0	1	1
Total FTE	0.0	0.0	1.0	1.0
05003 Community Services Advisors				
Recreation Manager	0	0	1	1
Recreation Operations Manager	0	0	1	1
Total Full-time	0	0	2	2
Total FTE	0.0	0.0	2.0	2.0
05200 Parks/Recreation Administration				
Administrative Secretary	2	2	2	2
Management Analyst	1	1	1	1
Parks and Recreation Director	0	1	1	1
Parks Director	1	0	0	0
Parks Manager	2	2	1	1
Recreation Manager	2	1	0	0
Recreation Operations Manager	1	1	0	0
Secretary	1	1	1	1
Parks Laborer*	4	0	0	0
Total Full-time	10	9	6	6
Total Part-time*	4	0	0	0
Total FTE	12.3	9.0	6.0	6.0
05201 Landscape Contracts				
Maintenance Worker II	0	0	1	1
Maintenance Worker III	0	0	1	1
Landscape Contract Specialist	0	0	1	1
Maintenance Worker I*	0	0	2	2
Total Full-time	0	0	3	3
Total Part-time*	0	0	2	2
Total FTE	0.0	0.0	4.0	4.0
05203 Trails				
Equestrian Coordinator	1	1	1	1
Parks Design Intern*	1	1	1	1
Total Full-time	1	1	1	1
Total Part-time*	1	1	1	1
Total FTE	1.5	1.5	1.5	1.5

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05210 Aquatics				
Pool Manager	2	2	2	2
Senior Recreation Coordinator	1	1	1	1
Assistant Pool Manager*	10	10	10	10
Lifeguard/Instructor*	63	63	63	63
Pool Manager*	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	74	74	74	74
Total FTE	24.2	25.8	25.8	25.8
05211 McCormick Railroad Park - Home Program				
Facility Office Worker	1	1	1	1
Machinist	0	1	0	0
Maintenance Worker I	1	1	1	1
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Machinist*	1	0	0	0
Railroad Engineer*	3	3	0	0
Recreation Leader I*	5	5	4	4
Recreation Leader II*	3	3	3	3
Total Full-time	6	7	6	6
Total Part-time*	12	11	7	7
Total FTE	12.3	11.5	8.9	8.9
05212 McCormick Park - Train				
Railroad Maintenance Coordinator	1	1	0	0
Railroad Service Worker	1	1	0	0
Total Full-time	2	2	0	0
Total FTE	2.0	2.0	0.0	0.0
05213 McCormick Park Concessions				
Recreation Leader II*	2	2	0	0
Total Part-time*	2	2	0	0
Total FTE	1.6	1.3	0.0	0.0
05215 Trades				
Maintenance Supervisor	1	1	1	1
Maintenance Technician I	2	2	2	2
Maintenance Technician II	3	3	3	3
Maintenance Worker II	2	2	2	2
Parks Manager	1	1	1	1
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05216 Water Systems				
Aquatics Maintenance Coordinator	1	1	1	1
Aquatics Maintenance Technician	4	4	4	4
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0
05217 Sprinkler Maintenance				
Maintenance Technician I	0	0	1	1
Sprinkler Technician	6	6	5	5
Total Full-time	6	6	6	6
Total FTE	6.0	6.0	6.0	6.0
05220 Adult Sports				
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader II*	4	4	4	4
Total Full-time	2	2	2	2
Total Part-time*	4	4	4	4
Total FTE	3.2	6.3	6.3	6.3
05221 Sports - Liaison				
Senior Recreation Coordinator	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
05222 Baseball - Indian School				
Maintenance Worker II	0	1	1	1
Maintenance Worker III	0	1	1	1
Parks Laborer*	0	4	4	4
Total Full-time	0	2	2	2
Total Part-time*	0	4	4	4
Total FTE	0.0	5.8	5.8	5.8
05224 Civic Center Complex				
Maintenance Supervisor	1	1	1	1
Maintenance Worker I	3	3	3	3
Maintenance Worker II	3	3	3	3
Maintenance Worker III	1	1	1	1
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0
05225 Club SAR				
Recreation Coordinator	1	1	1	1
Recreation Leader II*	3	3	3	3
Total Full-time	1	1	1	1
Total Part-time*	3	3	3	3
Total FTE	2.5	3.2	3.2	3.2

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
05226 Stadium Operations				
Maintenance Worker II	3	3	3	3
Stadium Coordinator	1	1	1	1
Clerk Typist*	1	1	1	1
Stadium Operations Worker *	0	0	1	1
Total Full-time	4	4	4	4
Total Part-time*	1	1	2	2
Total FTE	4.3	4.5	5.0	5.0
05230 Cactus Park				
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	6
Total Full-time	4	4	4	4
Total Part-time*	9	9	9	9
Total FTE	8.0	9.5	9.5	9.5
05231 Indian School Park				
Maintenance Worker I	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Clerk Typist*	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	8	8	8	8
Total Full-time	3	3	3	3
Total Part-time*	13	13	13	13
Total FTE	8.5	8.1	8.1	8.1
05232 Scottsdale Ranch Park				
Maintenance Worker II	0	1	1	1
Maintenance Worker III	0	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Maintenance Worker I*	1	1	0	0
Recreation Leader I*	3	3	4	4
Recreation Leader II*	6	6	6	6
Total Full-time	2	4	4	4
Total Part-time*	10	10	10	10
Total FTE	7.4	9.6	9.6	9.6

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05233 Special Interest - Home Program				
Recreation Leader II	0	0	1	1
Recreation Leader III	2	2	2	2
Senior Recreation Coordinator	1	1	1	1
Recreation Leader II*	2	2	1	1
Total Full-time	3	3	4	4
Total Part-time*	2	2	1	1
Total FTE	4.4	6.5	6.9	7.7
05234 Special Interest - Summer				
Recreation Leader II*	6	6	6	6
Recreation Leader III*	1	1	1	1
Total Part-time*	7	7	7	7
Total FTE	3.5	2.5	2.7	2.7
05240 Chaparral Park				
Maintenance Worker II	3	3	3	3
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	8	8	8
Total Full-time	6	6	6	6
Total Part-time*	9	11	11	11
Total FTE	10.7	11.7	12.2	12.2
05241 Eldorado Park				
Facility Reservation Clerk	1	1	1	1
Maintenance Worker I	1	1	2	2
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Leader II	1	1	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Clerk Typist*	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	6
Total Full-time	7	7	8	8
Total Part-time*	10	10	10	10
Total FTE	14.0	14.4	15.4	15.4
05242 Mountain View Park				
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader II	0	1	:	1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05242 Mountain View Park (cont'd)				
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	5	5	5
Total Full-time	4	5	5	5
Total Part-time*	9	8	8	8
Total FTE	9.2	10.0	10.3	10.3
05243 Neighborhood Parks				
Recreation Leader II	0	0	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Recreation Leader II*	14	14	13	13
Total Full-time	2	2	3	3
Total Part-time*	14	14	13	13
Total FTE	10.6	9.3	9.4	9.4
05244 Number One Clubs				
Recreation Leader I*	0	0	1	1
Recreation Leader II*	0	0	2	2
Total Part-time*	0	0	3	3
Total FTE	0.0	0.0	0.7	0.7
05245 Youth Sports - Elementary				
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader II*	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
Total FTE	2.8	6.6	6.6	6.6
05246 Youth Sports - Middle School				
Recreation Leader III	0	1	1	1
Recreation Leader I*	0	7	7	7
Recreation Leader II*	0	30	29	29
Total Full-time	0	1	1	1
Total Part-time*	0	37	36	36
Total FTE	0.0	4.2	4.0	4.0
05247 Vista del Camino Recreation				
Maintenance Worker I	1	1	1	1
Maintenance Worker II	4	2	1	1
Maintenance Worker III	3	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader II	1	1	1	1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05247 Vista del Camino Recreation (cont'd)				
Recreation Leader III	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	4	6	6	6
Total Full-time	11	7	6	6
Total Part-time*	8	10	10	10
Total FTE	15.3	12.1	11.1	11.1
05248 Horizon Park Community Center				
Recreation Coordinator	0	0	0	1
Recreation Leader III	0	0	0	1
Recreation Leader I*	0	0	0	4
Recreation Leader II*	0	0	0	7
Total Full-time	0	0	0	2
Total Part-time*	0	0	0	11
Total FTE	0.0	0.0	0.0	9.4
05299 Special Interest				
Recreation Specialist*	88	88	95	95
Total Part-time*	88	88	95	95
Total FTE	11.4	0.0	1.0	1.0
05300 Human Services Administration				
Human Services Director/Adv to City Manager	0	1	1	1
Human Services & Recreation Administrator	1	0	0	0
Human Services Planner/Grant Manager	1	1	1	1
Recreation Manager	1	1	1	1
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
05301 Vista del Camino Social Services				
Human Services Manager	1	1	1	1
Human Services Specialist	2	2	3	3
Information and Referral Worker	2	2	2	2
Food Bank Courier*	1	1	1	1
Human Services Specialist*	1	1	0	0
Total Full-time	5	5	6	6
Total Part-time*	2	2	1	1
Total FTE	6.5	6.6	6.8	6.8
05302 Youth Services				
Human Services Manager	1	1	1	1
Human Services Specialist	2	2	2	2
Secretary	1	1	1	1
Youth Employment Specialist	0	0	1	1

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL 1993/94</i>	<i>ADOPTED 1994/95</i>	<i>ADOPTED 1995/96</i>	<i>APPROVED 1996/97</i>
05302 Youth Services (cont'd)				
Human Services Counselor*	1	1	1	1
Youth Employment Specialist*	1	1	0	0
Total Full-time	4	4	5	5
Total Part-time*	2	2	1	1
Total FTE	5.1	5.3	5.5	5.5
05303 Paiute Neighborhood Center				
Human Services Specialist	1	1	1	1
Recreation Coordinator	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
05304 Senior Center - Civic Center				
Human Services Coordinator	1	1	1	1
Human Services Manager	1	1	1	1
Recreation Coordinator	1	1	1	1
Secretary	1	1	1	1
Human Services Specialist*	1	1	1	1
Information and Referral Worker*	2	2	2	2
Recreation Leader II*	3	3	3	3
Recreation Leader III*	1	1	1	1
Total Full-time	4	4	4	4
Total Part-time*	7	7	7	7
Total FTE	8.1	8.2	8.2	8.2
05305 Senior Center - Via Linda				
Human Services Specialist	0	1	1	1
Recreation Coordinator	0	1	1	1
Recreation Leader II*	0	3	3	3
Information/Referral Worker*	0	1	1	1
Total Full-time	0	2	2	2
Total Part-time*	0	4	4	4
Total FTE	0.0	4.0	4.0	4.0
05601 Library - Director				
Administrative Secretary	1	1	1	1
Library Director	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
05602 Library - Systems				
Account Clerk	1	1	1	1
Clerk Typist	1	1	1	1
Graphics Designer	1	1	1	1
Librarian	2	2	2	2
Library Aide	3	3	3	3
Library Assistant I	3	3	3	3

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05602 Library - Systems (cont'd)				
Library Coordinator	3	3	3	3
Library Courier	1	1	2	2
Library Manager	1	1	1	1
Library Systems Analyst	1	1	1	1
Secretary	1	1	1	1
Senior Library Coordinator	1	1	1	1
Library Assistant I*	1	1	1	1
Library Courier*	1	1	0	0
Total Full-time	19	19	20	20
Total Part-time*	2	2	1	1
Total FTE	20.3	20.5	20.7	20.7
05640 Civic Center Library - Services				
Librarian	5	6	6	6
Library Aide	4	4	3	3
Library Assistant I	6	6	7	7
Library Assistant III	3	3	3	3
Library Coordinator	3	3	3	3
Library Manager	1	1	1	1
Secretary	1	1	1	1
Librarian*	2	2	2	2
Library Aide*	4	4	4	4
Library Assistant I*	1	1	2	2
Library Page*	15	15	14	14
Total Full-time	23	24	24	24
Total Part-time*	22	22	22	22
Total FTE	34.2	38.6	38.6	38.6
05660 Library Extension Services				
Librarian	4	5	5	5
Library Aide	3	3	3	3
Library Assistant I	5	4	4	4
Library Assistant II	2	2	2	2
Library Assistant III	1	1	1	1
Library Coordinator	1	1	1	1
Library Manager	1	1	1	1
Secretary	1	1	1	1
Librarian*	2	1	1	1
Library Aide*	2	2	2	2
Library Assistant I*	1	2	2	2
Library Page*	8	8	8	8
Office Worker*	1	1	1	1
Total Full-time	18	18	18	18
Total Part-time*	14	14	14	14
Total FTE	26.5	26.9	26.9	26.9

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
05670 Palomino Library				
Librarian	0	0	3	3
Library Aide	0	0	3	3
Library Assistant I	0	0	2	2
Library Coordinator	0	1	1	1
Secretary	0	0	1	1
Library Aide*	0	0	4	4
Library Page*	0	0	4	4
Total Full-time	0	1	10	10
Total Part-time*	0	0	8	8
Total FTE	0.0	1.0	15.5	15.5
Department Total Full-time	185	191	205	207
Department Total Part-time*	330.0	373.0	382.0	393.0
Department Total FTEs	309.4	325.5	342.2	352.4

PLANNING AND DEVELOPMENT

07000 Planning & Development Administration

Administrative Assistant	1	1	1	1
Administrative Secretary	1	1	1	1
General Manager, Planning & Development	1	1	1	1
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0

07100 Planning

Administrative Secretary	1	1	1	1
Advance Planning Director	1	1	1	1
Asset Management Coordinator	1	1	1	1
Associate Planner	3	3	3	3
Planner	5	5	5	5
Planning Administrator	1	1	1	1
Planning Manager	1	1	1	1
Secretary	1	1	1	1
Senior Planner	1	1	1	1
Total Full-time	15	15	15	15
Total FTE	15.0	15.0	15.0	15.0

07505 Zoning Enforcement

Code Enforcement Assistant	0	1	1	1
Code Inspection Supervisor	1	1	1	1
Code Inspector	4	4	5	5
Secretary	1	1	1	1
Total Full-time	6	7	8	8
Total FTE	6.0	7.0	8.0	8.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
07510 Development Services				
Building Plans Reviewer	0	0	1	1
Development Services Director	1	1	1	1
Development Services Manager	1	1	1	1
Development Services Representative	4	4	4	4
Development Services Specialist	1	1	0	0
Development Services Supervisor	1	1	1	1
Planner	1	1	1	1
Sign Inspector	1	1	2	2
Secretary	1	1	0	0
Development Services Representative*	1	1	1	1
Total Full-time	11	11	11	11
Total Part-time*	1	1	1	1
Total FTE	11.7	11.9	11.9	11.9
07515 Development Services Records				
Engineering Technician I	3	3	3	3
Engineering Technician II	2	2	1	1
Information Systems Coordinator	1	1	1	1
Records Manager	1	1	1	1
Engineering Technician I*	1	1	1	1
Total Full-time	7	7	6	6
Total Part-time*	1	1	1	1
Total FTE	7.7	7.8	6.8	6.8
07600 Inspection Services Administration				
Clerk Typist	2	1	1	1
Development Technician	0	1	1	1
Inspection Services Director	1	1	1	1
Office Coordination Manager	1	1	1	1
Secretary	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	5	5	5	5
Total Part-time*	1	1	1	1
Total FTE	5.7	5.8	5.8	5.8
07605 Building Inspection				
Building Inspection Manager	1	1	1	1
Building Inspection Supervisor	2	2	2	2
Building Inspector	4	4	9	9
Total Full-time	7	7	12	12
Total FTE	7.0	7.0	12.0	12.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
07610 Field Engineering				
Materials Technician	1	1	1	1
Public Works Inspection Supervisor	3	3	3	3
Public Works Inspector	7	7	7	7
Total Full-time	11	11	11	11
Total FTE	11.0	11.0	11.0	11.0
07615 Survey Unit				
Field Engineering Manager	1	1	1	1
Survey Supervisor	1	1	1	1
Survey Technician II	2	2	2	2
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
07700 Project Review Administration				
Development Administrator	1	1	1	1
Project Coordination Manager	6	6	6	6
Zoning and Design Manager	1	1	1	1
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0
07705 Office Coordination				
Development Technician	0	1	1	1
Office Coordination Manager	1	1	1	1
Planning Assistant	0	2	2	2
Secretary	4	1	1	1
Secretary*	1	1	1	1
Total Full-time	5	5	5	5
Total Part-time*	1	1	1	1
Total FTE	5.9	5.9	5.9	5.9
07710 Final Plans				
Associate Planner	3	3	3	3
Building Codes Specialist	1	0	0	0
Building Coordination Manager	0	1	1	1
Building Plans Reviewer	3	3	3	3
Civil Engineer	3	3	3	3
Civil Plans Reviewer	4	4	4	4
Engineering Coordination Manager	0	1	1	1
Planning Coordination Manager	0	1	1	1
Plans Coordinator	1	1	1	1
Project Review Director	1	1	1	1
Right-of-Way Agent	1	0	0	0
Senior Building Plans Reviewer	1	1	1	1
Senior Civil Engineer	1	0	0	0
Senior Civil Plans Reviewer	1	1	1	1
Total Full-time	20	20	20	20
Total FTE	20.0	20.0	20.0	20.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
07800 Office of Economic Development				
Administrative Secretary	1	1	1	1
Economic Development Director	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Specialist	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
Department Total Full-time	106	107	112	112
Department Total Part-time*	4	4	4	4
Department Total FTEs	109.0	110.4	115.4	115.4
WATER RESOURCES				
09010 Administration - Water				
Administrative Secretary	2	2	1	1
Assistant General Manager, Water Resources	1	1	0	0
General Manager, Water Resources	1	1	1	1
Water Resources Analyst	3	3	1	1
Water Resources Director	1	1	0	0
Water Resources Engineer	3	3	0	0
Water Resources Planning Advisor	0	0	1	1
Secretary*	1	1	1	1
Total Full-time	11	11	4	4
Total Part-time*	1	1.0	1	1
Total FTE	11.7	11.7	4.7	4.7
09100 Water Operations Administration				
Customer Service Representative	2	2	2	2
Water Operations Technician	1	1	1	1
Water Resource Analyst	0	0	2	2
Water Resources Director	1	1	1	1
Total Full-time	4	4	6	6
Total FTE	4.0	4.0	6.0	6.0
09105 Water Conservation				
Water Conservation Specialist	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
09110 Water Distribution				
Senior Meter Technician	1	1	1	1
Senior Water Service Worker	11	14	14	14
Water/Wastewater Distribution Manager	1	1	1	1
Water/Wastewater Distribution Supervisor	2	2	2	2

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
09110 Water Distribution (cont'd)				
Water/Wastewater Field Representative	4	4	4	4
Water Distribution Field Coordinator	0	1	1	1
Water Service Worker	11	14	14	14
Total Full-time	30	37	37	37
Total FTE	30.0	37.0	37.0	37.0
09115 Water Production				
Cross Connection Controls Specialist	1	1	1	1
Telemetry Controls Specialist	1	1	1	1
Water/Wastewater Production Manager	1	1	1	1
Water Electrician	1	1	1	1
Water Electrical Technician	0	0	1	1
Water Electronic Technician	2	2	2	2
Water Maintenance Technician I	3	3	3	4
Water Maintenance Technician II	2	2	2	2
Water Production Supervisor	1	1	1	1
Total Full-Time	12	12	13	14
Total FTE	12.0	12.0	13.0	14.0
09150 Wastewater Reclamation				
Senior Water Plant Operator	1	1	1	1
Wastewater Plant Operator	2	2	2	2
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
09160 Planet Ranch				
Equipment Mechanic	1	1	1	1
>Equipment Operator II	1	0	0	0
>Equipment Operator III	1	0	0	0
>Equipment Service Writer	1	0	0	0
>Field Services Worker III	2	0	0	0
>Planet Ranch Director	1	1	0	0
Water Resources Analyst			1	1
>Equipment Operator II*	5	0	0	0
>Field Services Worker I*	4	0	0	0
>Field Services Worker II*	1	0	0	0
Total Full-time	7	2	2	2
Total Part-time*	10	0	0	0
Total FTE	16.6	2.0	2.0	2.0

> The duties of these positions are agricultural in nature.

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
09200 Water Quality				
Industrial Waste Inspector	1	0	0	0
Water Quality Manager	1	1	1	1
Water Quality Specialist	1	1	1	1
Water Resources Analyst	1	1	1	1
Water Resources Director	1	1	1	1
Total Full-time	5	4	4	4
Total FTE	5.0	4.0	4.0	4.0
09210 Wastewater Quality				
Water Quality Specialist	1	2	2	2
Total Full-time	1	2	2	2
Total FTE	1.0	2.0	2.0	2.0
09240 Engineering - Water				
Administrative Secretary	0	0	1	1
Water Quality Engineering Technician	0	0	1	1
Water Resources Engineer	0	0	3	3
Total Full-time	0	0	5	5
Total FTE	0.0	0.0	5.0	5.0
Department Total Full-time	74	76	77	78
Department Total Part-time*	11	1	1	1
Department Total FTEs	84.3	76.7	77.7	78.7
MUNICIPAL SERVICES				
10000 Municipal Services Administration				
Administrative Secretary	1	1	1	1
General Manager, Municipal Services	1	1	1	1
Municipal Services Operations Assistant	1	1	1	1
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
10100 Mechanical Maintenance				
Contracts Coordinator	1	1	1	1
Facility Maintenance Director	1	1	1	1
Maintenance Electrician	3	3	4	5
Maintenance HVAC Technician	3	3	5	5
Maintenance Plumber	2	2	2	2
Maintenance Supervisor	1	1	1	1
Total Full-time	11	11	14	15
Total FTE	11.0	11.0	14.0	15.0
10120 General Building Maintenance				
Administrative Assistant	0	0	1	1
Maintenance Manager	1	1	1	1
Maintenance Painter	2	2	2	2

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
10120 General Building Maintenance (cont'd)				
Maintenance Technician I	1	1	1	1
Maintenance Technician II	6	6	6	6
Secretary	1	1	1	1
Total Full-time	11	11	12	12
Total FTE	11.0	11.0	12.0	12.0
10150 Custodial				
Custodial Services Supervisor	1	1	1	1
Custodian	25	25	24	24
Senior Custodian	1	1	1	1
Custodian*	2	2	2	2
Total Full-time	27	27	26	26
Total Part-time*	2	2	2	2
Total FTE	28.5	28.8	27.8	27.8
10200 Capital Project Management				
Capital Project Management Director	1	1	1	1
Civil Designer	1	1	1	1
Civil Engineer	1	1	1	1
Construction Coordinator	1	0	1	1
Project Budget Analyst	1	1	1	1
Project Manager	7	7	7	7
Public Works Project Coordinator	6	6	6	6
Right-of-Way Agent	2	2	1	1
Right-of-Way and Design Manager	1	1	1	1
Secretary	1	1	1	1
Senior Project Manager	1	1	1	1
Senior Right-of-Way Agent	1	1	1	1
Total Full-time	24	23	23	23
Total FTE	24.0	23.0	23.0	23.0
10400 Field Services Administration				
Field Services Director	1	1	1	1
Secretary	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
10410 Traffic Signals				
Field Services Technical Manager	1	1	1	1
Traffic Signal Electronic Technician	2	2	2	2
Traffic Signal Supervisor	1	1	1	1
Traffic Signal Technician I	5	5	5	5
Traffic Signal Technician II	2	2	2	2
Total Full-time	11	11	11	11
Total FTE	11.0	11.0	11.0	11.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL 1993/94</i>	<i>ADOPTED 1994/95</i>	<i>ADOPTED 1995/96</i>	<i>APPROVED 1996/97</i>
10420 Signs and Markings				
Maintenance Supervisor	1	1	1	1
Maintenance Technician I	2	2	2	2
Maintenance Worker II	4	5	5	5
Total Full-time	7	8	8	8
Total FTE	7.0	8.0	8.0	8.0
10430 Street Cleaning				
Equipment Operator III	1	1	1	1
Motor Sweeper Operator	6	6	6	6
Total Full-time	7	7	7	7
Total FTE	7.0	7.0	7.0	7.0
10440 Asphalt and Maintenance				
Contracts Coordinator	0	1	1	1
Maintenance Technician I	1	1	0	0
Maintenance Worker II	3	3	4	4
Transportation Maintenance Supervisor	1	0	0	0
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0
10450 Shoulder and Drainage				
Equipment Operator II	1	1	1	1
Equipment Operator III	6	6	6	6
Maintenance Supervisor	1	1	1	1
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0
10460 Medians and Right-of-Way				
Maintenance Manager	1	1	1	1
Maintenance Supervisor	2	2	2	2
Maintenance Worker I	6	6	7	7
Maintenance Worker II	4	4	4	4
Sprinkler Technician	2	2	2	2
Total Full-time	15	15	16	16
Total FTE	15.0	15.0	16.0	16.0
10470 Downtown Improvement Districts				
Maintenance Worker I	1	1	1	1
Maintenance Worker II	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
10500 Solid Waste Management Administration				
Administrative Secretary	1	1	1	1
Clerk Typist	2	2	2	2
Sanitation Director	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
10510 Residential Collection				
Equipment Operator I	1	1	1	1
Equipment Operator II	1	1	1	1
Equipment Operator III	19	19	21	22
Sanitation Field Supervisor	2	2	2	2
Sanitation Manager	1	1	1	1
Total Full-time	24	24	26	27
Total FTE	24.0	24.0	26.0	27.0
10520 Container Repair				
Container Repairer	2	2	2	2
Equipment Operator I	1	1	1	1
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
10530 Commercial Collection				
Equipment Operator III	8	8	8	8
Sanitation Field Supervisor	1	1	1	1
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
10540 Brush Removal				
Equipment Operator I	6	6	7	7
Equipment Operator II	6	6	7	7
Sanitation Field Supervisor	1	1	1	1
Sanitation Manager	1	1	1	1
Total Full-time	14	14	16	16
Total FTE	14.0	14.0	16.0	16.0
10550 Recycling Administration				
Equipment Operator I*	3	3	3	3
Total Part-time*	3	3	3	3
Total FTE	3.3	2.3	2.3	2.3
10560 Roll-Off Collection Administration				
Equipment Operator III	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0

AUTHORIZED PERSONNEL/POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
10580 Transfer Station Administration				
Equipment Operator II	0	0	3	3
Total Full-time	0	0	3	3
Total FTE	0.0	0.0	3.0	3.0
10600 Fleet Management Administration				
Clerk Typist	1	1	1	1
Fleet Coordinator	1	1	1	1
Fleet Management Director	1	1	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
10606 Fleet Management Day Shift				
Equipment Mechanic	7	7	8	8
Equipment Service Worker	1	1	1	1
Equipment Service Writer	1	1	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	10	10	11	11
Total FTE	10.0	10.0	11.0	11.0
10607 Fleet Management Weekend Shift				
Equipment Mechanic	7	7	7	7
Equipment Service Worker	2	2	2	2
Fleet Supervisor	1	1	1	1
Total Full-time	10	10	10	10
Total FTE	10.0	10.0	10.0	10.0
10609 Fleet Management Night Shift				
Equipment Mechanic	7	7	8	8
Equipment Service Worker	2	2	2	2
Fleet Supervisor	1	1	1	1
Total Full-time	10	10	11	11
Total FTE	10.0	10.0	11.0	11.0
10610 Fleet Management Parts Supply				
Equipment Parts Specialist I	1	1	1	1
Equipment Parts Specialist II	4	4	3	3
Senior Equipment Parts Specialist	1	1	1	1
Total Full-time	6	6	5	5
Total FTE	6.0	6.0	5.0	5.0
Department Total Full-time	228	228	240	242
Department Total Part-time*	5	5	5	5
Department Total FTEs	232.8	232.1	244.1	246.1

AUTHORIZED GRANT FUNDED POSITIONS

	<i>ACTUAL</i> 1993/94	<i>ADOPTED</i> 1994/95	<i>ADOPTED</i> 1995/96	<i>APPROVED</i> 1996/97
<i>POLICE</i>				
36516 Police Officer - DARE Program	0	0	1	1
Total Grant Funded Full-time	0	0	1	1
<i>PLANNING AND DEVELOPMENT</i>				
32135 CDBG Specialist	1	1	1	1
32198 Administrative Secretary	1	1	1	1
32198 CDBG Specialist	2	2	2	2
32198 Community Assistance Manager	1	1	1	1
36512 Space Science Center Project Coord	0	1	0	0
34000 Occupancy Specialist	3	3	3	3
34000 Section 8 Contract Technician	1	1	1	1
Total Grant Funded Full-time	9	10	9	9
<i>COMMUNITY SERVICES</i>				
38046 Machinist	0	0	1	1
38046 Railroad Maintenance Coordinator	0	0	1	1
38046 Railroad Service Worker	0	0	1	1
38046 Railroad Engineer*	0	0	3	3
38047 Recreation Leader I*	0	0	1	1
38048 Recreation Leader II*	0	0	2	2
36901 Home Meals Coordinator*	1	1	1	1
36901 Information/Referral Worker*	1	1	1	1
Total Grant Funded Full-time	0	0	3	3
Total Grant Funded Part-time*	2	2	8	8
Total Grant Funded Full-time	9	10	13	13
Total Grant Funded Part-time*	2	2	8	8

AUTHORIZED MISCELLANEOUS POSITIONS

	<i>ACTUAL</i> <i>1993/94</i>	<i>ADOPTED</i> <i>1994/95</i>	<i>ADOPTED</i> <i>1995/96</i>	<i>APPROVED</i> <i>1996/97</i>
<i>RECLAIMED WATER DISTRIBUTION SYSTEM ADMINISTRATION</i>				
57990 Water Resources Engineer	0	0	1	1
Total Full-time	0	0	1	1
<i>RECLAIMED WATER DISTRIBUTION SYSTEM</i>				
57991 Water Maintenance Technician I	0	0	1	1
Total Full-time	0	0	1	1
<i>GROUNDWATER TREATMENT FACILITY</i>				
57995 Water Maintenance Technician I	0	0	0	0
Total Full-time	0	0	0	0
Total RWDS and GWTF	0	0	2	2
 <i>SCOTTSDALE WATER SERVICE CO., INC.</i>				
57999 Customer Service Representative	1	1	1	1
57999 Water Electrical Technician	1	1	1	1
57999 Water Plant Lab Tech/Operator	1	1	1	1
57999 Water Treatment Plant Manager	1	1	1	1
57999 Water Treatment Plant Operator	4	4	4	4
Total Full-time	8	8	8	8
Total Scottsdale Water Service Co, Inc.	8	8	8	8
 Total Miscellaneous Full-time	 8	 8	 10	 10



The Scottsdale Citizen Survey is a key component of the Needs Assessment phase of the City's budget process. It offers the opportunity for feedback from the community. The Survey measures the level of citizen satisfaction with City services and compares the results over a four year period. The results are used to help establish priorities for the upcoming budget year.

The survey is based on a random sample of 600 adult City of Scottsdale residents. Each respondent was interviewed by telephone during the period of September 19th - 23rd, 1994. Telephone numbers were randomly selected using Random Digit Dialing (R.D.D.) a procedure which ensures both geographic representativeness and that unlisted telephone numbers appear in the sample. Results are valid at the 95% confidence level, meaning that if the survey were conducted 100 times, the same results would occur 95 times. The sampling error is plus or minus 5%. Therefore, if 90% indicated satisfaction, the actual percentage ranges between 85% and 95%.

The survey was conducted by Dr. Bruce D. Merrill, Professor of Mass Communication and Director of the Media Research Program in the Walter Cronkite School at Arizona State University.

RATING OF CITY SERVICES

Citizens were asked "Overall, do you think the City is doing a very good, good, poor, or very poor job providing services to you?" The results, compared to prior years, are:

	1991	1992	1993	1994
Very good	30%	34%	32%	36%
Good	67%	61%	62%	61%
Total	97%	95%	94%	97%
Poor or Very Poor	2%	3%	5%	2%
Don't Know	1%	2%	1%	1%
Total	3%	5%	6%	3%

The percentage of residents who rated the City services good or very good has remained very high over the years, with only slight variations from year to year. These differences are not significant and could simply be explained by the sampling error of plus or minus 5%.

**THE MAJORITY OF CITY SERVICES WERE RATED
"GOOD" OR "VERY GOOD"**

Citizens were asked to rate 15 specific services as "very good", "good", "poor" or "very poor".
The total percentages of "very good" and "good" responses are indicated below as compared to prior years.

**Citizen Satisfaction with Services: 1991, 1992, 1993 and 1994
Total Percentages of "Very Good" and "Good"**

City Service	1991	1992	1993	1994
Library Services	99%	98%	96%	98%
Recreational Programs	not asked	98%	92%	96%
Emergency Medical Services	97%	97%	94%	98%
Fire Services	99%	97%	95%	98%
Parks and Open Spaces	not asked	96%	93%	96%
Planning and Zoning	not asked	70%	66%	74%
Police Services	95%	93%	87%	91%
Water Utility	90%	87%	81%	85%
Drainage Control	not asked	73%	58%	69%
Refuse Service	94%	96%	88%	94%
Traffic Flow/Signalization	60%	63%	65%	64%
Transportation Services/ Bus Services	60%	46%	47%	48%
Street Maintenance	77%	84%	77%	81%
Community Arts/ Cultural Programs	96%	95%	93%	97%
Environmental/Energy Services Recycling Services	78%	82%	79%	56%

The results of the 1994 survey indicate a slight increase in the level of satisfaction in almost every category when compared to 1993. Community services such as Libraries, Parks and Recreational Programs, and Community Arts/Cultural Programs continue to receive the highest approval rate with our citizens. Police, Fire and Emergency Services also rate very high, with each showing an increase of 3%-4% over last year. A slight decrease in satisfaction from the previous year is reflected in Traffic Flow and Signalization. This may be due to several capital improvement projects currently in progress which are creating temporary restrictions. A new addition this year under Environmental/Energy Services is rating Recycling Services.

WHAT PEOPLE LIKE MOST ABOUT LIVING IN SCOTTSDALE

Citizens were asked "Overall, how satisfied are you living in Scottsdale?" Ninety-six percent (96%) responded that they are either very satisfied or generally satisfied, 3% somewhat dissatisfied, and 1% are either very dissatisfied or didn't respond. Respondents were then asked to identify what they like most about living in Scottsdale. This was an open-ended question, with no topic suggestions made by the interviewer. Responses were:

<u>Characteristic</u>	<u>% of Responses</u>
Overall atmosphere/ambiance of the City	17
Location and convenience of Scottsdale	16
Cleanliness of the City	13
Small town feeling or atmosphere	12
Parks/bike trails/recreation programs/arts	10
Comfortable weather	9
Safe environment/good police & fire protection	8
Services	7
Good school district	2
Don't know	6

WHAT PEOPLE LIKE LEAST ABOUT LIVING IN SCOTTSDALE

Citizens were also asked what they consider to be the major problems facing the City. This was also an open-ended question, with no topic suggestions made by the interviewer. Responses were:

<u>Characteristic</u>	<u>% of Responses</u>
Traffic Flow (including Pima Road/no freeway)	33
Crime/gangs/drugs	20
Growth	14
Planning/zoning	8
Environmental/recycling	5
Transportation/bus service	2
Quality of education	2
Economy/jobs/high cost of living	1
All others	1
None mentioned	14

PRIORITY ISSUES

1992	1993	1994	1994
1. Traffic Flow	30%	Crime/Gangs/Drugs	26%
2. Growth	15%	Traffic Flow	18%
3. Crime/Gangs/Drugs	12%	Growth	12%
4. Planning/Zoning	6%	Planning/Zoning	6%

Traffic Flow	33%
Crime/Gangs	20%
Growth	14%
Planning/Zoning	8%

Traffic Flow replaces Crime, Gangs and Drugs as the top problem identified in this year's survey with 33% of the respondents naming it as the number one problem facing the city. Included were complaints on traffic in general, traffic on Pima Road, roads under construction, and lack of a freeway.

Crime and Gangs has moved down one step to second position. Fourteen percent of those interviewed cited the major problem as the crime rate being too high and increasing. Another 3% expressed concern about gang activity, teen crimes and graffiti.

Too much growth is still of high concern to our citizens. The concerns voiced in the area of Planning and Zoning include enforcement of codes, downtown planning, zoning, and a need for better lighting.

CONCLUSION

The citizen survey suggests special attention should be given to the following:

Traffic Flow. Traffic Flow has moved back into the number one position as the major problem facing the City, increasing from 18% of those polled in 1993 to 33% in 1994. The complaint voiced most often was traffic congestion with 21.3% of the respondents citing this as the major concern, followed by 6.5% indicating construction management and planning as their number one complaint. Transportation/Bus services received the highest percentage of poor or very poor ratings at 51.7% of those polled. Traffic flow/signalization also rates low with 35.6% of the respondents indicating dissatisfaction.

Crime and Drugs. Crime as a major problem facing the City has decreased from 26% of those polled in 1993 to 20% in 1994. Also, as indicated in the rating of city services section, citizen satisfaction with police services has improved from 87% in 1993 to 91% in 1994. One explanation may be the implementation of community policing objectives and the addition of new positions within the police department to maintain availability of officers to respond to emergency situations which maintaining current services.

Growth. Growth, has remained the third most frequently mentioned problem by citizens in 1994. A closely related concern is planning and zoning.

DEMOGRAPHICS OF THE SAMPLE

The following information describes the composition of the sample.

Registered to Vote:

82.8% of those polled are registered voters

Number of Years a Scottsdale Resident:

28%	Less than 5 years
35%	5 - 14 years
37%	15 years or more

Geographical Location:

35.4% live north of Indian Bend Road and 64.6% to the south

Own or Rent:

75.5% own and 24.5% rent

Age:

15%	Under 30
35%	31 - 45
29%	46 - 64
21%	65 or older

Education:

16%	High School or less
38%	Some college
28%	College graduate
18%	Post graduate

The results of the entire sample of 600 citizens are valid at the 95% level of confidence. However, if the responses were broken down by the geographical location, number of years as a resident, education, age, etc., the level of confidence would drop to 85% or less since the sample size of each of those categories is smaller.

Citizen Survey

Interview Questionnaire

Introduction: Hello, my name is _____ and I am doing a short poll to determine how Scottsdale residents feel about the services being provided by the City of Scottsdale. Are you at least 18 years old? Are you a resident of Scottsdale? If the answer to both of these questions is YES, go ahead with the survey. If the answer to either of these questions is NO: Is there someone there at least 18 years old who is a Scottsdale resident?

- First, I would like to list some of the services the City of Scottsdale provides for its citizens. As I describe each one please rate the service as very good, good, poor, or very poor. If you don't have an opinion just tell me and I'll go on to the next one. Let's start with:

	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know</u>
Library Services	_____	_____	_____	_____	_____
Recreational Programs	_____	_____	_____	_____	_____
Emergency Medical Services	_____	_____	_____	_____	_____
Fire Services	_____	_____	_____	_____	_____
Parks and Open Spaces	_____	_____	_____	_____	_____
Planning and Zoning	_____	_____	_____	_____	_____
Police Services	_____	_____	_____	_____	_____
The City Water Utility	_____	_____	_____	_____	_____
Drainage Control	_____	_____	_____	_____	_____
Residential Refuse or Garbage Collection	_____	_____	_____	_____	_____
Traffic Flow and Signalization	_____	_____	_____	_____	_____
Transportation and Bus Services	_____	_____	_____	_____	_____
Street Maintenance	_____	_____	_____	_____	_____
Community Arts and Cultural Programs	_____	_____	_____	_____	_____
Recycling Services	_____	_____	_____	_____	_____

- Overall, do you think the City is doing a (1) very good (2) good (3) poor or (4) very poor job providing services to you? (5) don't know
- Overall, how satisfied are you living in Scottsdale? Would you say you are (1) very satisfied (2) generally satisfied (3) somewhat dissatisfied or (4) very dissatisfied? (5) don't know
- What do you like most about living in Scottsdale?
- What do you think are the three biggest problems (in order of priority) facing the City of Scottsdale?
- Are you registered to vote? (1) yes (2) no
- How many years have you lived in the City of Scottsdale?
- Which of these groups includes your age? (1) 18-30 (2) 31-45 (3) 46-64 (4) 65 or older? (5) refused
- Which of these categories includes the number of years of formal education you have completed? (1) high school or less (2) some college (3) college grad (4) post grad degree
- Do you (1) own or (2) rent your home?
- Do you live (1) north or (2) south of Indian Bend Road?
- Gender: (1) male (2) female

ORDINANCE NO. 2797

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, 1995, AND ENDING JUNE 30, 1996, 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, Sections 301, 302, 303, and 304, A.R.S., the City Charter, and Ordinances of the City of Scottsdale, the Mayor and Council did, on May 15, 1995, 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 5, 1995, 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 19, 1995, 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. 42-301A, and

WHEREAS, the Mayor and Council have appeared and filed with the City Clerk said Tentative Budget for the fiscal year beginning July 1, 1995, and ending June 30, 1996, 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 increased, reduced, or changed are hereby adopted as the budget of the City of Scottsdale, Arizona, for the fiscal year 1995/96.

SECTION 2. Upon the recommendation of the City Manager, and with the approval of the Mayor and Council, expenditures may be made from the appropriation for contingencies. The transfer of sums within any expenditure appropriation may be made upon approval by the City Manager. Any unencumbered appropriation balance or portion thereof may be transferred between departments to offset fiscal year-end variances in the operating budget upon approval of the City Manager.

SECTION 3. Money from any fund may be used for any of these appropriations, except money specifically restricted by State law or City Ordinances and Resolutions.

SECTION 4. Schedules A through F of the Adopted Budget are as follows:

SCHEDULE A

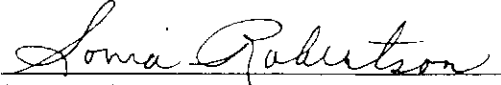
City of Scottsdale
 Specific Budget Appropriations
 Fiscal Year 1995/96

	Operating Budget	Capital Budget	Other Fiscal Activity	Total Activity
Operating Budget				
General Government	\$15,526,480			\$15,526,480
Police	26,410,829			26,410,829
Financial Services	9,771,628			9,771,628
Transportation	5,274,623			5,274,623
Community Services	19,543,846			19,543,846
Planning and Development	11,867,586			11,867,586
Fire	10,161,405			10,161,405
Water Resources	20,326,593			20,326,593
Municipal Services	31,226,554			31,226,554
Internal Service Fund Offsets	(10,075,602)			(10,075,602)
Debt Service	43,075,928			43,075,928
Operating Contingency	1,579,392			1,579,392
Recycling Contingency	1,500,000			1,500,000
Reserves/Carryover	14,744,744			14,744,744
Capital Improvements				
Capital Improvements		262,111,600		262,111,600
CIP Contingency		5,000,000		5,000,000
Recycling Contingency		3,000,000		3,000,000
Other Fiscal Activity				
Grants			10,525,594	10,525,594
Designated Funds			2,942,673	2,942,673
Groundwater Treatment Facility			2,284,347	2,284,347
Reclaimed Water Distr System			2,099,990	2,099,990
Grand Total Fiscal Activity	\$200,934,006	\$270,111,600	\$17,852,604	\$488,898,210

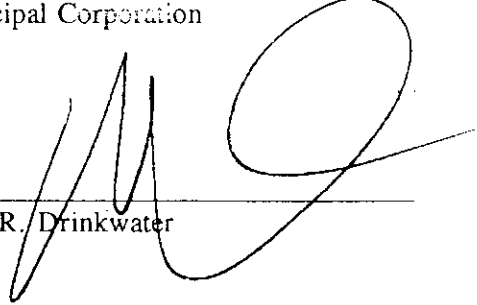
PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Maricopa County, Arizona this fifth day of June, 1995.

ATTEST:

CITY OF SCOTTSDALE
A Municipal Corporation




Sonia Robertson
City Clerk



Herbert R. Drinkwater
Mayor

Approved as to Form:



Fredda Bisman
City Attorney

RESOLUTION NO. 4301

A RESOLUTION OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE 1995/2000 CAPITAL IMPROVEMENTS PROGRAM.

WHEREAS, the City of Scottsdale recognizes its responsibility to lay the framework for the City's future growth and development; and

WHEREAS, the City of Scottsdale has developed a Five-Year Capital Improvements Program (1995/2000) which addresses this growing community's most significant infrastructure needs; and

WHEREAS, the Capital Improvements Program includes a viable financing program for these infrastructure projects;


NOW THEREFORE, LET IT BE RESOLVED by the Council of the City of Scottsdale, Maricopa County, Arizona, as follows:

That the Scottsdale City Council adopt the 1995/2000 Capital Improvements Program and financing program.

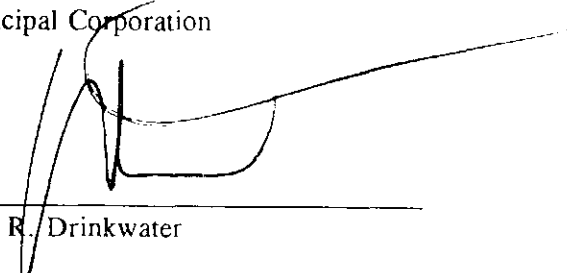
PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Maricopa County, Arizona this fifth day of June, 1995.

ATTEST:

CITY OF SCOTTSDALE
A Municipal Corporation

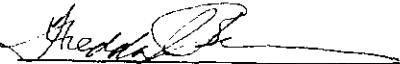


Sonia Robertson
City Clerk



Herbert R. Drinkwater
Mayor

Approved as to Form:



Fredda Bisman
City Attorney

ORDINANCE NO. 2798

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 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 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 30TH DAY OF JUNE, 1996.

WHEREAS, by the provisions of the City Charter and State law, an ordinance is required to set the property tax levy for fiscal year 1995/96.

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 and the Board of Supervisors of the County of Maricopa, Arizona.

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 30th day of June, 1996, and the allowable tort liability claims. The estimate of the maximum allowable levy is \$7,711,974. Said figure subject to change upon final determination by Maricopa County of assessed values for the year.

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 sufficient to raise the sum of \$13,514,325 for the purpose of providing a bond interest and redemption fund for General Obligation Bond debt service for the fiscal year ending June 30, 1996.

SECTION 3. Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions 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 or officers to timely perform any of the duties assigned to him or to them 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.

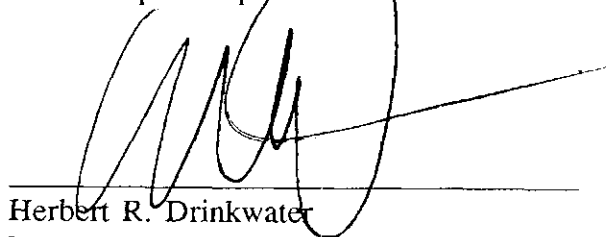
PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Maricopa County, Arizona this nineteenth day of June, 1995.

ATTEST:

CITY OF SCOTTSDALE
A Municipal Corporation



Sonia Robertson
City Clerk



Herbert R. Drinkwater
Mayor

Approved as to Form:



Fredda Bisman
City Attorney

GLOSSARY

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.

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.

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 Target - Budget Targets are prepared for each department based upon a five-year revenue forecast, availability and use of reserves, current service level costs conservatively adjusted for salary and benefit increases, commodity costs adjusted for inflation and expected operating cost impacts of new capital project infrastructure. Departments are then required to prepare five-year expenditure and biennial budget plans not to exceed the forecasted targets.

Biennial Budget - A budget plan for two consecutive years. Arizona Statute requires an annual budget adoption; consequently, the second year of the City of Scottsdale's Biennial Budget will be reviewed and a formal adoption made in the second year.

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 - Items costing more than \$1,000 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

Carryover - Carryover represents encumbered and committed funds carried forward to the next fiscal year budget.

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.

GLOSSARY

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.

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, Planning and Community Development, 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 sanitation.

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 motor pool 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.

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.

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.

GLOSSARY

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).

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. 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 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.

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.

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.

GLOSSARY

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.

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.

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.

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.

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.

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.

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.

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.

GLOSSARY

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.

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.

Volunteer Time Invested (VTI) - Volunteer time invested represents the amount of time volunteered to our organization by unpaid individuals and groups.



