



**VOLUME ONE
OPERATING BUDGET**



**CITY OF SCOTTSDALE
ARIZONA**

**ADOPTED
FY 2011 / 12 BUDGET**





City of Scottsdale, Arizona

Adopted FY 2011/12 Budget

Operating Budget - Volume One

City Council

W.J. "Jim" Lane, Mayor
Lisa M. Borowsky
Suzanne Klapp
Robert W. Littlefield
Ron McCullagh
Linda Milhaven
Dennis Robbins

Budget Review Commission

Louis Schmitt, Chair
Scott Miller, Vice Chair
Bob Berlese
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Administrative Staff

David E. Richert
City Manager

Brent Stockwell
Strategic Initiatives Director

David N. Smith
City Treasurer

Judy McIlroy
Budget Manager



FY 2011/12 Adopted Budget

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Mayor and City Council

Mayor and City Council's Mission

The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the City's unique heritage and desert surroundings; strengthening the City's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the City's paramount consideration.

Mayor and City Council's Broad Goals

GOAL A: NEIGHBORHOODS

Enhance and protect a diverse family-oriented community where neighborhoods are safe, protected from adverse impacts, well maintained and actively revitalized.

GOAL B: ENVIRONMENTAL SUSTAINABILITY & PRESERVATION

Preserve Scottsdale's desert environment and natural resources, and honor the City's heritage and character.

GOAL C: TRANSPORTATION

Strengthen the transportation system for the safe, efficient and affordable movement of people and goods.

GOAL D: ECONOMY

Position Scottsdale for short-and long-term economic prosperity by strengthening, expanding and diversifying our economic resources.

GOAL E: PUBLIC SAFETY

Protect Scottsdale residents and visitors by providing quality public safety and homeland security services.

GOAL F: FISCAL & RESOURCE MANAGEMENT

Provide the means to reach other goals by ensuring Scottsdale is fiscally responsible and fair in its management of taxpayer money and City assets, and coordinates land use and infrastructure planning within the context of financial demands and available resources.

GOAL G: OPEN AND RESPONSIVE GOVERNMENT

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



Mayor W. J. "Jim" Lane

Mayor W. J. "Jim" Lane served for four years on the Scottsdale City Council beginning in June 2004, and began his first term as Mayor in January 2009. Mayor Lane served on the 2002 Scottsdale Fire & EMS Advisory Committee, which was convened to evaluate and make recommendations to the city regarding the desired level of fire and emergency medical services relative to cost. His community service also includes six years on the Scottsdale Paradise Valley YMCA Board of Management. He chaired the 1999 Kids Campaign annual fund raising effort and is currently an emeritus board member. Mayor Lane currently represents the city as a member of the Flinn Foundation Arizona Bioscience Roadmap Steering Committee. He is the immediate past president and a member of the Arizona Municipal Water Users Association, a member of the Executive Committee of the League of Arizona Cities and Towns, and a member of the Maricopa Association of Governments Executive Committee, Regional Council, Vice-Chair for the Transportation Policy Committee, and Economic Development Committee. Mayor Lane also serves on the Scottsdale Leadership Advisory Board. He came to Scottsdale from New Jersey in 1973 to take a position with KPMG (Peat Marwick), an international CPA firm. He worked as an Arizona CPA for twenty years, with five of those years in public accounting as a financial statement auditor. He has since retired from his CPA career. Mayor Lane has owned and operated businesses in construction, mining, computer technology, telecommunications and regional aviation. He currently owns the financial consulting company of Chatham Hill Group LLC. Mayor Lane is also an Adjunct Professor of Business and Accounting at Scottsdale Community College. He holds a Bachelor of Science degree in Accounting from Saint Joseph's University in Philadelphia. He and his wife Joanne have three adult children (Bill, Scott and Nancy) along with four grandchildren (Megan, Aislinn, Madison and Carson).

The Scottsdale City Council agreed to this statement of the Council's Mission and Goals at an informal workshop on November 2, 2004

Mayor and City Council



Councilwoman Lisa Borowsky

Councilwoman Lisa Borowsky began her first term on the Scottsdale City Council in January 2009. Councilwoman Borowsky, an attorney, has limited her practice to civil litigation since being admitted to the State Bar of Arizona in 1994. The majority of her legal career has focused primarily on community association representation, specifically related to construction issues. She founded Borowsky Law in 2006, where she focuses on settlement-oriented representation. She has a broad background in real estate, real estate law, extensive complex civil litigation experience and serves regularly as a court appointed arbitrator. Before founding her firm, Councilwoman Borowsky worked with mid-size, multi-state law firms primarily representing homeowners and associations dealing with defective construction issues. Prior to her career in law, she managed multi-family dwellings, working up the ranks in her family's apartment business. A native of the Valley, Councilwoman Borowsky completed her undergraduate degree at Arizona State University and her law degree at St. John's University, School of Law. She is a member of the Arizona State Bar, Construction Law Section and Maricopa County Bar Association. Councilwoman Borowsky is active in the Community Associations Institute and Arizona Association of Community Managers, which support and educate the community associations industry. Additionally, she is a precinct committee person in the District 8 Republicans organization and has been active at the State Legislature as a proponent on various issues, both professionally and personally. Aside from her legal career, Councilwoman Borowsky's professional experience is quite varied including restaurant review writer for CITY/AZ magazine, on-air commentator for KPNX/Channel 12 News, aviation component sales, and spin instructor. Councilwoman Borowsky's personal time is dedicated to raising her beautiful daughter, Savannah, riding cutting horses, skiing, culinary arts and travel. She is involved in various charitable organizations, primarily focusing upon those assisting children.



Councilwoman Suzanne Klapp

Councilwoman Suzanne Klapp began her first term on the Scottsdale City Council in January 2009. She has 37 years of broad management experience in manufacturing, distribution and retail operations. She began her career with the Whirlpool Corp. where she worked for 14 years in a variety of staff and operations management positions in marketing, internal and external communications, human resources, production and material control. She was Whirlpool's company spokesman for its large refrigeration manufacturing facility in Evansville, IN and the company's headquarters in Benton Harbor, MI. Councilwoman Klapp owned a custom injection molding plastics plant for five years in Indiana before moving west. She was general manager of Larson Juhl's logistics center in Los Angeles for five years, overseeing sales and operations for the framing products distributor throughout southern California and Hawaii. She joined the FastFrame custom framing franchise stores in 1997 as a retailer in the Los Angeles area. She moved to Scottsdale in 1998 and since then has owned custom framing retail stores in Scottsdale and Phoenix. She is also Arizona regional developer for the FastFrame group of stores and has helped grow the franchise locations in the state from two stores to 10. She personally manages the only store she currently owns, which is located in Scottsdale. She and her husband Tim continue to pursue several entrepreneurial interests. Councilwoman Klapp is active in the Scottsdale Area Chamber of Commerce, Rotary Club of Pinnacle Peak, Women of Scottsdale, and Legislative District 8 Republican Committee. She is a graduate of Valley Leadership and is on the Advisory Board of Scottsdale Leadership. Councilwoman Klapp serves on the MAG Domestic Violence Council, the City Council's Audit Subcommittee and the Economic Development Subcommittee. She grew up in Evansville and attended the University of Evansville where she obtained a Bachelor of Arts degree in English and Journalism and was Campus Editor of the school newspaper. She earned a Master of Business Administration degree from Southern Methodist University's Cox School of Business in Dallas, Texas.



Vice Mayor Robert W. Littlefield

Vice Mayor Robert W. Littlefield began his first term on the Scottsdale City Council in June 2002, was reelected to a second term beginning in June 2006, and was reelected again to a third term beginning in January 2011. He is the founder and president of NetXpert Systems, Inc., a Scottsdale-based computer company. He also is a commercial pilot and flight instructor. He first lived in Scottsdale from 1971 to 1975. He returned to stay in 1984. Vice Mayor Littlefield has been involved in a variety of civic, youth and professional organizations. He served 11 years as a board member in the Arcadia Scottsdale United Soccer Club and 20 years working with Scottsdale's kids as a youth soccer and baseball coach and is still an active soccer referee. He is a former director of the Arizona Software & Internet Association and is a member of the American Legion. The Vice Mayor also is an Eagle Scout. A Vietnam combat veteran, Vice Mayor Littlefield served in the U.S. Army from 1968 to 1970 and in the Arizona Army National Guard from 1971 to 1974. Vice Mayor Littlefield holds a bachelor's degree in engineering from Arizona State University. He and his wife Kathy have been married 41 years and have two grown children.

Mayor and City Council



Councilman Ron McCullagh

Councilman Ron McCullagh began his first term on the Scottsdale City Council in June 2004 and was reelected to a second term that began in January 2009. Councilman McCullagh has lived in the Valley for 35 years and in Scottsdale for the past 19 years. His career experience includes six years as a university professor and 20 years as a businessman in the financial services industry. He is retired. He is Past President of Valley Citizens League. He serves or has served on the boards of Scottsdale Leadership, Scottsdale Sister Cities, Scottsdale Rotary Club and the District 8 Republican Executive Committee. He also serves on the Scottsdale Unified School District Grants Subcommittee and the Scottsdale Area Chamber of Commerce Public Policy Committee. He is a member of the Scottsdale Leadership Class XVIII, Arizona Town Hall and the Arizona Tax Research Association. He holds Bachelor's and Master's Degrees in business from the University of North Dakota, and a Ph.D. Degree in business administration from the University of Florida. He and his wife Mary Beth have been married for 46 years and have two children and ten grandchildren. In addition to family and civic duties, he enjoys tennis, sailing, hiking and golf.



Councilwoman Linda Milhaven

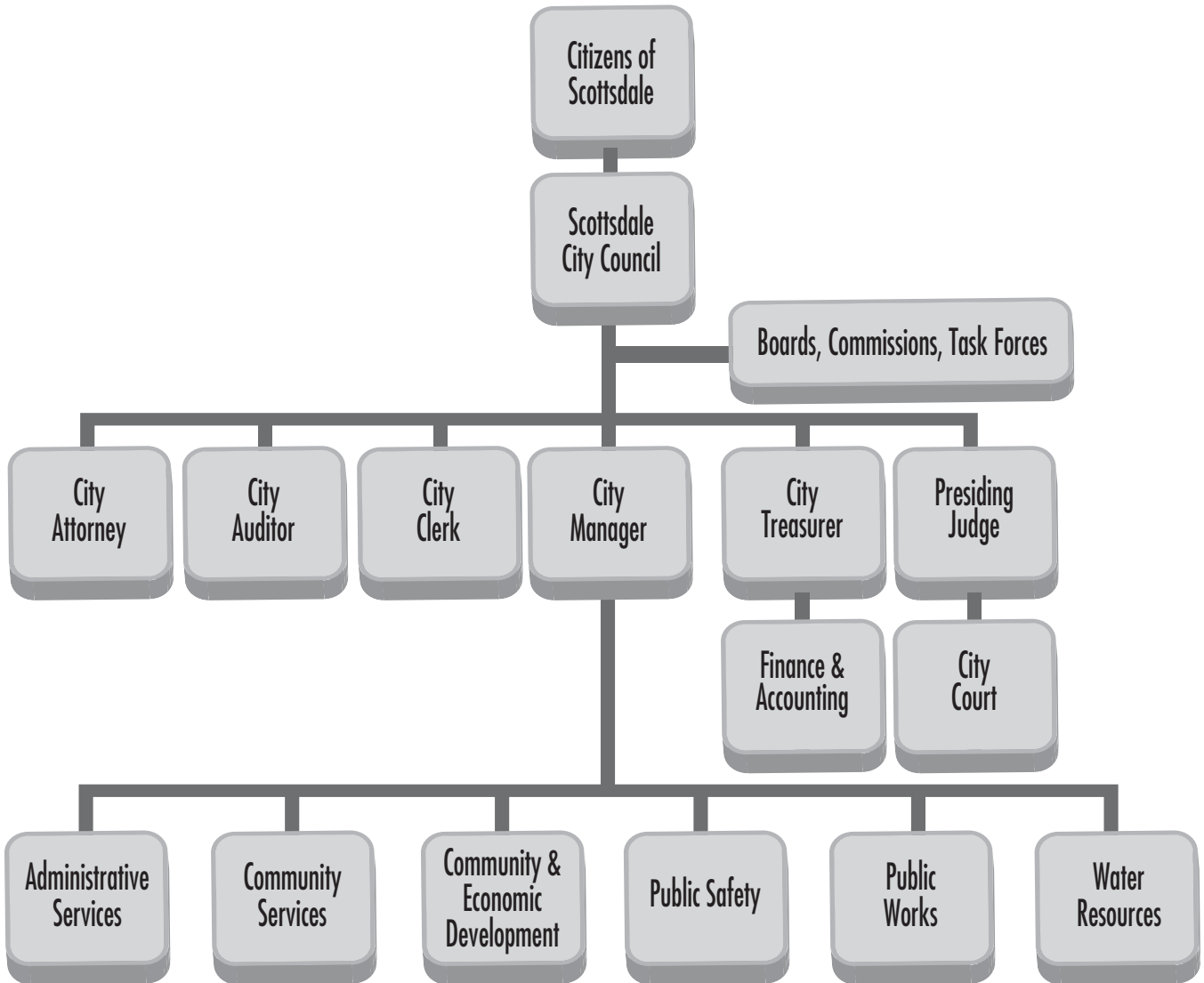
Councilwoman Linda Milhaven began her first term on the Scottsdale City Council in January 2011. Public service is a passion. She has served in numerous volunteer capacities including the chairs of the Board of Trustees of the Scottsdale Cultural Council, the Board of the Scottsdale Area Chamber of Commerce and the Board of the Better Business Bureau. She is a Scottsdale Leadership Class VIII graduate and earned the organization's Frank B. Hodges Alumni Achievement Award in 2009. She also has served as a commissioner for the city's Industrial Development Authority; an advisory board member for STARS; a board member on the Scottsdale Education Foundation; and she was named the Outstanding Volunteer by both the Scottsdale Unified School District and the Scottsdale Charros. She works for Wells Fargo where she has been a Customer Experience Manager since 2005. Milhaven lived in a New York suburb until 1974, when she moved to the Valley and graduated from Paradise Valley High School. She migrated back East to earn a bachelor's degree from Wellesley College in Massachusetts and a master's of business administration from Columbia University in New York. She has called Scottsdale home for 20 years. Milhaven considers positive economic development as one of Scottsdale's top priorities in the years ahead. She supports new economic development that will generate tax revenues to keep sales and property taxes among the lowest in the region and help to pay for the high quality services enjoyed by residents.



Councilman Dennis Robbins

Councilman Dennis Robbins began his second term on the Scottsdale City Council in January 2011. He first served on the council from 1996 to 2000. He was born and raised in Scottsdale, where his family grew up across the street from former Mayor Herb Drinkwater. He graduated from Chaparral High School, California Lutheran University and attended Pacific Lutheran Theological Seminary before graduating from Pepperdine School of Law in 1990. Today, Dennis Robbins is a businessman who owns auto repair franchises in Mesa, Phoenix and Scottsdale. He has been active in various community organizations including serving as a former commissioner on the Board of Adjustment; past president and Charros life member. He is a graduate of Scottsdale Leadership, Class 7; past president of the Scottsdale Education Foundation; served on the council and building committee of the La Casa de Cristo Lutheran Church; and a member of the National Federation of Business, the Scottsdale Chamber of Commerce and the State Bar of Arizona. Dennis believes his longevity in Scottsdale, business experience, legal background and previous council experience are an asset to this community. His goal is to unite the community and work to make Scottsdale's future as bright as its past. Councilman Robbins is married to Cheralee and has three children – Madalyn, Carl and Veronica.

City Organization





**Budget Award for
Fiscal Year 2010/11 Budget**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the City of Scottsdale, Arizona for its annual budget for fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operating guide, and as a communications device.

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



Leaders at the Core of Better Communities

This
CERTIFICATE OF ACHIEVEMENT

is presented to

Scottsdale, AZ

in recognition of its use of performance measurement in
local government management, including training, verification and public reporting.

Presented at the 97th ICMA Annual Conference
Milwaukee, Wisconsin
19 September 2011

A handwritten signature in black ink, appearing to read 'Robert J. O'Neill Jr.'.

ROBERT J. O'NEILL JR.
ICMA EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'David M. Childs'.

DAVID M. CHILDS
ICMA PRESIDENT

A handwritten signature in black ink, appearing to read 'Michael Lawson'.

MICHAEL LAWSON
DIRECTOR
ICMA CENTER FOR PERFORMANCE MEASUREMENT

Final Budget Transmittal

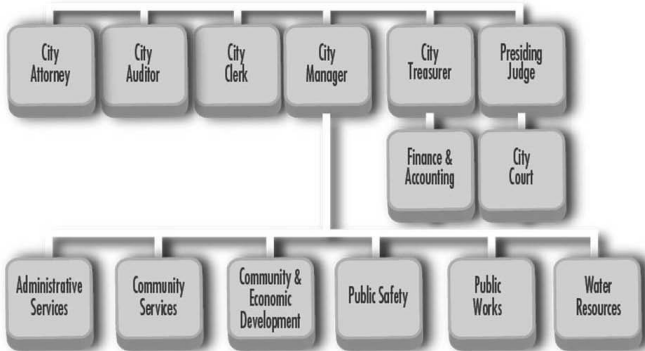
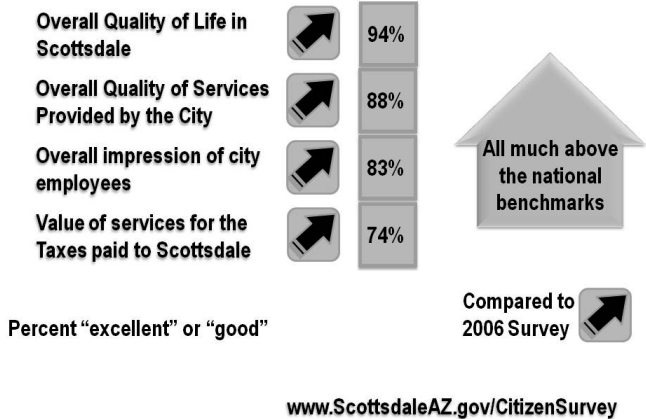
Date: September 1, 2011
 To: Mayor and City Council
 CC: Charter Officers, Executive Committee
 From: David E. Richert, City Manager
 Subject: Adopted FY 2011/12 Operating Budget and Capital Improvement Plan

I am pleased to provide the Adopted FY 2011/12 Operating Budget and Capital Improvement Plan. This letter highlights some key issues discussed in the review of the adopted budget, and is a companion to the March 1 transmittal letter. The FY 2011/12 Operating Budget reflects our continued efforts to maintain high quality services, preserve the level of core services, and at the same time reduce the costs to provide those services.

The adopted budget reduces the number of divisions, reduces overall staffing and reduces the overall General Fund uses. While this is appropriate given the current economy, the General Fund adopted budget still includes the use of some prior year savings to balance the remaining deficit – if revenues and expenditures come in as projected.

The bar is high in Scottsdale and we need to maintain and improve on our success. The citizen survey conducted this year showed that our customers – the citizens of Scottsdale – rated Scottsdale better in most areas than other communities. Of particular note are the overall quality of life rating of 94%, overall quality of services provided by the City at 88%, the overall impression of city employees at 83% and the value of services for the taxes paid to Scottsdale at 74%.

This budget also includes a reorganization that reflects our ongoing effort to improve efficiency and reduce costs. Police and Fire are being combined into a unified Public Safety division. Administrative Services is being expanded to include Human Resources, Information Technology, and the Office of Communications.



Final Budget Transmittal

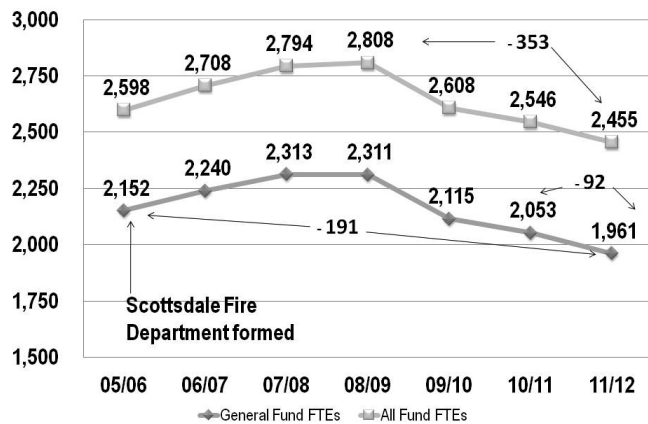
Staffing levels are at the lowest point in seven years, down 353 full-time equivalents from the high point of 2,808 in FY 2008/09. In the General Fund, there are 191 fewer positions than there were in FY 2005/06 when the Scottsdale Fire Department was formed.

With a smaller workforce, there are also lower personnel costs. Employees have been impacted significantly through this proposed budget. There are no cost of living increases, no merit increases, and the employees' share of retirement and health insurance costs are increasing.

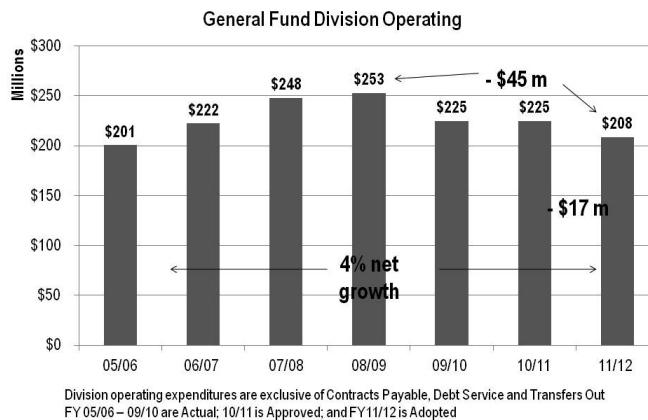
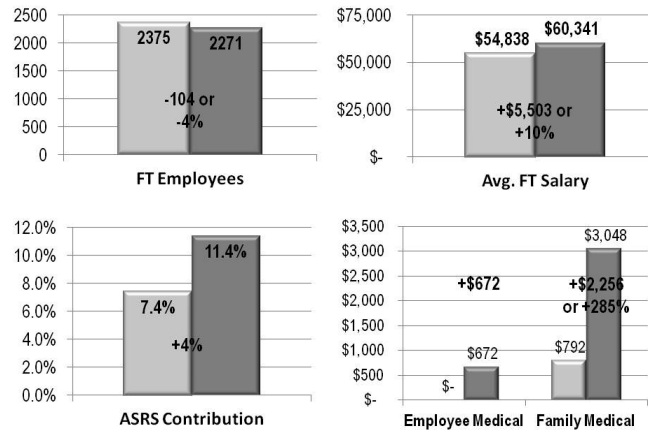
Discretionary expenditure levels are also greatly reduced. In the General Fund, division operating expenditures are down approximately \$17 million from the prior year approved budget, and \$45 million from FY 2008/09 actual expenditures. Overall, since FY 2005/06, the net growth rate is only 4%.

With all that said, here is a summary of the key changes made after the release of the proposed draft budget on March 1, 2011.

The Adopted Budget does not include a property tax increase nor enterprise fund transfers to the General Fund. Although identified in the preliminary budget as possible reductions, the adopted budget preserves funding for enhanced victim services, Chaparral Pool, and all Library hours and locations. Drug and alcohol prevention grants were also restored. The contingency reserve was increased to ensure that there is budget flexibility given the uncertainty of the economy. This was offset in part by additional reductions and reorganizations, the elimination of newly vacated positions (with the work reassigned to existing staff), cuts to the take home vehicle program, and a phasing out of the executive car allowance program.



Impacts on Employees – 2005/06 to 2011/12



Division operating expenditures are exclusive of Contracts Payable, Debt Service and Transfers Out
 FY 05/06 – 09/10 are Actual; 10/11 is Approved; and FY 11/12 is Adopted

Final Budget Transmittal

With all the focus on the operating budget, one might miss the fact that some substantial capital improvements will begin or continue this year. Overall, the Capital Improvement Plan funds 240 projects and expects to spend \$199.4 million; 91 projects are supported by the General Fund (expects to spend \$42.1 million this year). Some highlights are shown in the graphic at right:

In conclusion, we realize that these budget reductions impact some services to the community, and impact city employees as well. Some pain was unavoidable, as balancing a substantial deficit requires substantial actions.

The Adopted FY 2011/12 Operating Budget and Capital Improvement Plan is the cumulative product of many hours of work by dozens of employees across the organization. In particular, I would like to thank City Treasurer David N. Smith, Budget Manager Judy McIlroy, Senior Budget Analysts Monica Staats and Gloria Moore and Systems Integrator Amy Foster, as well as the Executive Directors and their Budget Liaisons. For their work on the Capital Improvement Plan, I want to specifically thank Public Works Executive Director Dan Worth, City Engineer Derek Earle and Senior Budget Analyst Sylvia Dlott. I also want to thank the staff in the City Manager’s Office, particularly Brent Stockwell, who coordinated this effort on my behalf.

Sincerely,
David E. Richert
 City Manager



Proposed Budget Transmittal

Date: March 1, 2011
To: Mayor and City Council; Budget Review Commission
CC: Charter Officers, Executive Committee
From: David E. Richert, City Manager
Subject: Proposed FY 2011/12 Operating Budget and Capital Improvement Plan

I am pleased to provide for your review the Proposed FY 2011/12 Operating Budget and Capital Improvement Plan. This letter highlights some issues we considered and actions we took in preparing the proposed budget.

The FY 2011/12 Operating Budget reflects our continued efforts to prioritize services, preserve essential services, and reduce costs. Prioritization is critical particularly in light of the recent citizen survey where 88 percent rated City services as “excellent” or “good.” We want to maintain and improve these high ratings, so need to be careful about what we propose for reductions.

Preserving essential services remains a top priority, but reductions of some enhanced or non-essential services are proposed as a cost reduction strategy. We must weigh these decisions carefully, because some of these services are those that help make Scottsdale a great community.

As we worked to reduce costs or services, we had an impact on personnel expenses because they are a high percentage of the operating budget. These are difficult decisions, because as a service organization, employees are our primary service delivery resource. If we cut too deep trying to reduce personnel costs, we risk degrading the high quality of city services. Our purposeful strategy was to correct those areas of our compensation system that seemed to be most out of line, but avoid sweeping changes to compensation that may not be justified.

Preparation of this budget was challenging because at times we were doing two things simultaneously – each one difficult on its own. We have been working to balance the current budget and also to optimize future operations. This is truly a balancing act, because optimizing for the future can place additional pressure on the financial challenges of the present; we may need to phase some changes in over time.

As soon as the FY 2010/11 budget was approved, we began work on the \$28.4 million deficit that was projected for FY 2011/12. The first step was to hold expenditures to prior year actual. To date, this effort has been successful. We are currently \$2.7 million or 2% below FY 2009/10 adjusted expenditures. This has been accomplished with little or no direct impact on citizens. In addition, we only filled essential vacant positions, holding others open to see whether we could get the work done without them. Since July 1, an additional 55 positions that arose through retirements and resignations have been held vacant.

Those techniques helped the bottom line, but we still faced a considerable deficit when the divisions began preparing their budget requests for FY 2011/12. In November, divisions were asked to prioritize services and prepare budget proposals to meet targets that were designed to balance the budget. These division proposals were reviewed by senior management as a team. Some were accepted, others rejected at that time, and still others needed additional research. Both within divisions and as a team, we continued to refine the proposals which appear in the proposed budget.

Proposed Budget Transmittal

We have also been reorganizing for greater efficiencies. Each division has been doing some informal reorganization, but the biggest efforts are proposed in the FY 2011/12 budget. These are a consolidation of Police and Fire into a Public Safety Division, and the consolidation of the primary internal services into one Administrative Services Division.

The proposed budget eliminates 94 positions (4.6%) in the General Fund. The greatest reductions are in Community Services and Community & Economic Development, but personnel reductions are proposed in ten divisions citywide. The proposed budget reduces staffing levels both in the General Fund and in All Funds combined to the lowest levels since before FY 2005/06, when 260 FTEs were added to form a municipal fire department.

Along with staffing reductions, spending is also down in the General Fund. Total expenditures have dropped \$28 million since FY 2008/09, and the proposed budget recommends further General Fund reductions of \$16 million – which will take us to the lowest level since FY 2005/06. There are cuts in every division and several division budgets are reduced by 10 percent or greater. The largest dollar reductions are in the largest divisions: Community Services, Community & Economic Development and the Police Department.

Even with these reductions, we believe the proposed budget still supports high quality, essential services necessary to maintain a high standard of living in Scottsdale. Residents will continue to enjoy high quality services comparable or better to those in any of the surrounding communities. The overarching goal was to exhaust all other cost-cutting measures before reducing service levels. Cutting lowest priority expenditures prior to cutting service levels was our first strategy.

But it wasn't enough. Additional strategies employed to balance the budget include the following:

1. Enhancing or maintaining existing revenues
2. Using prior-year savings to reduce debt
3. Using one-time monies for one-time costs
4. Reducing personnel costs
5. Reducing some enhanced levels of service
6. Reducing funding of city partners
6. Closing some facilities and offices

The proposed budget anticipates some recovery in the City's revenue sources. Beyond that, the budget specifically proposes two new revenue strategies and suggests a means of preserving a third:

- Offer the Via Linda Jail for short-term stays by other jurisdictions (\$189/day)
- Begin charging fees for after school programs to recover direct costs
- Continue to utilize some enterprise revenue to support the General Fund

We tried to avoid making any reductions that would be felt by our residents, however our revenues no longer support enhanced service levels in some areas. The complete list is attached, but here are a few significant proposals:

- End the Palomino Library agreement with the school district
- Reduce hours at Parks and Recreation centers and Library branches
- Close Chaparral Pool year round
- Reduce grant funding to non-profits and schools
- Reduce the Scottsdale Cultural Council's contract by 5 percent
- Close Downtown office and lower Downtown maintenance service frequency
- Close Loloma Station and shift transit routes to surface streets

Proposed Budget Transmittal

Over the next 98 days we have scheduled a number of opportunities for public input and review of the budget leading up to the scheduled adoption by the City Council on June 7.

The tentative Budget Review schedule is attached and below:

- Thursday, March 17. Community Services; Community & Economic Development
- Thursday, March 31. Public Safety; Water Resources
- Thursday, April 14. Administrative offices
- Thursday, April 28. Develop Commission Recommendations
- Tuesday, May 10. Present Recommendations to City Council
- Tuesday, May 17. 1st Public Hearing. Tentative Budget Adoption
- Tuesday, June 7. 2nd Public Hearing. Final Budget Adoption

In conclusion, we realize that these budget reductions impact some services to the community, and impact city employees as well. Balancing a substantial revenue deficit requires substantial actions.

This proposed budget is just that – a proposal. It reflects the work of dedicated and professional staff providing their best input on where to make reductions. The final document, of course, must also reflect feedback from the community, boards and commissions, and the City Council. Staff looks forward to gathering that feedback in the weeks ahead.

Again, I am pleased to present the Proposed FY 2011/12 Operating and Capital Improvement Plan. This book could not have been assembled without the diligent work of my staff in the City Manager's Office, particularly Brent Stockwell, who once again coordinated this effort. Thanks to City Treasurer David Smith, Budget Manager Judy McIlroy, Senior Budget Analysts Monica Staats and Gloria Moore and Systems Integrator Amy Foster, as well as the Executive Directors and their Budget Liaisons throughout the organization. For their work on the Capital Improvement Plan, I want to specifically thank Public Works Executive Director Dan Worth, City Engineer Derek Earle and Senior Budget Analyst Sylvia Dlott.

Sincerely,
David E. Richert
City Manager

2011 Strategic Goals and Key Deliverables

Preserve Meaningful Open Space

- Leverage matching funds to acquire about 4,400 acres for the Preserve from State Land Department
- Complete construction and open the Tom's Thumb Trailhead
- Complete site design and begin construction of the Brown's Ranch Trailhead
- Finalize agreement with City of Phoenix to annex the Barnes Butte area of Papago Park into Scottsdale

Enhance Neighborhoods

- Secure site for Desert Foothills Fire Station 13 to improve fire protection services
- Enhance fire protection efforts by working with residents, neighborhoods and community partners
- Improve survivability for cardiac emergencies by partnering with residents, responders and hospitals
- Continue efforts to reduce crimes, as well as improving City Court criminal and civil case processing

Seek Sustainability

- Complete the total compensation review and develop a plan to implement recommended changes
- Reorganize and create greater efficiencies in Administrative Services and Public Safety divisions
- Continue water conservation efforts at public and park facilities by reducing overall consumption
- Continue to provide safe and reliable drinking water including compliance with new federal regulations

Support Economic Vitality

- Retain and enhance tax revenue from north and south Scottsdale automotive retail trade areas
- Identify and engage appropriate sponsorship opportunities to provide additional revenues
- Enhance tax base through creating new development and jobs on McDowell and Bell Road corridors
- Identify funding and business development options for the proposed Desert Discovery Center
- Maintain golf entertainment destination viability by planning renovations at TPC and Sanctuary courses
- Develop strategies and funding options to attract more, larger events year-round at WestWorld

Advance Transportation

- Complete roadway, drainage and trail improvements on Pima from Thompson Peak to Pinnacle Peak
- Complete design and right-of-way acquisition for the North-sight Boulevard extension in the Airpark
- Complete Raintree Drive extension design concept report in the Airpark area
- Begin construction of the AR-RA-funded park and ride lot at Scottsdale Road and Thunderbird

Value Scottsdale's Unique Lifestyle and Character

- Solicit public comment and prepare for public vote on the 2011 General Plan Update
- Complete construction of the Scottsdale Road Streetscape between Roosevelt Street and Earll Drive
- Initiate construction of the Thomas Road Streetscape between Civic Center and the Indian Bend Wash
- Initiate design of roadway and flood control improvements on Pima between McDowell and Thomas

The Strategic Goals are the same as the chapter headings from the voter-approved 2001 General Plan and are also the guiding principles developed through the CityShape 2020 process. The key deliverables have been identified by City staff and placed under the appropriate Strategic Goal. More information about the General Plan and CityShape 2020 may be found at: <http://www.scottsdaleaz.gov/generalplan>

Division Directory

Mayor (480) 312-2433

W.J. "Jim" Lane
J.P. Twist, Mayor's Chief of Staff

Scottsdale City Council (480) 312-2550

Vice Mayor Robert Littlefield
Councilwoman Lisa Borowsky
Councilwoman Suzanne Klapp
Councilman Ron McCullagh
Councilwoman Linda Milhaven
Councilman Dennis Robbins

City Attorney (480) 312-2405

Bruce Washburn

- Civil
- Prosecution
- Victim's Services

City Auditor (480) 312-7756

Sharron Walker

City Clerk (480) 312-2412

Carolyn Jagger

City Court (480) 312-2442

B. Monte Morgan, Presiding Judge
Janet Cornell, Court Administrator

City Treasurer (480) 312-2364

David N. Smith

- Accounting
- Budget
- Customer Service
- Risk Management

City Manager (480) 312-2800

David E. Richert

MarJan Hill-Enriquez, Management Asst. to City Manager
Brad Lundahl, Government Relations Director

Community Services (480) 312-7275

Bill Murphy, Executive Director

- Human Services
- Library Systems
- Parks & Recreation
- Preserve Management

Administrative Services

Brent Stockwell, Strategic Initiatives Director (Team Leader)

- Communications (480) 312-2446
Kelly Corsette, Director
- Human Resources (480) 312-2491
Terry Welker, Executive Director
- Information Technology (480) 312-2622
Brad Hartig, Executive Director
- Purchasing (480) 312-5700
Bill Yazel, Director
- Tax Audit (480) 312-2437
Phil Montalvo, Manager

Community & Economic Development (480) 312-2500

Paul Katsenes, Executive Director

- Aviation
- Economic Vitality
- Planning, Neighborhood, Transportation
- WestWorld

Public Safety

Alan Rodbell, Executive Director

- Fire (480) 312-8000
Garret Olson, Fire Chief
- Police (480) 312-5000
Alan Rodbell, Police Chief

Public Works (480) 312-5555

Dan Worth, Executive Director

- Capital Project Management
- Facilities Management
- Fleet Management
- Solid Waste Management

Street Operations (480) 312-5550

Water Resources (480) 312-5685

Marshall Brown, Executive Director

- Engineering & Administration
- Reclamation Services
- Water Quality
- Water Services

Location

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 184.5 square miles, stretching 31 miles from north to south.

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.

Climate

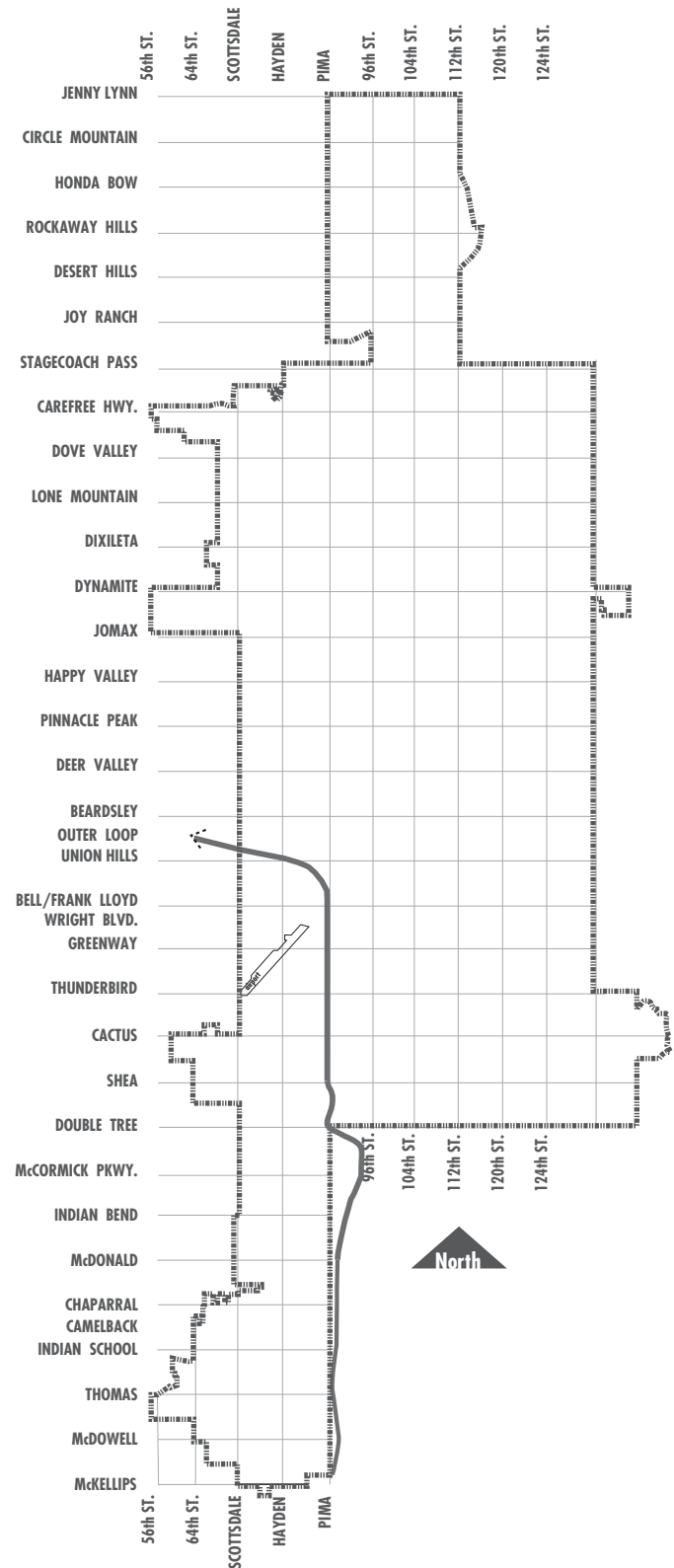
Lying at an elevation of 1,260 feet above sea level, the City of Scottsdale averages 328 days of sunshine and 9.41 inches of rainfall per year, with the average minimum and maximum temperatures ranging from 53.4 degrees to 86.2 degrees (F), respectively.

Scottsdale offers its residents the advantages of a warm, dry climate with low humidity even in the summer months.

Average Daily Temperatures

	High	Low
January	67.0°F	36.7°F
April	84.3°F	49.3°F
July	105.6°F	74.8°F
October	87.2°F	54.1°F

Source: Western Regional Climate Center



Demographics

Demographics

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

Gender	
Male	48.3%
Female	51.7 %

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

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

Source: 2009 US Census American Community Survey 1-year estimates

Race/Ethnic Origin	
White	89.3%
Asian	3.3%
African American	1.7%
Native American	0.8%
Other	2.5%

Educational Attainment	
Bachelor Degree or Higher	50.5%
Associate Deg. Only/Some College	28.5%
High School Graduate Only	16.1%
Less than High School Graduate	4.9%

Land Use

Residential	40.3%
Undeveloped/Agricultural	50.5%
Industrial/Commercial	9.2%

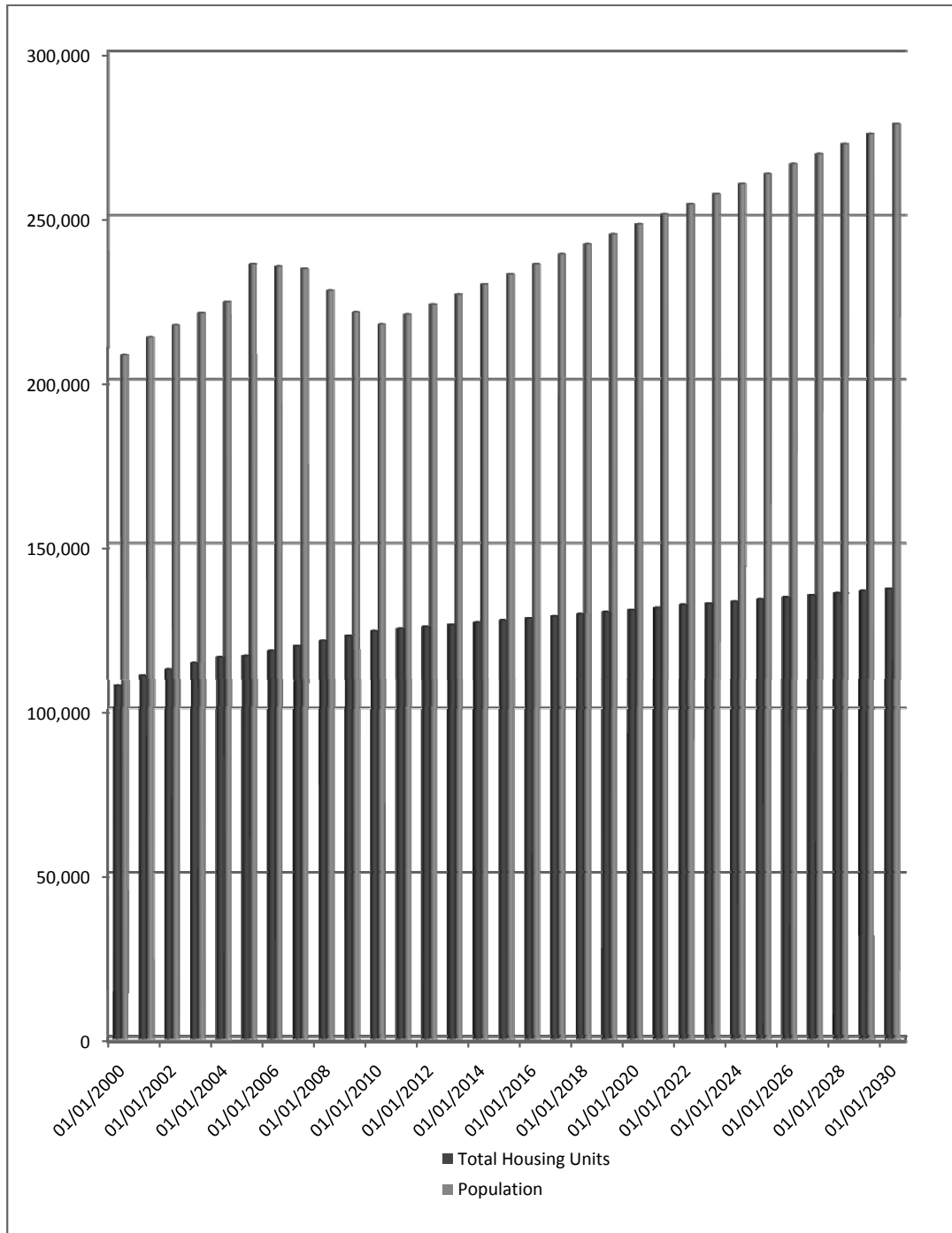
Note: "Undeveloped/Agricultural" includes street right-of-ways, parks, golf courses, open-space preserves

Source: City of Scottsdale Planning, Neighborhood, and Transportation Division "2011 Proposed General Plan Land Uses"

Population	
1951	2,021
1960	27,010
1965	54,504
1970	67,841
1975	77,107
1980	88,364
1985	108,447
1990	130,069
1995	168,176
2000	204,680
2005	235,010
2010	217,385

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

Population and Housing Unit Growth In Scottsdale, AZ
From 2000 to Build Out in 2030



City of Scottsdale, Long Range Planning Services

Demographics

Scottsdale Employment by Industry and Year				
	2005		2009	
	Employment	Percent	Employment	Percent
Agriculture, forestry, fishing and hunting, and mining	187	0.2%	672	0.6%
Construction	5,563	5.2%	5,425	4.6%
Manufacturing	5,961	5.6%	6,415	5.4%
Wholesale trade	5,249	4.9%	4,102	3.5%
Retail trade	14,735	13.9%	12,633	10.6%
Transportation and warehousing, and utilities	3,612	3.4%	4,905	4.1%
Information	3,251	3.1%	2,956	2.5%
Finance, insurance, and real estate	17,457	16.5%	14,149	11.9%
Professional, scientific, and management	13,392	12.6%	17,468	14.7%
Educational, health and social services	16,681	15.7%	25,304	21.3%
Leisure and hospitality	12,404	11.7%	17,670	14.9%
Other services, except public administration	4,874	4.6%	5,153	4.3%
Public administration	2,751	2.6%	1,964	1.6%
TOTAL	106,117	100.0%	118,816	100.0%

Source: U.S. Census American Community Survey



Origin and Historical Summary

In 1888, Army Chaplain Winfield Scott, upon his retirement from the Army, visited the Valley of the Sun and subsequently made a down payment on a section of land in order to start a farming practice. Scott's purchase and subsequent farming of the land would be the impetus for the historic development of the town that is now modern day Scottsdale.

Like other Arizona cities and towns, the provision of a reliable water supply was critical to sustaining the community after its initial settlement by Chaplain Winfield Scott. The Granite Reef Dam was built in 1908 and the Roosevelt Dam in 1911 which transformed the Salt River Valley and allowed Scottsdale to share in the resulting population boom. Between 1908 and 1933

Scottsdale grew slowly, but steadily as a small market town principally providing services for families involved in the agricultural industry.

Scottsdale's favorable climate, irrigated desert location, and beautiful scenery influenced its initial settlement as well. Many health seekers came to Scottsdale, and those who were able to relocate to enjoy the advantages of the climate tended to be more well to do. Many of the community's original settlers who were recruited by Winfield Scott from the East and Midwest were educated and had an established appreciation for cultural activities. These early settlers established the Scottsdale public school system in 1896, supported the burgeoning artists and writers culture that began relocation here in the early 1900's, and promoted Scottsdale's affiliation with the earliest area resorts, the Ingleside Inn (1909) and the Jokake Inn (1922).

The Depression Era saw an influx of artists and architects to Scottsdale, one of the most renowned being Frank Lloyd Wright. Wright first came to Arizona to work on a desert resort project in Chandler in 1927 and worked on the design for the Arizona Biltmore Resort in 1929. In 1937, Wright and his wife purchased 600 desert acres at the foot of the McDowell Mountains and built Taliesin West, his winter home and his architectural firm's southwestern headquarters.

In 1947, the Scottsdale Chamber of Commerce was incorporated and Scottsdale leaders engaged in a conscious effort to promote a special identity for the town. Scottsdale was the only local community to formally embrace the western atmosphere that helped distinguish it from other tourist destinations. A design theme for the downtown was established with a "western" image and lifestyle and the city's moniker the "West's Most Western Town" was coined. In 1951, the town incorporated into the City of Scottsdale.

Although Scottsdale has grown in size and population, its historic origins still shine through today. Scottsdale is nationally and internationally well known for its reputation as an artistically and culturally rich community; a premiere resort, tourist, and golf destination; as well as an attractive location for numerous corporate commercial, retail, and medical-biotechnical opportunities.

Demographics

Revitalization

Original neighborhoods form the core of southern Scottsdale. As this area continues to mature, the area requires focused and ongoing efforts to maintain and strengthen the economic and physical health of this important part of the Scottsdale community. Through its revitalization program, the City has stepped up its efforts to maintain, renovate, or rebuild City buildings, parks, and other public facilities, and to attract new businesses and investment. In addition, the City anticipates partnering with its property owners, residents, business owners, community groups, and development professionals to utilize the tools necessary for the revitalization, restoration, and renewal for southern Scottsdale.

Transportation

Scottsdale offers visitors, citizens and businesses a variety of mobility choices, including well-maintained streets, fixed route buses, local circulator trolleys, paratransit services, and ample sidewalks. Scottsdale has been designated as a Bicycle Friendly Community and has one of the most extensive path and trail systems in the nation. Major roadway access is provided by the Pima and Red Mountain Freeways, which include bus/carpool lanes, and a grid system of arterial streets. The city works to ensure that Scottsdale neighborhoods, businesses and visitors are provided an accessible, environmentally sensitive, safe and efficient transportation system.

Educational Facilities

Several institutions of higher learning are available to City residents. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 68,000 students, graduate and undergraduate, and four distinctive campuses throughout metropolitan Phoenix with Bachelors, Masters and Ph.D. programs available. Also, the University of Arizona operates their Executive MBA program at their location in Scottsdale next to WestWorld. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River/Pima Maricopa Indian Community. The college is a two-year college, which offers a wide variety of academic, occupational, developmental, and special interest programs. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 6 public middle schools, 3 public K-8 schools, 5 public high schools, an alternative school and a number of private schools.



Tourism

Scottsdale is an internationally recognized tourism destination community, widely known for its golf courses, recreational amenities, climate, and high end resorts, and beautiful open spaces of the McDowell Mountain Sonoran Preserve. Tourism generates millions of dollars in economic activity in the City each year and is one of the most significant sources of revenue for the City's operations and budget. In 2009, Scottsdale hosted over 7.5 million visitors with an economic impact of \$2.6 billion (direct and indirect) and tourism was responsible for \$7.0 million in bed tax receipts for the City.

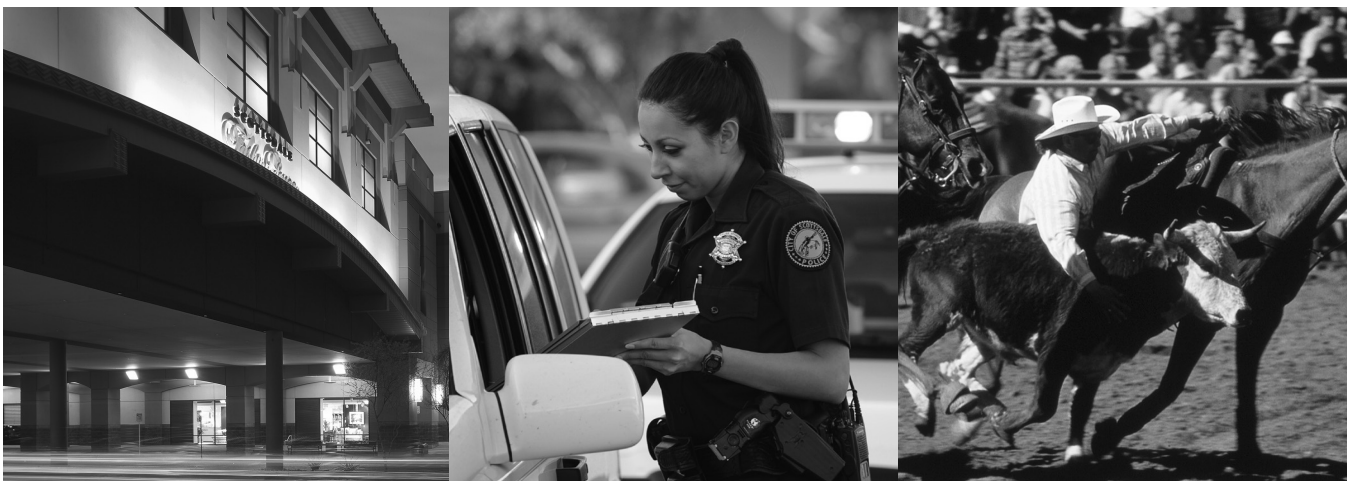
Numerous resort and convention facilities, along with more than 82 hotels and resorts, provide nearly 16,150 guest rooms in the Scottsdale/ Paradise Valley market area. The city boasts many public and private golf courses, tennis courts, country clubs, day spas, night-clubs, bars, and lounges. More than 4,600 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 600 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

Photo Enforcement

Scottsdale has utilized photo enforcement on its City streets since 1997, augmenting a comprehensive traffic safety program proven to reduce both the number and severity of collisions. The city currently has nine fixed intersection cameras and four mobile vans in operation. Police and Traffic Engineering staff primarily chooses locations, both fixed and mobile, based on traffic volume, citizen complaints, and collision history.

WestWorld

WestWorld is a premier, nationally recognized, user-friendly equestrian center and special events facility serving the community and target market visitors. It is comprised of approximately 387 acres which are available for a variety of uses and events with a primary focus in the equestrian industry. It is located in a key activity corridor for the city. Close to the gateway of the McDowell Mountain Preserve. While The Bureau of Reclamation owns the land that WestWorld is situated on, the City of Scottsdale assumed management responsibility and purchased the fixed assets in 1997. WestWorld now serves as a community asset and major economic catalyst to the City as it hosts over 275 utilized days with approximately 600,000 visitors annually.



Demographics

Preservation

In 1990, Scottsdale citizens (through the non-profit McDowell Sonoran Land Trust – today called the McDowell Sonoran Conservancy) initiated the preservation of Scottsdale’s McDowell Mountains and other remaining lush Sonoran Desert areas. The vision is to preserve approximately 34,000 acres, equivalent to 1/3 of Scottsdale’s total land area. Protected land in this geographic area is called the McDowell Sonoran Preserve.

The Preserve will protect Scottsdale’s diverse Sonoran Desert environment and create corridors linking to natural open space in adjacent communities as well as to the Tonto National Forest and the Maricopa County Regional Park. The objective is to create a large sustainable natural desert habitat for wildlife and desert flora, available for appropriate public recreation use.

In 1995, Scottsdale voters approved initial funding - a .2 percent sales tax increase to purchase land in a 16,000 acre boundary encompassing the McDowell Mountains and surrounding desert. In 1998, voters approved using the sales tax to purchase land in an additional 19,000 acre boundary primarily north of the McDowell Mountains comprised of isolated mountains, deep washes and lush Sonoran Desert vegetation. In 2004, voters approved an additional .15 percent increase in the sales tax for land acquisition and for Preserve improvements. When completed, the McDowell Sonoran Preserve will be one of the largest urban preserves in the nation.

Proposed Desert Discovery Center at the Gateway to the Preserve

Planning and evaluation continues to determine the feasibility of a Desert Discovery Center (DDC) at the Gateway to the Preserve. The study site is located east of Thompson Peak Parkway north of Bell Road. The DDC is envisioned to provide opportunities for residents and visitors to discover the story of the Upper Sonoran Desert. Through exhibits and environmental experiences presented in a natural setting, the DDC is intended to inspire learning about the desert through its programs which encourage preservation and instill a sense of harmony with and respect for the desert.

In 2010 a subcommittee comprised of the McDowell Sonoran Preserve Commission (MSPC) and Tourism Development Commission (TDC) members submitted to the City Council the Phase Two Desert Discovery Center Feasibility Study which developed concepts for the DDC through a public involvement process. The Council accepted recommendations for next steps the community should consider moving the planning process along. Phase Three of the Feasibility Study to further business model, operations and funding alternatives is being reviewed by a commission appointed by the Council. They are scheduled to return to the City Council in the Fall of 2011 with recommendations for next steps.

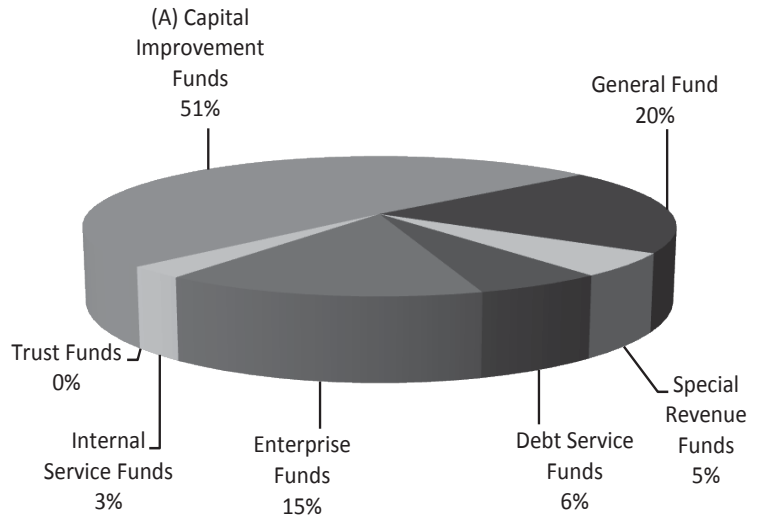


Total City Budget

General Fund	\$246,292,719
Special Revenue Funds	67,398,282
Debt Service Funds	74,394,291
Enterprise Funds	184,931,270
Internal Service Funds	34,734,209
Trust Funds	16,021
(A) Capital Improvement Funds	629,171,100
(B) Total City Budget	\$1,236,937,892

(A) Includes \$373.0M of re-budgets from prior years

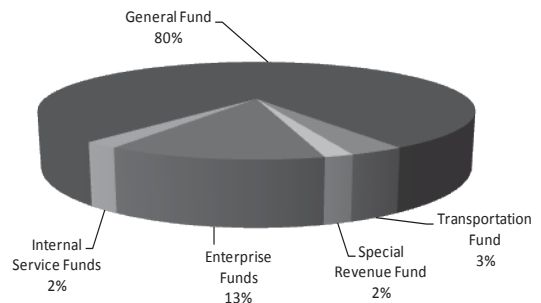
(B) Includes \$180.1M in Reserves/Contingency



Staffing

	Adopted FY 2010/11	Change	Adopted FY 2011/12
General Fund	2,052.55	(91.51)	1,961.04
Transportation Fund	81.00	0.00	81.00
Special Revenue Fund	42.92	(0.11)	42.81
Enterprise Funds	316.00	1.00	317.00
Internal Service Funds	54.00	(1.00)	53.00
Total FTE	2,546.47	(91.62)	2,454.85

FY 2011/12 Adopted FTE by Fund



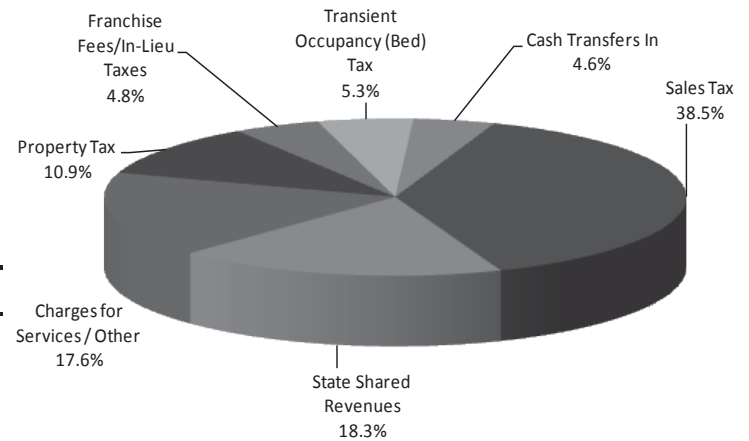
Budget in Brief

General Fund Sources & Uses

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

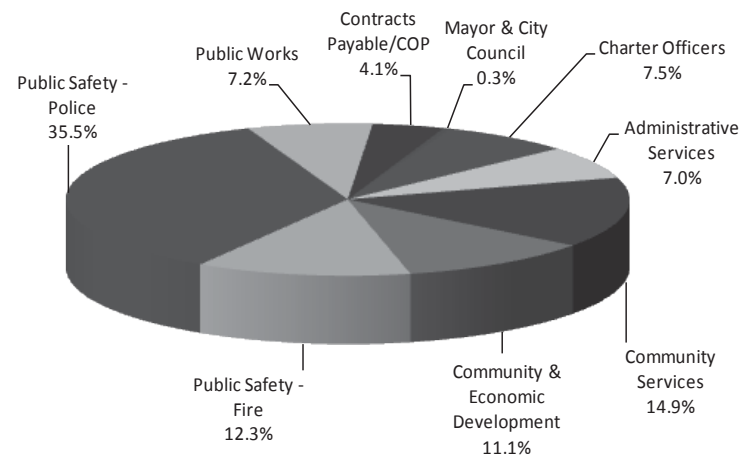
General Fund Sources

Privilege (Sales) Tax	\$88,723,653
State Shared Revenues	42,125,627
Charges for Services/Other	40,525,962
Property Tax	25,016,558
Franchise Fees/In-Lieu Taxes	11,098,426
Transient Occupancy (Bed) Tax	12,247,000
Cash Transfers In	10,472,169
Total Revenue Sources	\$230,209,395



General Fund Expenses by Division, Contracts Payable/COP and Cash Transfers Out

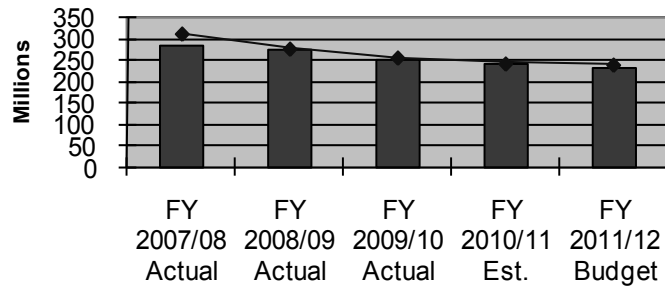
Mayor & City Council	\$764,306
Charter Officers	16,347,919
Administrative Services	15,399,743
Community Services	32,696,540
Community & Economic Development	24,303,715
Public Safety - Fire	26,956,693
Public Safety - Police	77,695,466
Public Works	15,776,277
Contracts Payable/COP	9,047,454
Total Operating/Division Budget	218,988,112
Less: Vacancy Savings/Payouts	(1,581,226)
Contingency/Reserves	28,885,832
Total Gross Budget	246,292,718
Cash Transfers Out	20,227,550
Total Expenditure Uses	\$266,520,268



General Fund Sources & Uses Trends

General Fund Sources are used to pay for the cost of “ongoing” municipal services such as police, fire, parks, libraries, etc. provided by the City. Over the five year period, the trend reflects a decrease in Sources and Uses as a result of the economic recession. The City has made difficult but necessary choices along the way to protect the programs and services most desired by the Community.

	Sources	Uses
FY 2007/08 Actual	283.4	309.7
FY 2008/09 Actual	272.1	274.7
FY 2009/10 Actual	251.5	254.1
FY 2010/11 Est.	242.7	240.2
FY 2011/12 Budget	230.2	237.6



Other City Funds...

Special Revenue Funds

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

Beginning Fund Balance - \$30.3M
 FY 2011/12 Budgeted Sources - \$102.7M
 FY 2011/12 Budget Uses - \$110.4M
 Ending Fund Balance - \$22.6M

Debt Service Funds

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

Beginning Fund Balance - \$15.0M
 FY 2011/12 Budgeted Sources - \$74.8M
 FY 2011/12 Budget Uses - \$74.4M
 Ending Fund Balance - \$15.4M

Enterprise Funds

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

Beginning Fund Balance - \$96.2M
 FY 2011/12 Budgeted Sources - \$195.3M
 FY 2011/12 Budget Uses - \$287.1M
 Ending Fund Balance - \$4.4M

Internal Service Funds

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

Beginning Fund Balance - \$32.5M
 FY 2011/12 Budgeted Sources - \$7.9M
 FY 2011/12 Budget Uses - \$36.2M
 Ending Fund Balance - \$4.2M

Budget in Brief

Trust Funds

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

Beginning Fund Balance - \$0.0K
 FY 2011/12 Budgeted Sources - \$16.0K
 FY 2011/12 Budget Uses - \$16.0K
 Ending Fund Balance - \$0.0

Capital Improvement Funds

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

Beginning Fund Balance - \$173.1M
 FY 2011/12 Budgeted Sources - \$578.2M
 FY 2011/12 Budget Uses - \$652.2M
 Ending Fund Balance - \$99.1M

How the Taxes are Distributed

Privilege (Sales) Tax Distribution:

State of Arizona	6.60%
Maricopa County	0.70%
City of Scottsdale	1.65%
	8.95%

Property Tax Distribution:

Scottsdale Unified School District	55%
Maricopa County	14%
City of Scottsdale	12%
Community College	13%
Special Districts	6%
	100%

Population

2000	204,680
2005	235,010
2010 *	217,385

*Official 2010 US Census Population Count

Household Income

Household income is one measure of the tax base and a community's ability to pay for service. However, caution should be exercised when considering household income as it only considers "earned income" and not a household's net worth. Additionally, providing income information is typically a sensitive matter for many individuals and this may impact the amount reporting to taxing authorities.

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

How to Use This Book

The City of Scottsdale's budget for FY 2011/12 is comprised of two volumes:

Volume One – Operating Budget

Volume One – Operating Budget includes the City Council's Mission Statement and Broad Goals, the City Manager's Transmittal Letter, Budget in Brief, and Adopted Financial Policies. Volume One also contains a Budget by Fund section which includes five-year financial forecasts that cover the period FY 2011/12 through FY 2015/16. This section also provides five-year historical summaries for revenues and expenditures by fund. A Summary by Division section is included and contains descriptions of services provided by each division and service area, staffing summaries, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures. In addition, included are service areas operating budgets and their relationship with the Broad Goals, General Plan and CityShape 2020.

Volume Two - Capital Improvement Plan

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

FY 2011/12 Adopted Operating Budget - Volume One

City Manager's Transmittal

Volume One includes with the City Manager's Final Transmittal letter. The letter is used to transmit the adopted budget to City Council and highlights the prevailing economic condition under which the budget was prepared.

Overview

The Overview section of Volume One describes in further detail the City's budget development process, which includes the roles and responsibilities of the City Council, the Budget Review Commission, divisional staff, review teams, the budget development process, the budget adoption, implementation and amendment processes, the use of contingency/ reserves, the basis of accounting used to prepare the budget, and the relationship of the operating budget to the capital budget. A budget planning and development calendar is also provided in this section to offer a visual timeline of the strategic planning process along with the City divisional staff that support the budget development efforts. This section concludes with a summary of the City's adopted Comprehensive Financial Policies, which are used to build the budget and manage the City's finances.

Budget by Fund

The Budget by Fund and Summary by Division sections of Volume One represent the core of the City of Scottsdale's adopted FY 2011/12 budget. The first part of the Budget by Fund section, entitled Fund Accounting-Fund Types provides the reader with a description of the generic governmental fund types used by the City. The remainder of this section provides a fund summary and Five Year Financial Forecast as well as information on the revenues and expenditures for each of the funds.

How to Use This Book

Summary by Division

The Summary by Division section begins with a summary of authorized full-time and part-time FTEs by division and fund type. Additionally, the section contains descriptions of services provided by each division and service area, staffing summaries, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures. Furthermore, included are service areas operating budgets and their relationship with the Broad Goals, General Plan and CityShape 2020. This section concludes with a listing of all authorized personnel positions by division, service area and title and a summary of the City's FY 2011/12 adopted classification/compensation plan.

Appendix

Volume One concludes with the Appendix that includes a list of operating projects, Five-Year Debt Service Schedule, Schedule of Long-Term Debt Outstanding, and a Computation of the Legal Debt Margin as of June 30, 2011. This section concludes with a list of Acronyms and a Glossary of terms used throughout the City's budget along with the City Council's ordinances reflecting the adoption of the City's FY 2011/12 budget and property tax levy.

Budget Development Process

Budget Development Process for Fiscal Year 2011/12

The development of the Fiscal Year 2011/12 Budget did not follow the traditional process due to the recovering from the economic recession. Below are issues the City is currently facing and was faced with during the budget development process.

- Scottsdale is recovering from a severe recession, which impeded divisions from proposing changes to increase service levels, add new programs due to population and/or service growth, and request additional staff through an Evaluation Decision Package.
- The depth and duration of the economic recession was unprecedented and the City experienced a continued decline in revenues over the last few years and projects little growth for fiscal year 2011/12.

To address these issues, the City Manager and staff carefully reviewed the current formation of the organization. Reorganizations occurred to create greater efficiencies. Each division had informal reorganizations, but the biggest efforts included the consolidation of Police and Fire into a Public Safety Division and the consolidation of the primary internal services into one Administrative Services Division. In addition to creating efficiencies, these reorganizations occurred to address the budget deficit so that the organization could be more sustainable, more responsive and less subject to ups and downs of the economy in FY 2011/12 and far into the future. The deficit also resulted in budget adjustment strategies, which included service area reductions.

The remainder of this section describes the traditional budget process that is followed by the City of Scottsdale.

City of Scottsdale's Traditional Budget Process

Recommended Budget Practices

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

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

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

Budget Development Process

Budget Definition

The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets. A good budget process is characterized by several essential features:

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

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

Mission of the Budget Process

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

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

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

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

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

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

Principles and Elements of the Budget Process

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

Budget Development Process

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

- 1) Establish Broad Goals to Guide Government Decision-Making – A government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.
 - a) Assess community needs, priorities, challenges and opportunities
 - b) Identify opportunities and challenges for government services, capital assets, and management
 - c) Develop and disseminate broad goals
- 2) Develop Approaches to Achieve Goals – A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
 - a) Adopt financial policies
 - b) Develop programmatic, operating, and capital policies and plans
 - c) Develop programs and services that are consistent with policies and plans
 - d) Develop management strategies
- 3) Develop a Budget Consistent with Approaches to Achieve Goals – A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.
 - a) Develop a process for preparing and adopting a budget
 - b) Develop and evaluate financial options
 - c) Make choices necessary to adopt a budget

- 4) Evaluate Performance and Make Adjustments – Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
 - a) Monitor, measure, and evaluate performance
 - b) Make adjustments, as needed

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

Budget Roles and Responsibilities

Traditionally, every City of Scottsdale employee plays a role in the City's budget — whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, each Executive Director, through the City Manager, and the Charter Officers, is accountable to the City Council for the performance of service area personnel in meeting City Council's Broad Goals and specific work plan objectives within allocated resource limits.

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

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

The City divisions have **Budget Liaisons** that coordinate the day-to-day budget management within their respective divisions along with the Budget staff. The Budget Liaisons serve as the vital communication link between their City division and the Finance and Accounting Division - Budget Service Area on matters related to their specific operating budget. Budget Liaisons

Budget Development Process

are responsible for revenue and expenditure forecasts, monthly expenditure and revenue variance analysis, calculating user fees and indirect cost rates, monitoring the budget, support to the Finance and Accounting Division - Accounting Service Area in the Comprehensive Annual Financial Report preparation, and preparing budget review materials for the City Treasurer, Executive Directors, City Manager, City Council, Budget Review Commission, media and citizens. The **Capital Improvement Plan (CIP) Liaisons** essentially serve the same role as the Budget Liaisons; however, their focus is on the coordination of capital projects, multi-year capital planning and capital project operating impacts with the Budget staff. In some cases, the same individual serves as both the divisional Budget Liaison and CIP Liaison. A list of Budget Liaisons and CIP Liaisons and their area of responsibility appears later in this section.

The **CIP Technology Review Team** and **CIP Construction Review Team** are comprised of Supervisors and Managers from various City divisions. These cross-divisional teams are traditionally responsible for the initial review of all of the City's capital projects. Their reviews are focused on timing and cost considerations, compiling lifecycle costs, and preparing a preliminary Capital Improvement Plan recommendation for review and revision by the Executive Directors, Budget staff, City Treasurer, City Manager, City Council and various citizen boards and commissions.

The **Executive Directors and Charter Officers** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their service area data into a cohesive budget information package. Traditionally, each Executive Director is responsible for evaluating, reviewing, justifying and prioritizing all operating and capital budget requests for their division. Only those requests, that an Executive Director believes support the City Council's Broad Goals, the City's General Plan, City Manager's work plan, administrative direction and service area objectives are to be submitted to the Budget staff.

The **Senior Budget Analysts** are responsible for preparing the multi-fund short-range and long-range revenue and expenditure forecasts, coordinating with Budget Liaisons in calculating user fees and indirect cost rates, developing the process and related forms for preparing and monitoring the budget, coordinating the compilation of budget data, analyzing operating and capital budget requests, supporting Finance and Accounting Division - Accounting Service Area in the Comprehensive Annual Financial Report preparation, asset monitoring, evaluating and summarizing budget requests from divisions and preparing budget review materials for the City Treasurer, Executive Directors, City Manager, Budget Review Commission, City Council, media and citizens.

The **City Treasurer** and **Executive Directors** collaborate in developing programmatic, operating, and capital policies and financial plans that help define how Scottsdale will achieve its long-term goals. They are traditionally responsible for reviewing the service area operating budget and capital budget requests and working with service area managers to develop service recommendations that are consistent with City Council's Broad Goals, management strategies and the City's Adopted Comprehensive Financial Policies.

The **City Manager** is responsible for reviewing the multi-year, multi-fund Financial Plan and submitting a balanced Citywide proposed budget to the Mayor and City Council, which supports their Broad Goals. Traditionally, from December through May, the City Manager holds weekly meetings with the Budget staff, City Treasurer, and Executive Directors to ensure the staff is preparing a proposed budget that address Council's priorities and to provide guidance on key policy issues related to the budget development.

Budget Development Process

The **Budget Review Commission** serves as an advisory body to the City Council and is responsible for reviewing and making recommendations regarding operating and capital budget recommendations from the divisional service areas and goals perspective, as well as financial policies and revenue forecast, taxes and fees. During the spring, the Commission holds budget work sessions with each of the division heads to review their proposed operating and capital budgets. The sessions are intended to assess how well the division's proposed budget aligns with the citizen input, priorities, and supports the City Council's Broad Goals and General Plan. All Commission budget meetings are open to the public for comment and are broadcast on CityCable 11 and the City's Internet web page.

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

City of Scottsdale's Traditional Budget Process

Scottsdale's budget process is a key aspect of its strategic visioning and planning efforts - allowing City Council and staff the opportunity to reassess goals and objectives and the means for accomplishing them. While the Budget Review Commission and City Council typically review the City's proposed budget in detail from March through the early June adoption, they also traditionally provide input to the City Manager and staff throughout the year in a series of work study sessions and regular Council meetings. In these sessions, the Council members collaborate to establish a mission and broad goals for the community, articulate their priorities, discuss relevant issues such as methods of expanding and enhancing public input, and the most recent Economic/Revenue Forecast, and emerging budget/legislative/policy issues.

Traditionally, a retreat in the fall with City Council provides the groundwork and starting point for the staff to begin framing the service area operating budget and the capital project budget.

Needs Assessment and Financial Capacity Phase

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

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

Budget Development Process

Policy/Strategy Development and Prioritization Process Phase

In the fall and spring, City Council typically reviews citizen input, Citizen Board and Commission feedback, Financial Policies, Economic Trends Analysis, citizen survey results and the most current Financial Forecast. They discuss broad organizational goals, priorities, and constituents' suggestions and expectations for Scottsdale. From this, the Council establishes broad goals and strategic directives, which are the cornerstone for the development of the budget. These broad goals provide the overall direction for Scottsdale and serve as a basis for decision-making. The executive and senior management staff updates City financial policies, plans, service areas, and management strategies to define how the City will achieve the broad goals. It is within this framework that the City staff formulates the proposed Program Operating and Capital Budgets.

Budget Development and Prioritization Process Phase

Traditionally, in the early fall, the Capital Improvement Plan (CIP) development begins in conjunction with the City's multi-year financial forecasts. Initial divisional capital project requests and changes to existing capital projects are reviewed by cross-divisional teams for accurate costing, congruence with City objectives and prioritized using a set of pre-determined criteria. Financing sources are then sought for the highest-ranking projects. The teams involved in this process include the CIP Technology Review Team and the CIP Construction Review Team. The CIP Technology Review Team is made up of mid-level technology managers from various City divisions. The CIP Construction Review Team is made up of mid-level Capital Project Management staff with expertise in public building planning and construction, street improvements, stormwater management, landscaping, etc. The staff, when developing their Service Area Operating Budget plans, closely considers the ongoing operating impacts of current and proposed capital projects. Staff also considers City Council's Broad Goals and strategic directives as they develop service area objectives and work plans for the budget period.

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

Under the City's modified zero-based program budget approach, traditionally any proposed changes in service levels, new service areas, population/service growth, additional staff, and service area trade-offs resulting in service level reductions/increases must be submitted to the Budget Service Area in an Evaluation Decision Package. An Evaluation Decision Package provides extensive analysis and justification for the division's request and is reviewed by the City Manager and Executive Directors during the budget development and prioritization process. In the later stages of the City's budget development process, Evaluation Decision Packages are considered and balanced among numerous competing demands within the City's available, ongoing resources. When funding needs exceed the City's funding limits (as they did in FY 2010/11 and were projected for FY 2011/12), remedies may include one or more of the following: reduce the base budget, identify new revenues, employ process management tools, and/or form partnerships with other City service areas or non-profit organizations.

Budget Development Process

City Management Review and Modification Phase

Traditionally, in the early winter, the Divisions submit their proposed Service Area Operating Budget and Capital Project Budget requests to the Budget Office. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Office's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget and capital project requests, and any Evaluation Decision Packages. The review also includes a broader assessment of whether the divisional budget proposals address City Council's Broad Goals, strategic directives, and service needs while maintaining a Citywide perspective ensuring the fiscal integrity of the City (not exceeding our forecasted resources/limits).

The City Manager, Executive Directors, City Treasurer, and Budget staff collaborates on the development of a recommended Five-Year Financial Plan and proposed budget for each fund and then submit the plans to the Budget Review Commission and City Council for review and adoption. The Budget Review Commission and City Council also review the proposed multi-year revenue forecasts for reasonableness and the expenditure budgets for efficiencies and alignment with community needs and expectations.

Budget Review Commission and City Council Budget Review and Adoption Phase

In the early spring, staff presents an overview of the proposed operating and capital budgets to the Budget Review Commission and citizens for consideration and further public input. The budget is also communicated to the general public in a summary format using a newspaper insert, televised public Commission meetings, Internet and/or a combination of these formats.

The Budget Review Commission holds public work sessions to review each division's proposed budget and the City's Five-Year Financial Plan. This review focuses on how the division's service areas operating and capital budgets address citizens' priorities and City Council's Broad Goals. Additionally, the Commission holds meet-

ings to review rates and fees, financial policies and compensation, including benefits.

After the Budget Review Commission completes their review of the City Manager's Proposed Budget, they hold a joint meeting with City Council to present their findings and recommendations.

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

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

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

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

Budget Development Process

Under Arizona State law “all-inclusive” means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation and contingency provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the City to comply with the Arizona State law and to pro-actively pursue emerging revenue sources as the budget year unfolds. Expenditures (i.e., appropriations) associated with items such as possible future grants/revenues may not be spent without City Council’s prior approval at a public meeting.

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

Implementing, Monitoring, and Amending the Budget Phase

In July, the City staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Revenue and expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Members of the Finance and Accounting Division staff and divisional Budget Liaisons meet every month to review current demographic, economic and financial trends, which may impact the City, and to plan strategy to ensure the City’s fiscal integrity. City management and City Council are also provided monthly

financial updates and reports disclosing actual revenue, expenditure, and fund balance performance as compared to the budget plan.

Upon the final adoption of the budget, staff incorporates any of City Council’s approved changes to the Tentative Budget proposal and implements the Service Area Operating Budget and the Capital Improvement Plan. The final Service Area Operating Budget and Capital Improvement Plan books are typically published by September.

Scottsdale’s service areas and activities are periodically reviewed to determine if they are achieving City Council’s Broad Goals, accomplishing strategic objectives and making efficient use of limited resources. City values of “plan and innovate for the future” and “focus on quality customer service” along with City Manager directed studies of several service areas during the next budget year help communicate this expectation. The Finance and Accounting Division staff, Executive Directors, and the Internal Audit staff all provide assistance in their review of service areas.

The staff of every City service area is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by service area managers. Scottsdale’s culture, along with the City value of “listen, communicate, and take action” stresses open communication and stakeholder involvement determining satisfaction with service areas and in identifying areas needing additional attention.

Ongoing monitoring of the City’s financial performance is required of all service area managers on a monthly basis. Written budget to actual expenditure variance reports must be submitted monthly by all City divisions explaining any variances that exceeds pre-determined variance ranges and provide a solution for corrective action. Additionally, the divisions must be able to explain in writing to the Budget Service Area the projected year-end budget savings and/or fund balances.

Budget Development Process

The City of Scottsdale's Service Area Operating Budget is adopted at a division level and the Capital Improvement Plan is adopted at a project level.

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

Use of Contingency/Reserve Funds

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

Budgetary and Accounting Basis

Scottsdale's budget is prepared on a cash basis of accounting for all fund types, which means certain transactions are recognized in the budget on a basis other than Generally Accepted Accounting Principles (GAAP), which is the basis used to prepare the City's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary and GAAP basis are:

Certain revenues, expenditures, and transfers are not included on the budget basis, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not reported for budget basis purposes, but are presented as revenues or expenditures on the GAAP basis.

Indirect administrative cost allocations (including in-lieu property tax and franchise fees) charges to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues or expenses on the GAAP basis.

Capital outlays in the Enterprise Funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expenses on the GAAP basis.

Debt service principal payments in the Enterprise Funds are accounted for as expenses for budget purposes, but are reported as reductions of long-term debt liability on the GAAP basis.

Certain debt service principal and interest payments are accounted for as expenses in the General Fund for budget basis purposes, but are reported as expenses in the Debt Service Fund on the GAAP basis.

For budget purposes the Risk Fund presents claim expenditures on a cash basis, while on a GAAP basis the claim expenditures reflect an accrual for "incurred but not reported" (IBNR) claims.

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

Budget Development Process

Operating and Capital Budget Relationship

The City of Scottsdale's Budget for FY 2011/12 is comprised of two volumes:

Volume One – Operating Budget includes the City Council's Mission Statement and Broad Goals, the City Manager's Transmittal Letter, Budget in Brief, and Adopted Financial Policies. Volume One also contains a Budget by Fund section which includes five-year financial forecasts that cover the period FY 2011/12 through FY 2015/16. This section also provides five-year historical summaries for revenues and expenditures by fund. A Summary by Division section is included and contains descriptions of services provided by each division and service area, staffing summaries, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures. In addition, included are service areas operating budgets and their relationship with the Broad Goals, General Plan and CityShape 2020.

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

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

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

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

Budget Development Process

Five-Year Financial Plan

The City's five-year financial planning process used to develop the proposed budget is a year-round process. The budget process begins in the early fall with the Finance and Accounting Division staff's initial updating of the Five-Year Financial Plan for each of the City's major funds. The staff reviews the Five-Year Financial Plans for the following funds that appear in the budget – General, Transportation, Preservation Privilege Tax, Special Programs, Special Districts, Debt Service, Water & Water Reclamation, Solid Waste, Aviation, Fleet, PC Replacement, Self-Insurance, and Trust. Using the latest fiscal, operational, and legislative information, the staff works collaboratively with the City divisions to update the forecast for the current fiscal year related to the most recently adopted budget and to create a forecast for the coming budget year. The forecasts serve as the basis for the development of the City's proposed Five-Year Financial Plan.

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

The Five-Year Financial Plans provide the Budget Review Commission, City Council, City management, citizens and municipal bond rating agencies with the benefits of a long-term financial perspective of revenues, expenditures, cash transfers in/out, fund balances, and capital financing options. They also serve as the basis to test the potential impacts of proposed policy and operational modifications and pending legislative changes all intended to avoid subjecting citizens to wide or irregular fluctuations in rates/fees and service levels.

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

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

Budget Development Process

Revenue Forecasting

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

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

Expenditure and Year-End Savings Forecasting

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

Budget Calendar

**CITY OF SCOTTSDALE
TRADITIONAL BUDGET PLANNING AND DEVELOPMENT
FISCAL YEAR 2011/12 CALENDAR**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Strategic Planning Process															
Needs Assessment and Financial Capacity															
Citizen Input															
Forecast Multi-year Revenues															
Evaluate Infrastructure Needs															
Create Fiscal Forecasting Assumptions															
Develop Financial Trends															
Developing Broad Goals & Strategic Directives															
Update Financial Policies															
Develop Management Strategies															
Capital Improvement Program															
Update CIP Portion of Budget Planning Guide															
CIP Kick-off Meetings															
Division Review and Preparation															
Peer Construction & Technology Review															
CIP Advisory Team Review															
City Management Review															
Budget Review Commission															
City Council Review & Adoption															
Public Hearings															
Final CIP Adoption															
Budget Process															
Budget Planning Guide															
Budget Kick-off Meetings															
Update Performance Measurements															
User Training: Budget Databases															
Division Budget Development															
Budget Liaison Update Meetings															
Division Budget Request Submission															
(Changes in service level, additional staff, etc.)															
Line Item Analytical Review															
Internal Service Rates Finalized															
City Management Review															
Mission Statements Preparation/Review															
Organizational Charts Preparation/Review															
Finalize Proposed Five-Year Financial Plans															
Budget Review Commission															
Division Budget Review Sessions With Commission															
Public Hearings															
Final Budget Adoption															
Implement Adopted Budget															
Monitor Citywide Financial Performance															
Budget Process Review & Adjustment															

Budget Liaisons and CIP Liaisons

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

Mayor & City Council	Janet Secor	Administrative Services	Jennifer Jensen*
City Attorney	Jane Callahan	Community Services.....	Bryan Bundy/Tim Barnard*
City Auditor	Joyce Gilbride	Community & Economic Development.....	Dan VandenHam
City Clerk	Katie Stevens	Public Safety – Fire	Teresa Martin/Victor Valliere*
City Court	Jack Miller*	Public Safety - Police.....	Holly Christian*
City Manager	Brent Stockwell	Public Works.....	Teri Huston
Finance and Accounting	Monica Staats*	Water Resources	Gina Kirklin/Ron Dolan*

Comprehensive Financial Policies

Operating Management

1. All divisions will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. In order to ensure compliance with policy, sunset provisions will be required on all grant program initiatives and incorporated into other service plans, as appropriate.
2. The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.
3. Annual budgets shall include documentation that programs met intended objectives (“effectiveness criteria”) and provide value in terms of dollars allocated (“efficiency criteria”).
4. The budget shall be considered balanced if all sources of revenue, as estimated, are equal to, or exceed, the total of amounts proposed to be used in the operating budget for the current fiscal year, by fund. To the extent unencumbered balances from the preceding fiscal year are required to achieve a balanced budget, use of unencumbered balances from the preceding fiscal year will be only as authorized by City Council.
5. The Budget Review Commission is responsible for reviewing the operating budget (division and program/service funding); the capital budget; the revenue forecast, taxes, and fees; and financial policies.
6. The full City Council will solicit citizen input and review the operating and capital budget recommendations from a divisional, program, and goals perspective.
7. Revenues will not be dedicated for specific purposes, unless approved by City Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
8. A diversified and stable revenue system will be developed to protect City services from short-term fluctuations in any single revenue source.
9. Balanced revenue and expenditure forecasts will be prepared annually and include a five-year plan for each fund to demonstrate the City’s ability to adapt to forecast changes in the economy, service demands, and capital improvements.
10. Enterprise (Water, Sewer, Solid Waste Management, and Aviation) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, debt service, provide adequate funding for future capital needs and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be developed pursuant to a multi-year financial plan that levels the impact of user rate changes.
11. All other user fees and charges will be examined periodically to determine the direct and indirect cost of service recovery rate, excluding voter-approved debt service. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
12. Development impact fees, as permitted by state law, for capital expenses attributable to new development will be reviewed annually to ensure that fees recover all direct and indirect development-related expenses and be approved by City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents.

Comprehensive Financial Policies

13. The replacement of General Fund capital equipment replacement will be accomplished through the use of a “rental” rate structure. The rates will be revised annually to ensure that charges to operating divisions are sufficient for operation and replacement of vehicles and other capital equipment (fleet, information technology infrastructure, phones and copier systems). Replacement costs will be based upon equipment lifecycle financial analysis.
14. Grant funding will be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant monies will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process.
15. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our citizens at the most competitive and economical cost. Divisions, in cooperation with the City Manager, City Auditor and City Treasurer, will identify activities or services that could be provided over the long-term more efficiently or effectively by another source and review options/alternatives to current service delivery. The review of service delivery alternatives and the need for the service will be performed on a reasonably periodic or on an “opportunity” basis.
16. Cash and Investment programs will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
17. A collection policy goal for all uncollectible accounts will be no more than 0.5 of one percent (1%) of revenue.
18. Any year-end General Fund operating surpluses not needed to restore contingency reserves or cover unforeseen shortfalls in the budget, but in no case less than twenty-five percent (25%) of construction privilege tax revenues, will be transferred to the General Fund Capital Improvement Program in the following fiscal year unless otherwise directed by City Council.
19. Addition of personnel will only be requested to meet program initiatives and policy directives; after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased net revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
20. Benefits and compensation will be administered in accordance with policy given by City Council. As part of a cost-containment strategy, total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable and competitive and that total premiums are expected to provide adequate funding of anticipated claims and a reasonable level of loss reserves.
21. Property tax will be levied to recover; (1) anticipated general obligation debt service and (2) revenues required for the General Fund equal to (a) the prior year’s revenue plus (b) the prior year’s tort liability payments as approved by City Council. Council may also approve the legally allowable maximum of a 2 percent (2%) increase over the previous year’s maximum allowable primary levy.

Comprehensive Financial Policies

Capital Management

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

Comprehensive Financial Policies

Debt Management

27. General Obligation debt, which is supported by property tax revenues and grows in proportion to the City's assessed valuation and/or property tax rate increases, will be utilized only as authorized by voters. Other types of voter-approved debt may also be utilized only when they are supported by dedicated revenue sources.
28. General Obligation debt issuances will be managed on an annual basis to match funds to Capital Improvement Plan cash flow requirements while being sensitive to the property tax burden on citizens. The City will not exceed \$1.50 combined property tax per \$100 assessed value unless otherwise directed by City Council.
29. Non-voter approved debt, will be utilized only when a dedicated revenue source (e.g., facility revenue and bed tax) can be identified to pay, or reimburse the City for paying, debt service expenses. City Debt Service (excluding enterprise, general obligation and preservation) costs (Municipal Property Corporation, Revenue Bond, and Contractual Debt) should not exceed five percent (5%) of the City's current or future annual operating revenue in order to control fixed costs and ensure expenditure flexibility. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:
 - a. The project requires monies not available from other sources.
 - b. Matching fund monies are available which may be lost if not applied for in a timely manner
 - c. Catastrophic conditions.
 - d. The City shall not give or loan its credit in aid of, nor make any donation, grant or payment of any public funds, by subsidy or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the City either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need.
30. McDowell Sonoran Preservation debt service will be funded by the dedicated 0.35% privilege tax. The City's privilege taxes to revenue bond debt service goal will be at least 1.5:1 for senior lien debt to ensure the City's ability to pay for preserve debt from this elastic revenue source.
31. Improvement District (ID) and Community Facility District (CFD) Bonds shall be permitted only when there is a general City benefit. ID and CFD bonds will be utilized only when it is expected that they will be issued for their full term. It is intended that ID and CFD bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, streetlights, and drainage.
 - a. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the City. In addition, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.
 - b. Community Facility District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. In addition, the City's cumulative facility district debt will not exceed 5 percent of the City's secondary assessed valuation. The landowner/developer shall also contribute \$0.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.

Comprehensive Financial Policies

32. 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.
33. While considering the bond rating impacts, the effect on short-term user rates and the level of cash reserves, the Water and Sewer Enterprise Funds will use long-term debt when prudent to achieve a ratio of long-term debt to tangible fixed assets (capital assets net of depreciation plus equity in joint venture) of no more than 50 percent (50%).
38. Contingency Reserves for each fund to be established annually will be maintained to offset unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds, and subject to City Council approval.
39. Separate Operating Fund Reserves will be maintained for the City's Water, Sewer, Solid Waste Management, and Aviation Enterprise Funds. Such reserves shall be funded between 60 and 90 days of budgeted operating expenditures, excluding expenditures for debt service. Operating Fund Reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.

Reserve Management

34. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's balanced five year financial plan.
35. General Fund Stabilization Reserve of 10 percent (10%) of annual general governmental (General and Transportation funds) operating expenditures will be maintained for unforeseen emergencies or catastrophic impacts to the City.
36. Debt Service Reserve will be funded with secondary property taxes, levied by City Council, sufficient to pay the bonded indebtedness for General Obligation bond principal and interest. A debt service sinking fund will be maintained to account for these restricted revenues and debt payments, as well as any additional debt amounts deemed to be advisable and necessary for any public or municipal purposes.
37. A privilege tax debt reserve will be funded at no less than the annual debt service for all currently outstanding one percent (1%) privilege tax supported debt to be temporarily used for unforeseen emergencies or catastrophic impacts to the City.
40. Replacement and Extension Reserves will be maintained by the Water and Sewer Enterprise Funds to ensure adequate resources for replacement of water and sewer infrastructure. Such reserves shall equal two percent (2%) of the gross book value of all tangible fixed assets of the system and shall be utilized only to provide contingency funding and expenditure flexibility during times of unusual circumstances.
41. Self-Insurance Reserves will be maintained at a level, which, together with purchased insurance policies, will adequately indemnify the City's property, liability, and health benefit risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate reserve levels, which will be approved by Council.
42. A Fleet Management Reserve will be maintained based upon lifecycle replacement plans to ensure adequate fund balance required for systematic replacement of fleet vehicles and operational contingencies.

Comprehensive Financial Policies

Financial Reporting

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

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

45. Financial systems will maintain internal controls to monitor revenues and expenditures on an ongoing basis.

Fund Accounting - Fund Types

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

Fund

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

General Fund

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

Special Revenue Fund

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

Debt Service Fund

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

Enterprise Fund

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

Internal Service Fund

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

Trust Fund

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

Capital Improvement Fund

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

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

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

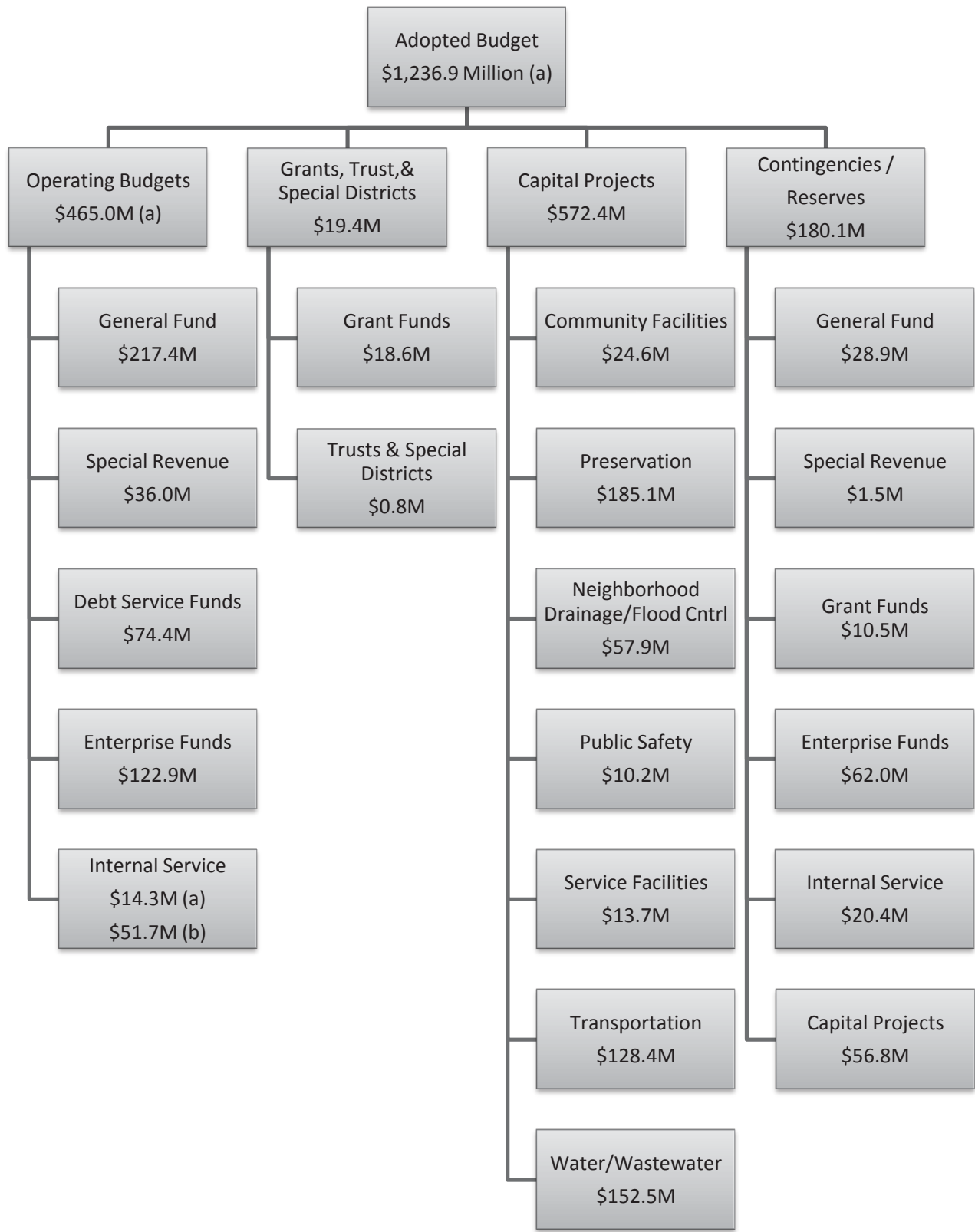
Grant Capital Funds – used to account for the proceeds of capital grants.

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

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



FY 2011/12 Adopted Budget

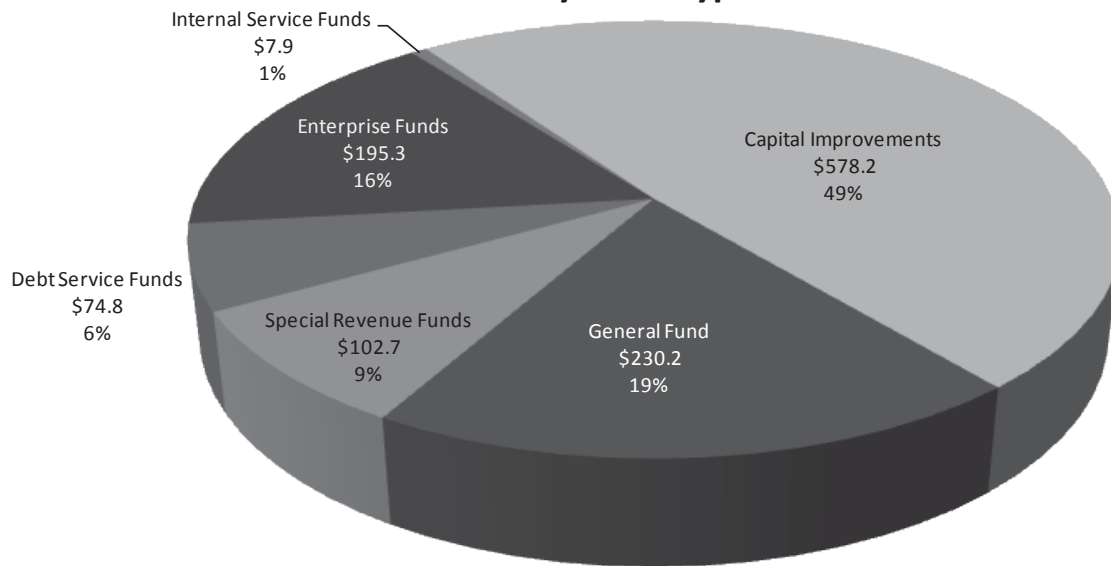


(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

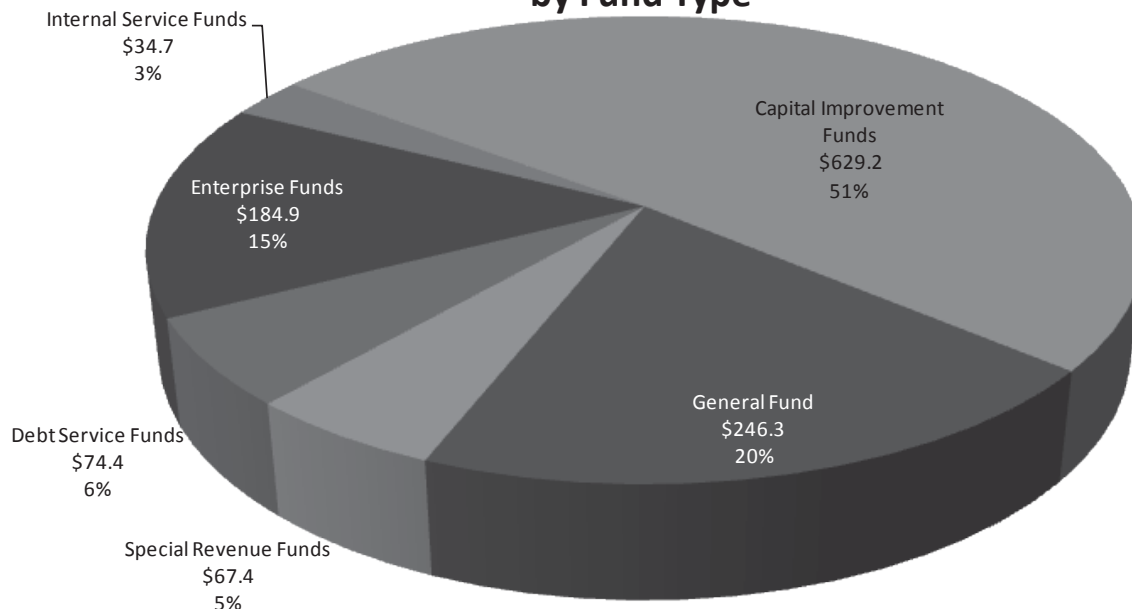
The total Scottsdale budget consists of \$1,189,194,902 in sources, which includes \$190 million in transfers, \$373 million in prior year CIP unexpended funds, \$13.8 million in MPC bond proceeds, \$62 million in property taxes and \$550.4 million in operating, capital and contingent revenues.

All Sources \$1,189.2 million by Fund Type



The total Scottsdale budget appropriates \$1,236,937,892 in expenditures (uses), with the Capital Improvement Funds accounting for the largest portion of the annual budget. This is a decrease of just over \$50 million or approximately 4% from the adopted FY 2010/11 budget.

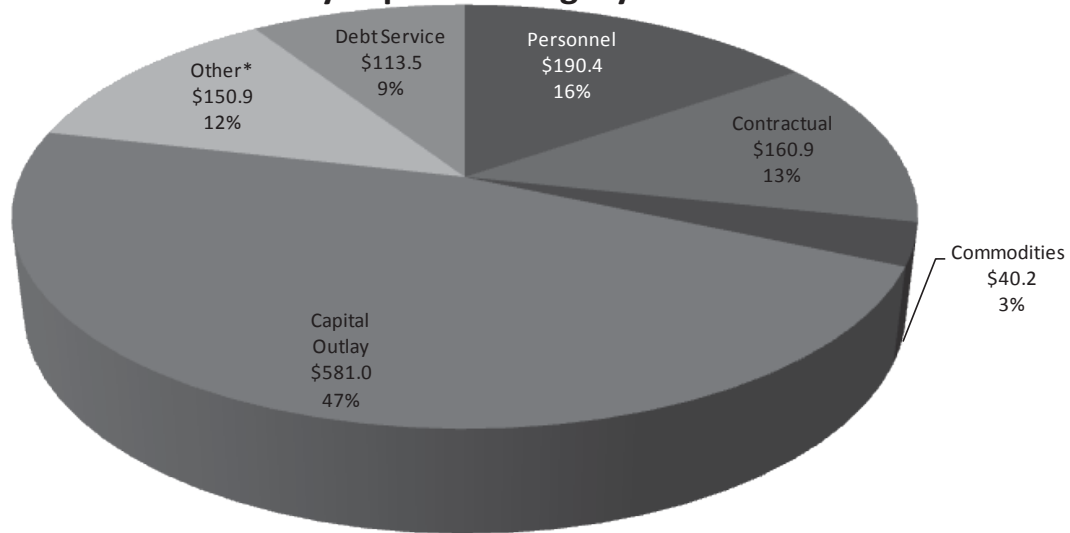
Total Budget Appropriation \$1,236.9 Million by Fund Type



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

The largest expense category in the FY 2011/12 budget is identified for Capital Outlay/Improvements. Expenses for Personnel Services, Contractual and Commodities together account for \$391.5 million, or approximately 32% of the total authorized budget.

Total Budget Appropriation \$1,236.9 million by Expense Category



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

	Sources			Uses					Ending Balance	
	Beginning Balance	Revenue	Transfers In	Personnel	Contractual & Debt Service	Commodities	Capital Outlay	Other*		Transfers Out
General Fund	\$ 41,472,056	\$ 219,737,226	\$ 10,472,169	\$ 153,821,290	\$ 54,421,930	\$ 7,299,073	\$ 1,864,594	\$ 28,885,832	\$ 20,227,550	\$ 5,161,182
Special Revenue Funds										
Transportation	451,413	27,649,058	1,551,267	5,220,582	15,348,594	781,752	100,500	-	7,675,499	524,811
Preservation	21,296,374	27,652,081	-	-	955,950	-	-	-	31,766,210	16,226,295
Special Programs	8,221,376	9,620,885	6,403,500	1,983,603	10,429,680	1,221,102	-	1,500,000	3,540,662	5,570,714
Grants	-	29,131,876	-	930,057	17,542,226	159,593	-	10,500,000	-	-
Special Districts	286,026	724,643	-	-	724,643	-	-	-	-	286,026
Debt Service Funds	15,042,462	39,309,041	35,464,796	-	74,394,291	-	-	-	-	15,422,008
Enterprise Funds										
Water & Wastewater	85,990,960	151,461,797	18,241,699	16,711,537	56,662,422	23,544,322	-	58,580,484	100,195,691	-
Solid Waste	6,272,319	20,334,891	193,299	6,316,693	9,320,087	434,421	-	5,343,187	963,392	4,422,729
Aviation	3,972,874	3,089,630	2,006,753	1,040,139	599,370	66,150	-	6,312,457	1,051,141	-
Internal Service Funds										
PC Replacement	-	(1,200,000)	1,200,000	-	-	-	992,849	(1,200,000)	-	207,151
Fleet	10,300,675	244,000	-	3,213,902	1,517,267	6,614,878	5,605,538	(7,930,607)	1,483,499	40,198
Risk	18,050,583	391,764	251	648,693	6,554,151	95,154	-	7,158,910	2,300	3,983,390
Health Self Insurance	4,187,583	7,275,891	-	495,839	25,898,728	13,500	50,000	(14,994,593)	-	-
Trusts	21	16,000	-	-	6,021	-	-	10,000	-	-
Capital Improvements	173,113,800	463,774,400	114,447,985	-	-	-	572,405,600	56,765,500	23,075,775	99,089,310
Total All Funds	\$ 388,658,522	\$ 999,213,183	\$ 189,981,719	\$ 190,382,335	\$ 274,375,360	\$ 40,229,945	\$ 581,019,081	\$ 150,931,170	\$ 189,981,719	\$ 150,933,814
				Total Budget Appropriation**				\$1,236,937,891		

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

**Total Budget Appropriation excludes Transfers Out

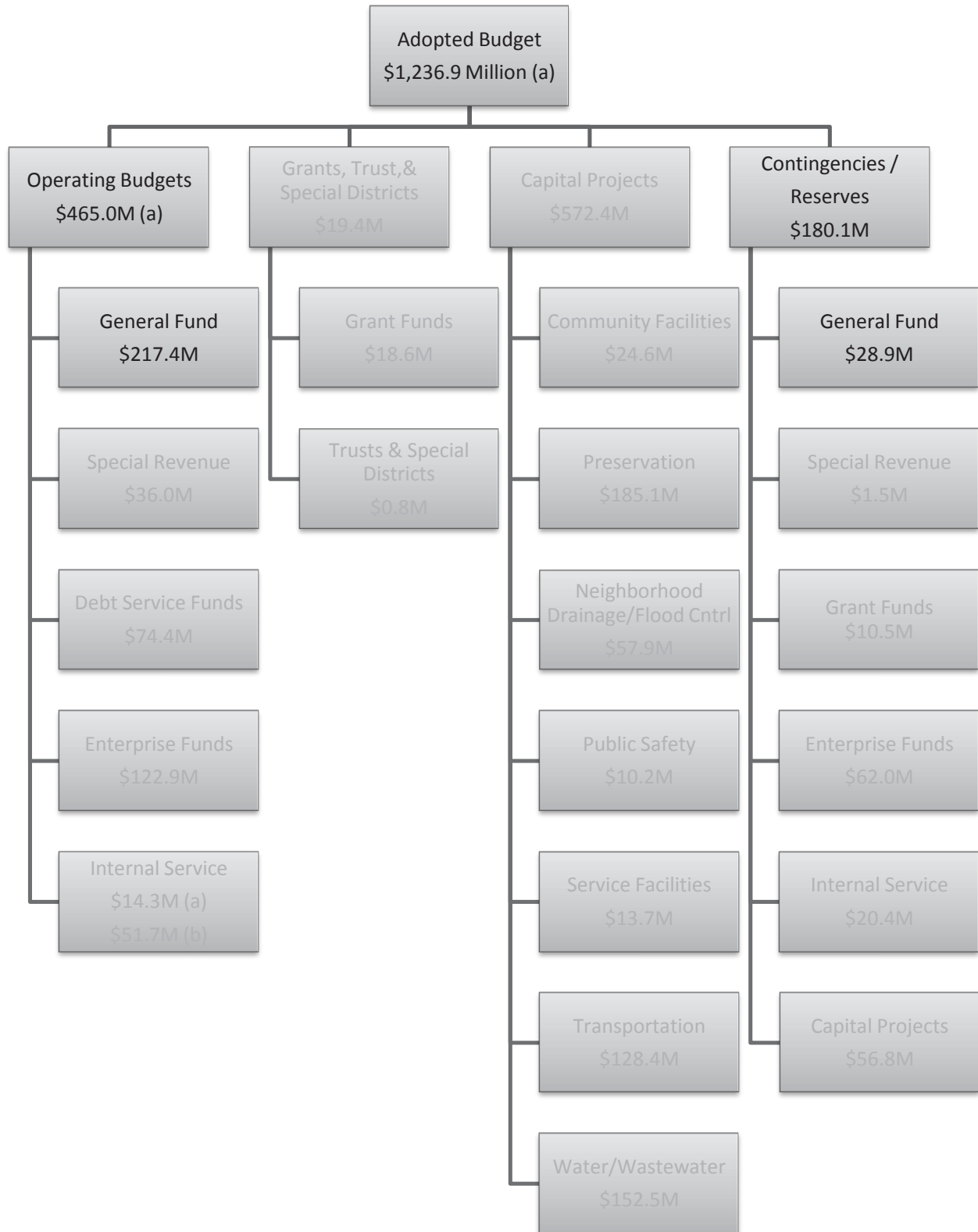
FY 2011/12 Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
Source of Funds:								
Beginning Fund Balance	\$ 41,472,056	\$30,255,189	\$15,042,462	\$ 96,236,153	\$32,538,841	\$ 21	\$173,113,800	\$ 388,658,522
Revenues								
Taxes - Local								
Privilege (Sales) Tax (1.0%)	80,885,817							80,885,817
Privilege (Sales) Tax - Transportation (.20%)		15,303,597						15,303,597
Privilege (Sales) Tax - McDowell Preserve (.20%)		15,756,557						15,756,557
Privilege (Sales) Tax - Preservation (.15%)		11,760,798						11,760,798
Privilege (Sales) Tax - Public Safety (.10%)	7,837,836							7,837,836
Property Tax	25,016,558		37,016,377					62,032,935
Transient Occupancy (Bed) Tax	12,247,000							12,247,000
Light & Power Franchise	7,880,000							7,880,000
Cable TV	3,008,940							3,008,940
Salt River Project Lieu Tax	209,486							209,486
Stormwater Water Quality Charge	918,937							918,937
Taxes - From Other Agencies								
State Shared Sales Tax	16,446,566							16,446,566
State Revenue Sharing	18,348,213							18,348,213
AZ STA/MCSD Revenue			1,107,144					1,107,144
Transportation								
Highway User Revenue Tax		10,945,461						10,945,461
Auto Lieu Tax	7,330,848							7,330,848
Proposition 400 Regional Sales Tax		500,000					24,311,000	24,811,000
Internal Service Charges								
Fleet Management					14,066,781			14,066,781
Self-Insurance					29,815,738			29,815,738
Licenses, Permits & Fees								
Building Permit Fees & Charges	8,380,000						3,410,000	11,790,000
Recreation Fees	3,838,000							3,838,000
WestWorld	2,514,500							2,514,500
Fire Service Charges	447,932							447,932
Business Licenses & Fees	1,717,713							1,717,713
Fines & Forfeitures								
Court Fines	6,151,679							6,151,679
Photo Enforcement	1,904,744							1,904,744
Parking Fines	238,694							238,694
Library Fines & Fees	430,000							430,000
Interest Earnings/Property Rental								
Interest Earnings	446,401	134,726	201,528	366,573	44,000		1,029,500	2,222,728
Property Rental	2,833,358							2,833,358
Utilities & Enterprises								
Water Charges				98,442,324				98,442,324
Effluent Sales				900,793				900,793
Water Reclamation Charges				34,244,184				34,244,184
Refuse/Recycling				19,348,599				19,348,599
Airport				3,063,886				3,063,886
Other Revenue								
Indirect Cost Allocation	8,197,165							8,197,165
In-Lieu Fees							153,800	153,800
Grant & Trust		19,461,876				6,000	31,160,200	50,628,076
Streetlight Districts		724,643						724,643
Special Assessments			803,992					803,992
Out of Jurisdiction Confinement Program	500,000							500,000
Intergovernmental Revenue	786,839							786,839
Miscellaneous	810,000	70,000		18,519,959	200,000		16,960,000	36,559,959
Reimbursements	410,000							410,000
Special Programs Revenue		8,120,885						8,120,885
Bond Proceeds/MPC							13,750,000	13,750,000
Spring Exhibition Surcharge			180,000					180,000
CIP Unexpended Year End							372,999,900	372,999,900
Less Internal Service Funds Offset					(37,414,864)			(37,414,864)
Subtotal	219,737,226	82,778,543	39,309,041	174,886,318	6,711,655	6,000	463,774,400	987,203,183
Cash Transfers In								
Operating Transfers								
From General Fund		6,403,500	8,808,586		1,200,000		3,815,464	20,227,550
From Special Revenue Funds	448,862		26,656,210				15,877,299	42,982,371
From Enterprise Funds	8,185,735	482,867					93,541,622	102,210,224
From Internal Service Funds	968,724	179,400		326,824	251		10,600	1,485,799
From Capital Improvement Fund		889,000		20,114,927			1,203,000	22,206,927
From Capital Improvement Fund - Operating Projects	868,848							868,848
Subtotal	10,472,169	7,954,767	35,464,796	20,441,751	1,200,251	-	114,447,985	189,981,719
Other Activity								
Reserve Appropriations								
Operating Contingency / Reserves		12,000,000				10,000		12,010,000
Subtotal	-	12,000,000	-	-	-	10,000	-	12,010,000
Total Sources	230,209,395	102,733,310	74,773,837	195,328,069	7,911,906	16,000	578,222,385	1,189,194,902

FY 2011/12 Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
Use of Funds:								
Divisions								
Mayor and City Council	764,306			110,000				874,306
City Attorney	5,505,549							5,505,549
City Auditor	721,423							721,423
City Clerk	1,060,083							1,060,083
City Court	3,769,007	1,985,506						5,754,513
City Manager	899,314							899,314
Finance and Accounting	4,392,543			2,949,804	7,302,390			14,644,737
Administrative Services	15,399,743			-	27,446,524			42,846,267
Community and Economic Development	24,303,715	16,756,743		1,705,659				42,766,117
Community Services	32,696,540	3,089,672						35,786,212
Public Safety - Fire	26,956,693	6,900						26,963,593
Public Safety - Police	77,695,466	1,645,933						79,341,399
Public Works	15,776,277	11,697,554		15,209,761	17,053,534			59,737,126
Water Resources				65,617,543				65,617,543
Leave Accrual Payments	1,800,000	45,255			48,051			1,893,306
Estimated Personnel Savings - Vacant Positions	(3,150,000)	(141,750)			(150,000)			(3,441,750)
Other	(231,226)							(231,226)
Indirect Cost Allocation				8,197,165				8,197,165
Less Internal Service Fund Offsets					(37,414,864)			(37,414,864)
Subtotal	208,359,433	35,085,813	-	93,789,932	14,285,635	-	-	351,520,813
Grant and Trust Activity								
Grants		18,631,876						18,631,876
Trust and Special Districts		724,643				6,021		730,664
Subtotal	-	19,356,519	-	-	-	6,021	-	19,362,540
Capital Improvements								
Community Facilities							24,569,500	24,569,500
Preservation							185,151,700	185,151,700
Neighborhood Drainage and Flood Control							57,934,200	57,934,200
Public Safety							10,205,600	10,205,600
Service Facilities							13,662,400	13,662,400
Transportation Improvements							128,371,800	128,371,800
Water and Water Reclamation							152,510,400	152,510,400
Subtotal	-	-	-	-	-	-	572,405,600	572,405,600
Debt Service & Contracts Payable								
Misc Operating Expenses		2,200	1,982					4,182
General Obligation Bonds			37,016,377					37,016,377
General Obligation Bonds-Preserve			20,164,437					20,164,437
Preserve Authority Revenue Bonds			6,491,773					6,491,773
Revenue Bonds				5,436,475				5,436,475
MPC Bonds			9,915,730	23,665,900				33,581,630
Special Assessment Bonds			803,992					803,992
Certificates of Participation	3,409,567							3,409,567
Certificates of Participation - Radio Financing	2,548,680							2,548,680
Contracts Payable	3,089,207	953,750						4,042,957
Subtotal	9,047,454	955,950	74,394,291	29,102,375	-	-	-	113,500,070
Other Activity								
Reserve Appropriations								
Operating Contingency/Reserves	28,885,832	12,000,000				10,000	56,765,500	97,661,332
Solid Waste				3,861,228				3,861,228
Aviation				6,128,886				6,128,886
Self-Insurance					20,448,574			20,448,574
Water/Water Reclamation				52,048,849				52,048,849
Subtotal	28,885,832	12,000,000	-	62,038,963	20,448,574	10,000	56,765,500	180,148,869
Total Budget	246,292,719	67,398,282	74,394,291	184,931,270	34,734,209	16,021	629,171,100	1,236,937,892
Cash Transfers Out								
Capital Improvement Program	3,815,464	15,877,299		93,541,622	10,600		1,203,000	114,447,985
Operating Transfers								
To General Fund		448,862		400,241	968,724		868,848	2,686,675
To Special Revenue Fund	6,403,500			482,867	179,400		889,000	7,954,767
To Debt Service Fund	8,808,586	26,656,210						35,464,796
To Enterprise Fund					326,824		20,114,927	20,441,751
To Internal Service	1,200,000				251			1,200,251
Enterprise Transfers								
In-Lieu Property Tax				874,782				874,782
Franchise Fee				6,910,712				6,910,712
Subtotal	20,227,550	42,982,371	-	102,210,224	1,485,799	-	23,075,775	189,981,719
Total Uses	266,520,269	110,380,653	74,394,291	287,141,494	36,220,008	16,021	652,246,875	1,426,919,611
Revenue Over/(Under) Expenditures	(36,310,874)	(7,647,343)	379,546	(91,813,425)	(28,308,102)	(21)	(74,024,490)	(237,724,709)
Ending Fund Balance*	\$ 5,161,182	\$22,607,846	\$15,422,008	\$ 4,422,728	\$ 4,230,739	\$ -	\$ 99,089,310	\$ 150,933,813
* Assuming Use of Reserve Appropriations								

General Fund



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

General Fund

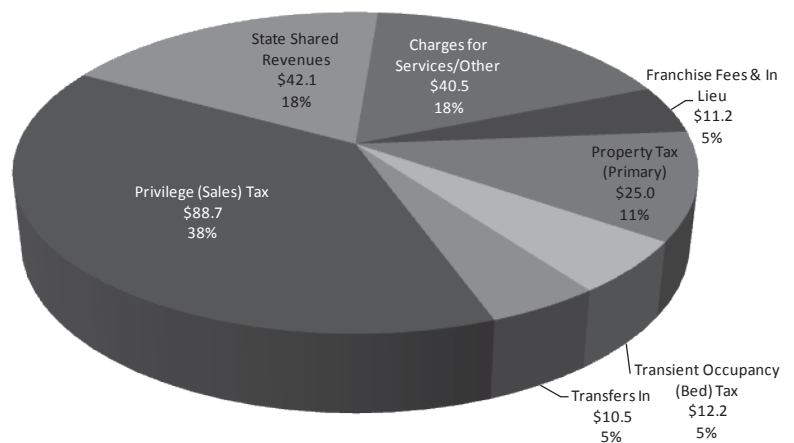
Fund Purpose

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

General Fund Sources (in millions)

Privilege (Sales) Tax	\$	88.7
State Shared Revenues	\$	42.1
Charges for Services/Other	\$	40.5
Franchise Fees & In Lieu	\$	11.2
Property Tax (Primary)	\$	25.0
Transient Occupancy (Bed) Tax	\$	12.2
Transfers In	\$	10.5
Total Sources	\$	230.2

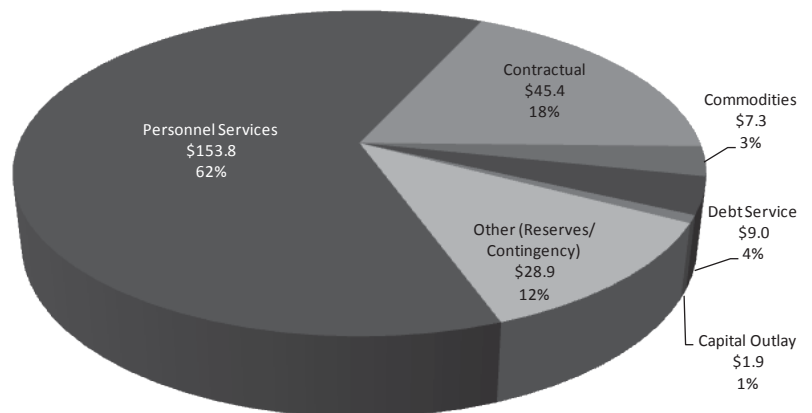
General Fund Sources



General Fund Uses (in millions)

Personnel Services	\$	153.8
Contractual	\$	45.4
Commodities	\$	7.3
Debt Service	\$	9.0
Capital Outlay	\$	1.9
Other (Reserves/Contingency)	\$	28.9
Total Uses	\$	246.3

General Fund Uses



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

General Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
General Fund Reserve	25,860,367	25,866,610	25,442,443	25,107,248
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	10,769,902	6,319,503	8,565,184	11,364,808
Total Beginning Fund Balance	41,630,269	37,186,112	39,007,627	41,472,056
Revenues				
Privilege (Sales) Taxes				
Privilege (Sales) Tax - 1.00%	78,273,114	80,514,720	79,769,222	80,885,817
Privilege (Sales) Tax - Public Safety 0.10%	7,556,945	7,809,928	7,729,638	7,837,836
State-Shared Revenues				
State Shared Sales Tax	17,275,459	17,611,632	17,611,632	16,446,566
State Revenue Sharing	30,308,948	22,845,634	22,845,634	18,348,213
Auto Lieu Tax	7,948,601	8,156,740	7,470,000	7,330,848
Charges for Services/Other				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	789,380	888,890	888,705	918,937
<i>Licenses, Permits & Fees</i>				
Building Permit Fees & Charges	6,864,326	8,220,000	7,820,000	8,380,000
Recreation Fees	3,342,968	3,360,000	3,622,000	3,838,000
WestWorld	2,522,697	2,610,500	2,555,500	2,514,500
Fire Service Charges	1,752,524	644,641	690,116	447,932
Business Licenses & Fees	1,787,397	1,709,167	1,709,167	1,717,713
<i>Fines & Forfeitures</i>				
Court Fines	7,475,727	7,277,439	6,839,425	6,151,679
Photo Enforcement Revenue	1,766,840	1,756,727	1,885,885	1,904,744
Parking Fines	316,268	425,000	237,568	238,694
Library Fines & Fees	351,251	322,000	450,000	430,000
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	2,050,361	958,956	1,577,956	446,401
Property Rental	2,868,253	2,776,170	2,816,170	2,833,358
<i>Other Revenue</i>				
Indirect Cost Allocation	11,748,147	12,327,143	12,327,143	8,197,165
30-Day Tow Program	400,000	430,000	430,000	-
Out of Jurisdiction Confinement Program	-	-	-	500,000
Capital Improvement Plan Cost Allocation	775,920	861,562	675,917	-
Intergovernmental Revenue	1,114,205	850,584	812,207	786,839
Miscellaneous	563,107	500,000	500,000	810,000
Reimbursements	2,098,249	405,000	405,000	410,000
Property Tax (Primary)	23,341,636	24,713,673	24,534,219	25,016,558
Franchise Fees and In-Lieu Taxes				
Electric and Gas Franchise	7,962,142	8,200,000	7,800,000	7,880,000
Cable TV Franchise	3,424,465	3,300,000	3,102,000	3,008,940
Salt River Project Lieu Tax	71,547	140,000	160,337	209,486
Transient Occupancy (Bed) Tax	7,107,696	10,591,667	12,481,552	12,247,000
Subtotal	231,858,173	230,207,773	229,746,993	219,737,226
Cash Transfers In				
CIP Funds	9,000,000	-	-	-
CIP Funds - Operating Projects	-	3,571,800	3,571,800	868,848
Special Programs Fund (Cultural Council)	300,000	-	-	-
Special Programs Fund (Community Svcs-Human Svcs)	269,659	-	-	-
Special Programs Fund (Community Svcs-Parks)	-	-	-	59,000
Special Programs Fund (30-Day Tow Program)	-	-	-	389,862
Enterprise In Lieu Property Tax	2,675,317	1,752,180	1,752,180	874,782
Enterprise Franchise Fees	6,532,247	6,813,584	6,727,765	6,910,712
Direct Cost Allocation (Fire)	363,938	415,195	415,195	400,241
Water & Water Reclamation Fund - Security Contract	454,440	454,440	454,440	-
Fleet Fund	-	-	-	968,724
Subtotal	19,595,601	13,007,199	12,921,380	10,472,169
Total Sources	251,453,774	243,214,972	242,668,373	230,209,395

General Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Use of Funds:				
Divisions				
Mayor and City Council	677,465	616,489	610,066	764,306
City Attorney	6,204,761	5,979,807	5,796,941	5,505,549
City Auditor	784,434	827,586	821,330	721,423
City Clerk	1,087,376	1,189,115	1,166,685	1,060,083
City Court	4,726,424	4,669,882	4,618,562	3,769,007
City Manager	2,223,591	1,407,520	1,407,520	899,314
Finance & Accounting	6,264,292	4,935,907	4,824,717	4,392,543
Administrative Services	14,921,817	16,244,795	15,734,797	15,399,743
Community & Economic Development	25,002,752	28,712,393	27,458,019	24,303,715
Community Services	36,668,972	37,353,595	35,977,895	32,696,540
Public Safety - Fire	26,952,392	27,893,809	27,166,247	26,956,693
Public Safety - Police	82,486,121	82,991,710	80,924,939	77,695,466
Public Works	16,913,541	17,659,448	16,402,690	15,776,277
Inventory/Other	(43,691)	-	-	-
Leave Accrual Payments	-	1,754,607	639,828	1,800,000
Estimated Personnel Savings from Vacant Positions	-	(3,000,000)	(922,309)	(3,150,000)
Estimated Operating Impacts - CIP	-	-	-	-
Estimated YE Savings	-	-	(4,800,000)	-
Car Allowances	-	-	-	(53,743)
Reduce Public Safety Take Home Vehicle	-	-	-	(77,483)
Office Supplies Savings	-	-	-	(100,000)
Bed Tax Encumbrance	-	1,245,141	1,930,602	-
Subtotal	224,870,247	230,481,805	219,758,530	208,359,433
Debt Service & Contracts Payable				
Contracts Payable	1,449,645	3,066,770	3,489,368	3,089,207
Certificates of Participation - Radio Financing	-	511,800	506,550	2,548,680
Certificates of Participation	919,124	918,790	918,790	3,409,567
Other	1,023	-	-	-
Subtotal	2,369,792	4,497,360	4,914,708	9,047,454
Total Operating Budget	227,240,039	234,979,165	224,673,238	217,406,887
Cash Transfers Out				
Debt Service Fund - MPC Excise Debt	6,688,009	6,686,825	6,685,460	7,623,535
Debt Service Fund - MPC Debt - Bed Tax	-	746,263	600,000	1,185,051
CIP - General Fund Maintenance	1,350,000	2,239,230	1,976,964	2,000,000
CIP - Bed Tax	-	-	175,000	1,815,464
CIP - General Fund - Non-Maintenance	9,000,000	-	-	-
CIP - Public Safety Radio Sys-Photo Enforce Loop 101	66,721	-	-	-
Transportation Fund - Deficit Elimination Transfer	3,259,641	1,818,092	-	-
Special Programs Fund (Bed Tax)	5,690,008	5,295,834	6,033,282	6,123,500
Special Programs Fund (Bed Tax/CVB Shortfall)	717,000	(300,000)	-	-
Special Programs Fund (Community Services)	-	170,000	-	220,000
Special Programs Fund (Preservation Rehab)	60,000	60,000	60,000	60,000
PC Replacement Fund	-	-	-	1,200,000
Grants Fund	5,000	-	-	-
Total Cash Transfers Out	26,836,377	16,716,244	15,530,706	20,227,550
Total Uses	254,076,416	251,695,409	240,203,944	237,634,437
Sources Over/(Under) Uses - Before Future Initiatives	(2,622,642)	(8,480,437)	2,464,429	(7,425,042)
Future Initiatives	-	-	-	-
Sources Over/(Under) Uses - After Future Initiatives	2,622,642	(8,480,437)	2,464,429	(7,425,042)
Ending Fund Balance - After Future Initiatives				
General Fund Reserve	25,442,443	26,188,646	25,107,248	23,885,832
Operating Contingency	1,597,003	2,500,000	2,447,300	5,000,000
Unreserved Fund Balance	11,968,181	17,029	13,917,508	5,161,182
Total Ending Fund Balance	39,007,627	28,705,675	41,472,056	34,047,014

General Fund

Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
General Fund Reserve	25,107,248	23,885,832	23,615,083	24,271,010	25,325,006
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	11,364,808	5,161,182	5,431,931	4,776,004	3,722,008
Total Beginning Fund Balance	41,472,056	34,047,014	34,047,014	34,047,014	34,047,014
Revenues					
Privilege (Sales) Taxes					
Privilege (Sales) Tax - 1.00%	80,885,817	82,439,260	84,410,498	86,792,070	89,546,935
Privilege (Sales) Tax - Public Safety 0.10%	7,837,836	7,988,364	8,179,377	8,410,152	8,677,098
State-Shared Revenues					
State Shared Sales Tax	16,446,566	17,140,611	18,427,871	19,815,490	21,301,651
State Revenue Sharing	18,348,213	19,096,820	20,397,314	22,371,773	23,962,407
Auto Lieu Tax	7,330,848	7,476,732	7,622,528	7,778,028	7,933,588
Charges for Services/Other					
<i>Taxes - Local</i>					
Stormwater Water Quality Charge	918,937	922,634	938,621	952,600	959,666
<i>Licenses, Permits & Fees</i>					
Building Permit Fees & Charges	8,380,000	8,730,000	9,130,000	9,530,000	9,930,000
Recreation Fees	3,838,000	3,940,000	4,040,000	4,141,000	4,244,000
WestWorld	2,514,500	2,514,500	2,514,500	3,800,000	3,800,000
Fire Service Charges	447,932	472,060	472,060	472,060	472,060
Business Licenses & Fees	1,717,713	1,726,301	1,734,933	1,743,608	1,752,326
<i>Fines & Forfeitures</i>					
Court Fines	6,151,679	6,059,996	5,948,796	5,998,084	6,047,864
Photo Enforcement Revenue	1,904,744	1,923,791	1,943,029	1,962,459	1,982,084
Parking Fines	238,694	240,456	242,860	245,289	247,742
Library Fines & Fees	430,000	436,000	447,000	448,000	449,000
<i>Interest Earnings/Property Rental</i>					
Interest Earnings	446,401	527,074	988,092	1,392,739	1,524,485
Property Rental	2,833,358	2,907,078	3,003,364	3,098,469	3,218,896
<i>Other Revenue</i>					
Indirect Cost Allocation	8,197,165	8,765,954	9,010,213	9,242,255	9,457,999
30-Day Tow Program	-	-	-	-	-
Out of Jurisdiction Confinement Program	500,000	500,000	500,000	500,000	500,000
Capital Improvement Plan Cost Allocation	-	-	-	-	-
Intergovernmental Revenue	786,839	786,839	786,839	786,839	786,839
Miscellaneous	810,000	760,000	850,000	910,000	1,010,000
Reimbursements	410,000	415,000	420,000	425,000	425,000
Property Tax (Primary)	25,016,558	25,780,056	26,816,498	28,142,032	29,533,147
Franchise Fees and In-Lieu Taxes					
Electric and Gas Franchise	7,880,000	8,040,000	8,200,000	8,360,000	8,530,000
Cable TV Franchise	3,008,940	3,008,940	3,008,940	3,023,985	3,054,225
Salt River Project Lieu Tax	209,486	219,701	220,903	206,729	192,595
Transient Occupancy (Bed) Tax	12,247,000	12,481,000	12,778,000	13,138,000	13,554,000
Subtotal	219,737,226	225,299,167	233,032,236	243,686,661	253,093,607
Cash Transfers In					
CIP Funds	-	-	-	-	-
CIP Funds - Operating Projects	868,848	417,259	-	-	-
Special Programs Fund (Cultural Council)	-	-	-	-	-
Special Programs Fund (Community Svcs-Human Svcs)	-	-	-	-	-
Special Programs Fund (Community Svcs-Parks)	59,000	-	-	-	-
Special Programs Fund (30-Day Tow Program)	389,862	389,862	389,862	389,862	389,862
Enterprise In Lieu Property Tax	874,782	-	-	-	-
Enterprise Franchise Fees	6,910,712	7,021,930	7,160,799	7,265,551	7,367,095
Direct Cost Allocation (Fire)	400,241	409,847	419,683	430,175	440,499
Water & Water Reclamation Fund - Security Contract	-	-	-	-	-
Fleet Fund	968,724	-	-	-	-
Subtotal	10,472,169	8,238,898	7,970,344	8,085,588	8,197,456
Total Sources	230,209,395	233,538,065	241,002,580	251,772,249	261,291,063

General Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Use of Funds:					
Divisions					
Mayor and City Council	764,306	787,343	803,416	819,977	836,862
City Attorney	5,505,549	5,593,312	5,638,429	5,680,018	5,723,089
City Auditor	721,423	730,729	735,814	740,492	745,363
City Clerk	1,060,083	751,865	1,160,579	769,044	1,177,861
City Court	3,769,007	4,742,474	4,936,042	4,828,578	4,872,356
City Manager	899,314	914,067	925,024	935,674	946,654
Finance & Accounting	4,392,543	4,479,893	4,534,185	4,588,475	4,643,036
Administrative Services	15,399,743	15,956,200	16,192,165	16,348,956	16,438,918
Community & Economic Development	24,303,715	25,366,709	26,754,303	25,759,001	26,176,453
Community Services	32,696,540	33,770,295	34,216,876	34,682,882	35,114,390
Public Safety - Fire	26,956,693	27,528,831	27,978,191	28,437,571	28,905,047
Public Safety - Police	77,695,466	79,550,631	80,930,441	82,324,841	83,739,279
Public Works	15,776,277	16,237,447	16,620,637	17,010,831	17,413,542
Inventory/Other	-	-	-	-	-
Leave Accrual Payments	1,800,000	1,873,529	1,886,872	1,901,967	1,917,183
Estimated Personnel Savings from Vacant Positions	(3,150,000)	(3,307,500)	(3,472,875)	(3,646,519)	(3,828,845)
Estimated Operating Impacts - CIP	-	165,280	165,280	165,280	165,280
Estimated YE Savings	-	-	-	-	-
Car Allowances	(53,743)	(53,743)	(53,743)	(53,743)	(53,743)
Reduce Public Safety Take Home Vehicle	(77,483)	(77,483)	(77,483)	(77,483)	(77,483)
Office Supplies Savings	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Bed Tax Encumbrance	-	-	-	-	-
Subtotal	208,359,433	214,909,879	219,774,152	221,115,843	224,755,242
Debt Service & Contracts Payable					
Contracts Payable	3,089,207	4,531,105	3,571,274	3,704,560	3,843,926
Certificates of Participation - Radio Financing	2,548,680	2,548,679	2,548,679	2,548,679	2,548,679
Certificates of Participation	3,409,567	-	-	-	-
Other	-	-	-	-	-
Subtotal	9,047,454	7,079,784	6,119,953	6,253,239	6,392,605
Total Operating Budget	217,406,887	221,989,663	225,894,105	227,369,082	231,147,847
Cash Transfers Out					
Debt Service Fund - MPC Excise Debt	7,623,535	7,731,625	8,432,540	8,512,455	8,559,615
Debt Service Fund - MPC Debt - Bed Tax	1,185,051	2,478,606	3,222,778	3,298,298	3,346,242
CIP - General Fund Maintenance	2,000,000	1,998,044	2,008,035	2,018,075	2,028,165
CIP - Bed Tax	1,815,464	579,239	-	-	-
CIP - General Fund - Non-Maintenance	-	-	-	-	-
CIP - Public Safety Radio Sys-Photo Enforce Loop 101	-	-	-	-	-
Transportation Fund - Deficit Elimination Transfer	-	-	-	-	-
Special Programs Fund (Bed Tax)	6,123,500	6,240,500	6,389,000	6,569,000	6,777,000
Special Programs Fund (Bed Tax/CVB Shortfall)	-	-	-	-	-
Special Programs Fund (Community Services)	220,000	100,000	100,000	100,000	100,000
Special Programs Fund (Preservation Rehab)	60,000	60,000	60,000	60,000	60,000
PC Replacement Fund	1,200,000	-	-	-	-
Grants Fund	-	-	-	-	-
Total Cash Transfers Out	20,227,550	19,188,014	20,212,353	20,557,828	20,871,022
Total Uses	237,634,437	241,177,677	246,106,458	247,926,910	252,018,869
Sources Over/(Under) Uses - Before Future Initiatives	(7,425,042)	(7,639,612)	(5,103,879)	3,845,339	9,272,194
Future Initiatives	-	7,639,612	5,103,879	(3,845,339)	(9,272,194)
Sources Over/(Under) Uses - After Future Initiatives	(7,425,042)	-	-	-	-
Ending Fund Balance - After Future Initiatives					
General Fund Reserve	23,885,832	23,615,083	24,271,010	25,325,006	26,257,291
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	5,161,182	5,431,931	4,776,004	3,722,008	2,789,723
Total Ending Fund Balance	34,047,014	34,047,014	34,047,014	34,047,014	34,047,014

General Fund Sources

General Fund Revenues and Transfers-In

General Fund sources include both revenues and transfers-in from other fund types such as the Special Revenue, Enterprise, and Internal Service Funds. Estimated General Fund revenues and transfers-in for FY 2011/12 equals \$230.2 million, a decrease of approximately \$12.5 million, or 5 percent, from the FY 2010/11 year-end forecast of \$242.7 million. The decrease in the forecast General Fund revenues reflects decreases in Scottsdale's revenue categories, such as a 12 percent decline in anticipated State Shared Tax Revenues which accounts for \$5.8 million of the decrease. Another factor that accounts for \$4.1 million of the decrease is a change in the method of calculating indirect cost allocations from the Enterprise Funds that was implemented for FY 2011/12. Certain components of the revenue sources are subject to dramatic peaks and valleys from year to year. Scottsdale has been experiencing positive trends in revenue recently; numerous revenues are projected to maintain current activity levels.

Revenues and transfers-in determine Scottsdale's capacity to provide program services to citizens. The major resources, which fund the program operating budget, debt service, and capital projects, are identified in this section.

Local Tax Revenues

Local Tax Revenues of \$138.0 million represent 63 percent of the General Fund total operating resources and are the fund's largest category of revenue source. This category includes revenues received from property tax, local sales tax, bed tax, franchise and in-lieu fees, and stormwater charges. With the exception of property taxes, all of these revenues are "elastic", meaning they vary directly with the economy – during economic expansion, elastic tax revenues increase, due to higher levels of consumer spending and tourism activity. During an economic downturn, the opposite is true and tax revenue levels decline.

Privilege (Sales) Tax

Scottsdale's Privilege (Sales) Tax is a total of 1.65 percent. A total of 1.1 percent of that is retained by the General Fund. The remaining 0.55 percent is allocated to Special Revenue for the Transportation Fund (0.20 percent) and the Preservation Fund (0.35 percent). The regional economy continues to struggle during the current economic downturn and privilege tax is expected to grow moderately in the five-year revenue forecast.

General Fund Sources

Privilege (Sales) Tax

Privilege (Sales) Tax represents the 1.0 percent General Fund share of the City's total 1.65 percent sales tax that is available for any municipal purpose. This revenue also includes sales tax application and penalty fees. It is the General Fund's single largest revenue source, and the General Fund portion of the tax is used to pay for general governmental operations as well as the repayment of excise debt. For FY 2011/12, the anticipated revenue budget is \$80.9 million, which is approximately a \$1.1 million or a 1 percent increase over the FY 2010/11 year-end forecast of \$79.8 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	80.9	80.9 *
2010/11	80.5	79.8 *
2009/10	75.9	78.3
2008/09	106.3	87.3
2007/08	113.6	105.6

The five-year privilege (sales) tax forecast is shown in detail by major business category below. Staff forecast the privilege (sales) tax collections by category to arrive at more of precise forecast. The revenue forecasts for each business category use various assumptions that combine historical elements as well as emerging fiscal, economic and legal considerations.

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

Revenue Category	FY 2009/10 Actual	% of Total	FY 2010/11 Forecast	% of Total	FY 2011/12 Adopted	% of Total	FY 2012/13 Forecast	% of Total
Automotive	8,416,835	11%	9,050,865	11%	9,232,110	11%	9,462,913	11%
Construction	8,158,906	10%	7,645,444	10%	7,949,059	10%	7,988,804	10%
Food	5,986,778	8%	6,141,729	8%	6,248,883	8%	6,373,861	8%
Hotel/Motel	3,994,559	5%	4,136,058	5%	4,208,549	5%	4,355,848	5%
Major Dept Stores	8,957,791	11%	8,816,055	11%	8,904,216	11%	9,061,780	11%
Misc. Retail	12,114,601	15%	12,788,823	16%	13,268,803	16%	13,733,211	17%
Other Taxable	5,524,182	7%	5,594,451	7%	5,493,107	7%	5,564,731	7%
Rental	11,141,429	14%	11,745,877	15%	11,708,214	14%	11,825,296	14%
Restaurants	6,788,577	9%	7,189,844	9%	7,377,804	9%	7,599,139	9%
Utilities	4,817,155	6%	4,399,608	6%	4,355,612	5%	4,355,612	5%
Other	2,372,301	3%	2,260,469	3%	2,139,459	3%	2,118,065	3%
Total	78,273,114	100%	79,769,222	100%	80,885,817	100%	82,439,260	100%

Revenue Category	FY 2013/14 Forecast	% of Total	FY 2014/15 Forecast	% of Total	FY 2015/16 Forecast	% of Total
Automotive	9,746,800	12%	10,039,204	12%	10,390,576	12%
Construction	8,028,748	10%	8,068,892	9%	8,109,237	9%
Food	6,501,338	8%	6,631,365	8%	6,763,992	8%
Hotel/Motel	4,530,082	5%	4,733,935	5%	4,970,632	6%
Major Dept Stores	9,255,256	11%	9,476,015	11%	9,725,744	11%
Misc. Retail	14,282,540	17%	14,996,667	17%	15,896,467	18%
Other Taxable	5,665,146	7%	5,787,090	7%	5,911,667	7%
Rental	12,061,802	14%	12,423,656	14%	12,796,366	14%
Restaurants	7,865,108	9%	8,140,387	9%	8,466,003	9%
Utilities	4,355,612	5%	4,355,612	5%	4,355,612	5%
Other	2,118,065	3%	2,139,246	2%	2,160,638	2%
Total	84,410,498	100%	86,792,070	100%	89,546,935	100%

General Fund Sources

Privilege (Sales) Tax - Public Safety

Privilege (Sales) Tax - Public Safety represents the 0.10 percent of the total 1.65 percent sales tax rate and is dedicated exclusively to public safety enhancements. The Public Safety sales tax forecast calls for FY 2011/12 revenues of about \$7.8 million versus an expected FY 2010/11 year-end of approximately \$7.7 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	7.8	7.8 *
2010/11	7.8	7.7 *
2009/10	7.4	7.6
2008/09	10.3	8.4
2007/08	11.4	10.2

The same business category analysis used for the 1.0 percent Privilege (Sales) Tax was applied when forecasting the Public Safety Privilege (Sales) Tax over the next five years.

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

Revenue Category	FY 2009/10 Actual	% of Total	FY 2010/11 Forecast	% of Total	FY 2011/12 Adopted	% of Total	FY 2012/13 Forecast	% of Total
Automotive	842,516	11%	902,607	12%	918,897	12%	941,136	12%
Construction	814,074	11%	762,450	10%	791,191	10%	794,528	10%
Food	599,270	8%	612,490	8%	621,968	8%	633,914	8%
Hotel/Motel	399,851	5%	412,473	5%	418,888	5%	433,212	5%
Major Dept Stores	890,350	12%	879,190	11%	886,260	11%	901,242	11%
Misc. Retail	1,212,331	16%	1,275,378	16%	1,320,680	17%	1,365,840	17%
Other Taxable	552,709	7%	557,912	7%	546,744	7%	553,442	7%
Rental	1,114,921	15%	1,171,370	15%	1,165,350	15%	1,176,088	15%
Restaurants	679,529	9%	717,014	9%	734,333	9%	755,774	9%
Utilities	451,394	6%	438,755	6%	433,526	6%	433,188	5%
Other	-	0%	-	0%	-	0%	-	0%
Total	7,556,945	100%	7,729,639	100%	7,837,836	100%	7,988,364	100%

Revenue Category	FY 2013/14 Forecast	% of Total	FY 2014/15 Forecast	% of Total	FY 2015/16 Forecast	% of Total
Automotive	968,774	12%	997,382	12%	1,031,741	12%
Construction	798,010	10%	801,634	10%	805,214	9%
Food	646,194	8%	658,818	8%	671,636	8%
Hotel/Motel	450,263	6%	470,311	6%	493,563	6%
Major Dept Stores	919,917	11%	941,430	11%	965,726	11%
Misc. Retail	1,419,599	17%	1,489,900	18%	1,578,453	18%
Other Taxable	563,082	7%	574,940	7%	587,004	7%
Rental	1,198,871	15%	1,234,275	15%	1,270,626	15%
Restaurants	781,745	10%	808,737	10%	840,639	10%
Utilities	432,922	5%	432,725	5%	432,494	5%
Other	-	0%	-	0%	-	0%
Total	8,179,377	100%	8,410,152	100%	8,677,098	100%

General Fund Sources

Property Tax (Primary)

Property Tax (Primary) represents the General Fund’s portion of the Primary Property Tax which is levied on the assessed value of all property within the City to help pay for City general governmental operation costs. By Arizona State Statute, the primary property levy is limited to a 2 percent increase per year, plus an allowance for annexations and new construction. Scottsdale is not imposing a levy increase for FY 2011/12. Primary property tax accounts for approximately 11 percent of the total adopted FY 2011/12 General Fund sources. The FY 2011/12 revenue forecast of \$25.0 million represents an increase of \$0.5 million from the FY 2010/11 year-end forecast of \$24.5 million, attributable to increased valuations as a result of new construction. The proposed primary property tax rate of approximately 44 cents per \$100 of assessed valuation represents a 6 cent increase from the FY 2010/11 rate.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	25.0	25.0 *
2010/11	24.7	24.5 *
2009/10	23.7	23.3
2008/09	22.4	22.6
2007/08	21.0	20.4

Transient Occupancy ("Bed") Tax

Transient Occupancy (“Bed”) Tax forecast reflects a voter approved Transient Occupancy Tax increase from 3 percent to 5 percent on hotel and motel room rentals in addition to the sales tax. By City ordinance, prior to FY 2009/10, 80 percent of the Bed Tax revenue was reflected as a revenue source within the Special Programs Fund. Beginning in FY 2009/10, 100 percent of the original 3 percent Bed Tax revenue was recorded in the General Fund with a corresponding transfer out of 80 percent to the Special Programs Fund. In March 2010 voters approved an increase to the bed tax from 3 percent to 5 percent, effective July 1, 2010. Half of the 5 percent tax is restricted for destination marketing and is transferred out of the General Fund to the Special Programs Fund. The remaining half may be used in the General Fund for tourism-related uses.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	12.2	12.2 *
2010/11	10.6	12.5 *
2009/10	8.2	7.1
2008/09	2.0	1.5
2007/08	2.2	2.0

General Fund Sources

Stormwater Quality Charge

Stormwater Quality Charge revenue relates to the water quality charge to help pay a portion of the City's Stormwater Management program costs. These costs are driven by "unfunded" federal mandates that require the City to operate under a National Pollution Discharge Elimination System (NPDES) permit and to address the quality of stormwater runoff. Charges are forecasted at \$0.9 million for FY 2011/12.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.9	0.9 *
2010/11	0.9	0.9 *
2009/10	0.9	0.8
2008/09	0.8	0.8
2007/08	0.7	0.9

Franchise Fees and In-Lieu Taxes

Franchise Fees and In-Lieu Taxes include franchise taxes charged on revenues from utility and cable companies for use of City right-of-ways and in-lieu property tax for municipal utilities. The electric and gas franchise tax revenue budget of \$7.9 million for FY 2011/12 is approximately \$0.1 million higher than the FY 2010/11 year-end forecast. The cable TV franchise tax is projected to decrease by \$0.1 million from the FY 2010/11 year-end forecast of \$3.1 million. The Salt River Project In-Lieu Tax of \$0.2 million is expected to remain relatively flat at the FY 2010/11 year-end forecast of \$0.2 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	11.1	11.1 *
2010/11	11.6	11.1 *
2009/10	12.1	11.5
2008/09	11.5	11.5
2007/08	10.9	11.5

State-Shared Tax Revenues

State-Shared Tax Revenues include the state sales tax, income tax collections, and auto lieu tax, which are shared with all cities and towns throughout the state. The formula for distribution of the sales and income tax revenue is based upon the relation of the City's population to the total incorporated state population. The auto lieu tax is shared based on the City's population in relation to the total incorporated population of Maricopa County. Under this distribution method, mature cities reaching build-out will see their portion of state-shared tax revenues decrease, as rapidly growing cities receive a greater share of the revenue distribution. The 2010 US census had an adverse affect on the City's share, as faster growing cities and towns within the region received an increased proportion of the overall pool of state-shared revenues.

The State Department of Revenue collects and distributes funds and provides revenue forecasts to cities and towns for these revenue sources.

General Fund Sources

State Shared Sales Tax

State Shared Sales Tax cities and towns share in a portion of the 6.0 percent sales tax collected by the State. The distribution base (shared portion) varies by category. For example, retail sales is 40 percent shared and 60 percent non-shared (retained by the State). Of the shared portion, 25 percent is returned to incorporated cities and towns, 40.51 percent is returned to counties, and 34.49 percent is returned to the State General Fund. The 25 percent that is returned to cities and towns is allocated based on percent of population. The forecast calls for FY 2011/12 revenues of approximately \$16.4 million versus an expected FY 2010/11 year-end of \$17.6 million, a decrease of \$1.2 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	16.4	16.4 *
2010/11	17.6	17.6 *
2009/10	18.0	17.3
2008/09	22.0	18.9
2007/08	23.9	21.6

State Revenue Sharing (Income Tax)

Cities and towns in Arizona are prohibited from levying a local income tax; however, 15 percent of the state income tax collections are shared with the cities and towns and is distributed based on each cities respective percent of population to the total incorporated population of the state. There is a two-year lag between the time citizens earn and report income to the State and when the State submits the actual shared income tax revenues to cities and towns. Revenue from State Shared Income Tax is forecasted at \$18.3 million for FY 2011/12, a decrease of \$4.5 million from the expected FY 2010/11 year-end forecast of \$22.8 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	18.3	18.3 *
2010/11	22.8	22.8 *
2009/10	30.3	30.3
2008/09	34.0	35.1
2007/08	33.1	33.0

General Fund Sources

Auto Lieu Tax

Auto Lieu Tax is part of the vehicle license fees collected by Maricopa County, but is actually a State revenue source. Twenty-five percent of the net revenues collected for the licensing of motor vehicles by the County are distributed back based on the population of Scottsdale in relation to the total incorporated population of Maricopa County. The only stipulation on the use of this revenue is that it must be spent on a public purpose. The budget forecast for FY 2011/12 is \$7.3 million, which is \$0.2 million less than the FY 2010/11 year-end forecast of \$7.5 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	7.3	7.3 *
2010/11	8.2	7.5 *
2009/10	8.0	7.9
2008/09	9.7	8.2
2007/08	10.4	10.0

Licenses, Permits & Fees Revenue

Licenses, Permits & Fees Revenue include revenue from various business licenses, all fees recovered as a part of the development process, and recreation fees. This category includes building, electrical, mechanical, and plumbing permits, as well as subdivision, zoning, and plan check fees. Recreation Fees include revenue from the various recreational programs, classes, entry fees, and WestWorld event revenue. In accordance with Scottsdale's adopted financial policy, all fees and charges are reviewed annually.

Scottsdale's development activity is slowing as the community is changing from growth oriented to a maturing community focused more on sustaining its high quality of life. The new commercial and residential construction activity is expected to continue, but at a slower pace. The attractiveness of Scottsdale, low commercial vacancy rates and low mortgage interest rates are major contributors to the Licenses, Permits & Fees Revenue.

Building Permits Fees & Charges

Building Permits Fees & Charges include fees assessed to developers/builders that recover the cost of four primary functions: 1) reviewing/processing development applications, 2) plan review of construction documents, 3) the issuance of building, electrical, mechanical and plumbing permits, and 4) the inspection of buildings/structures in the construction phase. The FY 2011/12 forecast of \$8.4 million takes into consideration the current economic conditions.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	8.4	8.4 *
2010/11	8.2	7.8 *
2009/10	8.1	6.9
2008/09	14.5	6.9
2007/08	16.5	12.5

General Fund Sources

Recreation Fees

Recreation Fees are budgeted at \$3.8 million and include revenue from the various recreational programs, classes, and entry fees. In accordance with the City's adopted financial policies, recreation fees are reviewed and adjusted annually as needed to meet cost recovery targets as approved by City Council.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	3.8	3.8 *
2010/11	3.4	3.6 *
2009/10	3.0	3.3
2008/09	3.1	3.2
2007/08	2.9	2.8

WestWorld Fees

WestWorld Fees include revenue (general facility rental, concessions, parking fees, etc.) from events such as horse shows, auto auctions and car shows, consumer and home shows, as well as RV space rental income. Revenues of approximately \$2.5 million are anticipated in FY 2011/12 versus an expected FY 2010/11 year-end of \$2.6 million. Staff's FY 2011/12 revenue forecast is based on future confirmed bookings for WestWorld, Feed and Bedding as well as historical activity.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	2.5	2.5 *
2010/11	2.6	2.6 *
2009/10	2.9	2.5
2008/09	2.4	2.7
2007/08	2.0	2.3

Fire Service Charges

Fire Service Charges include service fees for the cost recovery of fire and medical standbys at special events, after hour's inspections, ambulance staffing, and medical enhancement cost associated with the ambulance agreement. In addition, the department collects fees for CPR classes, permits and incident reports. For FY 2011/12 revenues are forecasted at \$0.4 million, a decrease of \$0.3 million from the FY 2010/11 year-end forecast of \$0.7 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.4	0.4 *
2010/11	0.6	0.7 *
2009/10	2.4	1.8
2008/09	1.4	1.8
2007/08	1.1	1.1

Business Licenses & Fees

Business Licenses & Fees include the licensing of business activity that takes place in Scottsdale and the associated fees relating to the licensure and regulation of specific activity. Revenues of approximately \$1.7 million are expected in FY 2011/12, which is consistent with FY 2010/11 year-end forecast of \$1.7 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.7	1.7 *
2010/11	1.7	1.7 *
2009/10	1.7	1.8
2008/09	1.8	1.7
2007/08	1.6	1.6

General Fund Sources

Fines and Forfeiture Revenues

Fines and Forfeiture Revenues include court, photo enforcement, parking, and library fines. In the aggregate, the revenue for these items in FY 2011/12 is projected to be \$8.7 million for a decrease of approximately \$0.7 million from the FY 2010/11 year-end forecast of \$9.4 million. The largest decline is anticipated to occur in the court fines revenue.

Court Fines

Court Fines are the General Fund portion of penalties or fees assessed by state statute, City ordinance or the Presiding Judge. Examples include: fines, a portion of the registration fee to attend Defensive Driving School, bonds forfeited to the City and collection fees. Revenues of approximately \$6.2 million are expected for FY 2011/12, which reflects a \$0.6 million decrease from the FY 2010/11 year-end forecast of \$6.8 million. This decline is the result of moving the collection fees to the Court Enhancement Fund in Special Programs.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6.2	6.2 *
2010/11	7.3	6.8 *
2009/10	7.2	7.5
2008/09	6.5	6.7
2007/08	5.5	6.8

Photo Enforcement Fines

Photo Enforcement Fines are the General Fund portion of Photo Enforcement penalties as assessed by the Presiding Judge. Examples include: red light and speeding fines and a portion of the registration fee to attend Defensive Driving School. Revenues are budgeted at \$1.9 million for FY 2011/12, which represents no change from the FY 2010/11 year-end forecast. Use of photo enforcement is intended to be a deterrent to unsafe driving and to modify driving habits, not as a revenue producer.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.9	1.9 *
2010/11	1.8	1.9 *
2009/10	1.7	1.8
2008/09	1.9	1.7
2007/08	2.6	1.5

Parking Fines

Parking Fines are the General Fund portion of parking fees assessed per City ordinance and are forecasted at slightly more than \$0.2 million for FY 2011/12 – which is consistent with the FY 2010/11 year-end forecast of \$0.2 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.2	0.2 *
2010/11	0.4	0.2 *
2009/10	0.5	0.3
2008/09	0.3	0.4
2007/08	0.3	0.5

General Fund Sources

Library Fines & Fees

Library Fines & Fees are monies collected when library materials are returned after their due date, are lost, and/or are damaged. The FY 2011/12 revenues are forecasted at \$0.4 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.4	0.4 *
2010/11	0.3	0.5 *
2009/10	0.4	0.4
2008/09	0.4	0.3
2007/08	0.7	0.4

Other Revenues

Other Revenues include interest earnings, property rentals, reimbursements from outside sources, expense recovery, Intergovernmental Agreements, miscellaneous non-operating revenue such as copies of materials and passport fees, and indirect cost allocations received from the Enterprise operations. New revenue added for FY 2011/12 is for a Police program for Out of Jurisdiction Confinement.

Interest Earnings

Interest Earnings are generated on idle General Fund cash balance throughout the year. This revenue is a function of the relationship between the City's available cash balance and interest rate. The City earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan (CIP) accrue to the CIP budget and are not included in General Fund revenues. Interest Earnings Revenue is forecasted at \$0.4 million for FY 2011/12.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.4	0.4 *
2010/11	1.0	1.6 *
2009/10	1.7	2.1
2008/09	4.5	3.7
2007/08	5.2	6.4

General Fund Sources

Property Rental

Property rental revenues are rental fees on facilities such as the Scottsdale Stadium, as well as amounts received from the Tournament Players Club and Princess Hotel as a percent of revenue on gross sales agreements. The FY 2011/12 forecasted revenue of approximately \$2.8 million is equal to the FY 2010/11 year-end forecast of \$2.8 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	2.8	2.8 *
2010/11	2.8	2.8 *
2009/10	3.2	2.9
2008/09	3.4	3.2
2007/08	3.3	3.5

Miscellaneous

Miscellaneous revenue includes various revenues the City receives during any given year that are not attributable to one of the specific revenue categories noted previously. The FY 2011/12 revenue is forecasted at \$0.8 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.8	0.8 *
2010/11	0.5	0.5 *
2009/10	1.0	0.6
2008/09	1.0	0.6
2007/08	0.7	0.7

Out of Jurisdiction Confinement Program

Presently, nonviolent misdemeanor defendants sentenced in Scottsdale City Court can serve their mandated sentences in the Scottsdale City Jail. This program will expand this to defendants from not only Scottsdale City Court but from any jurisdiction in the State with the respective Court's approval. This alternative, among other things, provides a public service to Scottsdale residents and other east valley residents sentenced out of their jurisdiction by having a closer jail facility to serve their court ordered confinements up to a maximum of 48 consecutive hours. The anticipated revenue for FY 2011/12 is \$0.5 million. The program will be evaluated mid year to determine its effectiveness.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.5	0.5 *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

General Fund Sources

Reimbursements

This category represents reimbursements to the General Fund received by various areas. FY 2011/12 revenues are forecasted at \$0.4 million, which represents no change from the FY 2010/11 year-end estimate of \$0.4 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.4	0.4 *
2010/11	0.4	0.4 *
2009/10	1.0	2.1
2008/09	1.0	0.6
2007/08	0.7	0.7

Intergovernmental Revenue

Intergovernmental Revenue is related to School Resource Officers from the Scottsdale Police Department servicing local area schools, an intergovernmental agreement with the Scottsdale Unified School District for library shared use reimbursement of Palomino Library, and revenue received from the County Library District for reciprocal interlibrary use. FY 2011/12 revenues are forecasted at \$0.8 million, which remains flat with the FY 2010/11 year-end forecast of \$0.8 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.8	0.8 *
2010/11	0.9	0.8 *
2009/10	1.0	1.1
2008/09	0.7	-
2007/08	-	1.1

Indirect Cost Allocation

Indirect Cost Allocation represents a reimbursement to the General Fund for centralized services provided to the Enterprise Funds such as payroll, accounts payable, human resources, information technology, City administration, etc. The FY 2011/12 forecasted revenue is approximately \$8.2 million, which reflects a \$4.1 million decrease from the FY 2010/11 year-end forecast of \$12.3 million. The decrease is the result of a change in the overhead calculation to a methodology which weighs factors such as FTE (for HR overhead), as well as IT equipment counts (for the IT overhead calculations).

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	8.2	8.2 *
2010/11	12.3	12.3 *
2009/10	14.8	11.7
2008/09	12.9	12.9
2007/08	11.6	11.6

General Fund Sources

Transfers-In

The budget for Transfers-In to the General Fund includes in lieu property taxes and franchise fees from the Enterprise Funds, reimbursement of direct costs from the Aviation Fund for providing Fire service at the Airport, and other miscellaneous transfers from other funds. Property tax and franchise fees charged to the Enterprise Funds represent fees a private organization would incur while conducting business within the City. Other Transfers-In included in the FY 2011/12 budget are reimbursements from the Special Programs Fund as well as the Fleet Fund. There is a one time transfer that will occur in FY 2011/12 from the Fleet Fund to the operating budgets in an effort to recapture the accumulated excess contributions from prior years as suggested by an internal audit recommendation; the General Fund amount is approximately \$1.0 million. In total, the transfers-in for FY 2011/12 are expected to decrease by approximately \$2.4 million from the FY 2010/11 year-end forecast of \$12.9 million.

General Fund Uses

General Fund Uses

The General Fund expenditures are presented by the following five major operating expenditure categories: personnel services, contractual services, commodities, capital outlay, debt service, and operating projects. There are also cash transfers-out to other funds.

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2011/12 adopted budget of \$153.8 million is \$8.7 million less than the FY 2010/11 adopted budget. The budget change is due to continued budget reduction efforts such as; policy change in overtime to be based on hours worked, rather than hours paid, in excess of 40 hours, and reduced staffing levels. In addition, budget change is also due to changes in healthcare and Arizona State Retirement System (ASRS) allocation in FY 2011/12.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	153.8	153.8 *
2010/11	162.5	160.6 *
2009/10	171.9	167.5
2008/09	189.3	192.1
2007/08	183.4	180.2

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. The FY 2011/12 adopted budget of \$45.4 million is \$9.4 million, or 17 percent, less than the FY 2010/11 adopted budget. This is due to divisions implementing efficiencies, such as; renegotiating existing contracts, completing work in house when feasible, and re-evaluating services to balance the budget. Major contracts include the Maricopa County jail contract, software maintenance and licensing, fleet maintenance and operations, utilities, mowing/landscape maintenance and Fire Dispatch contract.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	45.4	45.4 *
2010/11	54.8	46.3 *
2009/10	53.8	48.8
2008/09	58.5	51.4
2007/08	50.4	53.4

General Fund Uses

Commodities

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted budget of \$7.3 million is \$1.6 million, or 18 percent, less than the FY 2010/11 adopted budget. This is due to divisions prioritizing services.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	7.3	7.3 *
2010/11	8.9	7.7 *
2009/10	9.3	7.7
2008/09	10.5	8.5
2007/08	10.6	11.5

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, have a unit cost of \$5,000 or more, and must be a betterment or improvement. The FY 2011/12 adopted budget is 94 percent less than the FY 2010/11 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	nil	nil *
2010/11	0.3	0.5 *
2009/10	0.4	0.5
2008/09	0.6	0.4
2007/08	1.0	0.9

Capital - Operating Projects

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non capital assets, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset. The FY 2011/12 proposed budget is \$1.8 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.8	1.8 *
2010/11	3.9	4.7 *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Debt Service - Contracts Payable

Contracts Payable is primarily contractual debt related to sales tax development agreements, and will vary based on the actual sales tax collections at each developed site. The FY 2011/12 Debt Service budget of \$3.1 million is related to sales tax development agreements such as the Nordstrom Garage Lease and Hotel Valley Ho.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	3.1	3.1 *
2010/11	3.1	3.5 *
2009/10	2.7	1.5
2008/09	4.6	2.6
2007/08	5.7	4.1

General Fund Uses

Debt Service - Certificates of Participation

Certificates of Participation (COP) are instruments whereby the City enters into a lease-purchase agreement for the acquisition, operation and/or maintenance of a project. COPs are secured by a budgeted appropriation made each year by the City. At the completion of the lease period, the City owns the project. In FY 2005/06, the City issued \$7.65 million of COPs for the acquisition of the police/fire administration building. The FY 2011/12 budget assumes full prepayment of the FY 2005/06 COPs. In FY 2010/11 the City issued \$20.0 million of COPs for a public safety radio system. The FY 2011/12 budget also includes a debt payment of approximately \$2.5 million related to the FY 2010/11 COPs issuance.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	5.9	5.9 *
2010/11	1.4	1.4 *
2009/10	2.0	0.9
2008/09	1.4	1.0
2007/08	0.9	0.9

Transfers-Out

Transfers-Out are the authorized movement of cash to other funds, divisions, departments, and/or capital projects. Transfers-Out in FY 2011/12 total \$20.2 million and includes \$1.2 million to the PC Replacement Fund; \$7.6 million to the MPC Excise Debt Fund; \$1.2 million to the MPC Excise Debt related to Bed Tax; \$2.0 million to the Capital Fund to cover the cost of on-going capital maintenance; \$1.8 million to the CIP for transient occupancy (bed) tax funded projects planned; \$6.1 million to the Special Programs Fund for transient occupancy (bed) tax revenues (half of the 5.0 percent transient occupancy (bed) tax restricted for destination marketing); \$0.2 million to the Special Programs Fund for Community Services; and \$60,000 for neighborhood revitalization (\$50,000) and for the preservation and maintenance of properties on Scottsdale's Historic Register (\$10,000).

General Fund Balance/Reserve/Operating Contingency

Fund Balance/Reserve/Operating Contingency protects the City's financial condition and provides for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. Fund balances 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.

The City's budget planning and adopted financial policies call for the establishment of reserves and an operating contingency as part of the resource allocation/limit setting process. The process allows the City to "set aside savings" before it is allocated or spent as budgeted expenditures. The specific make-up of the City's fund balance, reserves and operating contingencies are noted below.

General Fund Uses

General Fund Reserve

General Fund Reserve continues the City's adopted financial policy of setting aside a reserve to protect Scottsdale in times of emergency. It is financially prudent to have a minimum General Fund Reserve of 10 percent of the General and Highway User Revenue Funds total annual operating costs. Based on the revenue and expenditure estimates included in the adopted budget, the ending FY 2011/12 General Fund Reserve is projected to be approximately \$23.9 million. Maintaining the General Fund Reserve is very important to the municipal credit rating agencies and in retaining the City's AAA bond ratings.

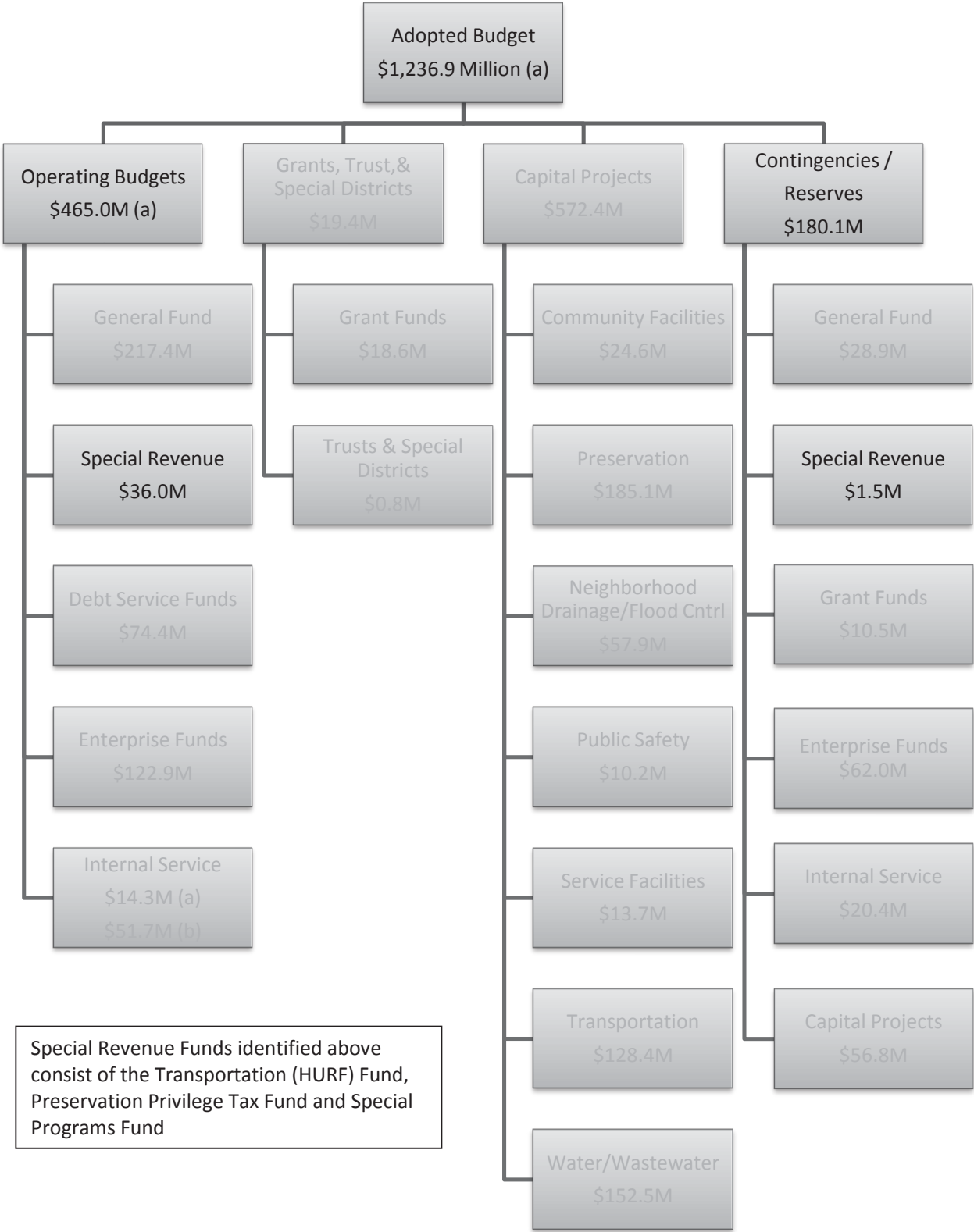
Operating Contingency

Operating Contingency includes \$5.0 million of budget authorization in the event that unforeseen expenses occur during the fiscal year. City Council approval is required before any funds can be transferred from the contingency to an operating division budget.

Unreserved Fund Balance

Unreserved Fund Balance accounts for any funds remaining after the designation of all other reserves/uses. The FY 2011/12 ending unreserved fund balance is forecasted at \$5.2 million, which represents the cumulative General Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

Special Revenue Funds



Special Revenue Funds identified above consist of the Transportation (HURF) Fund, Preservation Privilege Tax Fund and Special Programs Fund

(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

Special Revenue Funds

Special Revenue Funds Description

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, Preserve Sales Tax, Transportation Sales Tax, and Special Programs, such as Police 30-Day Towing, for which funding has been received for a specific purpose. The sections to follow discuss each of the funds in more detail.

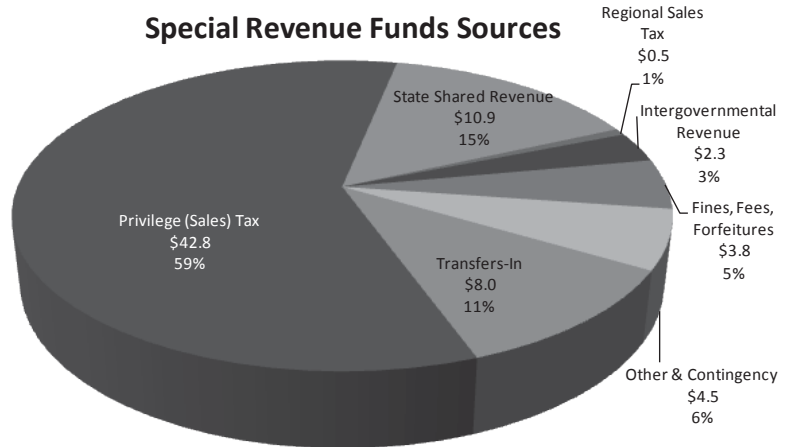
Economic Overview

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

Special Revenue Funds Sources
(in millions)

Privilege (Sales) Tax	\$	42.8
State Shared Revenue	\$	10.9
Regional Sales Tax	\$	0.5
Intergovernmental Revenue	\$	2.3
Fines, Fees, Forfeitures	\$	3.8
Other & Contingency	\$	4.5
Transfers-In	\$	8.0
Total Sources	\$	72.9

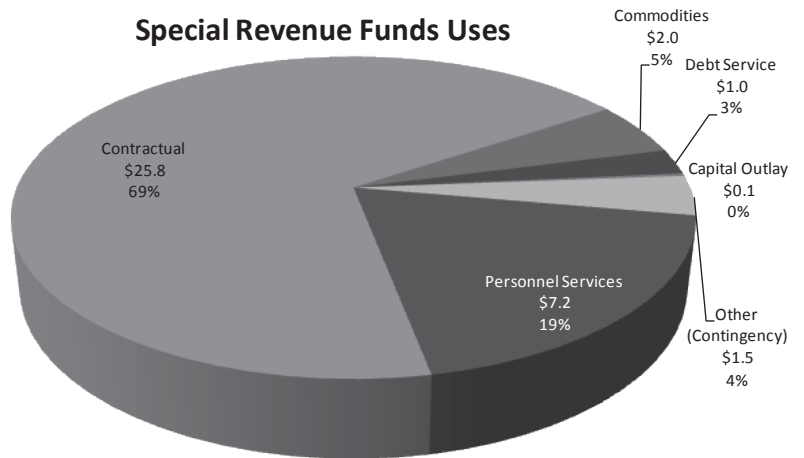
Special Revenue Funds Sources



Special Revenue Funds Uses
(in millions)

Personnel Services	\$	7.2
Contractual	\$	25.8
Commodities	\$	2.0
Debt Service	\$	1.0
Capital Outlay	\$	0.1
Other (Contingency)	\$	1.5
Total Uses	\$	37.5

Special Revenue Funds Uses



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

Transportation Fund

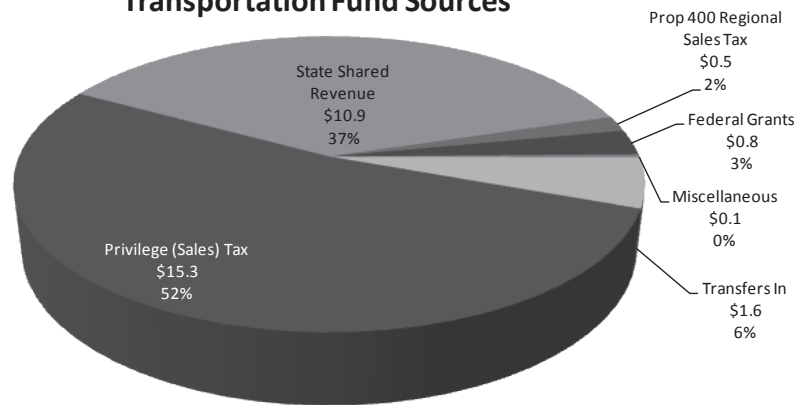
Fund Purpose

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

Transportation Fund Sources
(in millions)

Privilege (Sales) Tax	\$	15.3
State Shared Revenue	\$	10.9
Prop 400 Regional Sales Tax	\$	0.5
Federal Grants	\$	0.8
Miscellaneous	\$	0.1
Transfers In	\$	1.6
Total Sources	\$	29.2

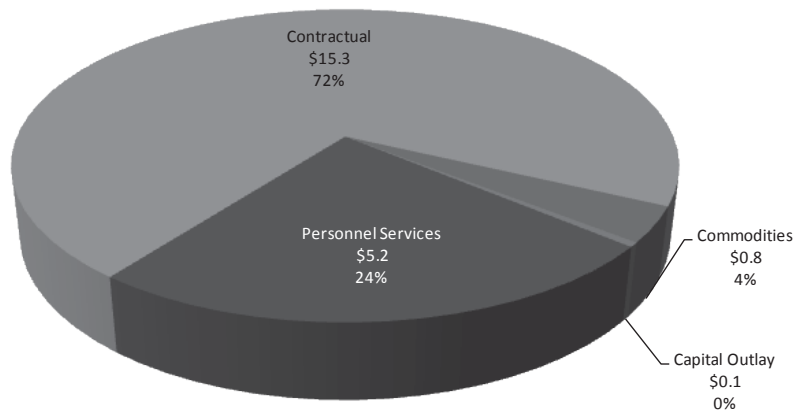
Transportation Fund Sources



Transportation Fund Uses
(in millions)

Personnel Services	\$	5.2
Contractual	\$	15.3
Commodities	\$	0.8
Debt Service	\$	-
Capital Outlay	\$	0.1
Other	\$	-
Total Uses	\$	21.5

Transportation Fund Uses



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

Transportation Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance	31,891	-	-	451,413
Revenues				
Highway User Revenue Tax	13,384,655	13,814,970	13,400,000	10,945,461
Privilege (Sales) Tax - Transportation 0.20%	14,625,379	15,217,282	15,092,337	15,303,597
Local Transportation Assistance Fund I	585,184	-	-	-
Local Transportation Assistance Fund II	336,302	-	-	-
Proposition 400 Regional Sales Tax	775,835	300,000	520,000	500,000
Capital Improvement Plan Cost Allocation	870,429	819,926	883,227	-
Federal Grants	-	1,995,000	3,950,000	830,000
Miscellaneous	426,584	20,000	20,000	70,000
Subtotal	31,004,368	32,167,178	33,865,564	27,649,058
Cash Transfers In				
General Fund - Deficit Elimination Transfer	3,259,641	1,818,092	-	-
CIP - Operating Projects	-	249,000	249,000	-
Transportation CIP Fund Savings	-	-	-	889,000
Fleet Fund	-	-	-	179,400
Solid Waste - Alley Maintenance	358,550	380,063	380,063	482,867
Subtotal	3,618,191	2,447,155	629,063	1,551,267
Total Sources	34,622,559	34,614,334	34,494,628	29,200,325
Use of Funds:				
Divisions				
Community & Economic Development	13,214,177	12,063,783	12,063,783	9,104,296
Public Works	13,970,218	14,935,409	14,887,387	11,697,554
Community Services	-	-	-	746,073
<i>Estimated YE Savings</i>	-	-	(500,000)	-
<i>Leave Accrual Payments</i>	-	43,100	7,536	45,255
<i>Estimated Personnel Savings from Vacant Positions</i>	-	(135,000)	(59,460)	(141,750)
Subtotal	27,184,395	26,907,293	26,399,247	21,451,428
Cash Transfers Out				
CIP Fund - Privilege Tax Allocation	7,400,455	7,608,641	7,546,169	7,651,799
CIP Fund - Tech. Replacement	69,600	98,400	97,800	23,700
Total Cash Transfers Out	7,470,055	7,707,041	7,643,969	7,675,499
Total Uses	34,654,450	34,614,334	34,043,216	29,126,927
Sources Over/(Under) Uses - Before Future Initiatives	(31,891)	-	451,413	73,398
Future Initiatives	-	-	-	-
Sources Over/(Under) Uses - After Future Initiatives	(31,891)	-	451,413	73,398
Ending Fund Balance - After Future Initiatives	-	-	451,413	524,811

Transportation Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance	451,413	524,811	48,130	68,481	705,696
Revenues					
Highway User Revenue Tax	10,945,461	11,317,607	11,721,645	12,206,921	12,691,536
Privilege (Sales) Tax - Transportation 0.20%	15,303,597	15,597,508	15,970,466	16,421,060	16,942,280
Local Transportation Assistance Fund I	-	-	-	-	-
Local Transportation Assistance Fund II	-	-	-	-	-
Proposition 400 Regional Sales Tax	500,000	500,000	500,000	500,000	500,000
Capital Improvement Plan Cost Allocation	-	-	-	-	-
Federal Grants	830,000	-	-	-	-
Miscellaneous	70,000	20,000	20,000	20,000	20,000
Subtotal	27,649,058	27,435,115	28,212,111	29,147,981	30,153,816
Cash Transfers In					
General Fund - Deficit Elimination Transfer	-	-	-	-	-
CIP - Operating Projects	-	-	-	-	-
Transportation CIP Fund Savings	889,000	-	-	-	-
Fleet Fund	179,400	-	-	-	-
Solid Waste - Alley Maintenance	482,867	511,839	542,549	575,102	609,608
Subtotal	1,551,267	511,839	542,549	575,102	609,608
Total Sources	29,200,325	27,946,954	28,754,661	29,723,084	30,763,425
Use of Funds:					
Divisions					
Community & Economic Development	9,104,296	9,360,007	9,407,705	9,454,674	9,502,100
Public Works	11,697,554	11,788,559	11,857,488	11,923,990	11,991,696
Community Services	746,073	753,534	761,069	768,680	776,367
<i>Estimated YE Savings</i>	-	-	-	-	-
<i>Leave Accrual Payments</i>	45,255	47,518	49,894	52,388	55,008
<i>Estimated Personnel Savings from Vacant Positions</i>	(141,750)	(148,838)	(156,279)	(164,093)	(172,298)
Subtotal	21,451,428	21,800,781	21,919,876	22,035,638	22,152,872
Cash Transfers Out					
CIP Fund - Privilege Tax Allocation	7,651,799	7,798,754	7,985,233	8,210,530	8,471,140
CIP Fund - Tech. Replacement	23,700	24,100	29,200	39,700	35,300
Total Cash Transfers Out	7,675,499	7,822,854	8,014,433	8,250,230	8,506,440
Total Uses	29,126,927	29,623,635	29,934,309	30,285,868	30,659,312
Sources Over/(Under) Uses - Before Future Initiatives	73,398	(1,676,681)	(1,179,649)	(562,785)	104,112
Future Initiatives	-	1,200,000	1,200,000	1,200,000	1,200,000
Sources Over/(Under) Uses - After Future Initiatives	73,398	(476,681)	20,351	637,215	1,304,112
Ending Fund Balance - After Future Initiatives	524,811	48,130	68,481	705,696	2,009,808

Transportation Fund Sources

Transportation Fund Revenues and Transfers-In

Transportation Fund sources include both revenues and transfers-in from other funds. Estimated sources for FY 2011/12 equals \$29.2 million, a decrease of approximately \$5.3 million from the FY 2010/11 year-end forecast, attributable to the decrease in State Shared Revenue calculations as well as the decline in grants anticipated for FY 2011/12. Any fiscal year where estimated Transportation Fund revenues are not sufficient to cover estimated expenditures, the General Fund will transfer funds to eliminate any deficits. There is no transfer from the General Fund anticipated for FY 2011/12 since sources are forecast to exceed expenditures. More specific information on revenues is detailed below.

Highway User Revenue Tax (HURF)

Highway User Revenue Tax (HURF), also known as gas tax, is distributed by the State of Arizona based upon the population of each city and the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street, highway or transit purposes. Cities and towns receive 27.5 percent of the highway user revenue fund - of which one half of the monies are distributed based on the proportion of Scottsdale's population to the total population of all incorporated cities and towns in the State. The remaining half is distributed based on the basis of the "county of origin" of gasoline sales and the relation of Scottsdale's population to the total incorporated population of Maricopa County. The adopted FY 2011/12 budget of \$10.9 million represents a decrease of \$2.5 million or 19 percent from the FY 2010/11 year-end forecast. State Legislative changes account for \$1.5 million of this reduction. In addition, Scottsdale's population growth relative to other Arizona cities, as impacted by the 2010 Census, as well as projected fuel sale activity for Maricopa County is also contributing to the decreases.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	10.9	10.9 *
2010/11	13.8	13.4 *
2009/10	14.2	13.4
2008/09	16.9	14.1
2007/08	17.0	16.3

Transportation Fund Sources

Privilege (Sales) Tax - Transportation

Privilege (Sales) Tax – Transportation represents the 0.20 percent of the City’s privilege (sales) tax dedicated solely to transportation. The adopted FY 2011/12 budget of \$15.3 million represents an increase of \$0.2 million or 1.3 percent over the FY 2010/11 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	15.3	15.3 *
2010/11	15.2	15.1 *
2009/10	14.3	14.6
2008/09	20.1	16.5
2007/08	22.7	20.0

Local Transportation Assistance Fund (LTAF) Revenue (“State Lottery”)

Local Transportation Assistance Fund (LTAF) Revenue (“State Lottery”) is distributed by the State of Arizona based upon population as well as City and town participation in the lottery. The State Legislature eliminated these state shared revenues as of February 2010.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	1.1	0.9
2008/09	1.1	1.4
2007/08	1.6	1.5

Proposition 400 Regional Sales Tax

Proposition 400 Regional Sales Tax represents the City’s allocation of the 1.0 percent regional sales tax approved by Maricopa County voters in November 2004 for transportation and transit enhancements. This revenue is dedicated for construction of or reimbursement for street and highway projects within the City. Based on estimates from regional agencies, the City expects to receive \$0.5 million from this regional sales tax in the FY 2011/12, which remains flat with the FY 2010/11 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.5	0.5 *
2010/11	0.3	0.5 *
2009/10	0.3	0.8
2008/09	0.3	0.4
2007/08	0.3	0.4

Grants/Other Revenue

Revenue for Federal Grants and Miscellaneous Reimbursements for FY 2011/12 is \$0.9 million. Scottsdale is able to leverage grants received to offset transportation fund operating expenditures. Also included in the FY 2011/12 budget is a new revenue source for advertisements placed on the City’s downtown trolley.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.9	0.9 *
2010/11	2.0	4.0 *
2009/10	-	0.4
2008/09	-	-
2007/08	-	-

Transportation Fund Sources

Transfers-In

Transfers-In consists of transfers into the Transportation Fund from Solid Waste, Fleet and CIP. Solid Waste transfers funds to cover the cost associated with alley maintenance performed by the Transportation Division for the benefit of Solid Waste operations. The budget for this transfer for FY 2011/12 is \$0.5 million. There is a one time transfer that will occur in FY 2011/12 from the Fleet Fund to the operating budgets in an effort to recapture the accumulated excess contributions from prior years as suggested by an internal audit recommendation. The Transportation Fund's portion of this transfer is \$0.2 million. The Transportation CIP fund will transfer back to the Transportation operating fund \$0.9 million for FY 2011/12. Transportation Fund Transfers-In totals \$1.6 million for FY 2011/12.

Transportation Fund Uses

Transportation Fund Uses

The Transportation Fund expenditures are presented by four major expenditure categories: personnel services, contractual services, commodities, capital outlay, plus transfers-out to other funds.

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted FY 2011/12 personnel services budget of \$5.2 million is a decrease of \$0.9 million, or approximately 15 percent, from the FY 2010/11 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	5.2	5.2 *
2010/11	6.2	6.1 *
2009/10	6.5	6.5
2008/09	7.4	7.9
2007/08	7.2	6.6

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. The adopted FY 2011/12 contractual services budget of \$15.3 million is a decrease of \$4.4 million, or approximately 22 percent, from the FY 2010/11 adopted budget. The budget decrease is related to overall budget reduction efforts and reductions to the City's Transit contract for reduced transit routes.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	15.3	15.3 *
2010/11	19.7	19.2 *
2009/10	23.9	18.7
2008/09	26.6	23.7
2007/08	25.5	24.8

Commodities

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2011/12 commodities budget of \$0.8 million is essentially unchanged from the FY 2010/11 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.8	0.8 *
2010/11	0.8	0.8 *
2009/10	0.8	0.6
2008/09	1.1	0.8
2007/08	0.9	0.9

Transportation Fund Uses

Capital Outlay

Capital Outlay are typically one-time expenses and includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment, as well as operating projects. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$5,000 or more, and be a betterment or improvement. The adopted FY 2011/12 capital outlay budget of \$0.1 million represents approximately \$0.2 million decrease from the FY 2010/11 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.1	0.1 *
2010/11	0.3	0.3 *
2009/10	Nil	1.4
2008/09	0.3	Nil
2007/08	0.3	0.1

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2011/12 budget assumes approximately \$7.6 million of the Transportation Privilege Tax revenue (50 percent of anticipated revenue) will be transferred to the Capital Projects Fund to fund transportation system improvement operating costs.

Transportation Fund Balance

The adopted FY 2011/12 Transportation Fund ending balance is projected to be just over \$0.5 million. Typically, this fund does not have a planned fund balance due to its reliance on the General Fund to make up the difference between revenues and expenditures each year.

Preservation Privilege Tax Fund

Fund Purpose

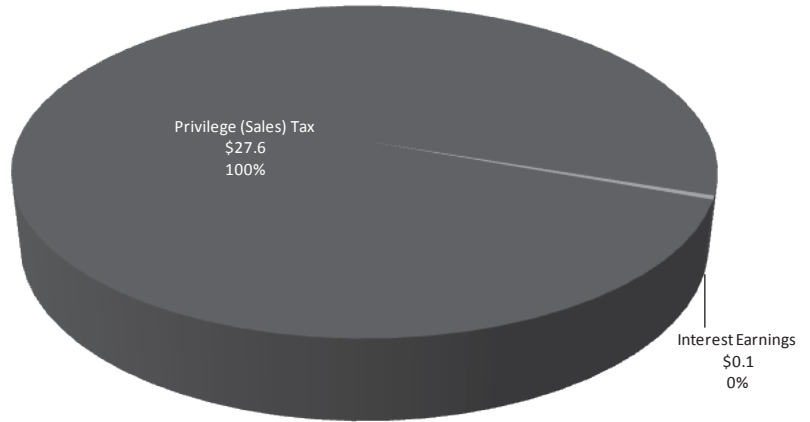
The Preservation Privilege Tax Fund accounts for the portion of the City's Privilege (Sales) Tax (0.35 percent) dedicated to the purchase of land within the McDowell Sonoran Preserve. In 1995, voters approved increasing the City's privilege (sales) tax rate by 0.20 percent for the purchase of land within the McDowell Sonoran Preserve. In May 2004, voters approved an additional 0.15 percent in the City's privilege (sales) tax rate dedicated to the McDowell Sonoran Preserve land acquisition. As with the 1995 tax, the 2004 tax covers the purchase of land within the preserve plus the construction of essential preserve related necessities such as proposed trailheads.

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

Preservation Fund Sources
(in millions)

Privilege (Sales) Tax	\$	27.6
Interest Earnings	\$	0.1
Transfers In	\$	-
Total Sources	\$	27.7

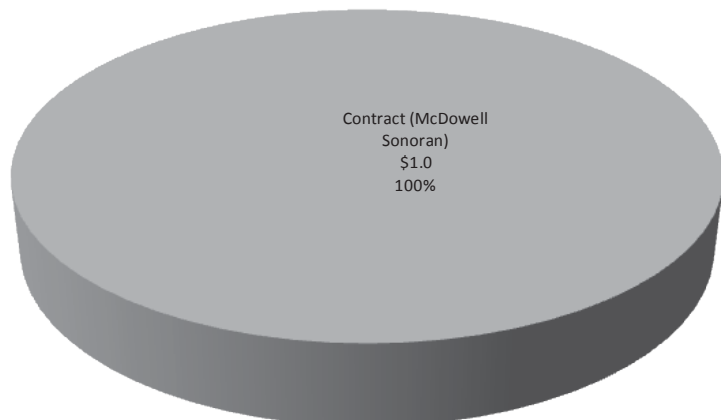
Preservation Fund Sources



Preservation Fund Uses
(in millions)

Personnel Services	\$	-
Contractual	\$	-
Commodities	\$	-
Contract (McDowell Sonoran)	\$	1.0
Capital Outlay	\$	-
Other	\$	-
Total Uses	\$	1.0

Preservation Fund Uses



Other Significant Impacts to Fund Balance:

Transfers Out for Debt Service	\$	26.7
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Note: Amounts are rounded in millions; therefore, differences may occur.

Preservation Privilege Tax Special Revenue Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance	14,737,709	12,728,463	17,287,931	21,296,374
Revenues				
Privilege (Sales) Tax - McDowell Preserve 0.20%	15,243,192	15,619,856	15,539,045	15,756,557
Privilege (Sales) Tax - Preservation 0.15%	11,289,111	12,077,208	11,598,445	11,760,798
Interest Earnings	753,655	234,680	302,000	134,726
Subtotal	27,285,958	27,931,744	27,439,490	27,652,081
Cash Transfers In				
Reimbursements	2,836,839	-	-	-
Subtotal	2,836,839	-	-	-
Total Sources	30,122,797	27,931,744	27,439,490	27,652,081
Use of Funds:				
Operating				
Miscellaneous	2,100	2,200	2,200	2,200
Subtotal	2,100	2,200	2,200	2,200
Debt Service				
McDowell Sonoran Contract	951,855	954,175	954,175	953,750
Subtotal	951,855	954,175	954,175	953,750
Total Expenditures	953,955	956,375	956,375	955,950
Cash Transfers Out				
Debt Service Fund (Preserve GO Bonds)	13,956,545	19,609,640	15,734,731	20,164,437
Debt Service Fund (Preserve Revenue Bonds)	6,739,494	6,701,105	5,935,861	6,491,773
CIP Fund (General Capital Projects)	5,922,581	-	804,080	5,110,000
Total Cash Transfers Out	26,618,620	26,310,745	22,474,672	31,766,210
Total Uses	27,572,575	27,267,120	23,431,047	32,722,160
Revenue Over/(Under) Expenditures	2,550,222	664,624	4,008,443	(5,070,079)
Ending Fund Balance	17,287,931	13,393,087	21,296,374	16,226,295

Preservation Privilege Tax Special Revenue Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance	21,296,374	16,226,295	11,046,508	8,186,125	8,519,344
Revenues					
Privilege (Sales) Tax - McDowell Preserve 0.20%	15,756,557	16,059,168	16,443,165	16,907,095	17,443,743
Privilege (Sales) Tax - Preservation 0.15%	11,760,798	11,986,668	12,273,286	12,619,567	13,020,124
Interest Earnings	134,726	159,073	298,211	420,335	460,096
Subtotal	27,652,081	28,204,909	29,014,662	29,946,997	30,923,963
Cash Transfers In					
Reimbursements	-	-	-	-	-
Subtotal	-	-	-	-	-
Total Sources	27,652,081	28,204,909	29,014,662	29,946,997	30,923,963
Use of Funds:					
Operating					
Miscellaneous	2,200	2,200	2,200	2,200	2,200
Subtotal	2,200	2,200	2,200	2,200	2,200
Debt Service					
McDowell Sonoran Contract	953,750	955,500	-	-	-
Subtotal	953,750	955,500	-	-	-
Total Expenditures	955,950	957,700	2,200	2,200	2,200
Cash Transfers Out					
Debt Service Fund (Preserve GO Bonds)	20,164,437	22,970,374	25,302,422	23,089,756	25,406,932
Debt Service Fund (Preserve Revenue Bonds)	6,491,773	6,481,622	6,470,423	6,471,822	6,484,623
CIP Fund (General Capital Projects)	5,110,000	2,975,000	100,000	50,000	-
Total Cash Transfers Out	31,766,210	32,426,996	31,872,845	29,611,578	31,891,555
Total Uses	32,722,160	33,384,696	31,875,045	29,613,778	31,893,755
Revenue Over/(Under) Expenditures	(5,070,079)	(5,179,787)	(2,860,383)	333,219	(969,792)
Ending Fund Balance	16,226,295	11,046,508	8,186,125	8,519,344	7,549,552

Preservation Privilege Tax Fund Sources

Preservation Fund Revenues

The Preservation Privilege Tax Fund revenues for FY 2011/12 are forecast at \$27.7 million, an increase of \$0.3 million from the FY 2010/11 year-end forecast. The same methodology for forecasting the transaction privilege (sales) tax in the General Fund is also used in forecasting the revenues in the Preservation Fund. A slight recovery in sales tax activity is anticipated for FY 2011/12, which accounts for the anticipated increases.

Privilege (Sales) Tax – McDowell Preserve

Privilege (Sales) Tax – McDowell Preserve represents the 1995 voter approved 0.20 percent of the City's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve. The FY 2011/12 budget of \$15.8 million represents an increase of approximately \$0.3 million from the FY 2010/11 year-end forecast. The anticipated increase in revenues is based on the estimated economic recovery in sales activity for Scottsdale.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	15.8	15.8 *
2010/11	15.6	15.5 *
2009/10	14.7	15.2
2008/09	20.6	17.0
2007/08	22.7	20.5

Privilege (Sales) Tax – Preservation

Privilege (Sales) Tax - Preservation represents the 2004 voter approved 0.15 percent of the City's privilege (sales) tax dedicated to the purchase of 36,400 acres of land within the McDowell Sonoran Preserve, plus construction of essential preserve related necessities such as proposed trailheads. The FY 2011/12 budget of \$11.8 million represents an increase of approximately \$0.2 million from the FY 2010/11 year-end forecast. The projected increase in revenues is based on the anticipated economic recovery in sales activity for Scottsdale.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	11.8	11.8 *
2010/11	12.1	11.6 *
2009/10	11.4	11.3
2008/09	14.9	12.6
2007/08	17.0	15.0

Interest Earnings

Interest Earnings is a function of the available cash balances and interest rates. The City earns interest on idle funds through various investments in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield. The FY 2011/12 budget of \$0.1 million is based on projected interest rates and the estimated available cash balance.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.1	0.1 *
2010/11	0.2	0.3 *
2009/10	0.3	0.8
2008/09	1.1	1.1
2007/08	1.3	1.9

Preservation Privilege Tax Fund Sources

Preservation Privilege Tax Special Revenue Fund Uses

All of the expenditures in this fund are for contracts payable. There are transfers out for debt service expenses on Preserve General Obligation and Revenue Bonds as well as transfers out to the Capital Project Fund for land acquisition and construction of essential preserve related necessities such as proposed trailheads.

Contract Payable

Debt Service adopted budget for FY 2011/12 of approximately \$1.0 million remains flat with the FY 2010/11 adopted budget and consists of contractual debt for the McDowell Sonoran Preserve.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.0	1.0 *
2010/11	1.0	1.0 *
2009/10	1.0	1.0
2008/09	1.0	1.0
2007/08	1.0	1.0

Transfers-Out

Transfers-Out is authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2011/12 adopted budget of \$31.8 million consists of \$26.7 million in transfers out to the Debt Service Fund for debt payments on Preservation bonds and \$5.1 million in transfers out to the Capital Project Fund.

Preservation Privilege Tax Fund Balance

The projected ending fund balance for FY 2011/12 is \$16.2 million.



FY 2011/12 Adopted Budget

Special Programs Fund

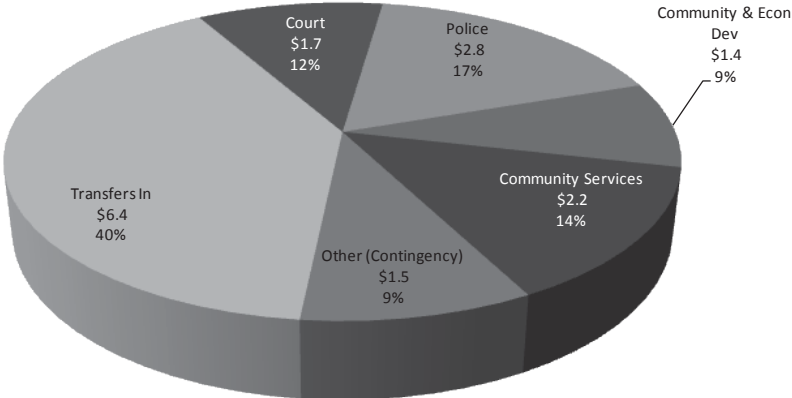
Fund Purpose

This fund is used to account for dedicated funding sources and donations earmarked for specific purposes. All revenues not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose.

**Special Programs Sources
by Program Area
(in millions)**

Court	\$	1.7
Police	\$	2.8
Community & Econ Dev	\$	1.4
Community Services	\$	2.2
Other (Contingency)	\$	1.5
Transfers In	\$	6.4
Total Sources	\$	16.0

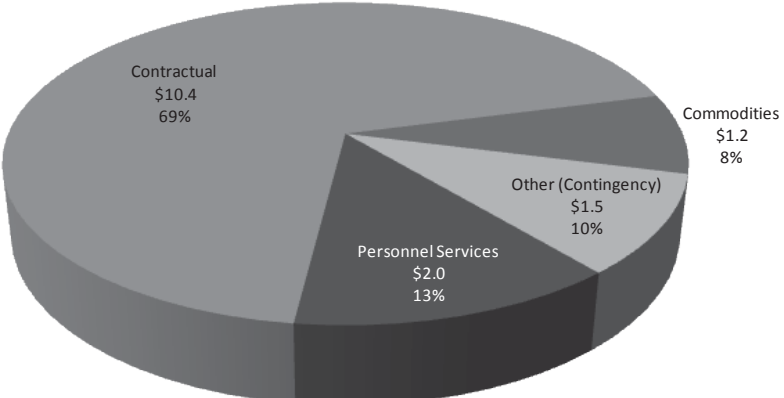
Special Programs Sources by Program Area



**Special Programs Fund Uses
(in millions)**

Personnel Services	\$	2.0
Contractual	\$	10.4
Commodities	\$	1.2
Debt Service	\$	-
Capital Outlay	\$	-
Other (Contingency)	\$	1.5
Total Uses	\$	15.1

Special Programs Fund Uses



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

Special Programs Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance/Reserve				
Operating Contingency ^(A)	1,500,000	1,500,000	1,500,000	1,500,000
Reserved				
Economic Vitality - CVB ^(B)	(293,179)	-	(314,823)	(314,823)
Courts	4,385,371	4,132,585	4,373,416	4,119,076
Downtown Cultural/Community Arts	638,057	388,057	330,226	304,076
Admin Services - HR (Cultural Diversity)	8,067	3,667	6,100	6,700
Police ^(C)	665,503	770,290	(251,720)	271,262
Community Services	4,044,463	3,135,074	3,765,066	3,538,274
Community & Economic Development	335,714	255,714	354,370	289,370
Fire	6,676	6,676	6,941	7,441
Community & Economic Development - WestWorld	-	-	-	-
Total Beginning Fund Balance	9,790,672	8,692,063	8,269,576	8,221,376
Revenues				
Courts	1,232,800	1,079,508	1,109,819	1,724,553
Downtown Cultural/Community Arts	79,388	150,000	150,000	150,000
Admin Services - HR (Cultural Diversity)	1,433	5,600	5,600	-
Police	1,130,133	3,589,317	3,589,317	2,845,932
Community Services	1,944,912	1,740,900	1,950,000	2,200,000
Fire	265	500	500	400
Community & Economic Development - WestWorld	6,344	200,000	18,000	1,200,000
Miscellaneous ^(D)	(21,644)	-	-	-
Subtotal	4,373,631	6,765,825	6,823,236	8,120,885
Cash Transfers In				
General Fund - Misc. Comm. Svc.	-	170,000	170,000	220,000
General Fund - Court Enhancement	-	-	33,331	-
General Fund - Community & Economic Dev	60,000	60,000	60,000	60,000
General Fund - 50% Bed Tax - CVB	6,407,008	5,295,834	6,033,282	6,123,500
General Fund - Bed Tax - CVB Advancing Funds	-	(300,000)	-	-
Subtotal	6,467,008	5,225,834	6,296,613	6,403,500
Total Sources	10,840,639	11,991,659	13,119,849	14,524,385

Special Programs Fund Summary

<u>Use of Funds:</u>	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Programs				
Economic Vitality - CVB	5,807,008	4,995,834	6,033,282	6,123,500
Courts	1,244,755	1,363,190	1,363,190	1,985,506
Downtown Cultural/Community Arts	87,220	176,150	176,150	176,150
Admin Services - HR (Cultural Diversity)	3,400	5,000	5,000	-
Police	1,023,947	1,860,394	1,813,535	1,645,933
Community Services	1,954,650	2,336,378	2,336,792	2,343,599
Community & Economic Development	41,344	125,000	125,000	152,797
Fire	-	-	-	6,900
Community & Economic Development - WestWorld	6,344	200,000	200,000	1,200,000
<i>Estimated YE Savings</i>	-	-	(182,000)	-
Subtotal	10,168,667	11,061,945	11,870,949	13,634,385
Total Operating Budget	10,168,667	11,061,945	11,870,949	13,634,385
Cash Transfers Out				
General Fund (Police 30-Day Tow)	-	-	-	389,862
General Fund (Cultural Council)	300,000	-	-	-
MPC Debt - Tourism Funds	600,000	-	-	-
General Fund - Community Services-Parks	269,659	-	-	59,000
CIP Fund - Community Services	-	1,000,000	10,000	2,003,200
CIP Fund - Police	21,016	50,000	91,200	60,700
CIP Fund - Police (RICO)	1,002,393	538,700	1,161,600	1,016,800
CIP Fund (Court)	-	-	34,300	11,100
Subtotal	2,193,068	1,588,700	1,297,100	3,540,662
Total Uses	12,361,735	12,650,645	13,168,049	17,175,047
Ending Fund Balance				
Operating Contingency ^(A)	1,500,000	1,500,000	1,500,000	1,500,000
Reserved				
Economic Vitality - CVB ^(B)	(314,823)	-	(314,823)	(314,823)
Courts	4,373,416	3,848,903	4,119,076	3,847,023
Downtown Cultural/Community Arts	330,226	361,907	304,076	277,926
Admin Services - HR (Cultural Diversity)	6,100	4,267	6,700	6,700
Police ^(C)	(251,720)	1,910,513	271,262	3,899
Community Services	3,765,066	1,709,596	3,538,274	1,552,475
Community & Economic Development	354,370	190,714	289,370	196,573
Fire	6,941	7,176	7,441	941
Community & Economic Development - WestWorld	-	-	-	-
Total Ending Fund Balance	8,269,576	8,033,076	8,221,376	5,570,714

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

^(B) Reflects the liability for the CVB contract stated on a CAFR versus Budget basis.

^(C) Result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

^(D) FY 2009/10 negative actual revenue is a result of a receivable change in accrual entries.

Special Programs Fund

Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance/Reserve					
Operating Contingency ^(A)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Reserved					
Economic Vitality - CVB ^(B)	(314,823)	(314,823)	(314,823)	(314,823)	(314,823)
Courts	4,119,076	3,847,023	3,590,098	3,339,440	3,107,618
Downtown Cultural/Community Arts	304,076	277,926	277,926	277,926	277,926
Admin Services - HR (Cultural Diversity)	6,700	6,700	6,700	6,700	6,700
Police	271,262	3,899	52,883	68,890	76,700
Community Services	3,538,274	1,552,475	1,522,059	1,509,552	1,514,731
Community & Economic Development	289,370	196,573	140,573	89,573	43,973
Fire	7,441	941	1,341	1,741	2,141
Community & Economic Development - WestWorld	-	-	-	-	-
Total Beginning Fund Balance	8,221,376	5,570,714	5,276,757	4,978,999	4,714,965
Revenues					
Courts	1,724,553	1,749,684	1,764,530	1,793,889	1,873,784
Downtown Cultural/Community Arts	150,000	150,000	150,000	150,000	150,000
Admin Services - HR (Cultural Diversity)	-	-	-	-	-
Police	2,845,932	1,571,317	1,565,043	1,567,043	1,567,043
Community Services	2,200,000	2,222,000	2,244,220	2,266,662	2,289,329
Fire	400	400	400	400	400
Community & Economic Development - WestWorld	1,200,000	200,000	200,000	200,000	200,000
Miscellaneous	-	-	-	-	-
Subtotal	8,120,885	5,893,401	5,924,193	5,977,994	6,080,556
Cash Transfers In					
General Fund - Misc. Comm. Svc.	220,000	100,000	100,000	100,000	100,000
General Fund - Court Enhancement	-	-	-	-	-
General Fund - Community & Economic Dev	60,000	60,000	60,000	60,000	60,000
General Fund - 50% Bed Tax - CVB	6,123,500	6,240,500	6,389,000	6,569,000	6,777,000
General Fund - Bed Tax - CVB Advancing Funds	-	-	-	-	-
Subtotal	6,403,500	6,400,500	6,549,000	6,729,000	6,937,000
Total Sources	14,524,385	12,293,901	12,473,193	12,706,994	13,017,556

Special Programs Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Use of Funds:					
Programs					
Economic Vitality - CVB	6,123,500	6,240,500	6,389,000	6,569,000	6,777,000
Courts	1,985,506	1,995,409	2,001,589	2,007,211	2,012,895
Downtown Cultural/Community Arts	176,150	150,000	150,000	150,000	150,000
Admin Services - HR (Cultural Diversity)	-	-	-	-	-
Police	1,645,933	1,098,371	1,098,274	1,098,272	1,098,153
Community Services	2,343,599	2,349,116	2,352,727	2,356,083	2,359,637
Community & Economic Development	152,797	116,000	111,000	105,600	95,600
Fire	6,900	-	-	-	-
Community & Economic Development - WestWorld	1,200,000	200,000	200,000	200,000	200,000
<i>Estimated YE Savings</i>	-	-	-	-	-
Subtotal	13,634,385	12,149,396	12,302,590	12,486,166	12,693,285
Total Operating Budget	13,634,385	12,149,396	12,302,590	12,486,166	12,693,285
Cash Transfers Out					
General Fund (Police 30-Day Tow)	389,862	389,862	389,862	389,862	389,862
General Fund (Cultural Council)	-	-	-	-	-
MPC Debt - Tourism Funds	-	-	-	-	-
General Fund - Community Services-Parks	59,000	-	-	-	-
CIP Fund - Community Services	2,003,200	3,300	4,000	5,400	4,800
CIP Fund - Police	60,700	34,100	60,900	71,100	51,000
CIP Fund - Police (RICO)	1,016,800	-	-	-	-
CIP Fund (Court)	11,100	11,200	13,600	18,500	16,400
Subtotal	3,540,662	438,462	468,362	484,862	462,062
Total Uses	17,175,047	12,587,858	12,770,952	12,971,028	13,155,347
Ending Fund Balance					
Operating Contingency ^(A)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Reserved					
Economic Vitality - CVB ^(B)	(314,823)	(314,823)	(314,823)	(314,823)	(314,823)
Courts	3,847,023	3,590,098	3,339,440	3,107,618	2,952,107
Downtown Cultural/Community Arts	277,926	277,926	277,926	277,926	277,926
Admin Services - HR (Cultural Diversity)	6,700	6,700	6,700	6,700	6,700
Police	3,899	52,883	68,890	76,700	104,728
Community Services	1,552,475	1,522,059	1,509,552	1,514,731	1,539,623
Community & Economic Development	196,573	140,573	89,573	43,973	8,373
Fire	941	1,341	1,741	2,141	2,541
Community & Economic Development - WestWorld	-	-	-	-	-
Total Ending Fund Balance	5,570,714	5,276,757	4,978,999	4,714,965	4,577,175

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

^(B) Reflects the liability for the CVB contract stated on a CAFR versus Budget basis.

Special Programs Fund Sources

Special Programs Revenues

Revenues received in the Special Programs Fund consist of various Fines, Fees and Forfeitures of approximately \$3.7 million; Intergovernmental Revenue of \$2.3 million; Property Rental of \$1.4 million; and Contributions/Donations of \$0.7 million. The revenue by program area is detailed in the following sections.

Court Revenue

Court Revenue originates from three sources: Court Enhancement, Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG). The Court Enhancement provides funding to enhance the technological, operational, and security facilities of the Court. JCEF and FTG provide funding for maintaining and enhancing the Court's ability to collect and manage monies. The FY 2011/12 budget for restricted Court Revenue is \$1.7 million, which is approximately \$0.6 million greater than the FY 2010/11 year-end forecast and is attributed to increased Court Collection Fees allocated to Court Enhancement.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.7	1.7 *
2010/11	1.1	1.1 *
2009/10	1.1	1.2
2008/09	1.0	1.1
2007/08	1.0	1.6

Downtown Cultural Trust Revenue

This account holds funds generated from donations and contributions from private development as outlined in the City's art in private development ordinance (Section 5.083). The FY 2011/12 budget for this revenue source is \$50,000.

This account also hold funds that are generated by the lease agreement with the Scottsdale Artists' School at Loloma. The FY 2011/12 budget for this revenue source is \$100,000.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.2	0.2 *
2010/11	0.2	0.2 *
2009/10	0.2	0.1
2008/09	0.2	0.1
2007/08	0.1	0.1

Human Resources – Cultural Diversity Revenue

This account includes corporate sponsorship obtained through community outreach efforts in support of cultural programming, including the Cross-Cultural Communication Series and the Hispanic Heritage Community celebration. There is no revenue budgeted for FY 2011/12.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	5,600	5,600 *
2009/10	10,000	1,433
2008/09	20,000	17,570
2007/08	10,000	18,500

Special Programs Fund Sources

Police Revenue

This account includes money from the following five sources: (1) Racketeering Influenced Corrupt Organization (RICO) funds, to only be used for law enforcement purposes; (2) Forensic Services Intergovernmental Agreements (IGA) with surrounding communities for full cost recovery of crime laboratory services provided; (3) donations for the Mounted Unit and Family Advocacy Center; (4) drug conviction assessments, to only be used for crime laboratory analysis purposes; and (5) Police 30-Day Tow Program, to only be used for the enforcement of the State Statute relating to suspended driver's licenses, driving under the influence offenses, and driving without insurance. The FY 2011/12 budget for these restricted revenue sources is \$2.8 million, which is a decrease from the FY 2010/11 year-end forecast based on an anticipated decrease in RICO funds from Federal Forfeitures.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	2.8	2.8 *
2010/11	3.6	3.6 *
2009/10	3.4	1.1
2008/09	1.4	1.6
2007/08	1.8	1.7

Community Services Special Revenues

Community Services special revenues include donations, contributions, user fees and charges that are restricted to specific uses per the revenue source. Also, included is McCormick-Stillman Railroad Park revenue from the operations of the train and carousel owned by the Scottsdale Railroad and Mechanical Society. Restricted uses of special revenue include library and human services, enhancing parks, providing memorials, special events, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park. FY 2011/12 special revenues are estimated at \$2.2 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	2.2	2.2 *
2010/11	1.7	2.0 *
2009/10	2.0	1.9
2008/09	1.9	2.0
2007/08	1.9	2.0

Special Programs Fund Sources

Community and Economic Development Special Revenue

Community and Economic Development Special Revenue reflects revenue from the annual Green Building Expo held in Scottsdale. During FY 2008/09, this expo was discontinued and the associated revenues are no longer budgeted.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	151,000	-
2007/08	58,391	108,100

Fire Revenue

Fire Revenue includes donations and contributions that are to be used for the specific purpose indicated by the donors. Categories include public education support, equipment acquisition, and fire station enhancements. The FY 2011/12 budget for this restricted revenue source is \$400.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	400	400 *
2010/11	500	500 *
2009/10	500	265
2008/09	4,000	490
2007/08	1,200	900

WestWorld Special Revenue

This is revenue from Bureau of Reclamation to reimburse the City for specific purposed projects at the Sanctuary and Tournament Players Club golf courses. Planned for FY 2011/12 are \$0.5 million for Sanctuary Golf Course renovations and \$0.7 million for Tournament Players Club lake renovations. The FY 2011/12 budget for this restricted revenue source is \$1.2 million.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1,200,000	1,200,000 *
2010/11	200,000	18,000 *
2009/10	-	-
2008/09	-	89,288
2007/08	-	-

Transfers-In

Beginning in FY 2010/11, 100 percent of the 5.0 percent Transient Occupancy (Bed Tax) revenue was recorded in the General Fund with a corresponding transfer in of 50 percent to the Special Programs Fund, as reflected in the Cash Transfers-In section of the Five Year Financial Forecast. For FY 2011/12, the transfer-in for this transaction is \$6.1 million. FY 2011/12 cash transfers-in from the General Fund also include budget for: \$220,000 cash transfer in for Community Services Partnership Funding in Parks and Recreation and for Affordable Housing program in Human Services which is used as local grant match to leverage federal and state housing grant funds; \$50,000 cash transfer in for the preservation and maintenance of properties on Scottsdale's Historic Register; and \$10,000 cash transfer in to fund neighborhood preservation.

Special Programs Fund Sources

Special Programs Fund Uses

The expenditures by Program area are as follows:

Transient Occupancy Tax- Economic Vitality

Prior to July 2010 the use of the tax was restricted for tourism and hospitality purposes and to pay for contracts to increase tourism and debt service for destination attractions. Beginning in July 2010 the use of this tax is strictly used for destination marketing purposes. The entire FY 2011/12 budget of approximately \$6.1 million will cover payments associated with the Destination Marketing Contract.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6.1	6.1 *
2010/11	5.0	6.0 *
2009/10	6.0	5.8
2008/09	7.9	6.9
2007/08	7.6	7.9

Court

Court Expenditure budget for FY 2011/12 is approximately \$2.0 million and includes the following specific uses:

Enhancements to the Court's technological, operational, and security facilities, as allowed under the Court Enhancement established by Scottsdale City Ordinance 2570 section 9-7.2.

Maintenance and enhancement of the Court's ability to collect and manage monies, as allowed by Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG) established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	2.0	2.0 *
2010/11	1.4	1.4 *
2009/10	1.4	1.2
2008/09	0.5	0.4
2007/08	0.4	0.4

Downtown Cultural/Community Arts

The adopted budget for FY 2011/12 Downtown Cultural/Community Arts Expenditures special programs is approximately \$0.2 million and will support the arts and special events in the downtown.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.2	0.2 *
2010/11	0.2	0.2 *
2009/10	0.2	0.1
2008/09	0.3	0.2
2007/08	0.5	-

Special Programs Fund Uses

Human Resources – Cultural Diversity

Human Resources – Cultural Diversity Expenditures support cultural programming, including the Cross-Cultural Communication Series and the Hispanic Heritage Community celebration. There is no budget included in FY 2011/12 for this activity.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	5,000	5,000 *
2009/10	10,000	3,400
2008/09	25,000	17,769
2007/08	25,000	25,800

Police

Police Expenditures budget for FY 2011/12 is \$1.6 million and includes the following specific uses:

Racketeering Influenced Corrupt Organization (RICO) funds may only be used for law enforcement purposes.

Crime laboratory services expenditures incurred by the City on behalf of surrounding communities. The City recovers the full cost of the crime laboratory services through Forensic Services Intergovernmental Agreements (IGA).

Mounted Unit, Family Advocacy Center and school resource education supplies, as specified by the donor.

Crime laboratory analysis, as outlined in drug conviction assessments.

Costs associated with administering the 30-Day Tow Program for the enforcement of the State Statute relating to suspended driver's licenses, driving under the influence offenses, and driving without insurance.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.6	1.6 *
2010/11	1.9	1.8 *
2009/10	1.2	1.0
2008/09	1.1	0.9
2007/08	0.8	0.5

Special Programs Fund Uses

Community Services

Community Services expenditures budget for FY 2011/12 is \$2.3 million. The use of funds is restricted to its intended purpose. Restricted uses include library and human services, enhancing parks, providing memorials, special events, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	2.3	2.3 *
2010/11	2.3	2.3 *
2009/10	2.6	2.0
2008/09	2.3	2.0
2007/08	2.3	1.7

Community and Economic Development

Community and Economic Development expenditures relate to the preservation and maintenance of properties on Scottsdale's Historic Register; and to fund neighborhood preservation. The FY 2011/12 adopted budget is \$152,797. This funding includes resources available for the City's Preservation Rehabilitation and Historic Preservation special programs.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	152,797	152,797 *
2010/11	125,000	125,000 *
2009/10	140,000	41,344
2008/09	280,000	19,986
2007/08	50,024	88,700

Fire Department

Fire expenditures are spent for the specific purposes indicated by donors. Categories include public education support, equipment acquisition, and fire station enhancements. The FY 2011/12 adopted budget is \$6,900.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6,900	6,900 *
2010/11	-	- *
2009/10	500	-
2008/09	5,000	-
2007/08	-	26

WestWorld

Expenditures made from this fund are to be used for projects to maintain and preserve the assets at the Sanctuary and TPC golf courses. Emergency issues that arise can also be funded. Approval must also be obtained from the Bureau of Reclamation prior to any funds being used. Planned for FY 2011/12 are \$0.5 million in Sanctuary golf course renovations and \$0.7 million in TPC lake renovations for a total budget of \$1.2 million.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1,200,000	1,200,000 *
2010/11	200,000	18,000 *
2009/10	-	6,344
2008/09	-	89,288
2007/08	-	-

Special Programs Fund Uses

Transfers-Out

Transfers-out is the authorized movement of cash or other resources to fund programs in the General Fund supported by Special Programs (Police 30-Day Tow), to fund debt service and/or capital projects. The FY 2011/12 budget of approximately \$3.5 million consists of \$3.1 million to the Capital Improvement Fund for Police, RICO, Court and Community Services projects; the remaining \$0.4 million is for the 30-Day Tow program.

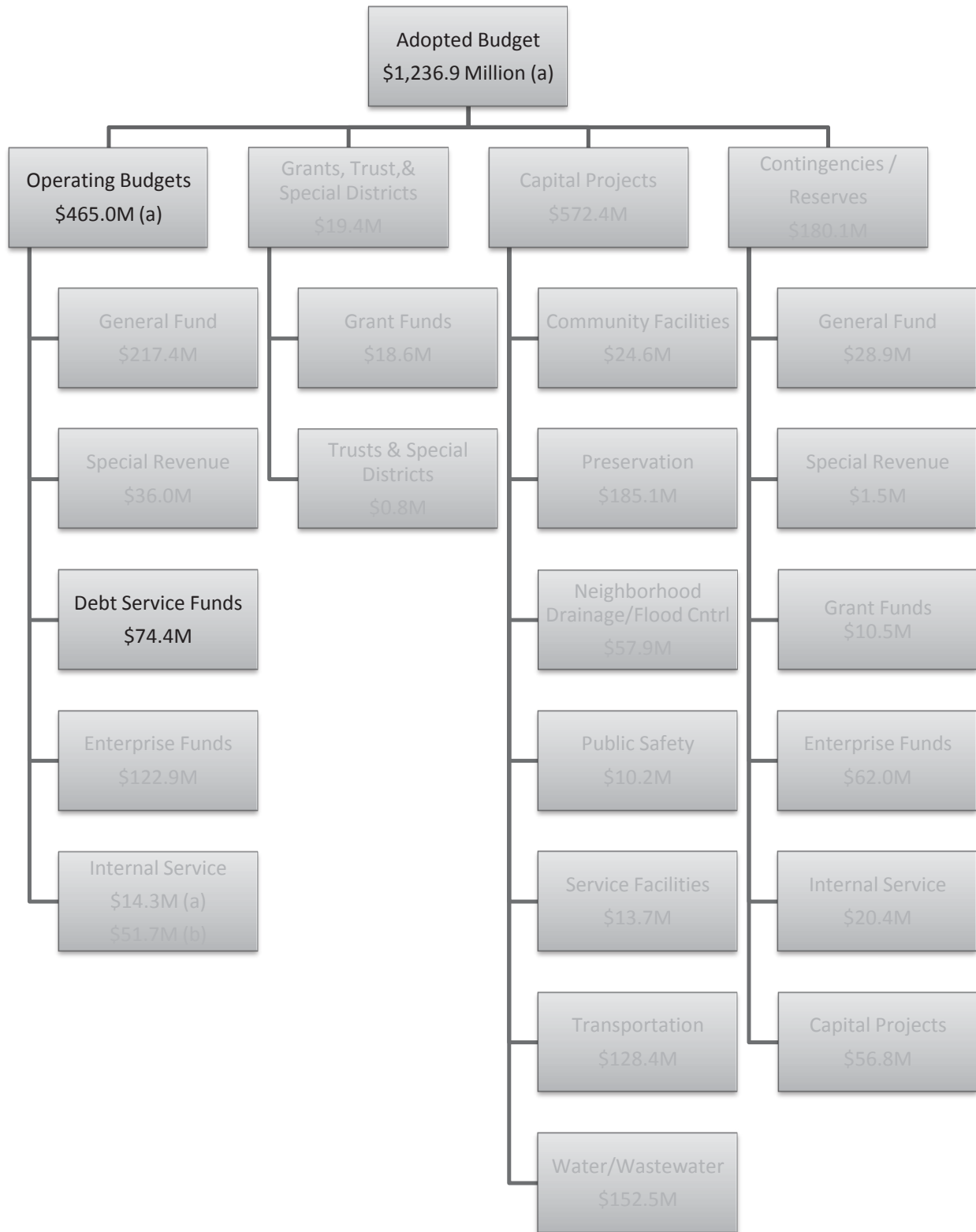
Special Programs Fund Balance

Special Programs Fund projected ending balance of approximately \$6.0 million for FY 2011/12 represents the following individual ending fund balances: \$3.8 million for the Courts, \$0.3 million for Downtown Cultural/Community Arts, \$6,700 for Human Resources, \$3,899 for Police, \$1.6 million for Community Services, \$0.2 million for Community and Economic Development, and \$941 for Fire.



FY 2011/12 Adopted Budget

Debt Service Funds



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

Debt Service Fund

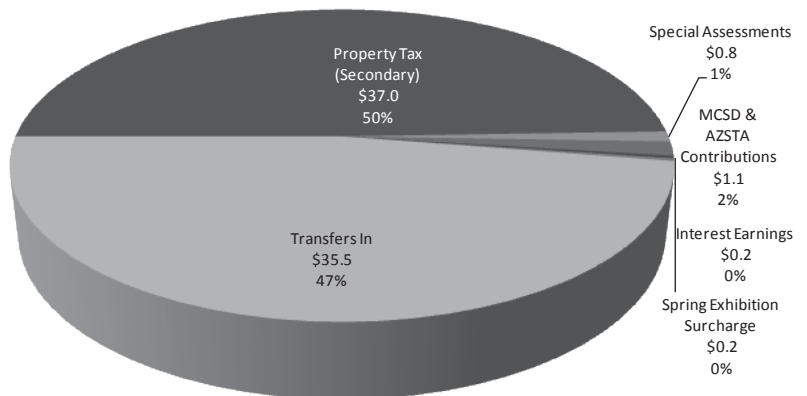
Fund Purpose

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

Debt Service Fund Sources
(in millions)

Property Tax (Secondary)	\$	37.0
Special Assessments	\$	0.8
MCS&D & AZSTA Contributions	\$	1.1
Spring Exhibition Surcharge	\$	0.2
Interest Earnings	\$	0.2
Transfers In	\$	35.5
Total Sources	\$	74.8

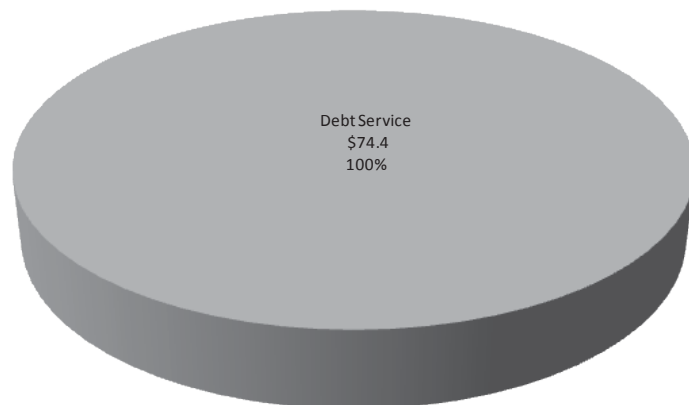
Debt Service Fund Sources



Debt Service Fund Uses
(in millions)

Personnel Services	\$	-
Contractual	\$	-
Commodities	\$	-
Debt Service	\$	74.4
Capital Outlay	\$	-
Other	\$	-
Total Uses	\$	74.4

Debt Service Fund Uses



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

Debt Service Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Total Beginning Fund Balance	20,785,411	15,739,087	14,366,452	15,042,462
Revenues				
Property Tax (Secondary)	31,624,382	37,910,300	37,772,668	37,016,377
Special Assessments	749,632	839,884	839,884	803,992
MCSD and AZSTA Contributions	92,885	337,144	337,144	1,107,144
Spring Exhibition Surcharge	145,378	145,000	145,000	180,000
GO Bond Premium	842,984	-	-	-
Interest Earnings	229	-	532,991	201,528
Miscellaneous Revenue	11	-	-	-
Subtotal	33,455,501	39,232,328	39,627,687	39,309,041
Cash Transfers In				
Preservation Privilege Tax Fund - G.O. Bonds	13,956,545	19,609,640	15,734,731	20,164,437
Preservation Privilege Tax Fund - Revenue Bonds	6,739,494	6,701,105	5,935,861	6,491,773
General Fund - MPC Bonds	6,688,009	6,686,825	6,685,460	7,623,535
General Fund - MPC Bonds - Bed Tax	-	746,263	600,000	1,185,051
Special Prog Fund - MPC Bonds - Bed Tax	600,000	-	-	-
Subtotal	27,984,047	33,743,833	28,956,052	35,464,796
Total Sources	61,439,548	72,976,161	68,583,739	74,773,837
Use of Funds:				
Operating				
Advertising	510	-	510	510
Other Professional Services	1,995	-	1,472	1,472
Subtotal	2,505	-	1,982	1,982
Debt Service by Type				
General Obligation Bonds	36,185,910	37,910,300	37,772,668	37,016,377
Preserve G. O. Bonds	13,961,571	19,609,640	15,734,731	20,164,437
Special Assessment Bonds	877,718	834,825	834,825	801,075
Special Assessment - Series 104	-	5,059	5,059	2,917
Preserve Revenue Bonds (SPA)	6,739,494	6,701,105	5,935,861	6,491,773
MPC Bonds	7,910,061	7,878,257	7,622,604	9,915,730
Subtotal	65,674,755	72,939,186	67,905,748	74,392,309
Total Operating Budget	65,677,259	72,939,186	67,907,730	74,394,291
Cash Transfers Out				
Reimbursements	2,181,234	-	-	-
Subtotal	2,181,234	-	-	-
Total Uses	67,858,494	72,939,186	67,907,730	74,394,291
Total Ending Fund Balance	14,366,452	15,776,062	15,042,462	15,422,008

Debt Service Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Total Beginning Fund Balance	15,042,462	15,422,008	15,565,226	15,710,441	15,855,676
Revenues					
Property Tax (Secondary)	37,016,377	36,710,417	36,801,751	35,594,266	34,039,391
Special Assessments	803,992	770,806	-	-	-
MCSD and AZSTA Contributions	1,107,144	862,144	1,590,689	1,317,489	2,672,883
Spring Exhibition Surcharge	180,000	145,000	145,000	145,000	145,000
GO Bond Premium	-	-	-	-	-
Interest Earnings	201,528	200	215	235	-
Miscellaneous Revenue	-	-	-	-	-
Subtotal	39,309,041	38,488,567	38,537,655	37,056,990	36,857,274
Cash Transfers In					
Preservation Privilege Tax Fund - G.O. Bonds	20,164,437	22,970,374	25,302,422	23,089,756	25,406,932
Preservation Privilege Tax Fund - Revenue Bonds	6,491,773	6,481,622	6,470,423	6,471,822	6,484,623
General Fund - MPC Bonds	7,623,535	7,731,625	8,432,540	8,512,455	8,559,615
General Fund - MPC Bonds - Bed Tax	1,185,051	2,478,606	3,222,778	3,298,298	3,346,242
Special Prog Fund - MPC Bonds - Bed Tax	-	-	-	-	-
Subtotal	35,464,796	39,662,227	43,428,163	41,372,331	43,797,412
Total Sources	74,773,837	78,150,794	81,965,818	78,429,321	80,654,686
Use of Funds:					
Operating					
Advertising	510	510	-	-	-
Other Professional Services	1,472	1,472	-	-	-
Subtotal	1,982	1,982	-	-	-
Debt Service by Type					
General Obligation Bonds	37,016,377	36,710,417	36,801,751	35,594,266	34,039,391
Preserve G. O. Bonds	20,164,437	22,970,374	25,302,422	23,089,756	25,406,932
Special Assessment Bonds	801,075	767,325	-	-	-
Special Assessment - Series 104	2,917	3,481	-	-	-
Preserve Revenue Bonds (SPA)	6,491,773	6,481,622	6,470,423	6,471,822	6,484,623
MPC Bonds	9,915,730	11,072,375	13,246,007	13,128,242	14,578,740
Subtotal	74,392,309	78,005,594	81,820,603	78,284,086	80,509,686
Total Operating Budget	74,394,291	78,007,576	81,820,603	78,284,086	80,509,686
Cash Transfers Out					
Reimbursements	-	-	-	-	-
Subtotal	-	-	-	-	-
Total Uses	74,394,291	78,007,576	81,820,603	78,284,086	80,509,686
Total Ending Fund Balance	15,422,008	15,565,226	15,710,441	15,855,676	16,000,676

Debt Service Fund Sources

Property Tax (Secondary)

Property Tax (Secondary) represents the portion of the property tax that is exclusively limited to pay debt service by Arizona State Statute. The City's use of this portion of the property tax is restricted by State Statute to pay debt service on voter-approved general obligation bonds. The FY 2011/12 revenue forecast of \$37.0 million represents a decrease of approximately \$0.8 million from the FY 2010/11 year-end forecast of \$37.8 million due to lower debt service payments.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	37.0	37.0 *
2010/11	37.9	37.8 *
2009/10	31.8	31.6
2008/09	35.8	34.9
2007/08	29.7	29.4

Special Assessments - Improvement Districts

Special Assessment Revenue results from billings to the property owners within an Improvement District. Districts are formed when owners desire improvement 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. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Maricopa County Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the City. In addition, per adopted financial policy, the City's cumulative improvement district debt will not exceed 5.0 percent of the City's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

Special Assessment Revenue

Scottsdale currently has improvement districts with special assessments levied on property owners to pay debt associated with improvements. The FY 2011/12 revenue is estimated to be approximately \$0.8 million, unchanged from the FY 2010/11 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.8	0.8 *
2010/11	0.8	0.8 *
2009/10	0.9	0.7
2008/09	1.0	0.8
2007/08	1.0	0.9

Debt Service Fund Sources

Maricopa County Stadium District (MCSD) and Arizona Sports and Tourism Authority (AZSTA)

This revenue source is utilized to pay the debt service associated with MPC bonds issued to fund the Cactus League spring training facility improvements (San Francisco Giants professional baseball practice facility). Maricopa County Stadium District (MCSD) and Arizona Sports and Tourism Authority (AZSTA) contributions are derived from a \$2.50 surcharge on car rentals in Maricopa County for MCSD contributions; AZSTA contributions are derived from a 1.0 percent hotel room tax and a 3.25 percent car rental surcharge (net of the \$2.50 MCSD surcharge). The forecasted revenues were provided by the MCSD and AZSTA and were utilized to structure the debt service payments on the MPC bonds. The FY2011/12 revenue forecast of \$1.1 million is based on the projections from the MCSD and AZSTA and matches the debt service payment on the MPC bonds.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.1	1.1 *
2010/11	0.3	0.3 *
2009/10	0.6	0.1
2008/09	0.3	1.0
2007/08	0.4	1.7

Spring Exhibition Surcharge

Spring Exhibition Surcharge represents the ticket surcharge assessed on San Francisco Giants spring training games held in Scottsdale. The FY 2011/12 revenue is estimated to be \$0.2 million. The surcharge is used to pay for capital projects and debt service related to professional baseball facilities.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.2	0.2 *
2010/11	0.1	0.1 *
2009/10	0.1	0.1
2008/09	0.1	0.2
2007/08	0.1	0.1

Interest Earnings

Interest Earnings are generated on idle Debt Service Funds cash balance throughout the year. This revenue is a function of the City's available cash balance and interest rates. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. Interest Earnings revenue is forecasted at \$0.2 million for FY 2011/12.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.2	0.2 *
2010/11	0.0	0.5 *
2009/10	0.0	0.0
2008/09	0.0	0.0
2007/08	0.0	0.0

Debt Service Fund Sources

Transfers-In

Transfers-in is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. These transfers-in originate from the General Fund and the Special Programs Fund for MPC debt service payments (for years prior to FY 2010/11), and the Preservation Privilege Tax Fund for the payment of Preserve general obligation debt service and Preserve revenue bond debt service. Total transfers-in for FY 2011/12 equal \$35.5 million, consisting of \$20.1 million from Preservation Privilege Tax Fund-G.O. Bonds, \$6.5 million from Preservation Privilege Tax Fund-Revenue Bonds, \$7.6 million from General Fund-MPC Bonds, and \$1.2 million from General Fund-MPC Bonds/Bed Tax Funds.

Debt Service Fund Uses

Debt Service Fund Expenditures by Debt Type

General Obligation (GO)/Preserve GO Debt Service Expenditures

The GO Bonds represent debt issuances related to capital projects authorized in Bond 1989, Bond 1999, Bond 2000, and Bond 2004 programs. The Preserve GO Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve GO Debt, while guaranteed by property values, is expected to be repaid by a dedicated 0.20% sales tax authorized by voters in 1995 and a 0.15% sales tax authorized in 2004. The FY 2011/12 budget totals \$57.2 million, which represents an increase of approximately \$3.7 million from the FY 2010/11 year-end forecast of \$53.5 million. The increase in debt service can be attributed to the inclusion of a full year of debt service payments for the 2011 GO Preserve bond issuance and the planned 2012 issuance of GO Preserve debt to finance Preserve land acquisitions offset slightly by the maturity of a property-tax supported GO bond.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	57.2	57.2 *
2010/11	57.5	53.5 *
2009/10	51.3	50.1
2008/09	50.0	49.9
2007/08	45.8	44.5

Special Assessment Debt Service

Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property. The FY 2011/12 budget totals \$0.8 million, basically unchanged from the FY 2010/11 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.8	0.8 *
2010/11	0.8	0.8 *
2009/10	0.9	0.9
2008/09	1.0	1.0
2007/08	1.0	1.0

Debt Service Fund Uses

Preserve Authority Revenue Bonds Debt Service

The Preserve Authority Revenue Bonds represent prior debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve Authority Revenue debt is repaid by the dedicated 0.20% sales tax authorized by voters in 1995 and the 0.15% sales tax authorized by voters in 2004. Obligations for FY 2011/12 total \$6.5 million which is approximately \$0.6 million higher than the FY 2010/11 year-end forecast as a result of the refunding bonds issued in FY2010/11.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6.5	6.5 *
2010/11	6.7	5.9 *
2009/10	6.7	6.7
2008/09	6.8	6.8
2007/08	6.8	6.8

Municipal Property Corporation (MPC) Bonds

MPC Bonds are issued by the City of Scottsdale Municipal Property Corporation, a nonprofit corporation created by the City in 1967, solely for the purpose of constructing, acquiring and equipping buildings, structures, or improvements on land owned by the City. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged General Fund excise taxes. Obligations for FY 2011/12 total approximately \$9.9 million, a \$2.3 million increase over FY 2010/11 due to: a prior interest-only bond incurring its first principal payment; the structuring of the Spring Training bonds; and a proposed new bond issuance for a tourism-related project that would be supported from bed tax receipts.

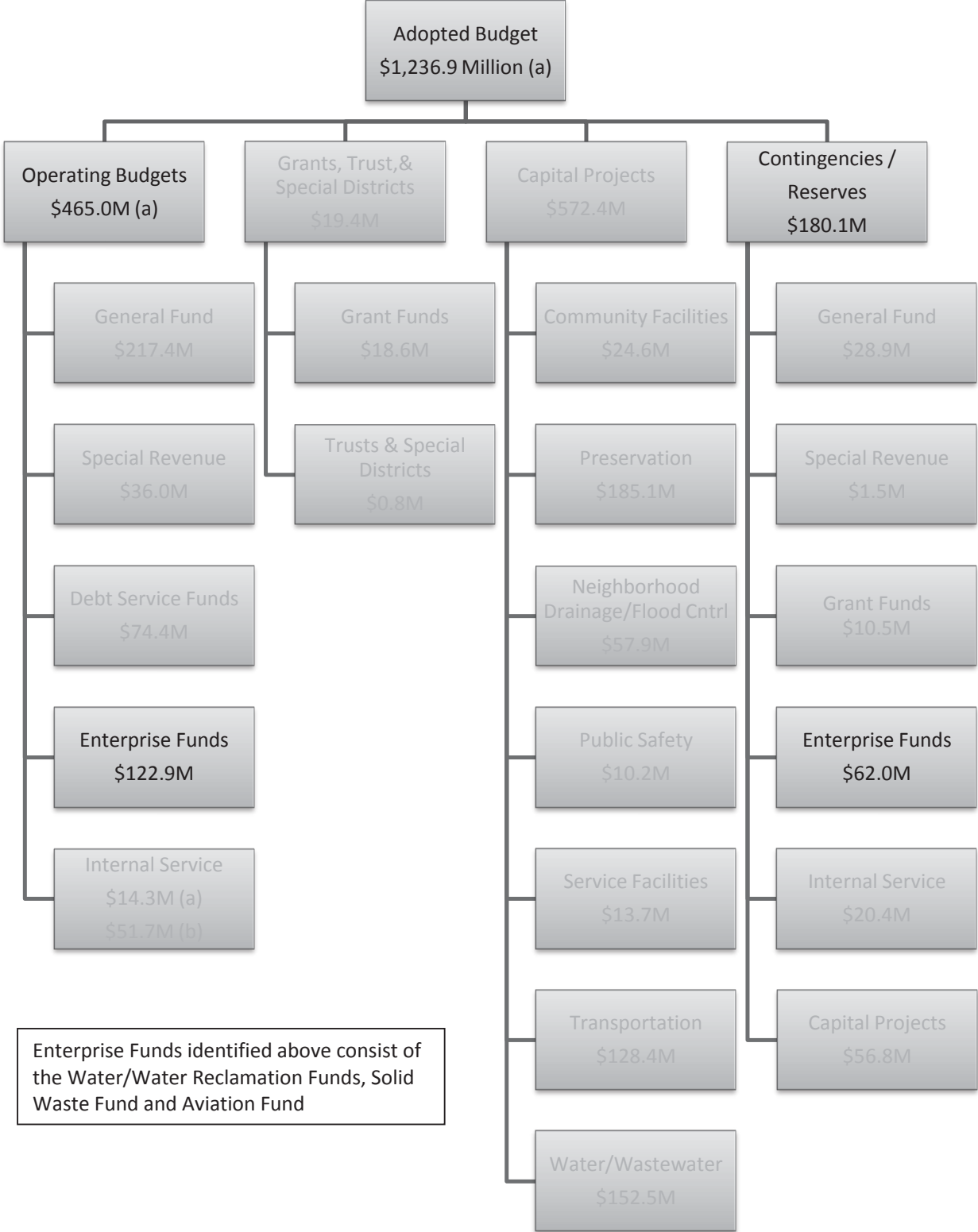
Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	9.9	9.9 *
2010/11	7.9	7.6 *
2009/10	7.9	7.9
2008/09	7.0	6.7
2007/08	7.4	7.0

Debt Service Fund Balance

The Debt Service Fund balance varies primarily due to the timing of debt issuances and related repayment schedules as mentioned above. The ending FY 2011/12 fund balance is approximately \$15.4 million, slightly higher than the FY 2010/11 year-end forecast of \$15.0 million.

Enterprise Funds



Enterprise Funds identified above consist of the Water/Water Reclamation Funds, Solid Waste Fund and Aviation Fund

(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

Enterprise Funds

Enterprise Funds Description

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

Overview of User Fees Revenue Policy

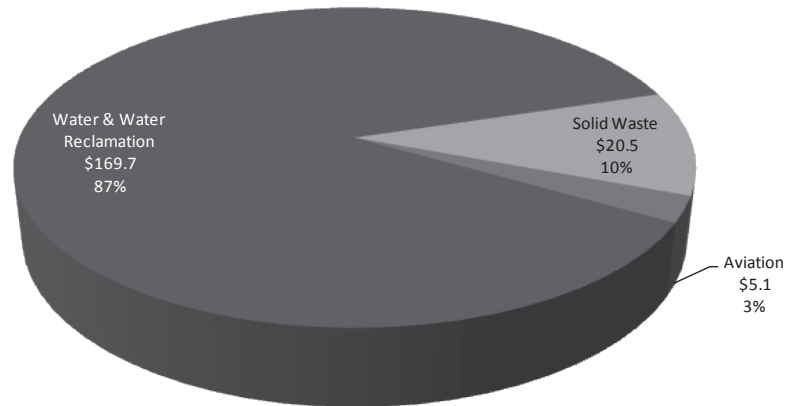
Rate adjustments for Enterprise User Fees are based upon five-year financial plans developed for each operation and are reviewed annually per Scottsdale's adopted financial policies to meet the stated objectives of:

- Equity — to ensure that charges are borne by the beneficiaries of a project or service;
- Level distribution of necessary cost increases — to avoid large rate increases in any one year;
- Manage the level of debt - to ensure the City can meet bond coverage requirements, provide for capital financing needs and remain financially healthy;
- Rate design —to encourage conservation and efficient use of City resources.

Enterprise Funds Sources
(in millions)

Water & Water Reclamation	\$	169.7
Solid Waste	\$	20.5
Aviation	\$	5.1
Total Sources	\$	195.3

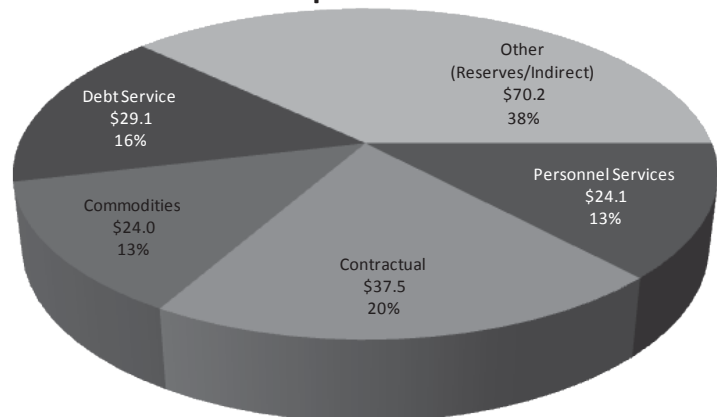
Enterprise Funds Sources



Enterprise Funds Uses
(in millions)

Personnel Services	\$	24.1
Contractual	\$	37.5
Commodities	\$	24.0
Debt Service	\$	29.1
Capital Outlay	\$	-
Other (Reserves/Indirect)	\$	70.2
Total Uses	\$	184.9

Enterprise Funds Uses



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

Water & Water Reclamation Funds

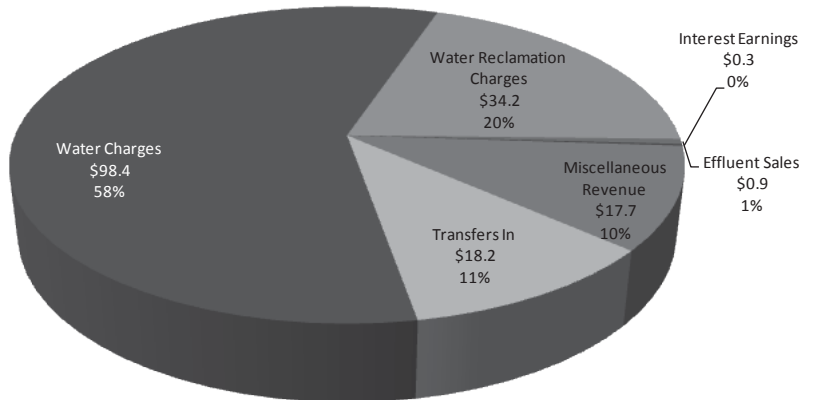
Fund Purpose

This fund accounts for the transactions related to the City's water and water reclamation business activities, including operating revenue, expenditures and debt service payments. Capital expenditures are accounted for in various Capital Improvement Plan funds (see Volume Two for project detail).

Water & Water Reclamation Funds Sources (in millions)

Water Charges	\$	98.4
Water Reclamation Charges	\$	34.2
Effluent Sales	\$	0.9
Interest Earnings	\$	0.3
Miscellaneous Revenue	\$	17.7
Transfers In	\$	18.2
Total Sources	\$	169.7

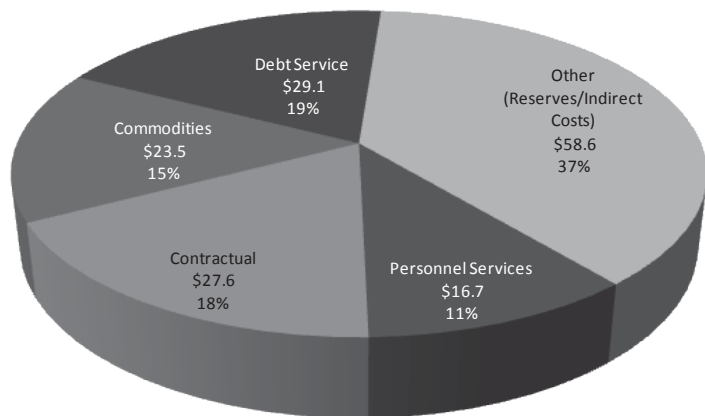
Water & Water Reclamation Funds Sources



Water & Water Reclamation Funds Uses (in millions)

Personnel Services	\$	16.7
Contractual	\$	27.6
Commodities	\$	23.5
Debt Service	\$	29.1
Capital Outlay	\$	-
Other (Reserves/Indirect Costs)	\$	58.6
Total Uses	\$	155.5

Water & Water Reclamation Funds Uses



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

Water & Water Reclamation Funds Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Operating Reserve	18,545,677	16,604,405	19,583,042	14,646,859
Repair/Replacement Reserve	26,568,048	27,389,094	26,778,446	27,974,524
Revenue Bond Debt Service Reserve	-	5,466,237	5,466,237	5,419,075
Special Contractual Funds	2,871,782	2,871,755	3,299,278	3,080,971
Unreserved Fund Balance	7,227,107	-	17,825,888	34,869,531
Total Beginning Fund Balance	55,212,614	52,331,491	72,952,891	85,990,960
Revenues				
Water Charges	94,812,637	97,153,098	95,210,411	98,442,324
Water Reclamation Charges	35,350,504	33,683,178	34,215,775	34,244,184
Effluent Sales	550,208	880,541	880,541	900,793
Interest Earnings	2,936,338	846,879	445,106	302,543
Miscellaneous Revenue	2,652,962	17,166,245	5,318,544	17,571,953
Subtotal	136,302,649	149,729,941	136,070,376	151,461,797
Cash Transfers In				
Development Fees from CIP for Debt Service	15,202,933	15,689,290	17,824,940	17,289,927
Bond Proceeds	78,531,620	-	-	-
Fleet	-	-	-	126,772
Reclaimed Water Distribution System/Water	168,206	-	900,000	825,000
Central Groundwater Treatment Facility	926	-	-	-
Irrigation Water Distribution System/Water	48,844	-	-	-
Subtotal	93,952,530	15,689,290	18,724,940	18,241,699
Total Sources	230,255,178	165,419,231	154,795,316	169,703,496
Use of Funds:				
Division				
Mayor & City Council	-	-	-	110,000
Finance & Accounting	2,714,033	2,639,025	2,639,025	2,088,362
Water Resources	57,093,551	64,054,670	64,856,814	65,617,543
Indirect Cost Allocation	9,103,688	9,663,088	9,663,088	6,531,635
Subtotal	68,911,272	76,356,783	77,158,927	74,347,540
Debt Service				
Revenue Bonds	5,467,571	5,467,088	5,419,475	5,436,475
MPC Bonds	20,266,083	22,590,917	24,343,677	23,665,900
Contracts Payable	2,317	-	-	-
Subtotal	25,735,972	28,058,005	29,763,152	29,102,375
Total Operating Budget	94,647,244	104,414,788	106,922,079	103,449,915
Cash Transfers Out				
In Lieu Property Tax	2,616,385	1,745,130	1,745,130	871,257
Franchise Fee	6,532,247	6,813,584	6,727,765	6,910,712
CIP Fund (General Operating Projects)	624,500	20,200	-	-
CIP Fund (General Capital Projects)	-	214,300	279,700	84,700
CIP Fund (Enterprise Capital Projects)	71,840,813	46,827,458	25,628,135	92,329,022
Bond Proceeds to CIP	35,646,563	-	-	-
General & Special Program Funds	454,440	454,438	454,438	-
Reclaimed Water Distribution System/Water	168,206	-	-	-
Inlet/Silverado/Water	926	-	-	-
Irrigation Water Distribution System/Water	48,844	-	-	-
Subtotal	117,932,924	56,075,110	34,835,168	100,195,691
Total Uses	212,580,168	160,489,898	141,757,247	203,645,606
GAAP to Budget Adjustment ⁽¹⁾	(65,267)	-	-	-
<small>⁽¹⁾ impacts fund balance but does not affect revenues or expenses</small>				
Sources Over/(Under) Uses	17,675,010	4,929,333	13,038,070	(33,942,110)
Ending Fund Balance				
Operating Reserve	19,583,042	19,540,540	14,646,859	13,985,918
Repair/Replacement Reserve	26,778,446	29,044,159	27,974,524	29,184,070
Revenue Bond Debt Service Reserve	5,466,237	5,419,075	5,419,075	5,436,075
Special Contractual Fund Balance	3,299,278	3,257,050	3,080,971	3,442,786
Unreserved Balance	17,825,888	-	34,869,531	-
Total Ending Fund Balance	72,952,891	57,260,824	85,990,960	52,048,849

Water & Water Reclamation Funds Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
Operating Reserve	14,646,859	13,985,918	14,587,391	14,979,076	15,332,308
Repair/Replacement Reserve	27,974,524	29,184,070	30,086,558	30,921,597	31,460,505
Revenue Bond Debt Service Reserve	5,419,075	5,436,075	5,005,663	4,978,137	4,539,438
Special Contractual Funds	3,080,971	3,442,786	3,817,250	4,193,354	4,569,677
Unreserved Fund Balance	34,869,531	-	-	-	-
Total Beginning Fund Balance	85,990,960	52,048,849	53,496,862	55,072,164	55,901,928
Revenues					
Water Charges	98,442,324	98,942,401	100,668,281	102,204,246	103,060,763
Water Reclamation Charges	34,244,184	35,100,978	36,064,102	37,116,694	38,195,961
Effluent Sales	900,793	922,413	944,550	968,164	991,400
Interest Earnings	302,543	357,219	669,669	943,914	1,033,204
Miscellaneous Revenue	17,571,953	6,437,972	6,522,715	6,024,821	6,115,997
Subtotal	151,461,797	141,760,983	144,869,317	147,257,838	149,397,325
Cash Transfers In					
Development Fees from CIP for Debt Service	17,289,927	19,966,246	21,816,931	22,891,283	24,033,586
Bond Proceeds	-	-	-	-	-
Fleet	126,772	-	-	-	-
Reclaimed Water Distribution System/Water Central Groundwater Treatment Facility	825,000	-	-	-	-
Irrigation Water Distribution System/Water	-	-	-	-	-
Subtotal	18,241,699	19,966,246	21,816,931	22,891,283	24,033,586
Total Sources	169,703,496	161,727,229	166,686,248	170,149,121	173,430,911
Use of Funds:					
Division					
Mayor & City Council	110,000	112,640	115,344	118,227	121,065
Finance & Accounting	2,088,362	2,124,591	2,154,395	2,184,330	2,214,738
Water Resources	65,617,543	67,767,751	69,664,839	71,360,380	72,804,474
Indirect Cost Allocation	6,531,635	7,055,614	7,251,884	7,426,715	7,575,237
Subtotal	74,347,540	77,060,596	79,186,462	81,089,652	82,715,515
Debt Service					
Revenue Bonds	5,436,475	5,006,063	4,978,538	4,539,838	4,542,038
MPC Bonds	23,665,900	26,699,662	28,398,566	30,259,760	31,648,020
Contracts Payable	-	-	-	-	-
Subtotal	29,102,375	31,705,725	33,377,104	34,799,598	36,190,058
Total Operating Budget	103,449,915	108,766,321	112,563,566	115,889,250	118,905,573
Cash Transfers Out					
In Lieu Property Tax	871,257	-	-	-	-
Franchise Fee	6,910,712	7,021,930	7,160,799	7,265,551	7,367,095
CIP Fund (General Operating Projects)	-	-	-	-	-
CIP Fund (General Capital Projects)	84,700	85,400	77,100	104,900	93,000
CIP Fund (Enterprise Capital Projects)	92,329,022	44,405,566	45,309,481	46,059,656	45,822,379
Bond Proceeds to CIP	-	-	-	-	-
General & Special Program Funds	-	-	-	-	-
Reclaimed Water Distribution System/Water Inlet/Silverado/Water	-	-	-	-	-
Irrigation Water Distribution System/Water	-	-	-	-	-
Subtotal	100,195,691	51,512,896	52,547,380	53,430,107	53,282,474
Total Uses	203,645,606	160,279,217	165,110,946	169,319,357	172,188,047
GAAP to Budget Adjustment ⁽¹⁾	-	-	-	-	-
<small>⁽¹⁾ impacts fund balance but does not affect revenues or expense</small>					
Sources Over/(Under) Uses	(33,942,110)	1,448,012	1,575,302	829,764	1,242,864
Ending Fund Balance					
Operating Reserve	13,985,918	14,587,391	14,979,076	15,332,308	15,624,832
Repair/Replacement Reserve	29,184,070	30,086,558	30,921,597	31,460,505	32,032,301
Revenue Bond Debt Service Reserve	5,436,075	5,005,663	4,978,137	4,539,438	4,541,638
Special Contractual Fund Balance	3,442,786	3,817,250	4,193,354	4,569,677	4,946,021
Unreserved Balance	-	-	-	-	-
Total Ending Fund Balance	52,048,849	53,496,862	55,072,164	55,901,928	57,144,792

Water & Water Reclamation Fund Sources

Water Charges Revenue

Water Charges Revenue adopted budget for FY 2011/12 totals \$98.4 million, reflecting a 3 percent or \$3.2 million increase from the FY 2010/11 year-end forecast. The revenue forecast assumes no fee increases in the FY 2011/12 budget. The projected growth in revenues is based on a combination of a slight increase in growth and the return to a normal consumption year. Monthly water billings consist of a base charge according to meter size and a monthly quantity usage charge which is based on the amount of water consumed. Fees are reviewed annually to determine if they cover the costs of the services provided.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	98.4	98.4 *
2010/11	97.2	95.2 *
2009/10	95.5	94.8
2008/09	95.6	92.0
2007/08	85.2	89.9

Water Reclamation Charges Revenue

Water Reclamation Charges Revenue adopted budget for FY 2011/12 totals \$34.2 million, remaining relatively flat with the FY 2010/11 year-end forecast. The revenue forecast assumes no fee increases in the FY 2011/12 budget. The projected growth in revenues is based on a slight increase in growth. Monthly water reclamation billings consist of a flow charge for capital costs as well as a flow charge for operation and maintenance expenses that varies by customer classification determined on relative sewer loadings. Fees are reviewed annually to determine if they cover the costs of the services provided.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	34.2	34.2 *
2010/11	33.7	34.2 *
2009/10	34.7	35.4
2008/09	35.3	34.1
2007/08	33.7	32.9

Water & Water Reclamation Fund Sources

Effluent Sales Revenue

Effluent Sales Revenue adopted budget for FY 2011/12 totals \$0.9 million remaining relatively flat with the FY 2010/11 year-end forecast. Effluent sales relate to water treated to irrigation standards at the City's Water Reclamation Plant for the 23 golf courses in north Scottsdale that are part of the Reclaimed Water Distribution System (RWDS), and the City's Gainey Water Reclamation Plant for irrigation use at the Gainey Ranch Golf Club. Both are contractual obligations to provide reclaimed water for irrigation uses and costs for providing these services are recovered through rates charged for the use.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.9	0.9 *
2010/11	0.9	0.9 *
2009/10	0.9	0.6
2008/09	0.7	0.7
2007/08	0.7	0.9

Interest Earnings Revenue

Interest Earnings Revenue adopted budget for FY 2011/12 totals \$0.3 million, reflecting a \$0.1 million decrease from the FY 2010/11 year-end forecast. Interest earnings are generated on idle Water & Water Reclamation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on 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.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.3	0.3 *
2010/11	0.8	0.4 *
2009/10	2.1	2.9
2008/09	2.3	3.4
2007/08	2.1	5.2

Miscellaneous Revenue

Miscellaneous Revenue adopted budget for FY 2011/12 totals \$17.6 million, reflecting a \$12.3 million increase from the FY 2010/11 year-end forecast. The sale of the Planet Ranch property and water rights has been shifted from late FY 2010/11 to mid FY 2011/12 for \$12.0 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	17.6	17.6 *
2010/11	17.2	5.3 *
2009/10	3.6	2.7
2008/09	4.1	1.3
2007/08	2.2	3.2

Water & Water Reclamation Fund Sources

Transfers-In

Transfers-In adopted FY 2011/12 budget totals \$18.2 million, reflecting a 3 percent or \$0.5 million decrease from the FY 2010/11 year-end forecast. The decrease in transfers-in is related to the reduction in debt that will be paid from the development fee impact funds. Transfers-in is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects.

Water & Water Reclamation Fund Uses

Water and Water Reclamation Funds Uses

The Water & Water Reclamation Fund expenditures are presented by the following six major operating budget expenditure categories: personnel services, contractual services, commodities, capital outlay, debt service, and indirect cost allocation. Additionally, there are transfers-out to other funds.

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2011/12 adopted budget of \$16.7 million represents 16 percent of the total Water and Water Reclamation operating budget and reflects a 1 percent or \$0.2 million increase from the adopted FY 2010/11 budget. The budget reflects the full-year costs of positions added in FY 2009/10 and also includes 9.00 additional FTEs to address community facilities needs at the City's water treatment plants.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	16.7	16.7 *
2010/11	16.5	15.9 *
2009/10	16.7	15.6
2008/09	15.7	16.7
2007/08	15.6	14.7

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. Supplies are not included in the contractual services account. The adopted FY 2011/12 budget of \$27.6 million represents 27 percent of the total Water and Water Reclamation operating budget and reflects approximately a 1 percent or \$0.2 million increase from the adopted FY 2010/11 budget. The increase is primarily due to increased security costs and new licenses and permit fees which are greatly offset by cost reductions in consultants, electricity and City memberships (transferred to Mayor's Office budget).

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	27.6	27.6 *
2010/11	27.4	27.4 *
2009/10	28.6	23.3
2008/09	29.7	24.9
2007/08	29.5	25.2

Water & Water Reclamation Fund Uses

Commodities

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2011/12 budget of \$23.5 million represents 23 percent of the total Water and Water Reclamation operating budget and reflects a 2 percent or \$0.5 million decrease from the adopted FY 2010/11 budget. The decrease is primarily related to decreases in granular activated carbon used in the water treatment process, materials to maintain and repair machinery and equipment, which are partially offset by increases in purchased water costs.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	23.5	23.5 *
2010/11	24.0	24.0 *
2009/10	21.2	19.7
2008/09	22.1	17.7
2007/08	17.6	17.1

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$5,000 or more, and be a betterment or improvement. The adopted FY 2011/12 budget of zero and reflects a \$0.1 million decrease from the adopted FY 2010/11 budget. The decrease is related to a one time new vehicle purchase in FY2010/11 for additional FTE positions.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	0.1	0.1 *
2009/10	-	0.1
2008/09	0.1	0.3
2007/08	0.2	0.2

Debt Service

Debt Service represents the repayment of general obligation, revenue and Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2011/12 budget of \$29.1 million represents 28 percent of the total Water and Water Reclamation operating budget and reflects a 4 percent or \$1.0 million increase from the adopted FY 2010/11. The increase is primarily related to the repayment of \$75.0 million in new MPC bonds issued in FY 2009/10.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	29.1	29.1 *
2010/11	28.1	29.8 *
2009/10	25.7	25.7
2008/09	26.5	26.5
2007/08	21.4	18.7

Water & Water Reclamation Fund Uses

Indirect Cost Allocation

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions which benefit the Enterprise operations (e.g., City Manager, Financial Management, Human Resources, Legal, etc.). The City's indirect costs are allocated to the Enterprise Funds based upon a combination of relative benefits received and the proportion of the overall operating budgets for direct service providers. The adopted FY 2011/12 budget of \$6.5 million represents 6 percent of the total Water and Water Reclamation operating budget and reflects a \$3.2 million decrease from the adopted FY 2010/11 budget.

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The adopted FY 2011/12 budget of \$100.2 million reflects a \$44.1 million increase from the adopted FY 2010/11 adopted budget, primarily related to transfers to the water and water reclamation CIP funds. The transfer to the General Fund for In Lieu Property Tax is reduced by 50 percent from FY 2010/11 in order to phase out this transfer completely by FY 2012/13.

Water and Water Reclamation Fund Balance/Reserves

Fund balance/reserves protect the City's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to a company's net equity (assets less liabilities). Prudent fiscal management dictates fund balances should only be used for nonrecurring (non-operational) expenditures. Once fund balances are spent, they are only replenished by future year resources in excess of expenditures.

The City's budget planning, bond indenture and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the City to "set aside savings" before allocated or spent as budgeted expenditures. The specific make-up of the City's fund balance and reserves are noted below:

Operating Reserve

Operating Reserve of \$14.0 million is projected for the end of FY 2011/12. This reserve is intended to ensure adequate funding for operations for a maximum period of 90 days.

Repair/Replacement Reserve

Repair/Replacement Reserve of \$29.2 million is projected for the end of FY 2011/12. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside to preserve the assets, which, in turn, are the collateral for the Water Revenue Bonds. The reserve is required to be at least 2.0 percent of the revenues received during the year, or until the reserve equals 2.0 percent of the value of total tangible assets. The reserve may be used from time to time for replacement or extension of the assets.

Water & Water Reclamation Fund Uses

Revenue Bond Debt Service Reserve

Revenue Bond Debt Service Reserve of \$5.4 million is projected for the end of FY 2011/12. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside as collateral for the Water Revenue Bonds debt service payments.

Special Contractual Fund Balance

Special Contractual Fund Balance of \$3.4 million is projected for the end of FY 2011/12. This balance reflects reserves established in accordance with various contractual agreements for delivery of non-potable water by the Water Resources Division.

Solid Waste Fund

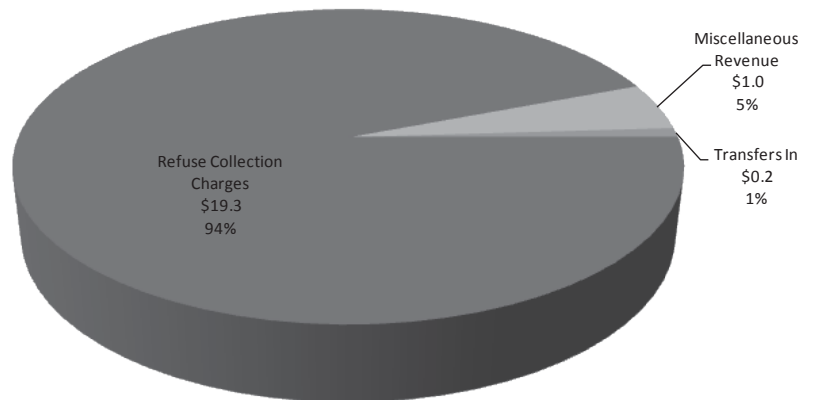
Fund Purpose

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

Solid Waste Sources
(in millions)

Refuse Collection Charges	\$	19.3
Interest Earnings	\$	-
Miscellaneous Revenue	\$	1.0
Transfers In	\$	0.2
Total Sources	\$	20.5

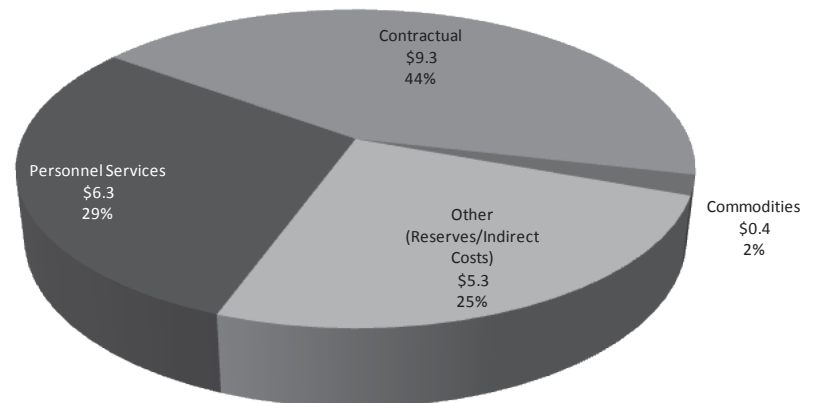
Solid Waste Fund Sources



Solid Waste Fund Uses
(in millions)

Personnel Services	\$	6.3
Contractual	\$	9.3
Commodities	\$	0.4
Debt Service	\$	-
Capital Outlay	\$	-
Other (Reserves/Indirect Costs)	\$	5.3
Total Uses	\$	21.4

Solid Waste Fund Uses



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

Solid Waste Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Operating Reserve	5,016,537	4,453,718	3,277,868	3,876,794
Unreserved	1,026,619	1,238,816	3,479,848	2,395,525
Total Beginning Fund Balance	6,043,156	5,692,534	6,757,716	6,272,319
Revenues				
Refuse Collection Charges	20,359,806	19,409,471	19,262,199	19,348,599
Interest Earnings	191,887	53,453	64,826	38,286
Miscellaneous Revenue	1,119	687,242	975,720	948,006
Subtotal	20,552,812	20,150,166	20,302,745	20,334,891
Cash Transfers In				
Fleet	-	-	-	193,299
Subtotal	-	-	-	193,299
Total Sources	20,552,812	20,150,166	20,302,745	20,528,190
Use of Funds:				
Divisions				
Finance and Accounting	758,297	765,978	765,978	861,442
Public Works	15,078,657	15,659,117	15,657,995	15,209,761
Indirect Cost Allocation	2,500,565	2,509,556	2,509,556	1,481,959
Subtotal	18,337,519	18,934,651	18,933,529	17,553,162
Total Operating Budget	18,337,519	18,934,651	18,933,529	17,553,162
Cash Transfers Out				
In Lieu Property Tax	10,584	7,050	7,050	3,525
CIP Fund (General Capital Projects)	31,600	69,400	67,500	17,000
CIP Fund (Enterprise Capital Projects)	1,100,000	1,400,000	1,400,000	460,000
Transp Fund - Alley Maintenance	358,550	380,063	380,063	482,867
Fleet Fund - Additional Vehicles	-	-	-	-
Subtotal	1,500,734	1,856,513	1,854,613	963,392
Total Uses	19,838,253	20,791,164	20,788,142	18,516,554
Sources Over/(Under) Uses	714,559	(640,998)	(485,397)	2,011,636
Ending Fund Balance				
Operating Reserve	3,277,868	4,566,241	3,876,794	3,861,228
Unreserved	3,479,848	485,295	2,395,525	4,422,727
Total Ending Fund Balance	6,757,716	5,051,536	6,272,319	8,283,955

Solid Waste Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
Operating Reserve	3,876,794	3,861,228	4,147,603	4,312,664	4,478,623
Unreserved	2,395,525	4,422,727	5,514,218	6,824,897	7,373,360
Total Beginning Fund Balance	6,272,319	8,283,955	9,661,821	11,137,561	11,851,983
Revenues					
Refuse Collection Charges	19,348,599	19,544,109	19,760,424	19,997,578	20,279,016
Interest Earnings	38,286	51,033	100,277	142,228	152,147
Miscellaneous Revenue	948,006	992,469	1,033,717	1,063,650	1,079,158
Subtotal	20,334,891	20,587,611	20,894,418	21,203,456	21,510,321
Cash Transfers In					
Fleet	193,299	-	-	-	-
Subtotal	193,299	-	-	-	-
Total Sources	20,528,190	20,587,611	20,894,418	21,203,456	21,510,321
Use of Funds:					
Divisions					
Finance and Accounting	861,442	862,716	870,517	877,026	883,592
Public Works	15,209,761	16,007,082	16,433,634	16,954,847	17,659,860
Indirect Cost Allocation	1,481,959	1,519,008	1,564,578	1,619,338	1,684,112
Subtotal	17,553,162	18,388,806	18,868,729	19,451,211	20,227,564
Total Operating Budget	17,553,162	18,388,806	18,868,729	19,451,211	20,227,564
Cash Transfers Out					
In Lieu Property Tax	3,525	-	-	-	-
CIP Fund (General Capital Projects)	17,000	17,100	7,400	10,000	8,900
CIP Fund (Enterprise Capital Projects)	460,000	292,000	-	-	-
Transp Fund - Alley Maintenance	482,867	511,839	542,549	575,102	609,608
Fleet Fund - Additional Vehicles	-	-	-	452,721	-
Subtotal	963,392	820,939	549,949	1,037,823	618,508
Total Uses	18,516,554	19,209,745	19,418,678	20,489,034	20,846,072
Sources Over/(Under) Uses	2,011,636	1,377,866	1,475,740	714,422	664,249
Ending Fund Balance					
Operating Reserve	3,861,228	4,147,603	4,312,664	4,478,623	4,697,735
Unreserved	4,422,727	5,514,218	6,824,897	7,373,360	7,818,497
Total Ending Fund Balance	8,283,955	9,661,821	11,137,561	11,851,983	12,516,232

Solid Waste Fund Sources

Refuse Collection Revenue

Refuse Collection Revenue adopted FY 2011/12 budget totals \$20.3 million, reflecting a 0.5 percent or \$0.1 million increase from the FY 2010/11 year-end forecast. The revenue forecast assumes no fee increases in the FY 2011/12 budget. 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. Fees are reviewed annually to determine if they cover the costs of the services provided.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	20.3	20.3 *
2010/11	20.1	20.2 *
2009/10	20.3	20.4
2008/09	20.0	20.0
2007/08	18.8	19.8

Interest Earnings Revenue

Interest Earnings Revenue adopted FY 2011/12 budget of \$0.04 million, reflecting a 50 percent or \$0.02 million decrease from the FY 2010/11 year-end forecast. Interest earnings are generated on idle Solid Waste Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	0.1	0.1 *
2009/10	0.1	0.2
2008/09	0.2	0.2
2007/08	0.2	0.3

Transfers-In

Transfers-in is the authorized movement of cash or other resources from other funds. Total transfers-in for FY 2011/12 equal \$0.2 million from the Fleet Fund. This is a one time transfer to operating funds to recapture accumulated excess contributions from prior years as suggested by an internal audit recommendation.

Solid Waste Fund Uses

Solid Waste Fund Uses

The Solid Waste Fund expenditures are presented by the following six major operating budget expenditure categories: personnel services, contractual services, commodities, capital outlay, debt service, and indirect cost allocation. Additionally, there are transfers-out to other funds.

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted FY 2011/12 budget of \$6.3 million represents 36 percent of the total Solid Waste operating budget and reflects an 9 percent or \$0.5 million increase from the adopted FY 2010/11 budget primarily related to the allocation of direct support of Finance and Accounting personnel services costs through the work order credit system.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6.3	6.3 *
2010/11	5.8	5.8 *
2009/10	6.0	5.9
2008/09	6.2	6.0
2007/08	5.5	5.8

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. Supplies are not included in the contractual services account. The adopted FY 2011/12 budget of \$9.3 million represents 53 percent of the total Solid Waste operating budget and reflects a 9 percent or \$0.9 million decrease from the adopted FY 2010/11 budget, primarily related to a reduction of direct support of Finance and Accounting contractual service costs through the work order credit system and a reduction in fleet replacement costs.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	9.3	9.3 *
2010/11	10.2	10.2 *
2009/10	10.6	9.7
2008/09	10.1	10.2
2007/08	5.5	9.8

Commodities

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2011/12 budget of \$0.4 million represents 2 percent of the total Solid Waste operating budget, which remains flat with the adopted FY 2010/11 budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.4	0.4 *
2010/11	0.4	0.4 *
2009/10	0.5	0.4
2008/09	0.5	0.5
2007/08	0.5	0.6

Solid Waste Fund Uses

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$5,000 or more, and be a betterment or improvement. The adopted FY 2011/12 budget is zero.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	0.2	-
2007/08	-	-

Indirect Cost Allocation

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Financial Management, Human Resources, Legal, etc.). The City's indirect costs are allocated to the Enterprise Funds based upon a combination of relative benefits received and the proportion of the overall operating budgets for direct service providers. The adopted FY 2011/12 budget of approximately \$1.5 million represents 8.6 percent of the total Solid Waste operating budget and reflects a 40 percent or \$1.0 million decrease from the adopted FY 2010/11 budget.

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The adopted FY 2011/12 budget of \$1.0 million reflects a 44 percent or \$0.8 million decrease from the adopted FY 2010/11 budget, primarily related to transfers out to the CIP Fund. Also included in the transfers-out is a transfer of \$0.5 million to the Transportation Fund for the direct cost of alley maintenance performed for the benefit of the Solid Waste operations.

Solid Waste Fund Balance

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

Operating Reserve

Operating Reserve of \$3.9 million is projected for the end of FY 2011/12. This reserve is intended to ensure adequate funding for operations for a maximum period of 90 days. The intent of the reserve is to provide for emergencies and the possibility of significant future increases in landfill costs.

Unreserved Fund Balance

Unreserved Fund Balance is projected to be \$4.4 million at the end of FY 2011/12. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

Aviation Fund

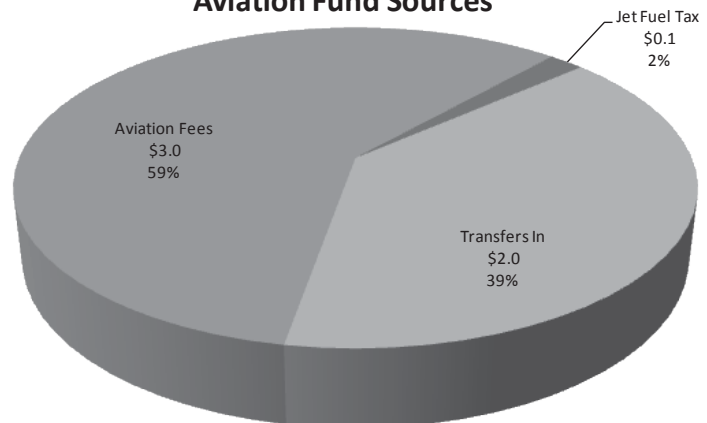
Fund Purpose

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

Aviation Fund Sources
(in millions)

Aviation Fees	\$	3.0
Jet Fuel Tax	\$	0.1
Interest Earnings	\$	-
Transfers In	\$	2.0
Total Sources	\$	5.1

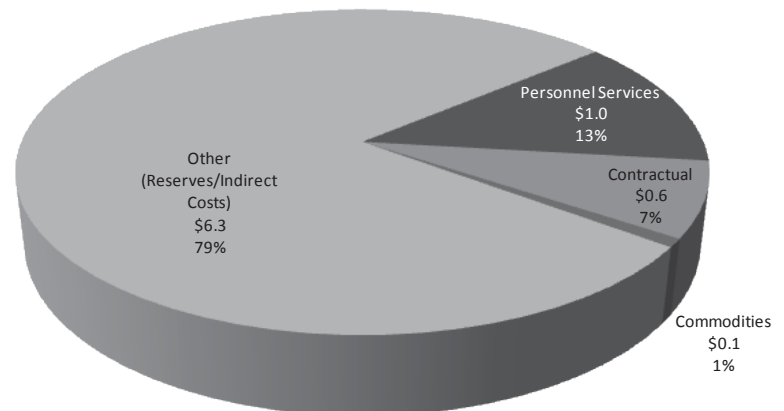
Aviation Fund Sources



Aviation Fund Uses
(in millions)

Personnel Services	\$	1.0
Contractual	\$	0.6
Commodities	\$	0.1
Debt Service	\$	-
Capital Outlay	\$	-
Other (Reserves/Indirect Costs)	\$	6.3
Total Uses	\$	8.0

Aviation Fund Uses



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

Aviation Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Operating Reserve	589,843	526,077	589,843	946,930
Repair and Replacement Reserve	3,346,631	2,661,113	2,326,220	2,618,172
Land Purchase Reserve	-	-	-	407,772
Unreserved - Operating	-	1,556,154	1,784,325	-
Total Beginning Fund Balance	3,936,474	4,743,344	4,700,388	3,972,874
Revenues				
Aviation Fees	2,899,077	2,977,304	2,919,581	2,950,023
Jet Fuel Tax	128,411	123,000	112,736	113,863
Interest Earnings	113,335	70,000	80,497	25,744
Federal & State Aid	4,650	-	-	-
Subtotal	3,145,473	3,170,304	3,112,814	3,089,630
Cash Transfers In				
Fleet	-	-	-	6,753
Transportation CIP	-	-	-	2,000,000
Subtotal	-	-	-	2,006,753
Total Sources	3,145,473	3,170,304	3,112,814	5,096,383
Use of Funds:				
Divisions				
Community & Economic Development - Aviation	1,582,280	1,729,622	1,687,359	1,705,659
Indirect Cost Allocation	143,894	154,500	154,500	183,571
Subtotal	1,726,174	1,884,122	1,841,859	1,889,230
Total Operating Budget	1,726,174	1,884,122	1,841,859	1,889,230
Cash Transfers Out				
In Lieu Property Tax	48,348	-	-	-
Direct Cost Allocation (Fire)	363,938	415,195	415,195	400,241
CIP Fund (General Operating Projects)	13,200	900	-	-
CIP Fund (General Capital Projects)	229,900	10,700	10,700	5,000
CIP Fund (Enterprise Capital Projects)	-	1,572,574	1,572,574	645,900
Subtotal	655,386	1,999,369	1,998,469	1,051,141
Total Uses	2,381,559	3,883,491	3,840,328	2,940,371
Sources Over/(Under) Uses	763,914	(713,187)	(727,514)	2,156,012
Ending Fund Balance				
Operating Reserve	589,843	569,815	946,930	725,023
Repair and Replacement Reserve	2,326,220	3,366,463	2,618,172	3,386,691
Land Purchase Reserve	-	93,879	407,772	2,017,172
Unreserved	1,784,325	-	-	-
Total Ending Fund Balance	4,700,388	4,030,157	3,972,874	6,128,886

Aviation Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
Operating Reserve	946,930	725,023	1,192,626	606,750	629,811
Repair and Replacement Reserve	2,618,172	3,386,691	3,218,088	4,528,329	5,192,090
Land Purchase Reserve	407,772	2,017,172	7,618	7,618	7,618
Unreserved - Operating	-	-	-	-	-
Total Beginning Fund Balance	3,972,874	6,128,886	4,418,332	5,142,697	5,829,519
Revenues					
Aviation Fees	2,950,023	2,980,808	3,011,939	3,043,421	3,075,259
Jet Fuel Tax	113,863	115,002	116,152	117,314	118,487
Interest Earnings	25,744	30,397	56,984	80,320	87,917
Federal & State Aid	-	-	-	-	-
Subtotal	3,089,630	3,126,207	3,185,075	3,241,055	3,281,663
Cash Transfers In					
Fleet	6,753	-	-	-	-
Transportation CIP	2,000,000	-	-	-	-
Subtotal	2,006,753	-	-	-	-
Total Sources	5,096,383	3,126,207	3,185,075	3,241,055	3,281,663
Use of Funds:					
Divisions					
Community & Economic Development - Aviation	1,705,659	1,739,382	1,761,376	1,783,656	1,805,911
Indirect Cost Allocation	183,571	191,332	193,751	196,202	198,650
Subtotal	1,889,230	1,930,714	1,955,127	1,979,858	2,004,561
Total Operating Budget	1,889,230	1,930,714	1,955,127	1,979,858	2,004,561
Cash Transfers Out					
In Lieu Property Tax	-	-	-	-	-
Direct Cost Allocation (Fire)	400,241	409,847	419,683	430,175	440,499
CIP Fund (General Operating Projects)	-	-	-	-	-
CIP Fund (General Capital Projects)	5,000	5,000	3,400	4,600	4,100
CIP Fund (Enterprise Capital Projects)	645,900	2,491,200	82,500	139,600	41,600
Subtotal	1,051,141	2,906,047	505,583	574,375	486,199
Total Uses	2,940,371	4,836,761	2,460,710	2,554,233	2,490,760
Sources Over/(Under) Uses	2,156,012	(1,710,554)	724,365	686,821	790,902
Ending Fund Balance					
Operating Reserve	725,023	1,192,626	606,750	629,811	614,160
Repair and Replacement Reserve	3,386,691	3,218,088	4,528,329	5,192,090	5,929,100
Land Purchase Reserve	2,017,172	7,618	7,618	7,618	77,161
Unreserved	-	-	-	-	-
Total Ending Fund Balance	6,128,886	4,418,332	5,142,697	5,829,519	6,620,421

Aviation Fund Sources

Aviation Fees and Charges Revenue

Aviation Fees and Charges Revenue adopted FY 2011/12 budget totals \$3.0 million reflecting a 3.4 percent or \$0.1 million increase from the FY 2010/11 year-end forecast. The revenue forecast assumes no fee increases in the FY 2011/12 budget. Aviation fees and charges are for a variety of services provided to airport customers including tie down fees, hangar rentals, fuel sales, and other rental charges. Fees are reviewed annually to determine if they cover the costs of the services provided.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	3.0	3.0 *
2010/11	3.0	2.9 *
2009/10	2.7	2.9
2008/09	3.6	2.8
2007/08	3.5	3.4

Interest Earnings Revenue

Interest Earnings Revenue adopted FY 2011/12 budget totals \$0.03 million, reflecting a \$0.05 million decrease from the FY 2010/11 year-end forecast. Interest earnings are generated on idle Aviation Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	0.1	0.1 *
2009/10	0.1	0.1
2008/09	0.1	0.1
2007/08	0.1	0.1

Jet Fuel Tax Revenue

Jet Fuel Tax Revenue projected FY 2011/12 budget totals \$0.1 million, remaining flat with the FY 2010/11 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.1	0.1 *
2010/11	0.1	0.1 *
2009/10	0.1	0.1
2008/09	0.1	0.1
2007/08	0.1	0.2

Transfers-In

Transfers-in is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. Transfers-in for FY 2011/12 total \$2.0 million as a result of the Airport leasing five acres of the southeast corner of Scottsdale and Thunderbird Roads to the Transportation Division in perpetuity for the purpose of constructing and operating a park-and-ride facility. There is also a small transfer in of \$6,753 from the Fleet Management Fund to recapture accumulated excess contributions from prior years as suggested by an internal audit recommendation.

Aviation Fund Uses

Aviation Fund Uses

The Aviation Fund expenditures are presented by the following five major operating budget expenditure categories: personnel services, contractual services, commodities, capital outlay, and indirect cost allocation. Additionally, there are transfers-out to other funds.

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted FY 2011/12 budget of \$1.0 million represents 44 percent of the total Aviation Fund operating budget and remaining relatively flat with the adopted FY 2010/11 budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.0	1.0 *
2010/11	1.0	1.0 *
2009/10	1.1	0.9
2008/09	1.1	1.2
2007/08	1.1	1.1

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. Supplies are not included in the contractual services account. The adopted FY 2011/12 budget of \$0.6 million represents 26 percent of the total Aviation Fund operating budget and reflects a 14 percent or \$0.1 million decrease from the adopted FY 2010/11 budget primarily related to software maintenance and licensing related to intergovernmental customs.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.6	0.6 *
2010/11	0.7	0.7 *
2009/10	0.5	0.5
2008/09	0.6	0.6
2007/08	0.6	0.6

Commodities

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2011/12 budget of \$0.07 million represents 3.1 percent of the total Aviation Fund operating budget and reflects a 37.5 percent or \$0.07 million increase from the adopted FY 2010/11 budget primarily related to gas and oil costs.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.1	0.1 *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	0.1	0.1

Aviation Fund Uses

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$5,000 or more, and be a betterment or improvement. The adopted FY 2011/12 budget is zero.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Indirect/Direct Cost Allocation

Indirect/Direct Cost Allocation represents charges to the Aviation Fund for specific General Fund central administrative functions which benefit the Enterprise operations (e.g., City Manager, Financial Management, Human Resources, Legal, etc.). The City's indirect costs are allocated to the Enterprise Funds based upon a combination of relative benefits received and the proportion of the overall operating budgets for direct service providers. The indirect cost allocation adopted FY 2011/12 budget of \$0.2 million represents 9 percent of the total Aviation Fund operating budget remaining relatively flat with the adopted FY 2010/11 budget.

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The adopted FY 2011/12 budget of \$1.1million reflects a 45 percent or a \$0.9 million decrease from the adopted FY 2010/11 budget primarily related to decreased transfers out to the CIP Fund for Aviation capital projects. Also included in the transfers-out budget is a transfer of \$0.4 million to the General Fund for the direct cost of Fire services provided to the Scottsdale Airport.

Aviation Fund Balance

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

Operating Reserve

Operating Reserve of \$0.7 million is projected for the end of FY 2011/12. This reserve is intended to ensure adequate funding for operations for a maximum period of 90 days. The intent of the reserve is to provide for emergencies, provide for potential grant matches, and to ensure that General Fund subsidies are avoided.

Aviation Fund Uses

Repair and Replacement Reserve

A Repair and Replacement Reserve of \$3.4 million is projected for the end of FY 2011/12. The intent of the reserve is to ensure adequate funding for emergency repair and replacement needs at the airport.

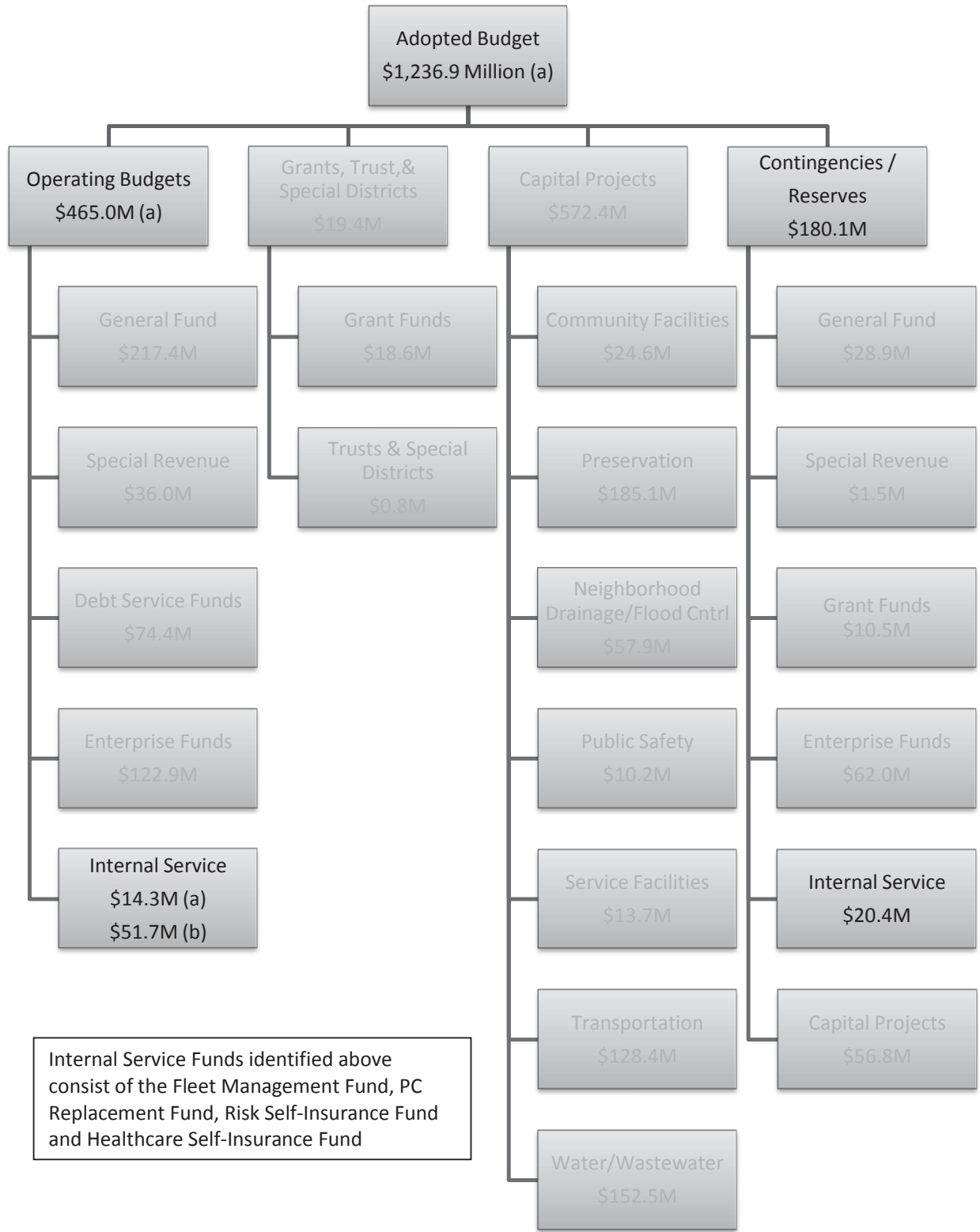
Land Purchase Reserve

Land Purchase Reserve is projected to be \$2.0 million at the end of FY 2011/12. The balance is intended to fund future land purchases.

Unreserved Fund Balance

Unreserved Fund Balance is projected to be zero at the end of FY 2011/12. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

Internal Service Funds



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

Internal Service Funds

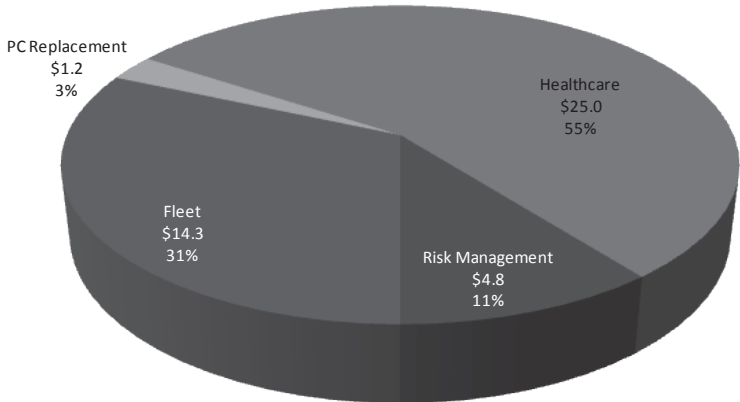
Fund Purpose

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

Internal Service Funds Sources
(in millions)

Fleet	\$	14.3
PC Replacement	\$	1.2
Healthcare	\$	25.0
Risk Management	\$	4.8
Total Sources	\$	45.3

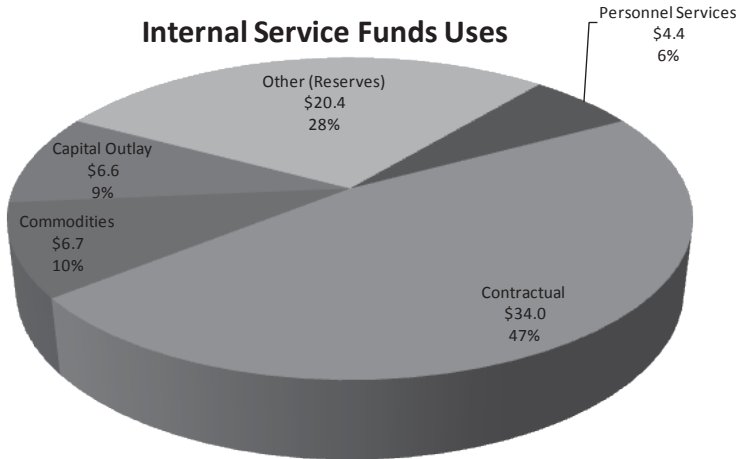
Internal Service Funds Sources



Internal Service Funds Uses
(in millions)

Personnel Services	\$	4.4
Contractual	\$	34.0
Commodities	\$	6.7
Debt Service	\$	-
Capital Outlay	\$	6.6
Other (Reserves)	\$	20.4
Total Uses	\$	72.1
Internal Service Offsets	\$	(37.4)
Adopted Budget	\$	34.7

Internal Service Funds Uses



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



FY 2011/12 Adopted Budget

Fleet Management Fund

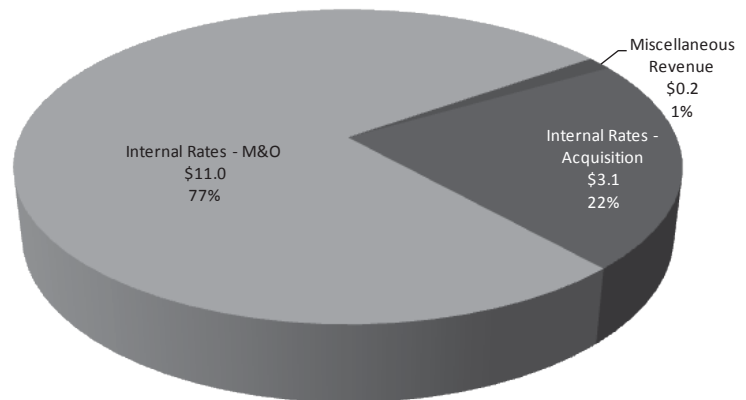
Fund Purpose

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

Fleet Management Fund Sources (in millions)

Internal Rates - Acquisition	\$	3.1
Internal Rates - M&O	\$	11.0
Interest Earnings	\$	-
Miscellaneous Revenue	\$	0.2
Transfers In	\$	-
Total Sources	\$	14.3

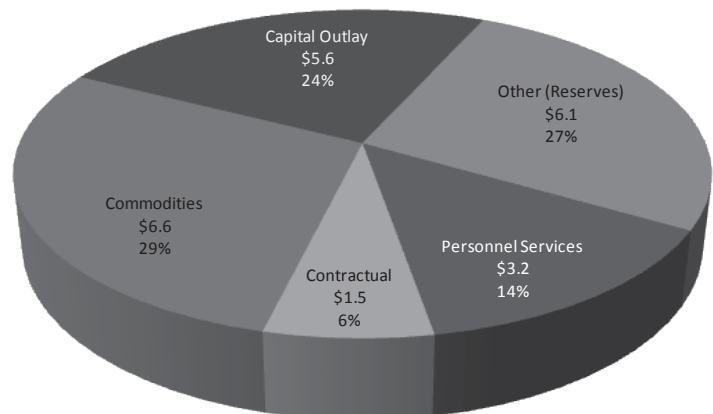
Fleet Management Fund Sources



Fleet Management Fund Uses (in millions)

Personnel Services	\$	3.2
Contractual	\$	1.5
Commodities	\$	6.6
Capital Outlay	\$	5.6
Other (Reserves)	\$	6.1
Total Uses	\$	23.1
Internal Service Offset		(\$14.1)

Fleet Management Fund Uses*



* Excludes the Internal Service Offset of (\$14.1) million

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

Fleet Management Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance/Reserve	9,821,093	9,145,823	10,084,280	10,300,675
Revenues				
Rates - Vehicle Acquisition	1,675,851	2,884,000	2,884,000	3,096,595
Rates - Maintenance & Operation	11,546,717	11,183,695	11,183,695	10,970,186
Insurance Recoveries	14,252	-	14,000	-
Sale of Capital Assets	359,893	-	(180,000)	-
Miscellaneous Revenue	2,440	200,000	200,000	200,000
Interest Earnings	377,316	91,000	91,000	44,000
Subtotal	13,976,469	14,358,695	14,192,695	14,310,781
Total Sources	13,976,469	14,358,695	14,192,695	14,310,781
Use of Funds:				
Division				
Public Works				
Vehicle Acquisition/Capital Outlay	2,738,449	3,726,462	3,726,462	5,605,538
Fleet Operations	10,127,059	11,658,709	11,620,859	11,447,996
<i>Estimated YE Savings</i>	-	-	(1,363,306)	-
<i>Leave Accrual Payments</i>	-	53,337	45,766	48,051
<i>Estimated Personnel Savings from Vacant Positions</i>	-	(237,034)	(82,681)	(150,000)
Subtotal	12,865,508	15,201,474	13,947,100	16,951,585
Total Operating Budget	12,865,508	15,201,474	13,947,100	16,951,585
Cash Transfers Out				
CIP Fund - General Capital Projects	41,400	31,200	29,200	8,300
CIP Fund - Fleet Projects	652,764	-	-	-
Fleet One-Time Cash Adjustment for all other Funds	-	-	-	1,475,199
Subtotal	694,164	31,200	29,200	1,483,499
Total Uses	13,559,672	15,232,674	13,976,300	18,435,084
Sources Over/(Under) Uses	416,797	(873,979)	216,395	(4,124,303)
GAAP to Budget Adjustment ^(A)	(153,610)	-	-	-
Fund Balance:				
Contingency Reserve	-	-	700,000	1,300,000
Designated for Future Acquisition	-	8,271,844	8,122,003	4,836,174
Unreserved, Undesignated	-	-	1,478,672	40,198
Total Ending Fund Balance	-	8,271,844	10,300,675	6,176,372

^(A) Reflects cash transactions that do not affect revenues or expenditures but still impact the ending fund balance.

Fleet Management Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance/Reserve	10,300,675	6,176,372	7,131,508	8,232,053	10,056,587
Revenues					
Rates - Vehicle Acquisition	3,096,595	3,500,000	3,605,000	3,713,150	3,824,545
Rates - Maintenance & Operation	10,970,186	12,152,667	12,901,049	13,185,825	13,474,026
Insurance Recoveries	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-
Miscellaneous Revenue	200,000	200,000	200,000	200,000	200,000
Interest Earnings	44,000	47,000	106,000	161,000	219,000
Subtotal	14,310,781	15,899,667	16,812,049	17,259,975	17,717,571
Total Sources	14,310,781	15,899,667	16,812,049	17,259,975	17,717,571
Use of Funds:					
Division					
Public Works					
Vehicle Acquisition/Capital Outlay	5,605,538	2,871,143	2,925,423	2,368,176	2,952,229
Fleet Operations	11,447,996	12,152,667	12,901,049	13,185,825	13,474,026
<i>Estimated YE Savings</i>	-	-	-	-	-
<i>Leave Accrual Payments</i>	48,051	69,821	40,307	41,184	58,285
<i>Estimated Personnel Savings from Vacant Positions</i>	(150,000)	(157,500)	(165,375)	(173,644)	(182,326)
Subtotal	16,951,585	14,936,131	15,701,404	15,421,541	16,302,214
Total Operating Budget	16,951,585	14,936,131	15,701,404	15,421,541	16,302,214
Cash Transfers Out					
CIP Fund - General Capital Projects	8,300	8,400	10,100	13,900	12,300
CIP Fund - Fleet Projects	-	-	-	-	-
Fleet One-Time Cash Adjustment for all other Funds	1,475,199	-	-	-	-
Subtotal	1,483,499	8,400	10,100	13,900	12,300
Total Uses	18,435,084	14,944,531	15,711,504	15,435,441	16,314,514
Sources Over/(Under) Uses	(4,124,303)	955,136	1,100,545	1,824,534	1,403,057
GAAP to Budget Adjustment ^(A)	-	-	-	-	-
Fund Balance:					
Contingency Reserve	1,300,000	1,000,000	700,000	700,000	700,000
Designated for Future Acquisition	4,836,174	6,000,927	7,224,797	8,868,187	10,079,818
Unreserved, Undesignated	40,198	130,581	307,256	488,400	679,826
Total Ending Fund Balance	6,176,372	7,131,508	8,232,053	10,056,587	11,459,644

^(A) Reflects cash transactions that do not affect revenues or expenditures but still impact the ending fund balance.

Fleet Management Sources

Rates - Vehicle Acquisition Revenue

Rates - Vehicle Acquisition represents the “rental” rate charged to other City funds and programs sufficient for the acquisition and replacement of City vehicles. For FY 2011/12, approximately 22 percent of the Fleet Management Fund’s operating revenues come from rates related to vehicle acquisition. The vehicle acquisition rates for FY 2011/12 total approximately \$3.1 million and represent a \$0.2 million increase from the FY 2010/11 year-end revenue forecast. The increase is primarily attributed to the efforts beginning with FY 2009/10 and into FY 2011/12 to properly forecast a more realistic and sustainable requirement.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	3.1	3.1 *
2010/11	2.9	2.9 *
2009/10	1.7	1.7
2008/09	5.4	5.4
2007/08	5.4	5.4

Rates - Maintenance & Operation Revenue

Rates - Maintenance & Operation represents the “rental” rate to other City programs sufficient for the maintenance and operation of City vehicles. For FY 2011/12, approximately 76 percent of the Fleet Management Fund’s operating revenues come from rates related to vehicle maintenance and operation. The maintenance and operations rates revenue for FY 2011/12 totals an estimated \$11.0 million which is a decrease of approximately \$0.2 from the FY 2010/11 year-end revenue forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	11.0	11.0 *
2010/11	11.2	11.2 *
2009/10	11.9	11.5
2008/09	12.9	12.9
2007/08	10.3	10.3

Miscellaneous Revenue

Miscellaneous Revenue comes from the liquidation of surplus property as well as any insurance recoveries received. The FY 2011/12 budget is \$0.2 million, which remains relatively flat with the FY 2010/11 budget. The FY 2010/11 year-end revenue forecast includes a rare occurrence of loss on disposal of assets total estimate of (\$0.2) million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.2	0.2 *
2010/11	0.2	- *
2009/10	0.2	0.4
2008/09	0.2	0.3
2007/08	0.2	0.2

Fleet Management Sources

Interest Earnings

Interest Earnings are generated on idle Fleet Management Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City’s adopted investment policy stresses safety above yield. The adopted FY 2011/12 interest earnings budget is \$44,000.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	0.1	0.1 *
2009/10	0.2	0.3
2008/09	0.3	0.4
2007/08	0.5	0.5

Fleet Management Uses

Fleet Management Fund Uses

The direct operating expenditures of the Fleet Management Fund are divided into the following four major expenditure categories:

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted personnel services budget totals approximately \$3.2 million, which represents 19 percent of the Fleet Management Fund total operating budget for FY 2011/12. The adopted FY 2011/12 personnel services remained flat from the FY 2010/11 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	3.2	3.2 *
2010/11	3.1	3.2 *
2009/10	3.5	3.2
2008/09	3.6	3.5
2007/08	3.7	3.7

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. Supplies are not included in the contractual services account. The adopted budget of \$1.5 million represents 9 percent of the Fleet Management Fund total operating budget for FY 2011/12. The adopted FY 2011/12 contractual services budget remained flat from the FY2010/11 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.5	1.5 *
2010/11	1.5	1.5 *
2009/10	1.6	1.2
2008/09	1.2	1.4
2007/08	1.2	1.2

Commodities

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes fuel, supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The budget of \$6.6 million represents 39 percent of the Fleet Management Fund total operating budget for FY 2011/12. The adopted FY 2011/12 commodities budget decreased \$0.2 million from the adopted budget FY 2010/11, reflecting cost saving measures due to budget reduction strategies offset by rising fuel costs.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6.6	6.6 *
2010/11	6.8	5.5 *
2009/10	6.7	5.6
2008/09	8.4	5.9
2007/08	6.1	6.1

Fleet Management Uses

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The capital outlay budget of \$5.6 million represents 33 percent of the Fleet Management Fund total operating budget for FY 2011/12. The adopted FY 2011/12 capital outlay budget increased approximately \$1.9 million from the FY 2011/12 adopted budget. The budget increase is primarily attributed to the replacement of 7 or 8 Solid Waste trucks for an estimated \$1.9 million and the efforts to properly forecast a more realistic and sustainable replacement planning requirement.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	5.6	5.6 *
2010/11	3.7	3.7 *
2009/10	2.1	3.5
2008/09	3.4	3.1
2007/08	3.3	4.4

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. Transfers-out totaling \$1.5 million are planned in FY 2011/12, as a result of an Internal Audit recommendation to reduce the Fleet Fund cash balance to establish a more realistic and sustainable requirement. The operating funds which contributed to this excess will receive their proportionate share returned.

Fleet Management Fund Balance

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

The ending FY 2011/12 fund balance is projected to be approximately \$6.2 million, which is a \$2.1 million decrease from the FY 2010/11 adopted ending balance.



FY 2011/12 Adopted Budget

PC Replacement Fund

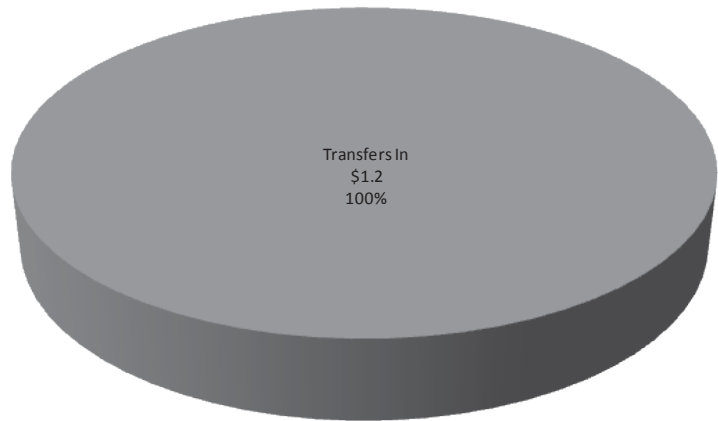
Fund Purpose

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

PC Replacement Fund Sources (in millions)

Transfers In	\$	1.2
Total Sources	\$	1.2

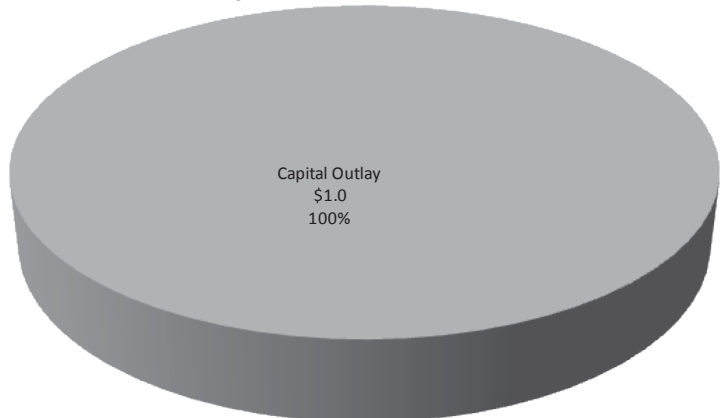
PC Replacement Fund Sources



PC Replacement Fund Uses (in millions)

Personnel Services	\$	-
Contractual	\$	-
Commodities	\$	-
Capital Outlay	\$	1.0
Total Uses	\$	1.0

PC Replacement Fund Uses*



* Excludes the Internal Service Offset of (\$1.2) million

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

PC Replacement Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance*				-
Revenues				
Rates - CPUs				-
Rates - Laptops				-
Rates - Ruggedized CF-29, 30, 31s				-
Rates - Ruggedized CF-19s				-
Rates - Ruggedized HP-24s				-
Rates - Monitors 17"				-
Rates - Monitors 19"				-
Rates - Monitors 24"				-
Rates - Printers B/W				-
Rates - Printers Color				-
Interest Earnings				-
Subtotal				-
Cash Transfers In				
General Fund				1,200,000
Subtotal				1,200,000
Total Sources				1,200,000
Use of Funds:				
Division				
Admin Services - Information Technology				
CPU Purchases				304,357
Laptop Purchases				81,155
Ruggedized CF-31 Purchases				487,725
Ruggedized CF-19 Purchases				27,797
Ruggedized HP-24 Purchases				-
Monitors - 17" Purchases				29,380
Monitors - 19" Purchases				17,628
Monitors - 24" Purchases				4,591
Printers - Network B/W				26,199
Printers - Network Color				14,018
Subtotal				992,849
Total Operating Budget				992,849
Total Uses				992,849
Sources Over / (Under) Uses				207,151
Total Ending Fund Balance				207,151

* This is a new fund beginning in FY 2011/12 and will be used to account for computer equipment.

PC Replacement Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance*	-	207,151	426,409	583,017	1,034,743
Revenues					
Rates - CPUs	-	352,693	352,693	352,693	352,693
Rates - Laptops	-	108,010	108,010	108,010	108,010
Rates - Ruggedized CF-29, 30, 31s	-	393,791	393,791	393,791	393,791
Rates - Ruggedized CF-19s	-	28,492	28,492	28,492	28,492
Rates - Ruggedized HP-24s	-	5,357	5,357	5,357	5,357
Rates - Monitors 17"	-	29,376	29,376	29,376	29,376
Rates - Monitors 19"	-	17,626	17,626	17,626	17,626
Rates - Monitors 24"	-	4,591	4,591	4,591	4,591
Rates - Printers B/W	-	26,199	26,199	26,199	26,199
Rates - Printers Color	-	14,018	14,018	14,018	14,018
Interest Earnings					
Subtotal	-	980,153	980,153	980,153	980,153
Cash Transfers In					
General Fund	1,200,000	-	-	-	-
Subtotal	1,200,000	-	-	-	-
Total Sources	1,200,000	980,153	980,153	980,153	980,153
Use of Funds:					
Division					
Admin Services - Information Technology					
CPU Purchases	304,357	253,844	356,788	392,595	455,896
Laptop Purchases	81,155	109,191	109,191	28,035	212,479
Ruggedized CF-31 Purchases	487,725	302,570	248,378	9,032	921,258
Ruggedized CF-19 Purchases	27,797	3,475	17,373	6,949	86,866
Ruggedized HP-24 Purchases	-	-	-	-	26,787
Monitors - 17" Purchases	29,380	29,380	29,380	29,380	29,380
Monitors - 19" Purchases	17,628	17,628	17,628	17,628	17,628
Monitors - 24" Purchases	4,591	4,591	4,591	4,591	4,591
Printers - Network B/W	26,199	26,199	26,199	26,199	26,199
Printers - Network Color	14,018	14,018	14,018	14,018	14,018
Subtotal	992,849	760,894	823,546	528,427	1,795,102
Total Operating Budget	992,849	760,894	823,546	528,427	1,795,102
Total Uses	992,849	760,894	823,546	528,427	1,795,102
Sources Over / (Under) Uses	207,151	219,259	156,607	451,726	(814,949)
Total Ending Fund Balance	207,151	426,409	583,017	1,034,743	219,795

* This is a new fund beginning in FY 2011/12 and will be used to account for computer equipment.

PC Replacement Fund Sources

PC Replacement Fund Revenue

Rates - Computer, Monitor, and Printer Acquisition represents the “rental” rate charged to other City funds and programs sufficient for the acquisition and replacement of City computer hardware. This is a new program so no revenues were received before FY 2011/12. Revenues in the form of user charges to the operating divisions will not occur until FY 2012/13.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Miscellaneous Revenue

Miscellaneous Revenue comes from the liquidation of surplus property. The FY 2011/12 budget is zero as old computer equipment does not have a high surplus value.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Interest Earnings

Interest earnings are generated on idle PC Replacement Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City’s adopted investment policy stresses safety above yield. Anticipated Interest earnings for FY 2011/12 is minimal.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Transfers-In

In order to establish the initial funding for PC Replacement, there is a one time transfer from the General Fund budgeted for FY 2011/12 in the amount of \$1.2 million. Future year transfers will not be necessary since the fund will start receiving revenues in FY 2012/13 in the form of user fees from the operating divisions.

PC Replacement Fund Uses

PC Replacement Fund Uses

The direct operating expenditures of the PC Replacement Fund are budgeted in the following major expenditure category:

Capital Outlay

Capital Outlay includes the purchase of desktop computers, laptops, ruggedized laptops, monitors, and printers. The computer hardware inventory for the entire City is aggregated as one asset and is thus classified as a capital asset on the City's balance sheet. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$5,000 or more, and be a betterment or improvement. The adopted FY 2011/12 capital outlay budget is approximately \$1.0 million. This is the first year of this program.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.0	1.0 *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

PC Replacement Fund Balance

The PC Replacement Fund balance varies primarily due to the hardware replacement schedule. The portion of internal charges to programs for replacement hardware is evenly spread over the expected life of the hardware. This charge becomes revenue to the PC Replacement Fund and is representative of the replacement charge for hardware with different costs. Therefore, the revenue does not vary significantly by year, but the year in which hardware is purchased may vary significantly if, for example, a large order of ruggedized laptops is scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year hardware purchases.

The ending FY 2011/12 fund balance is projected to be approximately \$0.2 million.



FY 2011/12 Adopted Budget

Risk Management Self-Insurance Fund

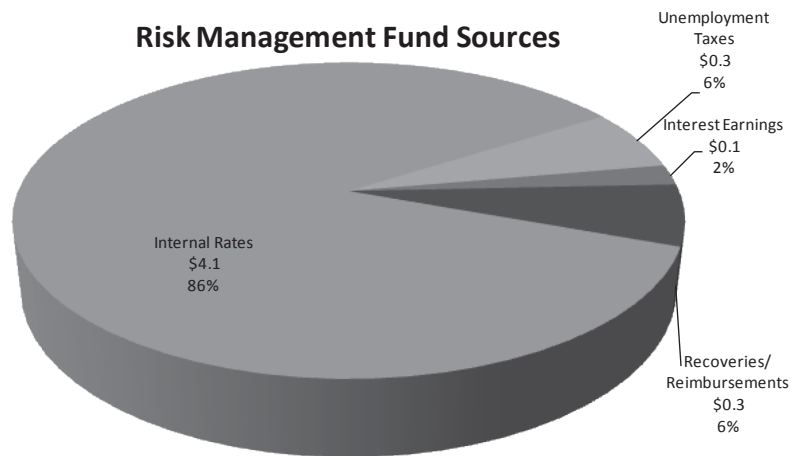
Fund Purpose

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

Risk Management Fund Sources
(in millions)

Internal Rates	\$ 4.1
Unemployment Taxes	\$ 0.3
Interest Earnings	\$ 0.1
Recoveries/Reimbursements	\$ 0.3
Transfers In	\$ -
Total Sources	\$ 4.8

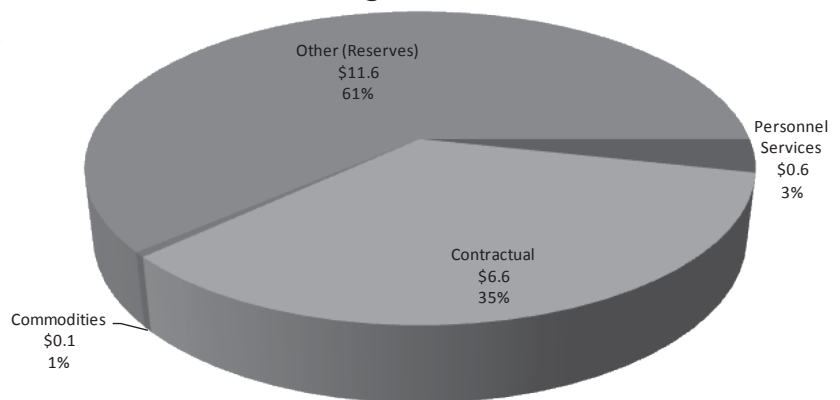
Risk Management Fund Sources



Risk Management Fund Uses
(in millions)

Personnel Services	\$ 0.6
Contractual	\$ 6.6
Commodities	\$ 0.1
Capital Outlay	\$ -
Other (Reserves)	\$ 11.6
Total Uses	\$ 18.9

Risk Management Fund Uses*



*Excludes the Internal Service Offset of (\$4.5) million

Internal Service Offset (\$4.5)

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

Risk Management Self-Insurance Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Accruals (Short Term)	-	-	3,983,390	3,983,390
Property Casualty Claims Reserve	12,662,824	15,138,496	12,673,476	14,067,193
Total Beginning Fund Balance	12,662,824	15,138,496	16,656,866	18,050,583
Revenues				
Property, Liability, Work Comp Rates	6,599,996	5,104,860	5,104,860	4,104,860
Unemployment Taxes	225,407	60,000	350,000	350,000
Interest - Property Casualty	370,459	407,623	333,500	88,764
Property Tax (Tort Claims)	1,930,000	750,000	1,702,544	-
Insurance/Claim Recoveries	324,067	250,000	250,000	250,000
Special Event Reimbursements	57,463	50,000	55,000	53,000
Subtotal	9,507,392	6,622,483	7,795,904	4,846,624
Cash Transfers In				
Fleet	-	-	-	251
Subtotal	-	-	-	251
Total Sources	9,507,392	6,622,483	7,795,904	4,846,875
Use of Funds:				
Expenditures				
Risk Mgmt - Operating Budget	856,740	980,092	980,092	1,044,776
Risk Mgmt - Excess Ins. Premiums	1,332,223	1,250,000	1,250,000	1,250,000
Claims (General Liability)	939,065	2,250,000	2,250,000	2,245,000
Claims (Property)	497,680	225,000	225,000	225,012
Claims (Workers' Compensation)	1,630,377	2,183,210	2,183,210	2,183,210
Claims (Unemployment)	248,366	350,000	350,000	350,000
<i>Estimated YE Savings</i>	-	-	(845,015)	-
Subtotal	5,504,450	7,238,302	6,393,287	7,297,998
Cash Transfers Out				
Operating Projects	-	1,700	1,700	-
CIP Fund (Tech. Replacement)	8,900	8,500	7,200	2,300
Subtotal	8,900	10,200	8,900	2,300
Total Uses	5,513,350	7,248,502	6,402,187	7,300,298
Ending Fund Balance				
Accruals (short term)	3,983,390	3,983,390	3,983,390	3,983,390
Property Casualty Claim Reserve	12,673,476	10,529,087	14,067,193	11,613,770
Total Ending Fund Balance	16,656,866	14,512,477	18,050,583	15,597,160

Risk Management Self-Insurance Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
Accruals (Short Term)	3,983,390	3,983,390	3,983,390	3,983,390	3,983,390
Property Casualty Claims Reserve	14,067,193	11,613,770	8,729,129	6,477,370	5,134,169
Total Beginning Fund Balance	18,050,583	15,597,160	12,712,519	10,460,760	9,117,559
Revenues					
Property, Liability, Work Comp Rates	4,104,860	4,104,860	4,604,860	5,604,860	6,604,860
Unemployment Taxes	350,000	200,000	150,000	100,000	100,000
Interest - Property Casualty	88,764	104,805	196,476	303,134	340,000
Property Tax (Tort Claims)	-	740,850	1,011,163	1,051,606	1,093,674
Insurance/Claim Recoveries	250,000	250,000	250,000	250,000	250,000
Special Event Reimbursements	53,000	53,000	53,000	55,000	55,000
Subtotal	4,846,624	5,453,515	6,265,499	7,364,600	8,443,534
Cash Transfers In					
Fleet	251	-	-	-	-
Subtotal	251	-	-	-	-
Total Sources	4,846,875	5,453,515	6,265,499	7,364,600	8,443,534
Use of Funds:					
Expenditures					
Risk Mgmt - Operating Budget	1,044,776	1,051,287	1,055,403	1,059,924	1,062,769
Risk Mgmt - Excess Ins. Premiums	1,250,000	1,475,000	1,475,000	1,475,000	1,500,000
Claims (General Liability)	2,245,000	3,064,130	3,186,695	3,314,163	3,446,729
Claims (Property)	225,012	275,000	286,000	299,000	299,000
Claims (Workers' Compensation)	2,183,210	2,270,538	2,361,360	2,455,814	2,554,047
Claims (Unemployment)	350,000	200,000	150,000	100,000	100,000
Estimated YE Savings	-	-	-	-	-
Subtotal	7,297,998	8,335,955	8,514,458	8,703,901	8,962,545
Cash Transfers Out					
Operating Projects	-	-	-	-	-
CIP Fund (Tech. Replacement)	2,300	2,200	2,800	3,900	3,400
Subtotal	2,300	2,200	2,800	3,900	3,400
Total Uses	7,300,298	8,338,155	8,517,258	8,707,801	8,965,945
Ending Fund Balance					
Accruals (short term)	3,983,390	3,983,390	3,983,390	3,983,390	3,983,390
Property Casualty Claim Reserve	11,613,770	8,729,129	6,477,370	5,134,169	4,611,758
Total Ending Fund Balance	15,597,160	12,712,519	10,460,760	9,117,559	8,595,148

Risk Management Self-Insurance Fund Sources

Property Casualty Revenues

Property Casualty Revenues represent this fund's operating resources, which are derived from internal charges for services to other City funds. The fund covers excess insurance premiums, administrative charges and claim payments for general and auto liability/physical damages, workers' compensation, unemployment taxes, and property damage.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	4.8	4.8 *
2010/11	5.8	6.1 *
2009/10	7.3	7.6
2008/09	6.7	7.6
2007/08	6.7	7.5

Property Taxes (Tort Claims)

This revenue represents a reimbursement to the City's Self-Insurance Fund for the "actual" cost of liability tort settlements and judgments approved by City Council and paid during the most recently completed calendar year. The inclusion of the tort claim reimbursements in the City's primary tax levy is allowed per a March 20, 1986 Arizona Attorney General opinion. The tort expenses are paid from the Risk Management Self-Insurance Fund and therefore, the reimbursement becomes revenue to this fund. No tort claims are included in the FY 2011/12 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	0.7	1.7 *
2009/10	1.9	1.9
2008/09	-	-
2007/08	0.2	0.2

Transfers-In

Transfers-In may be used to address anticipated claim costs. A one-time transfer in of \$251 from the Fleet Management Fund is budgeted for FY 2011/12. This one time transfer in from Fleet is a recapture of accumulated excess contributions from prior years as suggested by an internal audit recommendation.

Risk Management Self-Insurance Fund Uses

Risk Management Self-Insurance Fund Uses

The direct operating expenditures of the Risk-Management Self-Insurance Fund are divided into the following four major expenditure categories plus transfers-out:

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The budget of more than \$0.6 million represents approximately 9 percent of the FY 2011/12 Risk Management Self-Insurance Fund total operating budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.6	0.6 *
2010/11	0.6	0.6 *
2009/10	0.5	0.6
2008/09	0.7	0.9
2007/08	0.7	0.7

Contractual Services

Contractual Services include expenditures for excess insurance premiums, claim payments, services performed by firms, individuals, or other City departments. The budget of \$6.6 million represents approximately 90 percent of the FY 2011/12 Self-Insurance Fund operating budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	6.6	6.6 *
2010/11	6.5	5.7 *
2009/10	6.9	4.7
2008/09	5.9	6.5
2007/08	5.9	6.2

Commodities

Commodities include supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2011/12 commodities budget of approximately \$0.1 million remains consistent with the adopted FY 2010/11 budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.1	0.1 *
2010/11	0.1	0.1 *
2009/10	0.1	0.1
2008/09	0.1	0.2
2007/08	0.1	0.1

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. There is no capital outlay budget for FY 2011/12.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	-	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Risk Management Self-Insurance Fund Uses

Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. Transfers-out of \$2,300 are planned to help cover the cost of general capital projects.

Risk Management Self-Insurance Fund Balance

The Risk Management Self-Insurance Fund balance is maintained to provide for coverage of unemployment, workers' compensation, and property and liability claims. The required fund balance is actuarially determined on an annual basis. The projected FY 2011/12 total ending fund balance is approximately \$15.6 million, which is a decrease of \$2.5 million from the FY 2010/11 year end forecast and is within actuary recommendations.

Healthcare Self-Insurance Fund

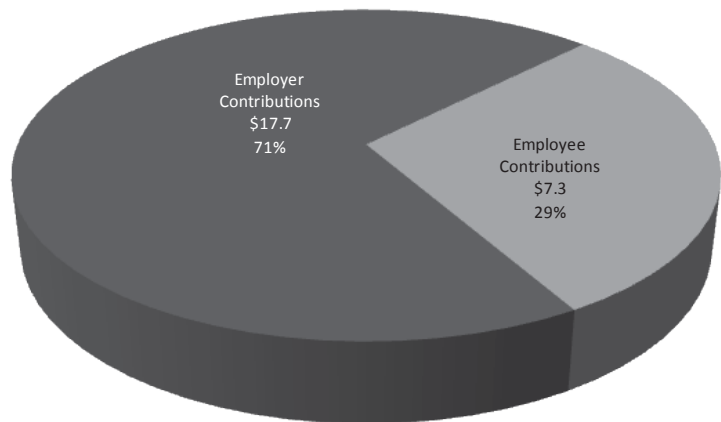
Fund Purpose

The Healthcare Self-Insurance Fund is used to account for the City's self-insured medical and dental benefits. Revenue to this fund is derived from charges to user programs and consists of both City and employee components. This fund provides payment of actual healthcare expenses (medical, prescriptions and dental) and short term disability claims as well as claims administration and other benefit plan expenses.

Healthcare Self-Insurance Fund Sources (in millions)

Employer Contributions	\$	17.7
Employee Contributions	\$	7.3
Total Sources	\$	25.0

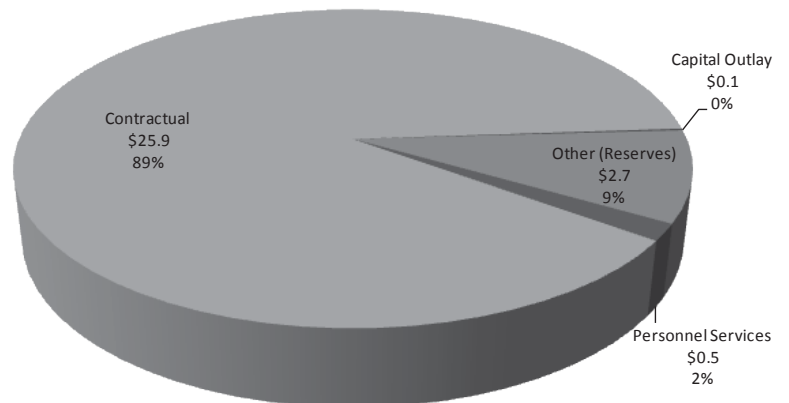
Healthcare Self-Insurance Fund Sources



Healthcare Self-Insurance Fund Uses (in millions)

Personnel Services	\$	0.5
Contractual	\$	25.9
Commodities	\$	-
Capital Outlay	\$	0.1
Other (Reserves)	\$	2.7
Total Uses	\$	29.1

Healthcare Self-Insurance Fund Uses*



* Excludes the Internal Service Offset of (\$17.7) million

Internal Service Offset (\$17.7)

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

Healthcare Self-Insurance Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Healthcare - Beginning Claims Reserve	8,083,198	8,083,197	6,529,089	3,109,674
STD - Beginning Claims Reserve	858,245	903,163	1,088,558	1,077,908
Total Beginning Fund Balance	8,941,443	8,986,360	7,617,648	4,187,583
Revenues				
Healthcare/Dental Revenues - COS	22,828,338	18,669,529	18,669,529	17,693,223
Healthcare/Dental - Other Revenues EE	2,024,715	3,118,140	3,118,140	7,275,891
STD - Rates	330,033	320,000	-	-
Subtotal	25,183,086	22,107,669	21,787,669	24,969,114
Total Sources	25,183,086	22,107,669	21,787,669	24,969,114
Use of Funds:				
Expenditures				
Healthcare Claims	21,450,665	20,250,000	20,400,000	21,175,378
Healthcare - Dental Claims	1,503,271	1,658,554	1,658,554	1,525,532
Healthcare - Live Life Well Program	175,663	610,975	553,027	577,419
Behavioral Health and Stop Loss Insurance	938,665	533,627	984,627	1,010,600
COS Administrative Expenses	443,347	744,781	243,779	344,386
Provider Administrative Expenses	1,895,551	1,839,732	1,839,732	1,824,752
STD - Claims	99,720	150,000	150,000	-
<i>Estimated YE Savings</i>	-	-	(1,595,559)	-
Subtotal	26,506,881	25,787,669	24,234,160	26,458,067
Total Uses	26,506,881	25,787,669	24,234,160	26,458,067
Ending Fund Balance				
Healthcare Claims Reserve	6,529,089	4,083,197	3,109,674	1,620,721
Short Term Disability	1,088,558	1,073,163	1,077,908	1,077,908
Total Ending Fund Balance	7,617,648	5,156,360	4,187,583	2,698,630

Healthcare Self-Insurance Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
Healthcare - Beginning Claims Reserve	3,109,674	1,620,721	1,230,871	947,709	778,778
STD - Beginning Claims Reserve	1,077,908	1,077,908	1,077,908	1,077,908	1,077,908
Total Beginning Fund Balance	4,187,583	2,698,630	2,308,780	2,025,617	1,856,686
Revenues					
Healthcare/Dental Revenues - COS	17,693,223	19,470,384	20,443,903	21,466,099	22,539,403
Healthcare/Dental - Other Revenues EE	7,275,891	7,797,186	8,187,045	8,596,397	9,026,217
STD - Rates	-	-	-	-	-
Subtotal	24,969,114	27,267,570	28,630,948	30,062,496	31,565,620
Total Sources	24,969,114	27,267,570	28,630,948	30,062,496	31,565,620
Use of Funds:					
Expenditures					
Healthcare Claims	21,175,378	22,234,147	23,345,854	24,513,147	25,738,804
Healthcare - Dental Claims	1,525,532	1,571,298	1,618,437	1,666,990	1,717,000
Healthcare - Live Life Well Program	577,419	578,324	578,862	579,487	579,932
Behavioral Health and Stop Loss Insurance	1,010,600	1,061,130	1,114,187	1,169,896	1,228,391
COS Administrative Expenses	344,386	351,274	358,299	365,465	372,774
Provider Administrative Expenses	1,824,752	1,861,247	1,898,472	1,936,441	1,975,170
STD - Claims	-	-	-	-	-
<i>Estimated YE Savings</i>	-	-	-	-	-
Subtotal	26,458,067	27,657,420	28,914,111	30,231,426	31,612,071
Total Uses	26,458,067	27,657,420	28,914,111	30,231,426	31,612,071
Ending Fund Balance					
Healthcare Claims Reserve	1,620,721	1,230,871	947,709	778,778	732,327
Short Term Disability	1,077,908	1,077,908	1,077,908	1,077,908	1,077,908
Total Ending Fund Balance	2,698,630	2,308,780	2,025,617	1,856,686	1,810,235

Healthcare Self-Insurance Fund Sources

Healthcare Revenues

Healthcare Revenues are comprised of contributions from the City (i.e., employer), employees, retirees, COBRA participants, medical leave conversion contributions, and interest earnings allocated to health care. The FY 2011/12 budget of \$25.0 million is \$0.8 million less than the FY 2010/11 forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	25.0	25.0 *
2010/11	21.8	21.8 *
2009/10	24.8	24.9
2008/09	26.8	25.4
2007/08	24.5	23.0

Short Term Disability Revenues

Short Term Disability Revenues represents the resources collected solely from employees participating in the City's short term disability plan – no City (i.e., employer) contributions are made for short term disability coverage. In FY 2011/12 the STD benefits are to be provided on a fully insured basis through an outside insurance company. The FY 2011/12 revenue budget is \$0.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	-	- *
2010/11	0.3	- *
2009/10	0.3	0.3
2008/09	0.3	0.4
2007/08	0.3	0.3

Transfers-In

Transfers-In may be used to address unanticipated claim costs. In the FY 2011/12 adopted budget, there are no transfers-in planned to the Healthcare Self-Insurance Fund.

Healthcare Self-Insurance Fund Uses

Healthcare Self-Insurance Fund Uses

The direct operating expenditures of the Healthcare Self-Insurance Fund are divided into the following four major expenditure categories plus transfers-out:

Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2011/12 adopted budget of approximately \$0.5 million is approximately the same as the FY 2010/11 forecast.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.5	0.5 *
2010/11	0.6	0.5 *
2009/10	0.3	0.3
2008/09	-	0.3
2007/08	-	-

Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. The budget of \$25.9 million represents approximately 98 percent of the FY 2011/12 Healthcare Self-Insurance Fund operating budget. The contractual services budget includes \$24.5 million for health and dental claims and administration.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	25.9	25.9 *
2010/11	25.1	23.6 *
2009/10	24.5	24.3
2008/09	26.8	24.5
2007/08	24.9	18.3

Commodities

Commodities include supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The proposed FY 2011/12 commodities budget of approximately \$13,500.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	13,500	13,500 *
2010/11	27,000	27,000 *
2009/10	27,000	25,433
2008/09	-	96,276
2007/08	-	-

Healthcare Self-Insurance Fund Uses

Capital Outlay

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$5,000 or more, and be a betterment or improvement. The capital outlay budget for FY 2011/12 is \$50,000.

Adopted Budget to Actual/Forecast*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	50,000	50,000 *
2010/11	50,000	- *
2009/10	-	-
2008/09	-	-
2007/08	-	-

Transfers-Out

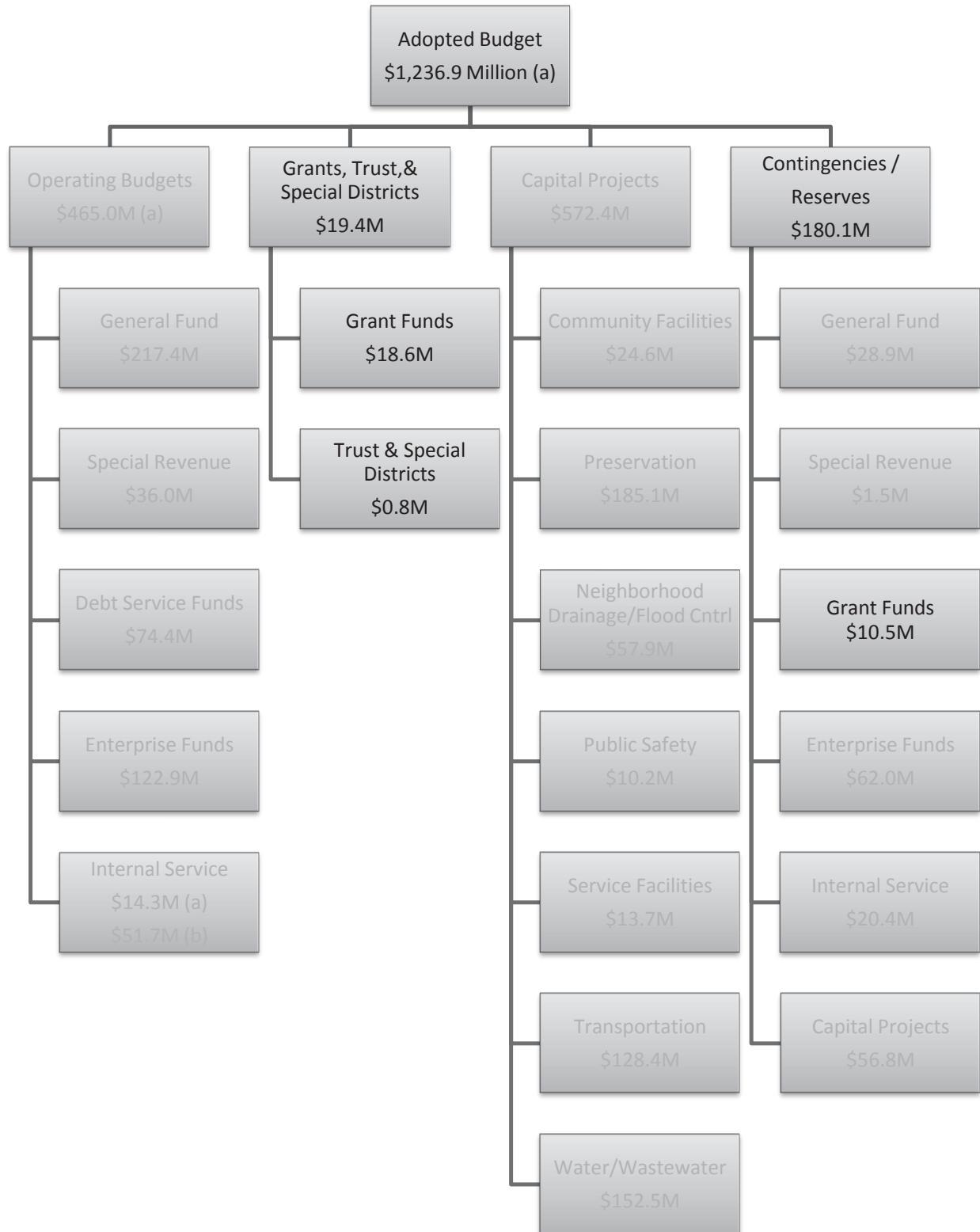
Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. The adopted FY 2011/12 budget has no transfers-out planned in the Healthcare Self-Insurance Fund.

Healthcare Self-Insurance Fund Balance

The Healthcare Self-Insurance Fund balance is maintained to provide for coverage of self-insured benefits. The required fund balance is actuarially determined on an annual basis.

The projected FY 2011/12 total ending fund balance is approximately \$2.7 million, which is a decrease of \$1.5 million from the FY 2010/11 year end forecast and is within actuary recommendations.

Grants, Trust & Special Districts



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

Grants, Trust & Special Districts

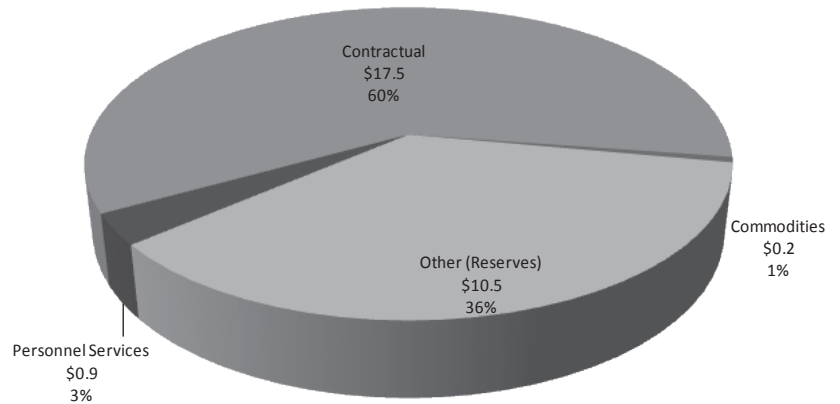
Grant Funds

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

Grant Fund Uses
(in millions)

Personnel Services	\$	0.9
Contractual	\$	17.5
Commodities	\$	0.2
Debt Service	\$	-
Capital Outlay	\$	-
Other (Reserves)	\$	10.5
Total Uses	\$	29.1

Grant Fund Uses



Trust Fund

This fund is used to account for assets "held in trust" by the City. The City holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34.

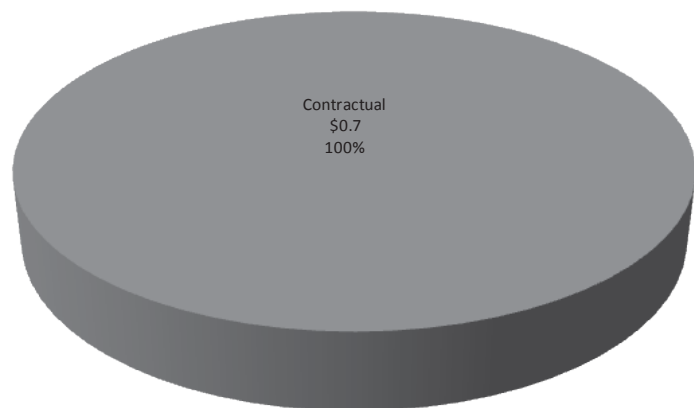
Special Districts Fund

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

Special Districts Uses
(in millions)

Personnel Services	\$	-
Contractual	\$	0.7
Commodities	\$	-
Debt Service	\$	-
Capital Outlay	\$	-
Other	\$	-
Total Uses	\$	0.7

Special Districts Fund Uses



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

Grants Summary

Grant Description	Adopted 2011/12
CDBG	3,788,522
HOME	1,621,719
Section 8	6,655,124
ARRA Byrne JAG Grant - Court Autodialer	3,084
ARRA CDBG-R Admin & Planning	19,683
ARRA Energy Comm Audit Rebate Prog	207,000
ARRA Public Safety Stabilization Program	74,984
Arizona Criminal Justice Commission Full Service Forensic Crime Lab	105,673
Arizona Criminal Justice Commission Paul Coverdell Forensic Science Improvement Program	4,000
CAN-DO-FUND	15,500
Community Baby Showers	3,000
COS Awarded Grants	486
DEA Task Force	122,220
Library State Grant-In-Aid	16,000
Mobile Web @ Scottsdale Public Library	7,400
Preserve America	35,800
Services to the Hispanic Community	5,000
TLO Sustainment	10,578
Partners for Paiute Neighborhood Center Playground	10,712
2010/11 12% Revenue Sharing Fort McDowell Indian Community	5,500
2008/09 12% Revenue Sharing Gila River Indian Community	10,000
2008/09 12% Revenue Sharing Gila River Indian Community - Ryan House	100,000
2007/08 12% Revenue Sharing Pascau Yaqui Tribe	4,878
2006/07 12% Revenue Sharing Salt River Pima Indian Community	9,965
2007/08 12% Revenue Sharing Salt River Pima Indian Community	36,840
2008/09 12% Revenue Sharing Salt River Pima Indian Community	15,000
2009/10 12% Revenue Sharing Salt River Pima Indian Community	80,000
2010/11 12% Revenue Sharing Salt River Pima Indian Community	121,740
Subtotal Grants:	13,090,408

Future Grant Description	Adopted 2011/12
Community Services: 12% Revenue Sharing Fort McDowell	100,000
Community Services: 12% Revenue Sharing Gila River Indian Community	50,000
Community Services: 12% Revenue Sharing Salt River Pima Maricopa Indian Community	800,000
Fire: FEMA Emergency Management	250,000
Fire: State Homeland Security Grant Program	2,250,000
Fire: UASI 2011	500,000
Library: Artist Series for Youth	20,000
Library: Basic Investment Tools and Choices	100,000
Library: Capacity Building for the Library Foundation	30,000
Library: Collection Development	25,000
Library: Collection Grant	10,000
Library: Digital Content Development	50,000
Library: Digital Humanities Start Up Grant for Innovative Projects	25,000
Library: Game Creation	20,000
Library: Literacy Readiness Initiative	175,000
Library: Preparation of Print and Electronic Reading Lists	5,000
Library: Preservation Assistance Grant	6,000
Library: Regional Collection Development Grant	5,000
Library: Training Programs for Teens	35,000
Library: Website Improvements & Instructional Videos for Public	35,000
Police: AATA Public Awareness Grant (VIN Etch)	6,000
Police: Arizona Criminal Justice Commission Coverdell Formula	19,000
Police: Arizona Criminal Justice Commission DNA Capacity Enhancement	112,000
Police: Arizona Criminal Justice Commission Full Service Forensic Crime Lab	53,468
Police: DNA Backlog Reduction	100,000
Police: General Grants	550,000
Police: Government Office of Highway Safety Plan	50,000
Police: Government Office of Highway Safety: Click It or Ticket It	50,000
Police: Governor's Office of Highway Safety Equipment	50,000
Police: Justice Assistance Grant	60,000
Other Future Grants Citywide	10,500,000
Subtotal Grants:	16,041,468

Total Grants:	29,131,876
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Grant Funds Sources

The City aggressively seeks grant funding to leverage City funds to address priority program and service needs. The major areas of the grant revenue budget are noted below:

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

Community Development Block Grant (CDBG) and Housing Choice Voucher funds are awarded annually by the U.S. Department of Housing and Urban Development (HUD) through entitlement grants, based on formula allocations. These grant revenues may only be used for those projects specifically approved in the funding agreement meeting applicable federal regulations and are subject to agency expenditure guidelines and audits. Staff estimates the CDBG and Housing Choice Voucher allocations and prior year's carryover for FY 2011/12 to be \$3.8 million and \$6.7 million respectively for a total of \$10.5 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	10.5	10.5 *
2010/11	8.9	8.9 *
2009/10	9.5	7.1
2008/09	7.2	6.7
2007/08	7.5	7.7

HOME Funds

HOME funds are received through the Maricopa County Home Consortium. Staff estimates the HOME allocation and prior year's carryover for FY 2011/12 to total \$1.6 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.6	1.6 *
2010/11	1.2	1.2 *
2009/10	1.0	-
2008/09	0.6	-
2007/08	0.6	0.6

Miscellaneous Federal, State and Local Grants

Miscellaneous Federal, State and Local Grants include grants for law enforcement, fire services, community services, transportation, preservation projects and future grants contingency. The budget for these grants is estimated to total \$17.1 million for FY 2011/12, of which \$10.5 million is designated as future grants contingency revenue.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	17.1	17.1 *
2010/11	14.9	14.9 *
2009/10	14.6	1.7
2008/09	11.5	1.7
2007/08	11.3	1.8

Grant Funds Uses

Grant Fund Expenditures By Grant

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

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

Community Development Block Grants (CDBG) and Housing Choice Voucher funds are used for social and housing services for the elderly, disabled and low-income families. The FY 2011/12 combined adopted budget is \$10.4 million, reflecting an increase of \$1.5 million from the FY 2010/11 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	10.4	10.4 *
2010/11	8.9	8.9 *
2009/10	9.5	7.0
2008/09	7.2	7.2
2007/08	7.5	6.6

HOME Funds

HOME funds are used to provide affordable housing, expand the capacity of non-profit housing providers, strengthen the ability of local governments to provide housing, and leverage private-sector participation in housing. The FY 2011/12 adopted budget is \$1.6 million, reflecting an increase of \$0.4 million from the adopted FY 2010/11 budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	1.6	1.6 *
2010/11	1.2	1.2 *
2009/10	1.0	-
2008/09	0.6	0.2
2007/08	0.6	0.2

Miscellaneous Federal, State & Local Grants

Miscellaneous Federal, State & Local Grants are typically used for the purchase of equipment and services related to the law enforcement, fire services, community services, transportation, preservation projects and future grants contingency. The FY 2011/12 adopted budget of \$17.1 million reflects an increase of \$2.2 million from the FY 2010/11 budget.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	17.1	17.1 *
2010/11	14.9	14.9 *
2009/10	14.6	2.2
2008/09	11.5	1.6
2007/08	11.3	1.4

Trust Funds Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Operating Contingency ^(A)	-	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	2,921	3,521	3,521	21
Total Beginning Fund Balance	2,921	3,521	3,521	21
Revenues				
Mayor's Committee for Employment of the Handicapped	6,000	6,000	6,000	6,000
Subtotal	6,000	6,000	6,000	6,000
Total Sources	6,000	6,000	6,000	6,000
Use of Funds:				
Expenditures				
Mayor's Committee for Employment of the Handicapped	5,400	9,500	9,500	6,021
Subtotal	5,400	9,500	9,500	6,021
Total Uses	5,400	9,500	9,500	6,021
Ending Fund Balance				
Operating Contingency ^(A)	-	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	3,521	21	21	-
Total Ending Fund Balance	3,521	21	21	-

^(A) The Operating Contingency for the Trust Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. Any use of this unfunded contingency requires City Council's approval.

Trust Funds Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance					
Operating Contingency ^(A)	10,000	10,000	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	21	-	-	-	-
Total Beginning Fund Balance	21	-	-	-	-
Revenues					
Mayor's Committee for Employment of the Handicapped	6,000	6,000	6,000	6,000	6,000
Subtotal	6,000	6,000	6,000	6,000	6,000
Total Sources	6,000	6,000	6,000	6,000	6,000
Use of Funds:					
Expenditures					
Mayor's Committee for Employment of the Handicapped	6,021	6,000	6,000	6,000	6,000
Subtotal	6,021	6,000	6,000	6,000	6,000
Total Uses	6,021	6,000	6,000	6,000	6,000
Ending Fund Balance					
Operating Contingency ^(A)	10,000	10,000	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	-	-	-	-	-
Total Ending Fund Balance	-	-	-	-	-

^(A) The Operating Contingency for the Trust Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. Any use of this unfunded contingency requires City Council's approval.

Trust Fund Sources & Uses

All funds not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The City maintains the following Trust Fund:

Mayor's Committee for Employment of the Handicapped

This fund is used to account for proceeds for programs and activities to promote employment of handicapped individuals. The FY 2011/12 adopted budget for this trust fund is \$6,021 and will be distributed to individuals in accordance with the program guidelines.

Trust Fund Balance

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



FY 2011/12 Adopted Budget

Special Districts Fund Summary

	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance				
Streetlight Districts	624,164	352,554	377,599	286,026
Total Beginning Fund Balance	624,164	352,554	377,599	286,026
Revenues				
Streetlight Districts	291,716	574,387	482,814	724,643
<i>Subtotal</i>	<i>291,716</i>	<i>574,387</i>	<i>482,814</i>	<i>724,643</i>
Total Sources	291,716	574,387	482,814	724,643
Use of Funds:				
Expenditures				
Streetlight Districts	538,281	574,387	574,387	724,643
<i>Subtotal</i>	<i>538,281</i>	<i>574,387</i>	<i>574,387</i>	<i>724,643</i>
Total Expenditures	538,281	574,387	574,387	724,643
Total Uses	538,281	574,387	574,387	724,643
Ending Fund Balance				
Streetlight Districts	377,599	352,554	286,026	286,026
Total Ending Fund Balance	377,599	352,554	286,026	286,026

Special Districts Fund Five Year Financial Forecast

	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
<u>Source of Funds:</u>					
Beginning Fund Balance					
Streetlight Districts	286,026	286,026	286,026	286,026	286,026
Total Beginning Fund Balance	286,026	286,026	286,026	286,026	286,026
Revenues					
Streetlight Districts	724,643	724,643	782,614	845,224	912,841
Subtotal	724,643	724,643	782,614	845,224	912,841
Total Sources	724,643	724,643	782,614	845,224	912,841
<u>Use of Funds:</u>					
Expenditures					
Streetlight Districts	724,643	724,643	782,614	845,224	912,841
Subtotal	724,643	724,643	782,614	845,224	912,841
Total Expenditures	724,643	724,643	782,614	845,224	912,841
Total Uses	724,643	724,643	782,614	845,224	912,841
Ending Fund Balance					
Streetlight Districts	286,026	286,026	286,026	286,026	286,026
Total Ending Fund Balance	286,026	286,026	286,026	286,026	286,026

Special Districts Sources & Uses

The revenue for these districts is a levy amount on the annual property tax bill of the property owners within the district. The levy is based on the relative value of each property tax parcel. All revenue not expended in the current fiscal year is carried over to the next fiscal year to continue funding the intended purpose.

Special Districts Revenue

Streetlight Districts Revenue represents the levy assessed on property owners within each of the City's more than 350 streetlight districts. The FY 2011/12 revenue budget is \$0.7 million.

Adopted Budget to Actual/Forecast* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2011/12	0.7	0.7 *
2010/11	0.6	0.5 *
2009/10	0.6	0.3
2008/09	0.6	0.7
2007/08	0.6	0.6

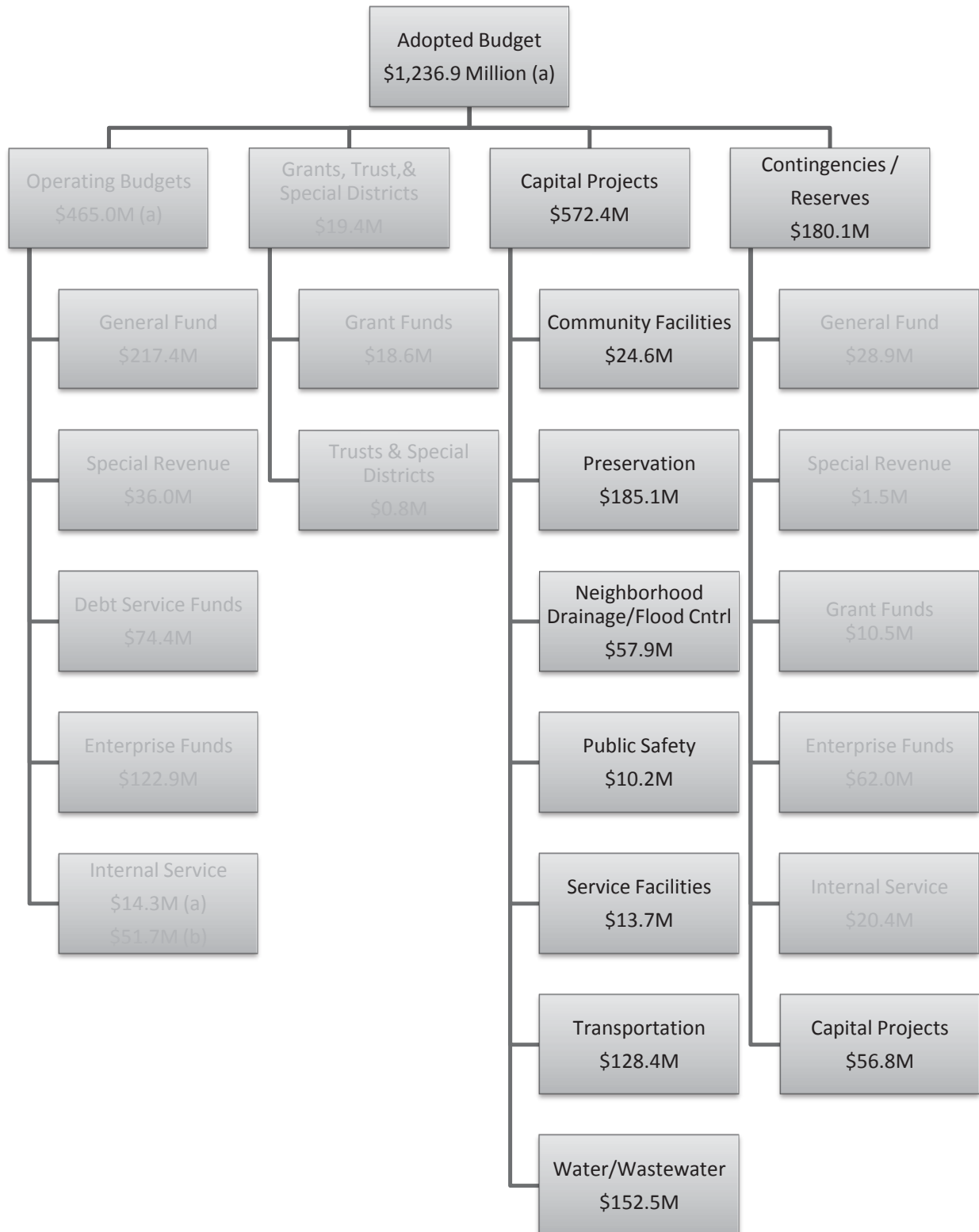
Special Districts Fund Expenditures by District

Streetlight District adopted FY 2011/12 expenditure budget is \$0.7 million and will be used for electric costs and maintenance services of streetlights installed within certain areas throughout the community.

Special Districts Fund Balance

Special Districts Fund balance of approximately \$0.3 million represents cash received from special district assessments and is restricted for the specific uses for which the district was established. All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose.

CIP Funds



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$37.4M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$37.4M

CIP Funds Summary

(in thousands)	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Source of Funds:				
Beginning Fund Balance	180,930.3	296,006.8	235,402.2	173,113.8
Revenues				
Bonds/Contracts				
Bond Proceeds	50,800.0	-	-	-
General Obligation	-	-	-	-
General Obligation Preserve	-	200,000.0	22,525.0	-
Municipal Properties Corporation Lease Agreement	-	-	-	13,750.0
Lease Agreement	-	-	20,000.0	-
Pay-As-You-Go				
Water & Water Reclamation Development Fees	-	3,410.0	3,172.6	3,410.0
Regional Transportation Sales Tax (Prop 400)	-	50,184.9	22,298.4	24,311.0
Grants	3,351.2	25,208.7	41,534.5	31,160.2
Intergovernmental	3,548.7	-	-	-
In-Lieu Fees	-	37.0	151.7	153.8
Other Contributions	2,097.2	21,284.0	1,037.6	16,960.0
Interest Earnings	4,272.9	2,006.8	1,808.6	1,029.5
Miscellaneous ^(A)	(781.2)	-	-	-
Subtotals	63,288.9	302,131.4	112,528.4	90,774.5
Transfers In				
General Fund	11,923.7	2,239.2	1,977.0	2,000.0
Transportation Fund	7,514.5	7,707.0	7,644.0	7,675.5
Transportation Privilege Tax CIP Fund	-	-	432.0	103.0
Preservation Privilege Tax Funds	5,922.6	-	804.1	5,110.0
Bed Tax	-	-	175.0	1,815.5
GO Bond	22,174.8	-	-	-
Special Programs Fund	1,023.4	1,588.7	1,297.1	3,091.8
Aviation Fund	243.1	1,584.2	1,583.2	650.9
Water & Water Reclamation Fund	108,480.6	47,062.0	25,907.8	92,413.7
Solid Waste Fund	31.6	1,469.4	1,467.5	477.0
Fleet Fund	666.9	31.2	29.2	8.3
Fleet Capital Project Fund	-	-	-	1,100.0
Internal Service Funds	36.2	10.2	7.2	2.3
Subtotals	158,017.3	61,691.9	41,324.0	114,448.0
Total Revenues & Transfers In	221,306.2	363,823.3	153,852.4	205,222.5
Total Sources of Funds	402,236.5	659,830.1	389,254.6	378,336.3

CIP Funds Summary

(in thousands)	Actual 2009/10	Adopted 2010/11	Forecast 2010/11	Adopted 2011/12
Use of Funds:				
Program Expenditures				
Community Facilities	14,924.3	37,742.6	9,178.1	24,569.5
Preservation	7,928.0	208,232.7	46,185.9	185,151.7
Drainage & Flood Control	1,498.4	44,625.4	4,536.7	57,934.2
Public Safety	5,171.6	20,597.1	5,041.5	10,205.6
Service Facilities	21,944.9	18,354.9	20,422.6	13,662.4
Transportation	30,629.4	167,610.6	45,187.6	128,371.8
Water Management	36,505.6	180,506.5	62,610.4	152,510.4
Prior Year Unexpended ^(B)	-	-	-	-
Subtotal	118,602.2	677,669.8	193,162.9	572,405.6
Less: Estimated Capital Improvement Expenditures		(237,184.4)		(199,405.7)
Subtotal: Unexpended at Year End		440,485.4		372,999.9
Transfers Out				
To CIP General Fund	9,048.5	-	432.0	1,203.0
To Operating General Fund	-	3,571.8	3,572.0	868.8
To Fleet Capital Project Fund	1,352.8	-	-	-
To General CIP Fund - Bond Exp Reimb	9,412.5	-	-	-
To Transp Privilege Tax CIP Fund - Bond Exp Reimb	12,758.2	-	-	-
To CIP Water & Water Reclamation Funds	14,676.7	-	-	-
To Grant Fund	10.0	-	-	-
To Preservation Privilege Tax Funds	655.6	-	-	-
To Transportation Fund	154.2	249.0	249.0	889.0
To Aviation Operating	-	-	-	2,000.0
To Aviation CIP	(0.1)	-	-	-
To Water & Water Reclamation Operating Funds	-	15,689.3	18,724.9	18,114.9
To RWDS	163.8	-	-	-
Subtotal	48,232.2	19,510.1	22,977.9	23,075.7
Total Use of Funds	166,834.3	256,694.5	216,140.8	222,481.5
Ending Fund Balance				
Capital Grant Contingency ^(C)	-	5,000.0	4,452.3	5,000.0
Capital Airport Grant Contingency ^(C)	-	5,500.0	5,500.0	5,950.0
Capital Water Contingency ^(C)	-	10,000.0	10,000.0	10,000.0
Bond 2010 Contingency ^(C)	-	10,000.0	10,000.0	-
Tourism Related Project Contingency ^(D)	-	-	-	29,315.5
Reserved:				
Capital General Contingency ^(E)	5,540.0	4,500.0	3,815.4	6,500.0
Reserved Fund Balance	229,862.2	368,135.6	139,346.1	99,089.4
Total Ending Fund Balance	235,402.2	403,135.6	173,113.8	155,854.9

^(A) Amount represents receivables for deferred revenue.

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

^(C) Unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

^(D) The Tourism Related Project Contingency is for planned expenditures, and revenue assumes transfers-in from the Bed Tax and MPC bond issuance pending Council approval to create new project(s).

^(E) The unused portion of the FY 2011/12 Capital Contingency will carry forward in the five year CIP financial plan up to \$4.5 million. The annual \$4.5 million Capital Contingency in 2012/13 to FY 2015/16 is used for planning purposes and does not represent additional cumulative funding of \$18.0 million (i.e. 4 yrs x \$4.5 million). Only the portion of the contingency amount used and replenished in a fiscal year is considered contingency funding.

CIP Funds

Five Year Financial Forecast

(in thousands)	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Source of Funds:					
Beginning Fund Balance	173,113.8	155,854.9	127,055.2	96,888.9	71,674.4
Revenues					
Bonds/Contracts					
Bond Proceeds	-	-	-	-	-
General Obligation	-	-	-	-	-
General Obligation Preserve	-	-	-	-	-
Municipal Properties Corporation	13,750.0	19,529.0	-	-	-
Lease Agreement	-	-	-	-	-
Pay-As-You-Go					
Water & Water Reclamation Development Fees	3,410.0	5,512.9	7,420.2	9,125.9	11,402.1
Regional Transportation Sales Tax (Prop 400)	24,311.0	10,137.7	7,706.1	17,127.9	-
Grants	31,160.2	14,189.3	5,367.5	5,745.4	2,123.4
Intergovernmental	-	-	-	-	-
In-Lieu Fees	153.8	156.0	158.3	160.7	163.1
Other Contributions	16,960.0	21,228.2	5,156.0	4,056.0	32,351.3
Interest Earnings	1,029.5	1,348.4	2,605.7	3,577.8	3,966.9
Miscellaneous	-	-	-	-	-
Subtotals	90,774.5	72,101.5	28,413.8	39,793.7	50,006.8
Transfers In					
General Fund	2,000.0	1,998.0	2,008.0	2,018.1	2,028.2
Transportation Fund	7,675.5	7,822.9	8,014.4	8,250.2	8,506.4
Transportation Privilege Tax CIP Fund	103.0	-	-	-	-
Preservation Privilege Tax Funds	5,110.0	2,975.0	100.0	50.0	-
Bed Tax	1,815.5	579.2	-	-	-
GO Bond	-	-	-	-	-
Special Programs Fund	3,091.8	48.6	78.5	95.0	72.2
Aviation Fund	650.9	2,496.2	85.9	144.2	45.7
Water & Water Reclamation Fund	92,413.7	44,491.0	45,386.6	46,164.6	45,915.4
Solid Waste Fund	477.0	309.1	7.4	10.0	8.9
Fleet Fund	8.3	8.4	10.1	13.9	12.3
Fleet Capital Project Fund	1,100.0	-	-	-	-
Internal Service Funds	2.3	2.2	2.8	3.9	3.4
Subtotals	114,448.0	60,730.6	55,693.7	56,749.9	56,592.5
Total Revenues & Transfers In	205,222.5	132,832.1	84,107.6	96,543.5	106,599.3
Total Sources of Funds	378,336.3	288,686.9	211,162.7	193,432.4	178,273.7

CIP Funds Five Year Financial Forecast

(in thousands)	Adopted 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16
Use of Funds:					
Program Expenditures					
Community Facilities	24,569.5	5,891.0	112.0	112.0	112.0
Preservation	185,151.7	325.0	-	-	-
Drainage & Flood Control	57,934.2	8,280.2	80.0	80.0	80.0
Public Safety	10,205.6	623.8	747.0	970.2	553.2
Service Facilities	13,662.4	1,896.7	2,458.5	3,833.2	3,289.9
Transportation	128,371.8	47,211.9	34,124.1	25,921.0	11,125.0
Water Management	152,510.4	23,675.0	43,400.0	46,900.0	22,050.0
Prior Year Unexpended ^(A)	-	372,999.9	319,655.2	308,119.9	287,069.6
Subtotal	572,405.6	460,903.5	400,576.8	385,936.3	324,279.7
Less: Estimated Capital Improvement Expenditures	(199,405.7)	(141,248.2)	(92,457.0)	(98,866.7)	(50,439.2)
Subtotal: Unexpended at Year End	372,999.9	319,655.2	308,119.9	287,069.6	273,840.5
Transfers Out					
To CIP General Fund	1,203.0	-	-	-	-
To Operating General Fund	868.8	417.3	-	-	-
To Fleet Capital Project Fund	-	-	-	-	-
To General CIP Fund - Bond Exp Reimb	-	-	-	-	-
To Transp Privilege Tax CIP Fund - Bond Exp Reimb	-	-	-	-	-
To CIP Water & Water Reclamation Funds	-	-	-	-	-
To Grant Fund	-	-	-	-	-
To Preservation Privilege Tax Funds	-	-	-	-	-
To Transportation Fund	889.0	-	-	-	-
To Aviation Operating	2,000.0	-	-	-	-
To Aviation CIP	-	-	-	-	-
To Water & Water Reclamation Operating Funds	18,114.9	19,966.2	21,816.9	22,891.3	24,033.6
To RWDS	-	-	-	-	-
Subtotal	23,075.7	20,383.5	21,816.9	22,891.3	24,033.6
Total Use of Funds	222,481.5	161,631.7	114,273.9	121,758.0	74,472.8
Ending Fund Balance					
Capital Grant Contingency ^(B)	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0
Capital Airport Grant Contingency ^(B)	5,950.0	-	-	-	-
Capital Water Contingency ^(B)	10,000.0	-	-	-	-
Bond 2010 Contingency ^(B)	-	-	-	-	-
Tourism Related Project Contingency ^(C)	29,315.5	-	-	-	-
Reserved:					
Capital General Contingency ^(D)	6,500.0	4,500.0	4,500.0	4,500.0	4,500.0
Reserved Fund Balance	99,089.4	117,555.2	87,388.9	62,174.4	94,300.9
Total Ending Fund Balance	155,854.9	127,055.2	96,888.9	71,674.4	103,800.9

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

^(B) Unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

^(C) The Tourism Related Project Contingency is for planned expenditures, and revenue assumes transfers-in from the Bed Tax and MPC bond issuance pending Council approval to create new project(s).

^(D) The unused portion of the FY 2011/12 Capital Contingency will carry forward in the five year CIP financial plan up to \$4.5 million. The annual \$4.5 million Capital Contingency in 2012/13 to FY 2015/16 is used for planning purposes and does not represent additional cumulative funding of \$18.0 million (i.e. 4 yrs x \$4.5 million). Only the portion of the contingency amount used and replenished in a fiscal year is considered contingency funding.



FY 2011/12 Adopted Budget

How to Use This Section

Preserve Management

Indicates which of the Strategic goals the service area supports.

- Strategic Goal(s)
- Preserve Meaningful Open-Space
 - Value Scottsdale's Unique Lifestyle and Character

Highlights the services provided by the service area.

Program Description

Preserve Management is responsible for planning and managing all phases of the preservation effort to achieve the community's vision for acquiring and maintaining the McDowell Sonoran Preserve, with an extensive network of public trails and access points.

Describes the major accomplishments of the service area from the prior fiscal year.

- FY 2010/11 Highlights
- Updated the Preserve Strategic Acquisition Plan and acquired 2,000 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter Grant Program.
 - Completed the Phase II feasibility study for the Desert Discovery Center and initiated the Phase III study.
 - Established guidelines and policies related to the management of the Preserve, covering commercial use permits, naming of man-made features, special use permits and permitting of scientific research activities.

Indicates specifically what the service area would like to achieve in the current fiscal year.

- FY 2011/12 Priorities
- Acquire approximately 4,300 acres of land from the Arizona State Land Department for inclusion in the McDowell Sonoran Preserve, and enter into a Special Land Use Agreement for trail maintenance and operations in the northern area of the Preserve.
 - Complete construction of the Tom's Thumb Trailhead and open it for public use; continue planning the Brown's Ranch Trailhead.

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

- Budget Notes and Changes
- Preserve Management total budget reduction of \$0.1 million, or 22 percent, for FY 2011/12.
 - Personnel Services budget reduction due to changes in staff time charges and work order allocations.
 - Net overall reduction to Contractual, Commodities and Capital Outlays as part of reassessing budget needs and priorities for FY 2011/12.

Community Services

How to Use This Section

Preserve Management

Summarizes the full-time equivalent by service area, shows the % of City's FTEs.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

Highlights the specific revenue source(s) associated with a given service area.

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	344,690	340,760	265,246	-75,514
Total Division Budget	344,690	340,760	265,246	-75,514

See the glossary for a description of the expenditure categories.

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	248,746	242,664	191,530	-51,134
Contractual Services	53,220	55,370	57,716	2,346
Commodities	12,959	12,961	16,000	3,039
Capital Outlays	29,765	29,765	0	-29,765
SubTotal Operating Budget	344,690	340,760	265,246	-75,514
Operating Projects	0	0	0	0
Total Division Budget	344,690	340,760	265,246	-75,514

Indicates how effectively and efficiently a service area performs its services over a period of time.

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Acres added to the Preserve	400	2,012	4,300
Provide access to the Preserve (number of visitors)	187,215	248,600	305,000

Summarizes the duties performed by volunteers and the number of volunteer hours for the service area.

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts and administrative.	450	40,000	\$770,000	19.2
Total	450		\$770,000	19.2

The value of volunteer hours was calculated using an hourly rate of \$19.25.

Community Services

Authorized Positions - by Division

	Actual FY 2009/10	Adopted FY 2010/11	Approved FY 2010/11	Change	Adopted FY 2011/12
MAYOR AND CITY COUNCIL					
Full Time	10.00	10.00	10.00	0.00	10.00
Total FTE	10.00	10.00	10.00	0.00	10.00
CITY ATTORNEY					
Full Time	56.00	56.00	56.00	-4.00	52.00
Part Time	1.50	1.50	1.50	-0.50	1.00
Total FTE	57.50	57.50	57.50	-4.50	53.00
CITY AUDITOR					
Full Time	7.00	7.00	7.00	0.00	7.00
Total FTE	7.00	7.00	7.00	0.00	7.00
CITY CLERK					
Full Time	10.00	10.00	9.00	-1.00	8.00
Total FTE	10.00	10.00	9.00	-1.00	8.00
CITY COURT					
Full Time	60.00	60.00	60.00	-4.00	56.00
Part Time	2.48	2.48	2.48	-0.50	1.98
Total FTE	62.48	62.48	62.48	-4.50	57.98
CITY MANAGER					
Full Time	8.00	7.00	7.00	-2.00	5.00
Part Time	0.00	0.00	0.00	0.00	0.00
Total FTE	8.00	7.00	7.00	-2.00	5.00
CITY TREASURER - FINANCE AND ACCOUNTING					
Full Time	77.00	79.00	80.00	3.00	83.00
Part Time	0.50	0.50	0.50	0.00	0.50
Total FTE	77.50	79.50	80.50	3.00	83.50
ADMINISTRATIVE SERVICES					
Full Time	142.00	139.00	139.00	-2.00	137.00
Part Time	1.81	2.31	2.31	0.50	2.81
Total FTE	143.81	141.31	141.31	-1.50	139.81
COMMUNITY AND ECONOMIC DEVELOPMENT					
Full Time	226.00	226.00	226.00	-25.00	201.00
Part Time	2.50	2.50	2.50	-1.00	1.50
Total FTE	228.50	228.50	228.50	-26.00	202.50
COMMUNITY SERVICES					
Full Time	285.00	285.00	285.00	-11.00	274.00
Part Time	192.57	190.83	190.83	-17.37	173.46
Grant	11.75	11.75	11.75	0.25	12.00
Total FTE	489.32	487.58	487.58	-28.12	459.46
PUBLIC SAFETY - FIRE					
Full Time	265.00	268.00	268.00	-11.00	257.00
Total FTE	265.00	268.00	268.00	-11.00	257.00
PUBLIC SAFETY - POLICE					
Full Time	686.00	686.00	686.00	-14.00	672.00
Part Time	2.60	2.60	2.60	0.00	2.60
Grant	0.00	0.00	1.00	0.00	1.00
Total FTE	688.60	688.60	689.60	-14.00	675.60
PUBLIC WORKS					
Full Time	295.00	295.00	295.00	-1.00	294.00
Total FTE	295.00	295.00	295.00	-1.00	294.00
WATER RESOURCES					
Full Time	195.00	204.00	204.00	-2.00	202.00
Total FTE	195.00	204.00	204.00	-2.00	202.00
Total Full-time Position FTE	2,322.00	2,332.00	2,332.00	-74.00	2,258.00
Total Part-time Position FTE	203.96	202.72	202.72	-18.87	183.85
Total Grant Funded Position FTE	11.75	11.75	12.75	0.25	13.00
Total Citywide Position FTE	2,537.71	2,546.47	2,547.47	-92.62	2,454.85

NOTE:

The budget includes funding for various services rendered by temporary or seasonal staffing, which is not included in the calculation of the full time equivalent (FTE) count. These slots are short-term and/or transitional in nature such as those in the Police and Fire pipelines. The number of slots listed below represents the number of positions allocated to each service area. The Human Resources Division uses the number of slots allocated solely for administrative control purposes. Fiscal control for these slots is maintained through the budget. However, due to the limited nature of the services performed by these slots, they are not considered part of the City's overall FTE count.

Recreation Specialists - are for up to 227 seasonal slots throughout various times of the year. The funding for these slots is included in the Community Services Division budget.

Police Pipeline Officers - are used for up to 16 cadet slots while they are in the police academy or during the field training phases after the academy. These slots minimize the impact of police officer vacancies caused by attrition, transitional duty, military leave, and the extensive 9.5 month police officer training program. The funding for these slots is included in the Public Safety - Police Division Budget.

Fire Pipeline Firefighters - are used for up to 24 cadet slots while they are in the fire academy or after completing the academy and waiting for a sworn fire position. There is no funding in FY 2011/12 for these slots as no academy is planned.

Pro-Tem Judges - is used to compensate up to 24 Pro-Tem Judge slots that serve on an "as needed" basis to support the City Judge and Associate City Judges. The funding for these slots is included in the City Court budget.

WestWorld has 14 slots used to compensate up to 2 Custodial Workers, 4 Customer Service Clerks, 6 Maintenance Helpers and 2 Office Assistants. The funding for these slots is included in the WestWorld budget.

Temporary Workers - are slots used when the work circumstances necessitate a temporary assignment or reassignment of an employee.

While the Human Resources Division manages these 20 slots, no funding is included in the budget for these slots. Funding would typically come from within a division's accepted budget.

Authorized Positions - by Fund

	Adopted FY 2011/12	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Total
MAYOR AND CITY COUNCIL							
Full Time	10.00	10.00	0.00	0.00	0.00	0.00	10.00
Total FTE	10.00	10.00	0.00	0.00	0.00	0.00	10.00
CITY ATTORNEY							
Full Time	52.00	52.00	0.00	0.00	0.00	0.00	52.00
Part Time	1.00	1.00	0.00	0.00	0.00	0.00	1.00
Total FTE	53.00	53.00	0.00	0.00	0.00	0.00	53.00
CITY AUDITOR							
Full Time	7.00	7.00	0.00	0.00	0.00	0.00	7.00
Total FTE	7.00	7.00	0.00	0.00	0.00	0.00	7.00
CITY CLERK							
Full Time	8.00	8.00	0.00	0.00	0.00	0.00	8.00
Total FTE	8.00	8.00	0.00	0.00	0.00	0.00	8.00
CITY COURT							
Full Time	56.00	44.00	0.00	12.00	0.00	0.00	56.00
Part Time	1.98	0.60	0.00	1.38	0.00	0.00	1.98
Total FTE	57.98	44.60	0.00	13.38	0.00	0.00	57.98
CITY MANAGER							
Full Time	5.00	5.00	0.00	0.00	0.00	0.00	5.00
Part Time	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total FTE	5.00	5.00	0.00	0.00	0.00	0.00	5.00
CITY TREASURER - FINANCE AND ACCOUNTING							
Full Time	83.00	64.00	0.00	0.00	12.00	7.00	83.00
Part Time	0.50	0.50	0.00	0.00	0.00	0.00	0.50
Total FTE	83.50	64.50	0.00	0.00	12.00	7.00	83.50
ADMINISTRATIVE SERVICES							
Full Time	137.00	137.00	0.00	0.00	0.00	0.00	137.00
Part Time	2.81	2.81	0.00	0.00	0.00	0.00	2.81
Total FTE	139.81	139.81	0.00	0.00	0.00	0.00	139.81
COMMUNITY AND ECONOMIC DEVELOPMENT							
Full Time	201.00	166.00	21.00	0.00	14.00	0.00	201.00
Part Time	1.50	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	202.50	167.50	21.00	0.00	14.00	0.00	202.50
COMMUNITY SERVICES							
Full Time	274.00	272.00	0.00	2.00	0.00	0.00	274.00
Part Time	173.46	163.03	0.00	10.43	0.00	0.00	173.46
Grant	12.00	0.00	0.00	12.00	0.00	0.00	12.00
Total FTE	459.46	435.03	0.00	24.43	0.00	0.00	459.46
PUBLIC SAFETY - FIRE							
Full Time	257.00	257.00	0.00	0.00	0.00	0.00	257.00
Total FTE	257.00	257.00	0.00	0.00	0.00	0.00	257.00
PUBLIC SAFETY - POLICE							
Full Time	672.00	668.00	0.00	4.00	0.00	0.00	672.00
Part Time	2.60	2.60	0.00	0.00	0.00	0.00	2.60
Grant	1.00	0.00	0.00	1.00	0.00	0.00	1.00
Total FTE	675.60	670.60	0.00	5.00	0.00	0.00	675.60
PUBLIC WORKS							
Full Time	294.00	99.00	60.00	0.00	89.00	46.00	294.00
Total FTE	294.00	99.00	60.00	0.00	89.00	46.00	294.00
WATER RESOURCES							
Full Time	202.00	0.00	0.00	0.00	202.00	0.00	202.00
Total FTE	202.00	0.00	0.00	0.00	202.00	0.00	202.00
Total Full-time Position FTE	2,258.00	1,789.00	81.00	18.00	317.00	53.00	2,258.00
Total Part-time Position FTE	183.85	172.04	0.00	11.81	0.00	0.00	183.85
Total Grant Funded Position FTE	13.00	0.00	0.00	13.00	0.00	0.00	13.00
Total Citywide Position FTE	2,454.85	1,961.04	81.00	42.81	317.00	53.00	2,454.85

See Note
on
previous
page

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
MAYOR AND CITY COUNCIL				
	City Councilman	6.00	6.00	0.00
	Executive Assistant	1.00	1.00	0.00
	Executive Secretary to Mayor	1.00	1.00	0.00
	Management Assistant to Mayor	1.00	1.00	0.00
	Mayor	1.00	1.00	0.00
	Total	10.00	10.00	0.00
TOTAL MAYOR AND CITY COUNCIL		10.00	10.00	0.00
CITY ATTORNEY - CIVIL				
	Administrative Secretary	1.00	1.00	0.00
	City Attorney	1.00	1.00	0.00
	City Attorney, Assistant	2.50	2.00	0.50
	City Attorney, Assistant, Sr.	5.00	5.00	0.00
	City Attorney, Deputy	3.00	3.00	0.00
	Executive Secretary	1.00	1.00	0.00
	Law Clerk	2.00	2.00	0.00
	Legal Assistant	1.00	1.00	0.00
	Legal Secretary	4.00	4.00	0.00
	Office Coordinator Mgr - Law	1.00	1.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Total	22.50	22.00	0.50
CITY ATTORNEY - PROSECUTION				
	City Prosecutor	1.00	1.00	0.00
	Legal Assistant	6.00	6.00	0.00
	Legal Secretary	1.00	1.00	0.00
	Prosecution Specialist	6.00	6.00	0.00
	Prosecutor I	5.00	5.00	0.00
	Prosecutor II	6.00	6.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Total	26.00	26.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY ATTORNEY - VICTIM SERVICES				
	Victim Advocate	2.50	2.00	0.50
	Victim Advocate, Sr.	1.00	1.00	0.00
	Victim Services Manager	1.00	1.00	0.00
	Total	4.50	4.00	0.50
TOTAL CITY ATTORNEY		53.00	52.00	1.00
CITY AUDITOR				
	Auditor, Sr.	4.00	4.00	0.00
	City Auditor	1.00	1.00	0.00
	City Auditor, Assistant	1.00	1.00	0.00
	City Auditor, Deputy	1.00	1.00	0.00
	Total	7.00	7.00	0.00
TOTAL CITY AUDITOR		7.00	7.00	0.00
CITY CLERK				
	City Clerk	1.00	1.00	0.00
	City Clerk Assistant	2.00	2.00	0.00
	City Clerk, Deputy	1.00	1.00	0.00
	City Records Manager	1.00	1.00	0.00
	Executive Secretary	2.00	2.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Total	8.00	8.00	0.00
TOTAL CITY CLERK		8.00	8.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY COURT				
	Accounting Technician, Sr.	1.00	1.00	0.00
	City Judge	1.00	1.00	0.00
	City Judge, Associate	3.00	3.00	0.00
	Court Administrator	1.00	1.00	0.00
	Court Administrator, Deputy	2.00	2.00	0.00
	Court Interpreter	1.50	1.00	0.50
	Court Services Rep	29.00	29.00	0.00
	Court Services Rep, Sr.	6.60	6.00	0.60
	Court Services Supervisor	3.00	3.00	0.00
	Executive Secretary	1.00	1.00	0.00
	Hearing Officer	2.00	2.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Municipal Security Guard, Lead	1.00	1.00	0.00
	Security Guard	1.88	1.00	0.88
	Systems Integrator	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Total	57.98	56.00	1.98
TOTAL CITY COURT		57.98	56.00	1.98
CITY MANAGER				
	Administrative Assistant	1.00	1.00	0.00
	City Manager	1.00	1.00	0.00
	Government Relations Director	1.00	1.00	0.00
	Management Asst to City Mgr	1.00	1.00	0.00
	Strategic Programs Manager	1.00	1.00	0.00
	Total	5.00	5.00	0.00
TOTAL CITY MANAGER		5.00	5.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY TREASURER - FINANCE AND ACCOUNTING - ACCOUNTING				
	Account Specialist	4.00	4.00	0.00
	Account Specialist, Sr.	1.00	1.00	0.00
	Accountant	1.00	1.00	0.00
	Accounting Coordinator	5.00	5.00	0.00
	Accounting Director	1.00	1.00	0.00
	Enterprise Finance Mgr	1.00	1.00	0.00
	Finance Analyst, Sr.	1.00	1.00	0.00
	Financial Services Technician	1.00	1.00	0.00
	Payroll Specialist	4.00	4.00	0.00
	Payroll Specialist, Lead	1.00	1.00	0.00
	Systems Integrator	4.00	4.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Total	25.00	25.00	0.00
CITY TREASURER - FINANCE AND ACCOUNTING - BUDGET				
	Budget Analyst, Sr.	3.00	3.00	0.00
	Budget Manager	1.00	1.00	0.00
	Systems Integrator	0.50	0.00	0.50
	Total	4.50	4.00	0.50
CITY TREASURER - FINANCE AND ACCOUNTING - CITY TREASURER				
	Administrative Secretary	1.00	1.00	0.00
	City Treasurer	1.00	1.00	0.00
	Finance Manager	1.00	1.00	0.00
	Total	3.00	3.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY TREASURER - FINANCE AND ACCOUNTING - CUSTOMER SERVICE				
	Administrative Secretary	1.00	1.00	0.00
	Customer Service Rep, Lead	3.00	3.00	0.00
	Customer Service Director	1.00	1.00	0.00
	Customer Service Manager	2.00	2.00	0.00
	Customer Service Rep	24.00	24.00	0.00
	License Inspector	2.00	2.00	0.00
	Revenue Collector	4.00	4.00	0.00
	Revenue Collector, Sr.	1.00	1.00	0.00
	Systems Integrator	2.00	2.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Tax and License Manager	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Water Meter Reader Manager	1.00	1.00	0.00
	Total	44.00	44.00	0.00
CITY TREASURER - FINANCE AND ACCOUNTING - RISK MANAGEMENT				
	Claims Adjuster	1.00	1.00	0.00
	Contracts Coordinator	1.00	1.00	0.00
	Risk Management Director	1.00	1.00	0.00
	Safety Coordinator	1.00	1.00	0.00
	Safety Manager	1.00	1.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Worker's Comp Claims Adjuster	1.00	1.00	0.00
	Total	7.00	7.00	0.00
TOTAL CITY TREASURER - FINANCE AND ACCOUNTING		83.50	83.00	0.50

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - APPLICATION DEVELOPMENT & SUPPORT				
	Application Development Mgr	1.00	1.00	0.00
	Applications Project Leader	1.00	1.00	0.00
	Database Administrator	2.00	2.00	0.00
	Enterprise Systems Integrator	5.00	5.00	0.00
	GIS Analyst I	1.00	1.00	0.00
	GIS Analyst II	2.00	2.00	0.00
	GIS Director	1.00	1.00	0.00
	GIS Manager	1.00	1.00	0.00
	GIS Technician	2.00	2.00	0.00
	Graphics Design Coordinator	1.00	1.00	0.00
	IT Project Manager	1.00	1.00	0.00
	IT Technician, Sr.	1.00	1.00	0.00
	Software Engineer	4.00	4.00	0.00
	Software Engineer, Sr	3.00	3.00	0.00
	Technician, Lead	1.00	1.00	0.00
	Web & Media Services Manager	1.00	1.00	0.00
	Web Services Engineer	2.00	2.00	0.00
	Total	30.00	30.00	0.00
ADMINISTRATIVE SERVICES - BENEFITS MANAGEMENT				
	Benefits Analyst, Lead	1.00	1.00	0.00
	Benefits Analyst, Sr.	1.00	1.00	0.00
	Benefits Manager	1.00	1.00	0.00
	Human Resources Rep, Sr.	2.00	2.00	0.00
	Total	5.00	5.00	0.00
ADMINISTRATIVE SERVICES - COMMUNICATIONS				
	Communicatns & Pub Affairs Ofcr	1.00	1.00	0.00
	Digital Content Specialist	1.00	1.00	0.00
	Public Information Officer	2.50	1.00	1.50
	Video Production Specialist	3.00	3.00	0.00
	Video Production Supervisor	1.00	1.00	0.00
	Total	8.50	7.00	1.50

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - HR INFRASTRUCTURE SUPPORT				
	Exec Dir Human Resources	1.00	1.00	0.00
	Human Resources Administrator	1.00	1.00	0.00
	Human Resources Analyst, Lead	1.00	1.00	0.00
	Human Resources Analyst, Sr.	5.00	5.00	0.00
	Human Resources Rep	1.50	1.00	0.50
	Human Resources Rep, Sr.	2.00	2.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Staffing Services Manager	2.00	2.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Total	17.50	17.00	0.50
ADMINISTRATIVE SERVICES - PURCHASING				
	Administrative Secretary	1.00	1.00	0.00
	Bid & Contract Assistant	1.00	1.00	0.00
	Bid & Contract Coordinator	1.00	1.00	0.00
	Bid & Contract Specialist	3.00	3.00	0.00
	Buyer	3.00	3.00	0.00
	Financial Services Technician	1.00	1.00	0.00
	Graphics Designer	1.00	1.00	0.00
	Graphics Technician, Sr.	1.00	1.00	0.00
	Mail Services Courier	3.00	3.00	0.00
	Purchasing Director	1.00	1.00	0.00
	Purchasing Manager	1.00	1.00	0.00
	Purchasing Operations Manager	2.00	2.00	0.00
	Stock Clerk	2.00	2.00	0.00
	Stock Clerk, Lead	2.00	2.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Total	24.00	24.00	0.00
ADMINISTRATIVE SERVICES - TAX AUDIT				
	Tax Audit Manager	1.00	1.00	0.00
	Tax Auditor, Sr.	8.00	8.00	0.00
	Total	9.00	9.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - TECHNOLOGY INFRASTRUCTURE SUPPORT				
	Communications Director	1.00	1.00	0.00
	Customer Support Rep, Sr.	1.00	1.00	0.00
	Enterprise Communications Engr	2.00	2.00	0.00
	Enterprise Sys Engineering Mgr	1.00	1.00	0.00
	Enterprise Sys Integrator, Ld	1.00	1.00	0.00
	Enterprise Systems Engineer	5.00	5.00	0.00
	Enterprise Systems Integrator	5.00	5.00	0.00
	Exec Dir Info Technology	1.00	1.00	0.00
	Finance & Acctg Technology Dir	1.00	1.00	0.00
	Information Technology Dir	1.00	1.00	0.00
	IT Support Manager	1.00	1.00	0.00
	IT Technician	6.00	6.00	0.00
	IT Technician, Sr.	4.00	4.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Network Security Engineer	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Radio Communications Engineer	1.00	1.00	0.00
	Radio Engineering Manager	1.00	1.00	0.00
	Radio Systems Integrator	1.00	1.00	0.00
	Radio Systms Netwrk Integrator	1.00	1.00	0.00
	Secretary	0.81	0.00	0.81
	Systems Analyst, Sr.	1.00	1.00	0.00
	Telecom Policy Coordinator	1.00	1.00	0.00
	Total	39.81	39.00	0.81
ADMINISTRATIVE SERVICES - WORKFORCE MANAGEMENT/EMPLOYEE PROGRAMS				
	Administrative Secretary	1.00	1.00	0.00
	Human Resources Rep, Sr.	3.00	3.00	0.00
	Workforce Development Analyst	2.00	2.00	0.00
	Total	6.00	6.00	0.00
TOTAL ADMINISTRATIVE SERVICES		139.81	137.00	2.81

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY AND ECONOMIC DEVELOPMENT - AVIATION				
	Administrative Assistant	1.00	1.00	0.00
	Airport Operations Manager	1.00	1.00	0.00
	Airport Operations Supervisor	1.00	1.00	0.00
	Airport Operations Tech, Sr.	7.00	7.00	0.00
	Aviation Director	1.00	1.00	0.00
	Aviation Plan & Outreach Coord	1.00	1.00	0.00
	Maintenance Technician II	1.00	1.00	0.00
	Management Analyst	1.00	1.00	0.00
	Total	14.00	14.00	0.00
COMMUNITY AND ECONOMIC DEVELOPMENT - ECONOMIC VITALITY				
	Administrative Secretary	2.00	2.00	0.00
	Customer Relations Associate	1.00	1.00	0.00
	Economic & Tourism Dev Mgr	1.00	1.00	0.00
	Economic Vitality Director	1.00	1.00	0.00
	Economic Vitality Specialist	2.00	2.00	0.00
	Marketing & Research Specialist	1.00	1.00	0.00
	Strategic Programs Manager	1.00	1.00	0.00
	Tourism Development Coord	1.00	1.00	0.00
	Total	10.00	10.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY AND ECONOMIC DEVELOPMENT - PLANNING / NEIGHBORHOOD / TRANSPORTATION				
	Administrative Assistant	1.00	1.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Building Inspection Supervisor	1.00	1.00	0.00
	Citizen Advisor	1.00	1.00	0.00
	Citizen Liaison	2.00	2.00	0.00
	Citizen Services Assistant	2.00	2.00	0.00
	Civil Engineer	1.00	1.00	0.00
	Civil Engineer, Sr.	4.00	4.00	0.00
	Code Enforcement Manager	1.00	1.00	0.00
	Code Enforcement Specialist	2.00	2.00	0.00
	Code Inspector II	11.00	11.00	0.00
	Code Inspector, Sr	3.00	3.00	0.00
	Community Planner	1.00	1.00	0.00
	Development Engineering Mgr	1.00	1.00	0.00
	Development Services Manager	1.00	1.00	0.00
	Development Services Rep II	12.00	12.00	0.00
	Development Services Rep, Lead	2.00	2.00	0.00
	Drainage Inspector	2.00	2.00	0.00
	Engineering Associate	1.00	1.00	0.00
	Exec Asst for Spec Projects	2.00	2.00	0.00
	Exec Dir Community & Econ Dev	1.00	1.00	0.00
	Executive Secretary	1.00	1.00	0.00
	Field Engineering Lead	1.00	1.00	0.00
	Field Engineering Supervisor	1.00	1.00	0.00
	Green Building Program Manager	1.00	1.00	0.00
	Inspections Manager	1.00	1.00	0.00
	Inspector II	15.00	15.00	0.00
	Maintenance Worker III	1.00	1.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Neighborhood Resource Supv	1.00	1.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Plan Review Manager	1.00	1.00	0.00
	Plan, Neighbrhd & Transp Dir	4.00	4.00	0.00
	Planner	7.00	7.00	0.00
	Planner, Associate	7.00	7.00	0.00
	Planner, Environment	1.00	1.00	0.00
	Planner, Principal	1.00	1.00	0.00
	Planner, Sr.	9.50	9.00	0.50
	Planning Administration Managr	1.00	1.00	0.00
	Planning Assistant	2.00	2.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
	Planning Specialist	2.50	2.00	0.50
	Plans Examiner	3.00	3.00	0.00
	Plans Examiner, Sr.	5.00	5.00	0.00
	Pln, Neig, Trans Administrator	1.00	1.00	0.00
	PNT Manager	4.00	4.00	0.00
	Project Coordination Liaison	3.00	3.00	0.00
	Right of Way Supervisor	1.00	1.00	0.00
	Secretary	2.50	2.00	0.50
	Stormwater Engineer, Sr	3.00	3.00	0.00
	Stormwater Manager	1.00	1.00	0.00
	Structural Engineer, Sr.	1.00	1.00	0.00
	Structural Plans Examiner	2.00	2.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Traffic Engineer, Principal	1.00	1.00	0.00
	Traffic Engineer, Sr.	4.00	4.00	0.00
	Traffic Engineering & Ops Mgr	1.00	1.00	0.00
	Traffic Engineering Tech, Sr.	3.00	3.00	0.00
	Traffic Engrng Technician Lead	1.00	1.00	0.00
	Transit Supervisor	1.00	1.00	0.00
	Transportation Planner, Sr.	3.00	3.00	0.00
	Transportation Plnr, Principal	2.00	2.00	0.00
	Transportation Rep, Sr.	1.00	1.00	0.00
Total		160.50	159.00	1.50

COMMUNITY AND ECONOMIC DEVELOPMENT - WESTWORLD

	Customer Support Rep	2.00	2.00	0.00
	Customer Support Rep, Sr.	1.00	1.00	0.00
	Events Contract Coordinator	1.00	1.00	0.00
	Events Director - WestWorld	1.00	1.00	0.00
	Facilities Manager	1.00	1.00	0.00
	GM WestWorld	1.00	1.00	0.00
	Maintenance Supervisor	1.00	1.00	0.00
	Maintenance Worker III	8.00	8.00	0.00
	Management Analyst	1.00	1.00	0.00
	Special Events Manager	1.00	1.00	0.00
Total		18.00	18.00	0.00

TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	202.50	201.00	1.50
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Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - COMMUNITY SERVICES PLANNING AND ADMIN				
	Budget Analyst, Sr.	1.00	1.00	0.00
	Exec Dir Community Svcs	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Total	3.00	3.00	0.00
COMMUNITY SERVICES - HUMAN SERVICES				
	Account Specialist, Sr.	1.00	1.00	0.00
	Administrative Secretary	2.00	2.00	0.00
	Community Assistance Manager	1.00	1.00	0.00
	Food Bank Specialist	1.00	1.00	0.00
	Grant Program Specialist	3.00	3.00	0.00
	Grant Program Specialist, Sr.	5.00	5.00	0.00
	Grants Accountant	1.00	1.00	0.00
	Housing Coordinator	2.00	2.00	0.00
	Human Services Coordinator	4.00	4.00	0.00
	Human Services Manager	4.00	4.00	0.00
	Human Services Planner	1.00	1.00	0.00
	Human Services Rep	8.65	8.00	0.65
	Human Services Specialist	7.70	7.00	0.70
	Job Preparation Specialist	1.00	1.00	0.00
	Occupancy Specialist	1.00	1.00	0.00
	Recreation Coordinator	4.00	4.00	0.00
	Recreation Leader I	0.19	0.00	0.19
	Recreation Leader II	20.15	1.00	19.15
	Recreation Leader III	1.00	1.00	0.00
	Resource Development Spec	0.50	0.00	0.50
	Secretary	1.00	1.00	0.00
	Service Support Worker	2.00	2.00	0.00
	Total	72.19	51.00	21.19

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - LIBRARY SYSTEMS				
	Account Specialist, Sr.	2.00	2.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Graphics Designer	1.00	1.00	0.00
	Librarian	17.00	13.00	4.00
	Librarian II	7.00	7.00	0.00
	Librarian III	4.00	4.00	0.00
	Librarian IV	7.00	7.00	0.00
	Library Aide	19.84	10.00	9.84
	Library Assistant	21.87	12.00	9.87
	Library Courier	2.00	2.00	0.00
	Library Director	1.00	1.00	0.00
	Library Monitor	4.25	0.00	4.25
	Library Page	13.34	0.00	13.34
	Library Supervisor	9.00	9.00	0.00
	Secretary	3.00	3.00	0.00
	Senior Library Manager	3.00	3.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Systems Integrator, Sr.	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Total	120.30	79.00	41.30

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - PARKS & RECREATION				
	Administrative Secretary	1.00	1.00	0.00
	Contracts Coordinator	1.00	1.00	0.00
	Human Services Coordinator	1.00	1.00	0.00
	Human Services Rep	0.50	0.00	0.50
	Human Services Specialist	3.00	3.00	0.00
	Irrigation Systems Coordinator	1.00	1.00	0.00
	Irrigation Technician	9.00	9.00	0.00
	Landscape Contracts Coord	3.00	3.00	0.00
	Lifeguard/Instructor	20.10	0.00	20.10
	Maintenance Coord, Aquatics	1.00	1.00	0.00
	Maintenance Coordinator	1.00	1.00	0.00
	Maintenance Tech, Aquatics	2.00	2.00	0.00
	Maintenance Technician I	2.00	2.00	0.00
	Maintenance Technician II	2.00	2.00	0.00
	Maintenance Worker I	18.75	18.00	0.75
	Maintenance Worker II	43.00	43.00	0.00
	Maintenance Worker III	8.00	8.00	0.00
	Parks & Recreation Director	1.00	1.00	0.00
	Parks & Recreation Manager	5.00	5.00	0.00
	Parks Laborer	2.75	2.00	0.75
	Personnel Specialist	1.00	1.00	0.00
	Pool Manager	4.22	4.00	0.22
	Pool Manager, Assistant	7.55	0.00	7.55
	Railroad & Mechanical Ops Spec	2.00	2.00	0.00
	Recreation Coordinator	6.00	6.00	0.00
	Recreation Leader I	16.95	0.00	16.95
	Recreation Leader II	66.15	2.00	64.15
	Recreation Leader III	21.00	21.00	0.00
	Recreation Supervisor	7.00	7.00	0.00
	Stadium Facilities Lead	1.00	1.00	0.00
	Stadium Supervisor	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Total	260.97	150.00	110.97
COMMUNITY SERVICES - PRESERVE MANAGEMENT				
	Planner, Sr.	1.00	1.00	0.00
	Preservation Coordinator	2.00	2.00	0.00
	Total	3.00	3.00	0.00
TOTAL COMMUNITY SERVICES		459.46	286.00	173.46

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - FIRE - EMERGENCY MANAGEMENT				
	Emergency Management Coord	1.00	1.00	0.00
	Emergency Management Officer	1.00	1.00	0.00
	Total	2.00	2.00	0.00
PUBLIC SAFETY - FIRE - FIRE EMERGENCY SERVICES				
	Fire Battalion Chief (56)	6.00	6.00	0.00
	Fire Battalion Chief Day Asgn	3.00	3.00	0.00
	Fire Captain (56)	54.00	54.00	0.00
	Fire Captain Day Asgn	3.00	3.00	0.00
	Fire Chief, Assistant	1.00	1.00	0.00
	Fire Chief, Deputy	3.00	3.00	0.00
	Fire Engineer (56)	57.00	57.00	0.00
	Firefighter (56)	100.00	100.00	0.00
	Secretary	2.00	2.00	0.00
	Total	229.00	229.00	0.00
PUBLIC SAFETY - FIRE - FIRE SUPPORT SERVICES				
	Account Specialist, Sr.	1.00	1.00	0.00
	Admin Svcs Director - Fire	1.00	1.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Citizen Services Rep	1.00	1.00	0.00
	Community Relations Manager	1.00	1.00	0.00
	Equipment Coordinator - Fire	1.00	1.00	0.00
	Facilities Management Coord	1.00	1.00	0.00
	Fire Chief	1.00	1.00	0.00
	Fire Chief, Deputy	1.00	1.00	0.00
	Fire Inspector II	4.00	4.00	0.00
	Fire Marshal, Assistant	1.00	1.00	0.00
	Fire Marshal, Deputy	2.00	2.00	0.00
	Fire Marshal, Senior Deputy	2.00	2.00	0.00
	Fire Plans Reviewer	2.00	2.00	0.00
	Fire Plans Reviewer, Sr.	1.00	1.00	0.00
	Public Education Officer	1.00	1.00	0.00
	Safety / Wellness Coordinator	1.00	1.00	0.00
	Secretary	1.00	1.00	0.00
	Systems Integrator	2.00	2.00	0.00
	Total	26.00	26.00	0.00
TOTAL PUBLIC SAFETY - FIRE		257.00	257.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - INVESTIGATIVE SERVICES				
	Administrative Secretary	2.00	2.00	0.00
	Crisis Intervention Specialist	6.00	6.00	0.00
	Crisis Intervention Supervisor	1.00	1.00	0.00
	Pawn Specialist	1.00	1.00	0.00
	Police Aide	3.00	3.00	0.00
	Police Commander	1.00	1.00	0.00
	Police Intelligence Analyst	1.00	1.00	0.00
	Police Intelligence Specialist	1.00	1.00	0.00
	Police Lieutenant	4.00	4.00	0.00
	Police Officer	90.00	90.00	0.00
	Police Sergeant	14.00	14.00	0.00
	Total	124.00	124.00	0.00
PUBLIC SAFETY - POLICE - OFFICE OF THE POLICE CHIEF				
	Executive Secretary	1.00	1.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Police Analyst II	1.00	1.00	0.00
	Police Chief	1.00	1.00	0.00
	Police Chief, Assistant	3.00	3.00	0.00
	Police Officer	1.00	1.00	0.00
	Police Sergeant	3.00	3.00	0.00
	Public Education Officer	1.00	1.00	0.00
	Public Safety Budget Manager	1.00	1.00	0.00
	Secretary	1.00	1.00	0.00
	Total	14.00	14.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - POLICE ADMINISTRATIVE SERVICES				
	Account Specialist	1.00	1.00	0.00
	Administrative Secretary	2.00	2.00	0.00
	Communications Dispatcher	42.00	42.00	0.00
	Communications Supervisor	6.00	6.00	0.00
	Communications Technician	2.00	2.00	0.00
	Crime Analysis Unit Supervisor	1.00	1.00	0.00
	Crime Laboratory Manager	1.00	1.00	0.00
	Crime Scene Manager	1.00	1.00	0.00
	Crime Scene Specialist	8.00	8.00	0.00
	Crime Scene Specialist, Lead	2.00	2.00	0.00
	Criminalist II	2.00	2.00	0.00
	Criminalist III	8.00	8.00	0.00
	Criminalist IV	1.00	1.00	0.00
	Database Coordinator	1.00	1.00	0.00
	Evidence Control Mgr	1.00	1.00	0.00
	Fingerprint Technician	4.00	4.00	0.00
	Logistics Technician	4.00	4.00	0.00
	Photo Lab Technician	1.00	1.00	0.00
	Photo Lab Technician, Sr.	1.00	1.00	0.00
	Police Analyst	4.00	4.00	0.00
	Police Analyst II	2.00	2.00	0.00
	Police Communications Op Mgr	1.00	1.00	0.00
	Police Forensic Services Dir	1.00	1.00	0.00
	Police Op Support Dir	1.00	1.00	0.00
	Police Plng Rsrch & Accred Dir	1.00	1.00	0.00
	Police Records Supervisor	5.00	5.00	0.00
	Police Supply & Equipment Mgr	1.00	1.00	0.00
	Police Tech & Records Director	1.00	1.00	0.00
	Property / Evidence Supervisor	1.00	1.00	0.00
	Property / Evidence Tech, Lead	1.00	1.00	0.00
	Property/Evidence Technician	3.50	3.00	0.50
	Records Manager	1.00	1.00	0.00
	Records Specialist	14.00	14.00	0.00
	Records Specialist, Senior	10.00	10.00	0.00
	Support Specialist - Police	2.00	2.00	0.00
	Systems Integrator	4.00	4.00	0.00
	Systems Integrator, Lead	2.00	2.00	0.00
	Systems Integrator, Sr.	1.00	1.00	0.00
	Total	145.50	145.00	0.50

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - POLICE PERSONNEL DEVELOPMENT				
	Administrative Secretary	2.00	2.00	0.00
	Personnel Specialist	2.00	2.00	0.00
	Personnel Supervisor	1.00	1.00	0.00
	Police Lieutenant	1.00	1.00	0.00
	Police Officer	5.00	5.00	0.00
	Police Rangemaster	1.00	1.00	0.00
	Police Sergeant	3.00	3.00	0.00
	Polygraph Examiner	1.00	1.00	0.00
	Total	16.00	16.00	0.00
PUBLIC SAFETY - POLICE - POLICE UNIFORMED SERVICES				
	Administrative Secretary	3.00	3.00	0.00
	Detention Manager	1.00	1.00	0.00
	Detention Officer	27.00	27.00	0.00
	Detention Supervisor	9.00	9.00	0.00
	Municipal Security Guard, Lead	1.00	1.00	0.00
	Municipal Security Manager	1.00	1.00	0.00
	Parking Control Checker	1.00	1.00	0.00
	Photo Enforcement Program Mgr	1.00	1.00	0.00
	Police Aide	37.00	37.00	0.00
	Police Commander	5.00	5.00	0.00
	Police Lieutenant	13.00	13.00	0.00
	Police Officer	233.00	233.00	0.00
	Police Sergeant	38.00	38.00	0.00
	Records Specialist	1.00	1.00	0.00
	Security Guard	2.00	2.00	0.00
	Security Project Coordinator	1.00	1.00	0.00
	Wrangler	2.10	0.00	2.10
	Total	376.10	374.00	2.10
TOTAL PUBLIC SAFETY - POLICE		675.60	673.00	2.60

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - CAPITAL PROJECT MANAGEMENT				
	Asset Management Coordinator	1.00	1.00	0.00
	Building Inspector II	3.00	3.00	0.00
	City Engineer	1.00	1.00	0.00
	Civil Designer	1.00	1.00	0.00
	Civil Engineer	1.00	1.00	0.00
	Civil Engineer, Principal	1.00	1.00	0.00
	Civil Engineer, Sr.	1.00	1.00	0.00
	Construction Admin Supervisor	3.00	3.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Plans Examiner	1.00	1.00	0.00
	Project Management Assistant	3.00	3.00	0.00
	Project Manager, Principal	1.00	1.00	0.00
	Project Manager, Sr.	9.00	9.00	0.00
	Public Works Inspector II	8.00	8.00	0.00
	Public Works Planner	1.00	1.00	0.00
	Public Works Project Coord	1.00	1.00	0.00
	Real Estate Mgmt Specialist	1.00	1.00	0.00
	Right-Of-Way Agent	1.00	1.00	0.00
	Secretary	1.00	1.00	0.00
	SR Right-Of-Way Agent	1.00	1.00	0.00
	Total	41.00	41.00	0.00
PUBLIC WORKS - FACILITIES MANAGEMENT				
	Citizen Services Rep	1.00	1.00	0.00
	Contracts Coordinator	4.00	4.00	0.00
	Electrician	9.00	9.00	0.00
	Energy Management Control Spec	2.00	2.00	0.00
	Facilities Management Director	1.00	1.00	0.00
	Facilities Management Spec	1.00	1.00	0.00
	Facilities Supervisor	4.00	4.00	0.00
	HVAC Technician	6.00	6.00	0.00
	Maintenance Technician II	21.00	21.00	0.00
	Plumber	4.00	4.00	0.00
	Service Area Manager	1.00	1.00	0.00
	Space Planning Analyst	1.00	1.00	0.00
	Total	55.00	55.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - FLEET MANAGEMENT				
	Customer Support Rep, Sr.	1.00	1.00	0.00
	Equip Parts Specialist	1.00	1.00	0.00
	Equip Parts Specialist, Sr.	4.00	4.00	0.00
	Equip Parts Supervisor	1.00	1.00	0.00
	Equipment Coordinator - Fleet	1.00	1.00	0.00
	Equipment Service Writer	2.00	2.00	0.00
	Fleet Maint Superintendent	1.00	1.00	0.00
	Fleet Management Director	1.00	1.00	0.00
	Fleet Systems Coordinator	1.00	1.00	0.00
	Fleet Technician Crew Chief	2.00	2.00	0.00
	Fleet Technician II	7.00	7.00	0.00
	Fleet Technician III	20.00	20.00	0.00
	Fleet Technician, Lead	4.00	4.00	0.00
	Total	46.00	46.00	0.00
PUBLIC WORKS - PUBLIC WORKS ADMINISTRATION				
	Administrative Secretary	1.00	1.00	0.00
	Exec Dir Public Works	1.00	1.00	0.00
	Management Analyst	1.00	1.00	0.00
	Total	3.00	3.00	0.00
PUBLIC WORKS - SOLID WASTE MANAGEMENT				
	Citizen Services Rep	3.00	3.00	0.00
	Container Repairer	5.00	5.00	0.00
	Equipment Operator I	12.00	12.00	0.00
	Equipment Operator II	11.00	11.00	0.00
	Equipment Operator III	45.00	45.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Solid Waste Director	1.00	1.00	0.00
	Solid Waste Program Rep	5.00	5.00	0.00
	Solid Waste Services Mgr	5.00	5.00	0.00
	Solid Waste Systems Mgr	1.00	1.00	0.00
	Total	89.00	89.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - STREET OPERATIONS				
	Citizen Services Rep	2.00	2.00	0.00
	Equipment Operator II-FS	1.00	1.00	0.00
	Equipment Operator III-FS	6.00	6.00	0.00
	ITS Manager	1.00	1.00	0.00
	ITS Technician, Sr.	1.00	1.00	0.00
	Maintenance Manager	1.00	1.00	0.00
	Maintenance Supervisor	3.00	3.00	0.00
	Maintenance Technician I	5.00	5.00	0.00
	Maintenance Technician II	3.00	3.00	0.00
	Maintenance Worker I	1.00	1.00	0.00
	Maintenance Worker II	5.00	5.00	0.00
	Motor Sweeper Operator	7.00	7.00	0.00
	Public Works Inspector II	3.00	3.00	0.00
	Sign Technician	4.00	4.00	0.00
	Street Operations Director	1.00	1.00	0.00
	Street Operations Manager	1.00	1.00	0.00
	Technology Coordinator	2.00	2.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Traffic Engineer, Sr.	1.00	1.00	0.00
	Traffic Engineering Analyst	1.00	1.00	0.00
	Traffic Signal Electronic Tech	2.00	2.00	0.00
	Traffic Signal Technician I	5.00	5.00	0.00
	Traffic Signal Technician II	2.00	2.00	0.00
	Traffic Signals Manager	1.00	1.00	0.00
	Total	60.00	60.00	0.00
TOTAL PUBLIC WORKS		294.00	294.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER QUALITY				
	Chemist I	2.00	2.00	0.00
	Chemist II	3.00	3.00	0.00
	Laboratory Manager	1.00	1.00	0.00
	Pretreatment Prgm Coordinator	1.00	1.00	0.00
	Quality Assurance Coordinator	1.00	1.00	0.00
	Regulatory Compliance Manager	1.00	1.00	0.00
	Scientist, Senior	2.00	2.00	0.00
	Water Quality Coordinator	2.00	2.00	0.00
	Water Quality Director	1.00	1.00	0.00
	Water Quality Specialist	5.00	5.00	0.00
	Water Quality Specialist, Sr	1.00	1.00	0.00
	Water Quality Technician	2.00	2.00	0.00
	Total	22.00	22.00	0.00
WATER RESOURCES - WATER RECLAMATION SERVICES				
	Administrative Secretary	2.00	2.00	0.00
	Chemist I	1.00	1.00	0.00
	Electrician - Water	1.00	1.00	0.00
	Electronic Technician - Water	5.00	5.00	0.00
	Electronic Technician, Sr	1.00	1.00	0.00
	HVAC Technician	3.00	3.00	0.00
	Process Control Chemist, Sr.	1.00	1.00	0.00
	Telemetry Controls Specialist	2.00	2.00	0.00
	Trng, Safety & Security Coord	1.00	1.00	0.00
	Wastewater Collection Spec	1.00	1.00	0.00
	Wastewater Collection Tech	4.00	4.00	0.00
	Wastewater Services Director	1.00	1.00	0.00
	Wastewater Treatment Manager	1.00	1.00	0.00
	Water Campus Compliance Spec	1.00	1.00	0.00
	Water Campus Maintenance Spec	1.00	1.00	0.00
	Water Maintenance Tech, Sr.	1.00	1.00	0.00
	Water Maintenance Technician	3.00	3.00	0.00
	Water/Wastewater Ops Supervisr	1.00	1.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Oper	12.00	12.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Opr, Sr	5.00	5.00	0.00
	Total	48.00	48.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER RESOURCES ENGINEERING & ADMINISTRATION				
	Administrative Secretary	1.00	1.00	0.00
	Citizen Services Rep	1.00	1.00	0.00
	Exec Director Water Resources	1.00	1.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Planner, Principal	2.00	2.00	0.00
	Public Information Officer	1.00	1.00	0.00
	Water Audit Technician	2.00	2.00	0.00
	Water Conservation Coordinator	1.00	1.00	0.00
	Water Conservation Specialist	3.00	3.00	0.00
	Water Distribution Field Coord	1.00	1.00	0.00
	Water Resources Analyst	1.00	1.00	0.00
	Water Resources Engineer	3.00	3.00	0.00
	Water Resources Engineer, Sr.	1.00	1.00	0.00
	Water Resources Plng & Eng Dir	1.00	1.00	0.00
	Water Resources Plng Advisor	1.00	1.00	0.00
	Total	22.00	22.00	0.00

Authorized Personnel Positions - by Division, Service Area & Title

Division/Service Area	Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER SERVICES				
	Citizen Services Rep	3.00	3.00	0.00
	Cmptrzd Mntce Mgmt Syst Tech	1.00	1.00	0.00
	Cross Connection Controls Spec	1.00	1.00	0.00
	Cross Connection Controls Tech	1.00	1.00	0.00
	Electronic Technician - Water	5.00	5.00	0.00
	GIS Technician	2.00	2.00	0.00
	Inspector II	2.00	2.00	0.00
	Maintenance Worker I	3.00	3.00	0.00
	Meter Technician, Senior	1.00	1.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Systems Integrator	2.00	2.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Telemetry Controls Specialist	3.00	3.00	0.00
	Trng, Safety & Security Coord	1.00	1.00	0.00
	Utilities Technology Manager	1.00	1.00	0.00
	Water Campus Maintenance Spec	1.00	1.00	0.00
	Water Distribution Manager	1.00	1.00	0.00
	Water Maintenance Tech Trainee	1.00	1.00	0.00
	Water Maintenance Technician	10.00	10.00	0.00
	Water Meter Reader	11.00	11.00	0.00
	Water Meter Reader, Lead	1.00	1.00	0.00
	Water Operations Field Coord	3.00	3.00	0.00
	Water Production Manager	1.00	1.00	0.00
	Water Resources Administrator	1.00	1.00	0.00
	Water Services Director	1.00	1.00	0.00
	Water Services Worker	10.00	10.00	0.00
	Water Services Worker, Sr.	10.00	10.00	0.00
	Water/Wastewater Ops Supervisor	4.00	4.00	0.00
	Wtr/Wstwtr Field Rep	6.00	6.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Oper	18.00	18.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Opr, Sr	3.00	3.00	0.00
	Total	110.00	110.00	0.00
TOTAL WATER RESOURCES		202.00	202.00	0.00
Grand Total		2,454.85	2,271.00	183.85

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
0509	Account Specialist	5.00	\$14.93	\$22.09	\$31,054.40	\$45,947.20
0510	Account Specialist, Sr.	5.00	\$15.69	\$23.22	\$32,635.20	\$48,297.60
1445	Accountant	1.00	\$20.30	\$28.84	\$42,224.00	\$59,987.20
1418	Accounting Coordinator	5.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
2195	Accounting Director	1.00	\$37.26	\$55.13	\$77,500.80	\$114,670.40
0425	Accounting Technician, Sr.	1.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2204	Acting Fire Chief, Asst	0.00	\$60.10	\$60.10	\$125,008.00	\$125,008.00
0255	* Adapted Recreation Specialist	0.00	\$12.20	\$15.25	\$25,376.00	\$31,720.00
2000	Admin Svcs Director - Fire	1.00	\$57.34	\$57.34	\$119,267.20	\$119,267.20
1005	Administrative Assistant	3.00	\$18.38	\$26.17	\$38,230.40	\$54,433.60
0005	Administrative Secretary	26.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
0251	* Adult Flag Football Official	0.00	\$16.14	\$19.28	\$33,571.20	\$40,102.40
0263	* Adult Kickball Official	0.00	\$16.14	\$16.14	\$33,571.20	\$33,571.20
0254	* Adult Volleyball Official	0.00	\$15.72	\$17.65	\$32,697.60	\$36,712.00
0259	* Adult/Youth Sports Scorekeeper	0.00	\$9.42	\$9.42	\$19,593.60	\$19,593.60
0260	* Adult/Youth Sports Site Supv	0.00	\$11.03	\$14.74	\$22,942.40	\$30,659.20
0462	* Adult/Yth Basketball Official	0.00	\$12.93	\$21.08	\$26,894.40	\$43,846.40
0600	* After School Program Site Supr	0.00	\$13.21	\$15.47	\$27,476.80	\$32,177.60
2074	Airport Operations Manager	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
2078	Airport Operations Supervisor	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
0459	** Airport Operations Tech, Sr.	7.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
0460	** Airport Operations Technician	0.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
2035	Application Development Mgr	1.00	\$35.46	\$52.47	\$73,756.80	\$109,137.60
1677	Applications Project Leader	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
0252	* Aquatics Instructor	0.00	\$10.23	\$18.61	\$21,278.40	\$38,708.80
1421	Asset Management Coordinator	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
0544	Audit Associate	0.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
1581	Auditor, Sr.	4.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
2198	Aviation Director	1.00	\$62.50	\$62.50	\$130,000.00	\$130,000.00
2220	Aviation Plan & Outreach Coord	1.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
2203	Benefits Analyst, Lead	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1909	Benefits Analyst, Sr.	1.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
2038	Benefits Manager	1.00	\$36.35	\$53.79	\$75,608.00	\$111,883.20
0178	Bid & Contract Assistant	1.00	\$14.63	\$20.93	\$30,430.40	\$43,534.40
1696	Bid & Contract Coordinator	1.00	\$25.08	\$37.12	\$52,166.40	\$77,209.60
1343	Bid & Contract Specialist	3.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
1934	Budget Analyst, Sr.	4.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
1531	Budget Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
1513	Building Inspection Supervisor	1.00	\$25.08	\$37.12	\$52,166.40	\$77,209.60
0591	** Building Inspector I	0.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0592	** Building Inspector II	3.00	\$22.74	\$33.63	\$47,299.20	\$69,950.40
1022	Buyer	3.00	\$20.30	\$28.84	\$42,224.00	\$59,987.20
1778	** Chemist I	3.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
1779	** Chemist II	3.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
1929	Citizen Services Rep	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
1847	Citizen Liaison	2.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
0396	Citizen Services Assistant	2.00	\$13.32	\$19.33	\$27,705.60	\$40,206.40
0409	Citizen Services Rep	11.00	\$14.63	\$20.93	\$30,430.40	\$43,534.40
0356	Citizen Services Specialist	0.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
1025	City Attorney	1.00	\$74.52	\$74.52	\$155,001.60	\$155,001.60
1014	City Attorney, Assistant	2.50	\$37.26	\$57.86	\$77,500.80	\$120,348.80
1731	City Attorney, Assistant, Sr.	5.00	\$39.15	\$60.82	\$81,432.00	\$126,505.60
1363	City Attorney, Deputy	3.00	\$43.22	\$67.14	\$89,897.60	\$139,651.20
1391	City Auditor	1.00	\$53.73	\$53.73	\$111,758.40	\$111,758.40
1484	City Auditor, Assistant	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
2054	City Auditor, Deputy	1.00	\$32.12	\$47.54	\$66,809.60	\$98,883.20
1398	City Clerk	1.00	\$53.97	\$53.97	\$112,257.60	\$112,257.60

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
0598	City Clerk Assistant	2.00	\$15.41	\$21.91	\$32,052.80	\$45,572.80
1455	City Clerk, Deputy	1.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00
1791	City Councilman	6.00	\$13.85	\$13.85	\$18,000.00	\$18,000.00
1769	City Engineer	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
1026	City Judge	1.00	\$74.56	\$74.56	\$155,084.80	\$155,084.80
1933	City Judge, Associate	3.00	\$68.08	\$68.08	\$141,606.40	\$141,606.40
1397	City Manager	1.00	\$86.54	\$86.54	\$180,003.20	\$180,003.20
1480	City Prosecutor	1.00	\$43.22	\$67.14	\$89,897.60	\$139,651.20
1949	City Records Manager	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
2142	City Treasurer	1.00	\$67.31	\$67.31	\$140,004.80	\$140,004.80
1518	Civil Designer	1.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
1308	Civil Engineer	2.00	\$26.37	\$39.01	\$54,849.60	\$81,140.80
2086	Civil Engineer, Principal	1.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
1469	Civil Engineer, Sr.	5.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
2192	Claims Adjuster	1.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
0458	Cmptrzd Mntce Mgmt Syst Tech	1.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
1844	Code Enforcement Manager	1.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
0437	Code Enforcement Specialist	2.00	\$15.69	\$23.22	\$32,635.20	\$48,297.60
0608	** Code Inspector I	0.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0609	** Code Inspector II	11.00	\$22.74	\$33.63	\$47,299.20	\$69,950.40
0546	Code Inspector, Sr	3.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
1931	Communications Director	1.00	\$38.20	\$56.51	\$79,456.00	\$117,540.80
0415	Communications Dispatcher	42.00	\$18.19	\$26.93	\$37,835.20	\$56,014.40
0416	Communications Supervisor	6.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
0380	Communications Technician	2.00	\$21.63	\$30.80	\$44,990.40	\$64,064.00
1031	Communicatns & Pub Affairs Ofcr	1.00	\$57.70	\$57.70	\$120,016.00	\$120,016.00
1561	Community Assistance Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
1632	Community Planner	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
2001	Community Relations Manager	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
2176	Construction Admin Supervisor	3.00	\$28.40	\$42.01	\$59,072.00	\$87,380.80
0023	Container Repairer	5.00	\$17.76	\$26.27	\$36,940.80	\$54,641.60
1424	Contracts Coordinator	6.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
1759	Court Administrator	1.00	\$42.16	\$62.38	\$87,692.80	\$129,750.40
1777	Court Administrator, Deputy	2.00	\$29.83	\$44.15	\$62,046.40	\$91,832.00
0443	Court Interpreter	1.50	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0024	Court Services Rep	29.00	\$15.69	\$23.22	\$32,635.20	\$48,297.60
0204	Court Services Rep, Sr.	6.60	\$16.91	\$25.03	\$35,172.80	\$52,062.40
1383	Court Services Supervisor	3.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
0497	Crime Analysis Technician	0.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
2067	Crime Analysis Unit Supervisor	1.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
2214	Crime Laboratory Manager	1.00	\$35.46	\$52.47	\$73,756.80	\$109,137.60
2215	Crime Scene Manager	1.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
0461	Crime Scene Specialist	8.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
0577	Crime Scene Specialist, Lead	2.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
1578	** Criminalist I	0.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
1625	** Criminalist II	2.00	\$25.01	\$37.45	\$52,020.80	\$77,896.00
1814	** Criminalist III	8.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
2057	** Criminalist IV	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
0094	Crisis Intervention Specialist	6.00	\$21.63	\$30.80	\$44,990.40	\$64,064.00
0337	Crisis Intervention Supervisor	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
0323	Cross Connection Controls Spec	1.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
0467	Cross Connection Controls Tech	1.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
0604	Custodial Worker	0.00	\$12.00	\$12.00	\$24,960.00	\$24,960.00
1886	Customer Relations Associate	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
0431	Customer Service Rep, Lead	3.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
0601	Customer Service Clerk	0.00	\$16.00	\$16.00	\$33,280.00	\$33,280.00
1683	Customer Service Director	1.00	\$35.46	\$52.47	\$73,756.80	\$109,137.60

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
1276	Customer Service Manager	2.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
0030	Customer Service Rep	24.00	\$14.63	\$20.93	\$30,430.40	\$43,534.40
0421	Customer Support Rep	2.00	\$15.41	\$22.31	\$32,052.80	\$46,404.80
0422	Customer Support Rep, Sr.	3.00	\$16.97	\$24.19	\$35,297.60	\$50,315.20
1704	Database Administrator	2.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
1821	Database Coordinator	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
1494	Detention Manager	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
0309	Detention Officer	27.00	\$16.91	\$25.03	\$35,172.80	\$52,062.40
0412	Detention Supervisor	9.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
1924	Development Engineering Mgr	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
1051	Development Services Manager	1.00	\$28.40	\$42.01	\$59,072.00	\$87,380.80
0579	** Development Services Rep I	0.00	\$14.93	\$22.09	\$31,054.40	\$45,947.20
0580	** Development Services Rep II	12.00	\$16.91	\$25.03	\$35,172.80	\$52,062.40
0617	Development Services Rep, Lead	2.00	\$19.25	\$27.44	\$40,040.00	\$57,075.20
2152	Development Services Supv	0.00	\$25.80	\$36.84	\$53,664.00	\$76,627.20
2199	Digital Content Specialist	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
0583	Drainage Inspector	2.00	\$21.63	\$31.23	\$44,990.40	\$64,958.40
2201	Economic & Tourism Dev Mgr	1.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
2212	Economic Vitality Administratr	0.00	\$69.71	\$69.71	\$145,000.00	\$145,000.00
2213	Economic Vitality Director	1.00	\$67.31	\$67.31	\$140,004.80	\$140,004.80
1876	Economic Vitality Specialist	2.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
0073	Electrician	9.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0348	Electrician - Water	1.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0372	Electronic Technician - Water	10.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
0611	Electronic Technician, Sr	1.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
2097	Emergency Management Coord	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
1554	Emergency Management Officer	1.00	\$52.89	\$52.89	\$110,011.20	\$110,011.20
0574	Energy Management Control Spec	2.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
0489	Engineer In Training	0.00	\$23.84	\$33.96	\$49,587.20	\$70,636.80
0556	Engineering Associate	1.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
1711	Enterprise Communications Engr	2.00	\$36.40	\$51.88	\$75,712.00	\$107,910.40
1912	Enterprise Finance Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
2084	Enterprise Sys Engineering Mgr	1.00	\$36.40	\$51.88	\$75,712.00	\$107,910.40
2124	Enterprise Sys Integrator, Ld	1.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
2116	Enterprise Systems Engineer	5.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
1674	Enterprise Systems Integrator	10.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
2108	Environ Sustainability Analyst	0.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
0402	Equip Parts Specialist	1.00	\$14.56	\$21.55	\$30,284.80	\$44,824.00
0342	Equip Parts Specialist, Sr.	4.00	\$16.49	\$24.41	\$34,299.20	\$50,772.80
1916	Equip Parts Supervisor	1.00	\$23.29	\$34.48	\$48,443.20	\$71,718.40
0535	Equipment Coordinator - Fire	1.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
1914	Equipment Coordinator - Fleet	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
0043	Equipment Operator I	12.00	\$15.41	\$22.31	\$32,052.80	\$46,404.80
0044	Equipment Operator II	11.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
0805	Equipment Operator II-FS	1.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
0045	Equipment Operator III	45.00	\$18.19	\$26.93	\$37,835.20	\$56,014.40
0806	Equipment Operator III-FS	6.00	\$18.19	\$26.93	\$37,835.20	\$56,014.40
0517	Equipment Service Writer	2.00	\$20.09	\$29.73	\$41,787.20	\$61,838.40
1878	Events Contract Coordinator	1.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
1993	Events Coordinator	0.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
1866	Events Manager, WestWorld	0.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
1957	Events Director - Westworld	1.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
0297	Events Specialist	0.00	\$9.42	\$13.22	\$19,593.60	\$27,497.60
2216	Evidence Control Mgr	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1985	Exec Asst for Spec Projects	2.00	\$66.36	\$66.36	\$138,028.80	\$138,028.80
2202	Exec Dir Community & Econ Dev	1.00	\$74.52	\$74.52	\$155,001.60	\$155,001.60
2128	Exec Dir Community Srvc	1.00	\$70.29	\$70.29	\$146,203.20	\$146,203.20

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
2133	Exec Dir Human Resources	1.00	\$67.31	\$67.31	\$140,004.80	\$140,004.80
2218	Exec Dir Human Resources Actng	0.00	\$67.31	\$67.31	\$140,004.80	\$140,004.80
2131	Exec Dir Info Technology	1.00	\$65.47	\$65.47	\$136,177.60	\$136,177.60
2130	Exec Dir Public Works	1.00	\$68.35	\$68.35	\$142,168.00	\$142,168.00
2136	Exec Director Water Resources	1.00	\$71.64	\$71.64	\$149,011.20	\$149,011.20
1058	Executive Assistant	1.00	\$38.47	\$38.47	\$80,017.60	\$80,017.60
0538	Executive Secretary	6.00	\$18.38	\$27.03	\$38,230.40	\$56,222.40
0524	Executive Secretary to Mayor	1.00	\$20.30	\$28.84	\$42,224.00	\$59,987.20
1646	Facilities Management Coord	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
1944	Facilities Management Director	1.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
1930	Facilities Management Spec	1.00	\$19.25	\$27.44	\$40,040.00	\$57,075.20
1668	Facilities Manager	1.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
2174	Facilities Supervisor	4.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
2154	Field Engineering Lead	1.00	\$25.08	\$37.12	\$52,166.40	\$77,209.60
2079	Field Engineering Supervisor	1.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
2118	Finance & Acctg Technology Dir	1.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
2207	Finance Analyst, Sr.	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1936	Finance Manager	1.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
0541	Financial Services Technician	2.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
1867	Financial Specialist - Water	0.00	\$21.17	\$30.89	\$44,033.60	\$64,251.20
0214	Fingerprint Technician	4.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
2002	Fire Battalion Chief (40)	0.00	\$36.60	\$52.22	\$76,119.68	\$108,617.60
1976	Fire Battalion Chief (56)	6.00	\$26.14	\$37.30	\$76,119.68	\$108,617.60
1978	Fire Battalion Chief Day Asgn	3.00	\$36.60	\$52.22	\$76,119.68	\$108,617.60
0998	Fire Captain (40)	0.00	\$25.80	\$36.83	\$53,668.16	\$76,614.72
0995	Fire Captain (56)	54.00	\$18.43	\$26.31	\$53,668.16	\$76,614.72
0996	Fire Captain Day Asgn	3.00	\$25.80	\$36.83	\$53,668.16	\$76,614.72
1947	Fire Chief	1.00	\$76.20	\$76.20	\$158,496.00	\$158,496.00
1956	Fire Chief, Assistant	1.00	\$62.23	\$62.23	\$129,438.40	\$129,438.40
2014	Fire Chief, Assistant	0.00	\$59.25	\$59.25	\$123,240.00	\$123,240.00
1967	Fire Chief, Deputy	4.00	\$57.34	\$57.34	\$119,267.20	\$119,267.20
2092	Fire Chief, Deputy	0.00	\$56.25	\$56.25	\$117,000.00	\$117,000.00
0533	Fire Engineer (40)	0.00	\$22.50	\$32.13	\$46,795.84	\$66,830.40
0530	Fire Engineer (56)	57.00	\$16.07	\$22.95	\$46,795.84	\$66,830.40
0570	Fire Inspector I	0.00	\$21.63	\$30.80	\$44,990.40	\$64,064.00
0571	Fire Inspector II	4.00	\$22.92	\$35.09	\$47,673.60	\$72,987.20
1968	Fire Marshal, Assistant	1.00	\$36.60	\$52.22	\$76,119.68	\$108,617.60
0997	Fire Marshal, Deputy	2.00	\$25.80	\$36.83	\$53,668.16	\$76,614.72
0573	Fire Marshal, Senior Deputy	2.00	\$28.40	\$40.51	\$59,072.00	\$84,260.80
1979	Fire Plans Reviewer	2.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
1992	Fire Plans Reviewer, Sr.	1.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
0534	Firefighter (40)	0.00	\$20.90	\$29.83	\$43,476.16	\$62,054.72
0531	Firefighter (56)	100.00	\$14.93	\$21.31	\$43,476.16	\$62,054.72
0532	Firefighter Recruit	0.00	\$18.56	\$18.56	\$38,604.80	\$38,604.80
0569	Firefighter, Pipeline	0.00	\$0.00	\$0.00	\$0.00	\$0.00
1913	Fleet Maint Superintendent	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1067	Fleet Management Director	1.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
1773	Fleet Systems Coordinator	1.00	\$25.08	\$37.12	\$52,166.40	\$77,209.60
2033	Fleet Technician Crew Chief	2.00	\$23.29	\$34.48	\$48,443.20	\$71,718.40
0563	** Fleet Technician I	0.00	\$16.08	\$23.80	\$33,446.40	\$49,504.00
0561	** Fleet Technician II	7.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0557	** Fleet Technician III	20.00	\$20.09	\$29.73	\$41,787.20	\$61,838.40
0562	Fleet Technician, Lead	4.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0432	Food Bank Specialist	1.00	\$13.32	\$18.98	\$27,705.60	\$39,478.40
2040	GIS Analyst I	1.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
2044	GIS Analyst II	2.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
1697	GIS Director	1.00	\$38.20	\$56.51	\$79,456.00	\$117,540.80

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
1485	GIS Manager	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
0393	GIS Technician	4.00	\$20.59	\$30.47	\$42,827.20	\$63,377.60
1848	GM WestWorld	1.00	\$68.33	\$68.33	\$142,126.40	\$142,126.40
2045	Government Relations Assistant	0.00	\$32.99	\$47.05	\$68,619.20	\$97,864.00
1982	Government Relations Director	1.00	\$59.68	\$59.68	\$124,134.40	\$124,134.40
0436	Grant Program Specialist	3.00	\$16.96	\$25.10	\$35,276.80	\$52,208.00
1710	Grant Program Specialist, Sr.	5.00	\$20.30	\$28.84	\$42,224.00	\$59,987.20
1349	Grants Accountant	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
1729	Graphics Design Coordinator	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
0391	Graphics Designer	2.00	\$19.61	\$27.97	\$40,788.80	\$58,177.60
0294	Graphics Technician, Sr.	1.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
2060	Green Building Program Manager	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
1654	Hearing Officer	2.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
1709	Housing Coordinator	2.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
2138	Human Resources Administrator	1.00	\$58.94	\$58.94	\$122,595.20	\$122,595.20
1959	Human Resources Analyst, Lead	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1898	Human Resources Analyst, Sr.	5.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
0513	Human Resources Rep	1.50	\$16.16	\$23.10	\$33,612.80	\$48,048.00
0511	Human Resources Rep, Sr.	7.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
1569	Human Services Coordinator	5.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
1078	Human Services Manager	4.00	\$28.47	\$41.32	\$59,217.60	\$85,945.60
1899	Human Services Planner	1.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00
0428	Human Services Rep	9.15	\$14.93	\$22.09	\$31,054.40	\$45,947.20
1079	Human Services Specialist	10.70	\$22.33	\$31.78	\$46,446.40	\$66,102.40
0324	HVAC Technician	9.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
1958	Information Technology Dir	1.00	\$38.20	\$56.51	\$79,456.00	\$117,540.80
2146	Inspections Manager	1.00	\$36.35	\$53.79	\$75,608.00	\$111,883.20
0581	** Inspector I	0.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0582	** Inspector II	17.00	\$22.74	\$33.63	\$47,299.20	\$69,950.40
0386	*** Intern	0.00	\$11.32	\$16.75	\$23,545.60	\$34,840.00
1083	Internal Auditor	0.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
2070	Irrigation Systems Coordinator	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
0439	Irrigation Technician	9.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
2101	IT Project Manager	1.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
1680	IT Support Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
0424	IT Technician	6.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
0423	IT Technician, Sr.	5.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
2189	ITS Manager	1.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
0527	ITS Technician, Sr.	1.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
2050	Job Preparation Specialist	1.00	\$16.96	\$25.10	\$35,276.80	\$52,208.00
2023	Laboratory Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
1794	Landscape Contracts Coord	3.00	\$21.17	\$30.89	\$44,033.60	\$64,251.20
0606	Latent Print Examiner	0.00	\$22.88	\$32.43	\$47,590.40	\$67,454.40
1473	Law Clerk	2.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
0400	Legal Assistant	7.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0064	Legal Secretary	5.00	\$16.49	\$24.41	\$34,299.20	\$50,772.80
1085	Librarian	17.00	\$20.59	\$30.47	\$42,827.20	\$63,377.60
2193	Librarian II	7.00	\$22.74	\$33.63	\$47,299.20	\$69,950.40
2165	Librarian III	4.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
2164	Librarian IV	7.00	\$26.37	\$39.01	\$54,849.60	\$81,140.80
0066	Library Aide	19.84	\$12.26	\$18.13	\$25,500.80	\$37,710.40
0607	Library Assistant	21.87	\$14.56	\$21.55	\$30,284.80	\$44,824.00
0067	Library Courier	2.00	\$12.68	\$18.08	\$26,374.40	\$37,606.40
1089	Library Director	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
0495	Library Monitor	4.25	\$9.33	\$13.82	\$19,406.40	\$28,745.60
0069	Library Page	13.34	\$9.33	\$13.82	\$19,406.40	\$28,745.60
0605	Library Page, Assistant	0.00	\$8.67	\$12.83	\$18,033.60	\$26,686.40

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
2194	Library Supervisor	9.00	\$16.91	\$25.03	\$35,172.80	\$52,062.40
0315	License Inspector	2.00	\$16.97	\$24.19	\$35,297.60	\$50,315.20
0485	Lifeguard, Head - Aquatics	0.00	\$10.31	\$13.44	\$21,444.80	\$27,955.20
0072	Lifeguard/Instructor	20.10	\$9.57	\$14.17	\$19,905.60	\$29,473.60
0361	Logistics Technician	4.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
0190	Mail Services Courier	3.00	\$12.68	\$18.08	\$26,374.40	\$37,606.40
0615	Maintenance Coord, Aquatics	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
1786	Maintenance Coordinator	1.00	\$22.33	\$32.43	\$46,446.40	\$67,454.40
0602	Maintenance Helper	0.00	\$13.00	\$13.00	\$27,040.00	\$27,040.00
2150	Maintenance Manager	1.00	\$23.29	\$34.48	\$48,443.20	\$71,718.40
2173	Maintenance Supervisor	4.00	\$22.33	\$32.43	\$46,446.40	\$67,454.40
0322	Maintenance Tech, Aquatics	2.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
0325	Maintenance Technician I	7.00	\$16.97	\$24.19	\$35,297.60	\$50,315.20
0326	Maintenance Technician II	27.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0327	Maintenance Worker I	22.75	\$12.68	\$18.72	\$26,374.40	\$38,937.60
0328	Maintenance Worker II	48.00	\$15.41	\$22.03	\$32,052.80	\$45,822.40
0519	Maintenance Worker II - CDL	0.00	\$15.41	\$22.03	\$32,052.80	\$45,822.40
0355	Maintenance Worker III	17.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
1918	Management Analyst	3.00	\$23.29	\$34.48	\$48,443.20	\$71,718.40
2018	Management Analyst, Sr	5.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
1983	Management Assistant to Mayor	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
2107	Management Asst to City Mgr	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
2210	Marketing & Research Specialist	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
1178	Mayor	1.00	\$27.69	\$27.69	\$36,000.00	\$36,000.00
0578	Meter Technician, Senior	1.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
0078	Motor Sweeper Operator	7.00	\$15.69	\$23.22	\$32,635.20	\$48,297.60
0547	Municipal Security Guard, Lead	2.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
2099	Municipal Security Manager	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
0555	Museum Attendant	0.00	\$9.42	\$12.84	\$19,593.60	\$26,707.20
2147	Neighborhood Resource Supv	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
1788	Network Security Engineer	1.00	\$36.40	\$51.88	\$75,712.00	\$107,910.40
0318	Occupancy Specialist	1.00	\$16.96	\$25.10	\$35,276.80	\$52,208.00
0603	Office Assistant	0.00	\$15.00	\$15.00	\$31,200.00	\$31,200.00
2047	Office Coordinator	5.00	\$19.25	\$27.44	\$40,040.00	\$57,075.20
1352	Office Coordinator Manager	5.00	\$21.17	\$30.89	\$44,033.60	\$64,251.20
1772	Office Coordinator Mgr - Law	1.00	\$21.17	\$30.89	\$44,033.60	\$64,251.20
0079	Parking Control Checker	1.00	\$12.09	\$17.20	\$25,147.20	\$35,776.00
1942	Parks & Recreation Director	1.00	\$39.15	\$57.92	\$81,432.00	\$120,473.60
1945	Parks & Recreation Manager	5.00	\$28.47	\$41.32	\$59,217.60	\$85,945.60
0082	Parks Laborer	2.75	\$9.48	\$13.51	\$19,718.40	\$28,100.80
0475	Pawn Specialist	1.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
0418	Payroll Specialist	4.00	\$16.08	\$23.80	\$33,446.40	\$49,504.00
0539	Payroll Specialist, Lead	1.00	\$18.19	\$26.93	\$37,835.20	\$56,014.40
0317	Personnel Specialist	3.00	\$18.38	\$26.17	\$38,230.40	\$54,433.60
1819	Personnel Supervisor	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
2098	Photo Enforcement Program Mgr	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
0493	Photo Lab Technician	1.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
0494	Photo Lab Technician, Sr.	1.00	\$21.63	\$30.80	\$44,990.40	\$64,064.00
1984	Plan Review Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
2157	Plan, Neighbrhd & Transp Dir	4.00	\$42.16	\$62.38	\$87,692.80	\$129,750.40
1107	Planner	7.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
1321	Planner, Associate	7.00	\$20.09	\$29.73	\$41,787.20	\$61,838.40
1639	Planner, Environment	1.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00
1892	Planner, Principal	3.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
1142	Planner, Sr.	10.50	\$27.03	\$40.00	\$56,222.40	\$83,200.00
2075	Planning Administration Managr	1.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
0367	Planning Assistant	2.00	\$15.41	\$21.91	\$32,052.80	\$45,572.80

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
0230	Planning Specialist	2.50	\$17.76	\$26.27	\$36,940.80	\$54,641.60
0488	Plans Examiner	4.00	\$23.84	\$33.96	\$49,587.20	\$70,636.80
1806	Plans Examiner, Sr.	5.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
2137	Pln, Neig, Trans Administrator	1.00	\$70.99	\$70.99	\$147,659.20	\$147,659.20
0075	Plumber	4.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
2205	PNT Manager	4.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
0092	Police Aide	40.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
1450	Police Analyst	4.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
1815	Police Analyst II	3.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
1109	Police Chief	1.00	\$84.03	\$84.03	\$174,782.40	\$174,782.40
2058	Police Chief, Assistant (Sworn)	2.00	\$68.41	\$68.41	\$142,292.80	\$142,292.80
2223	Police Chief, Assistant (Non-Sworn)	1.00	\$68.41	\$68.41	\$142,292.80	\$142,292.80
1932	Police Commander	6.00	\$52.06	\$63.30	\$108,284.80	\$131,664.00
2091	Police Communications Op Mgr	1.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
2219	Police Forensic Services Dir	1.00	\$39.15	\$57.92	\$81,432.00	\$120,473.60
1449	Police Intelligence Analyst	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
0505	Police Intelligence Specialist	1.00	\$16.97	\$24.19	\$35,297.60	\$50,315.20
0999	Police Lieutenant	18.00	\$43.40	\$52.09	\$90,272.00	\$108,347.20
0096	Police Officer	329.00	\$23.98	\$37.01	\$49,878.40	\$76,980.80
0272	Police Officer Trainee	0.00	\$23.98	\$37.01	\$49,878.40	\$76,980.80
0456	Police Officer, Pipeline	0.00	\$0.00	\$0.00	\$0.00	\$0.00
2222	Police Op Support Dir	1.00	\$35.46	\$52.47	\$73,756.80	\$109,137.60
2224	Police Plng Rsrch & Accred Dir	1.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
0597	Police Rangemaster	1.00	\$20.09	\$29.73	\$41,787.20	\$61,838.40
0599	Police Records Supervisor	5.00	\$20.59	\$30.47	\$42,827.20	\$63,377.60
0339	Police Sergeant	58.00	\$36.99	\$43.41	\$76,939.20	\$90,292.80
2056	Police Supply & Equipment Mgr	1.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
2221	Police Tech & Records Director	1.00	\$35.46	\$52.47	\$73,756.80	\$109,137.60
0227	Polygraph Examiner	1.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
0100	Pool Manager	4.22	\$17.32	\$25.64	\$36,025.60	\$53,331.20
0009	Pool Manager, Assistant	7.55	\$12.55	\$18.58	\$26,104.00	\$38,646.40
2178	Preservation Coordinator	2.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
2087	Pretreatment Prgm Coordinator	1.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
2140	Pro-Tem Judge	0.00	\$53.83	\$53.83	\$111,966.40	\$111,966.40
2025	Process Control Chemist, Sr.	1.00	\$29.83	\$44.15	\$62,046.40	\$91,832.00
2156	Project Coordination Liaison	3.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
0560	Project Management Assistant	3.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
1432	Project Manager	0.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
2085	Project Manager, Principal	1.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
1498	Project Manager, Sr.	9.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
2217	Property / Evidence Supervisor	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
0612	Property / Evidence Tech, Lead	1.00	\$17.76	\$26.27	\$36,940.80	\$54,641.60
0518	Property / Evidence Technician	3.50	\$16.16	\$23.10	\$33,612.80	\$48,048.00
0471	Prosecution Specialist	6.00	\$14.63	\$20.93	\$30,430.40	\$43,534.40
1384	** Prosecutor I	5.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
1732	** Prosecutor II	6.00	\$35.46	\$54.09	\$73,756.80	\$112,507.20
1572	Public Affairs Manager	0.00	\$32.99	\$47.05	\$68,619.20	\$97,864.00
2003	Public Education Officer	2.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
1973	Public Information Officer	3.50	\$27.17	\$38.65	\$56,513.60	\$80,392.00
2225	Public Safety Budget Manager	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
0593	** Public Works Inspector I	0.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0594	** Public Works Inspector II	11.00	\$22.74	\$33.63	\$47,299.20	\$69,950.40
1562	Public Works Planner	1.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00
1124	Public Works Project Coord	1.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
1125	Purchasing Director	1.00	\$35.46	\$52.47	\$73,756.80	\$109,137.60
1298	Purchasing Manager	1.00	\$28.40	\$42.01	\$59,072.00	\$87,380.80
1487	Purchasing Operations Manager	2.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
2049	Quality Assurance Coordinator	1.00	\$25.08	\$37.12	\$52,166.40	\$77,209.60
1935	Radio Communications Engineer	1.00	\$29.83	\$44.15	\$62,046.40	\$91,832.00
0610	Radio Communications Tech, Sr	0.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
2064	Radio Engineering Manager	1.00	\$36.40	\$51.88	\$75,712.00	\$107,910.40
2117	Radio Systems Integrator	1.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00
2109	Radio Systems Netwrk Integrator	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
0575	Railroad & Mechanical Ops Spec	2.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0107	* Railroad Engineer	0.00	\$12.58	\$18.86	\$26,166.40	\$39,228.80
2127	Real Estate Mgmt Specialist	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
1130	Records Manager	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
0588	Records Specialist	15.00	\$14.56	\$21.55	\$30,284.80	\$44,824.00
0589	Records Specialist, Senior	10.00	\$15.69	\$23.22	\$32,635.20	\$48,297.60
1333	Recreation Coordinator	10.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
0111	Recreation Leader I	17.14	\$8.67	\$12.83	\$18,033.60	\$26,686.40
0112	Recreation Leader II	86.30	\$12.55	\$18.58	\$26,104.00	\$38,646.40
0113	Recreation Leader III	22.00	\$17.32	\$25.64	\$36,025.60	\$53,331.20
0256	* Recreation Specialist	0.00	\$0.00	\$0.00	\$0.00	\$0.00
2177	Recreation Supervisor	7.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
2022	Regulatory Compliance Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
1664	Resource Development Spec	0.50	\$23.41	\$33.43	\$48,692.80	\$69,534.40
0115	Revenue Collector	4.00	\$17.76	\$26.27	\$36,940.80	\$54,641.60
0223	Revenue Collector, Sr.	1.00	\$20.09	\$29.73	\$41,787.20	\$61,838.40
2151	Right of Way Supervisor	1.00	\$29.83	\$44.15	\$62,046.40	\$91,832.00
1314	Right-Of-Way Agent	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
1495	Right-Of-Way Agent, Sr.	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
1136	Risk Management Director	1.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
2115	Safety / Wellness Coordinator	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
0616	Safety Coordinator	1.00	\$19.25	\$27.44	\$40,040.00	\$57,075.20
2093	Safety Manager	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
2041	** Scientist	0.00	\$27.03	\$40.00	\$56,222.40	\$83,200.00
2042	** Scientist, Senior	2.00	\$28.40	\$42.01	\$59,072.00	\$87,380.80
0587	* Seasonal Aquatic Pool Manager	0.00	\$12.55	\$14.09	\$26,104.00	\$29,307.20
0586	* Seasonal Instructor	0.00	\$10.90	\$10.90	\$22,672.00	\$22,672.00
0585	* Seasonal Lifeguard	0.00	\$9.57	\$10.06	\$19,905.60	\$20,924.80
0117	Secretary	12.31	\$13.95	\$19.91	\$29,016.00	\$41,412.80
0319	Security Guard	3.88	\$15.41	\$21.91	\$32,052.80	\$45,572.80
2100	Security Project Coordinator	1.00	\$21.11	\$31.23	\$43,908.80	\$64,958.40
0427	Security Screener	0.00	\$11.51	\$17.18	\$23,940.80	\$35,734.40
2163	Senior Library Manager	3.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
1651	Service Area Manager	1.00	\$28.47	\$41.32	\$59,217.60	\$85,945.60
0392	Service Support Worker	2.00	\$11.33	\$17.20	\$23,566.40	\$35,776.00
0590	Sign Technician	4.00	\$15.41	\$22.03	\$32,052.80	\$45,822.40
2094	Software Engineer	4.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
2095	Software Engineer, Sr	3.00	\$34.65	\$49.43	\$72,072.00	\$102,814.40
1640	Solid Waste Director	1.00	\$34.59	\$51.20	\$71,947.20	\$106,496.00
0398	Solid Waste Program Rep	5.00	\$20.09	\$29.73	\$41,787.20	\$61,838.40
2170	Solid Waste Services Mgr	5.00	\$23.41	\$33.43	\$48,692.80	\$69,534.40
2172	Solid Waste Systems Mgr	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
2200	Space Planning Analyst	1.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
0258	* Specialty Class Instructor	0.00	\$9.85	\$19.77	\$20,488.00	\$41,121.60
2229	Special Events Manager	1.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
2180	Stadium Facilities Lead	1.00	\$22.18	\$32.81	\$46,134.40	\$68,244.80
2208	Stadium Supervisor	1.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
2123	Staffing Services Manager	2.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
0123	Stock Clerk	2.00	\$14.63	\$20.93	\$30,430.40	\$43,534.40
0063	Stock Clerk, Lead	2.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
1921	Storm Water Planner	0.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
1920	Storm Water Planner, Sr.	0.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
2036	Stormwater Engineer	0.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
2037	Stormwater Engineer, Sr	3.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
2191	Stormwater Manager	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
2126	Strategic Programs Manager	2.00	\$38.24	\$54.50	\$79,539.20	\$113,360.00
2169	Street Operations Director	1.00	\$36.35	\$53.79	\$75,608.00	\$111,883.20
2184	Street Operations Manager	1.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
1807	Structural Engineer, Sr.	1.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
1808	Structural Plans Examiner	2.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
0124	*** Student Worker	0.00	\$7.35	\$10.54	\$15,288.00	\$21,923.20
0477	Support Specialist	0.00	\$12.68	\$18.08	\$26,374.40	\$37,606.40
0247	Support Specialist - Police	2.00	\$13.95	\$21.28	\$29,016.00	\$44,262.40
1671	Systems Analyst, Sr.	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
1612	Systems Integrator	21.50	\$27.17	\$38.65	\$56,513.60	\$80,392.00
1828	Systems Integrator, Lead	7.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
1827	Systems Integrator, Sr.	2.00	\$28.47	\$40.67	\$59,217.60	\$84,593.60
2027	Tax and License Manager	1.00	\$26.37	\$39.01	\$54,849.60	\$81,140.80
1681	Tax Audit Manager	1.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
1441	** Tax Auditor	0.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
1442	** Tax Auditor, Sr.	8.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
1667	Technician, Lead	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
0499	Technology Coordinator	6.00	\$22.68	\$32.33	\$47,174.40	\$67,246.40
0498	Technology Specialist	6.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
1744	Telecom Policy Coordinator	1.00	\$29.95	\$42.67	\$62,296.00	\$88,753.60
0308	Telemetry Controls Specialist	5.00	\$22.68	\$32.33	\$47,174.40	\$67,246.40
0138	*** Temporary Worker	0.00	\$0.00	\$0.00	\$0.00	\$0.00
2029	Tourism Development Coord	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1966	Traffic Engineer	0.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1964	Traffic Engineer, Principal	1.00	\$32.12	\$47.54	\$66,809.60	\$98,883.20
1965	Traffic Engineer, Sr.	5.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
2159	Traffic Engineering & Ops Mgr	1.00	\$38.20	\$56.51	\$79,456.00	\$117,540.80
1504	Traffic Engineering Analyst	1.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
0526	Traffic Engineering Tech, Sr.	3.00	\$21.63	\$30.80	\$44,990.40	\$64,064.00
0175	Traffic Engineering Technician	0.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2153	Traffic Engrng Technician Lead	1.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
0276	Traffic Signal Electronic Tech	2.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
0274	Traffic Signal Technician I	5.00	\$19.12	\$28.28	\$39,769.60	\$58,822.40
0273	Traffic Signal Technician II	2.00	\$20.59	\$30.47	\$42,827.20	\$63,377.60
2171	Traffic Signals Manager	1.00	\$29.83	\$44.15	\$62,046.40	\$91,832.00
2148	Transit Supervisor	1.00	\$29.83	\$44.15	\$62,046.40	\$91,832.00
1962	** Transportation Planner	0.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
1961	** Transportation Planner, Sr.	3.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1960	Transportation Plnr, Principal	2.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
0516	Transportation Rep	0.00	\$16.16	\$23.10	\$33,612.80	\$48,048.00
0525	Transportation Rep, Sr.	1.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
2062	Trng, Safety & Security Coord	2.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
2190	Utilities Technology Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
1884	Victim Advocate	2.50	\$20.30	\$28.84	\$42,224.00	\$59,987.20
1885	Victim Advocate, Sr.	1.00	\$22.33	\$31.78	\$46,446.40	\$66,102.40
1906	Victim Services Manager	1.00	\$27.17	\$38.65	\$56,513.60	\$80,392.00
1353	Video Production Specialist	3.00	\$21.17	\$30.28	\$44,033.60	\$62,982.40
2187	Video Production Supervisor	1.00	\$25.83	\$36.77	\$53,726.40	\$76,481.60
0483	Wastewater Collection Spec	1.00	\$21.63	\$30.80	\$44,990.40	\$64,064.00
0482	Wastewater Collection Tech	4.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2183	Wastewater Services Director	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
2112	Wastewater Treatment Manager	1.00	\$31.33	\$46.37	\$65,166.40	\$96,449.60
0420	Water Audit Technician	2.00	\$15.41	\$21.91	\$32,052.80	\$45,572.80

Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Min	Hourly Max	Annual Minimum	Annual Maximum
0484	Water Campus Compliance Spec	1.00	\$19.61	\$27.97	\$40,788.80	\$58,177.60
0491	Water Campus Maintenance Spec	2.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2063	Water Conservation Coordinator	1.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
1490	Water Conservation Specialist	3.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
0369	Water Distribution Field Coord	1.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2196	Water Distribution Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
0466	Water Maintenance Tech Trainee	1.00	\$17.81	\$25.38	\$37,044.80	\$52,790.40
0446	Water Maintenance Tech, Sr.	1.00	\$22.68	\$32.33	\$47,174.40	\$67,246.40
0465	Water Maintenance Technician	13.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
0132	Water Meter Reader	11.00	\$14.63	\$20.93	\$30,430.40	\$43,534.40
1277	Water Meter Reader Manager	1.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
0248	Water Meter Reader, Lead	1.00	\$16.97	\$24.19	\$35,297.60	\$50,315.20
0506	Water Operations Field Coord	3.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2197	Water Production Manager	1.00	\$32.93	\$48.73	\$68,494.40	\$101,358.40
2043	Water Quality Coordinator	2.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
2017	Water Quality Director	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
0383	Water Quality Specialist	5.00	\$20.60	\$29.40	\$42,848.00	\$61,152.00
2211	Water Quality Specialist, Sr	1.00	\$21.64	\$32.01	\$45,011.20	\$66,580.80
0377	Water Quality Technician	2.00	\$19.61	\$27.97	\$40,788.80	\$58,177.60
2162	Water Resources Administrator	1.00	\$64.54	\$64.54	\$134,243.20	\$134,243.20
1188	Water Resources Analyst	1.00	\$24.62	\$35.03	\$51,209.60	\$72,862.40
1468	Water Resources Engineer	3.00	\$27.70	\$40.99	\$57,616.00	\$85,259.20
1809	Water Resources Engineer, Sr.	1.00	\$30.58	\$45.24	\$63,606.40	\$94,099.20
2008	Water Resources Plng & Eng Dir	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
1602	Water Resources Plng Advisor	1.00	\$31.43	\$44.79	\$65,374.40	\$93,163.20
2182	Water Services Director	1.00	\$42.14	\$59.99	\$87,651.20	\$124,779.20
0224	Water Services Worker	10.00	\$15.41	\$21.91	\$32,052.80	\$45,572.80
0335	Water Services Worker, Sr.	10.00	\$18.70	\$26.63	\$38,896.00	\$55,390.40
2181	Water/Wastewater Ops Supervisor	5.00	\$24.47	\$36.21	\$50,897.60	\$75,316.80
2188	Web & Media Services Manager	1.00	\$32.12	\$47.54	\$66,809.60	\$98,883.20
2077	Web Services Engineer	2.00	\$29.10	\$43.06	\$60,528.00	\$89,564.80
2209	Worker's Comp Claims Adjuster	1.00	\$23.87	\$35.34	\$49,649.60	\$73,507.20
2179	Workforce Development Analyst	2.00	\$25.73	\$38.06	\$53,518.40	\$79,164.80
0189	Wrangler	2.10	\$10.95	\$15.63	\$22,776.00	\$32,510.40
0290	Wtr/Wstwrtr Field Rep	6.00	\$16.97	\$24.19	\$35,297.60	\$50,315.20
0438	Wtr/Wstwrtr Trtmnt Plnt Oper	30.00	\$19.61	\$27.97	\$40,788.80	\$58,177.60
0435	Wtr/Wstwrtr Trtmnt Plnt Opr, Sr	8.00	\$22.68	\$32.33	\$47,174.40	\$67,246.40
0261	* Youth Sports Coach	0.00	\$9.42	\$11.77	\$19,593.60	\$24,481.60
0307	* Youth Sports Official	0.00	\$10.63	\$13.29	\$22,110.40	\$27,643.20
Total FTEs		2,454.85				

Notes:

* Seasonal Classifications - Seasonal employees work only part of the year to perform recurring work at a set time of the year. Examples of seasonal work might include coaching or officiating youth/adult sports, teaching a specialty class through Parks and Recreation or being a lifeguard at the city's swimming pools.

** Flex Classifications - These classifications create advancement opportunities within a class series based on established and documented criteria. Such as degrees, technical certifications, and demonstrated professional experience and expertise.

*** Temporary Classifications - Temporary employees are assigned to a position that has an "end date" and are not seasonal. Examples of temporary work might include interns, student workers, custodial work or maintenance help at our WestWorld facility.

Operating Budget by Division, Service Area and Account Category

The following matrix provides a summary of the total Adopted FY 2011/12 Service Area Operating Budget by division and highlights each division's specific service area by account category. Additionally, the report includes the applicable number of full-time equivalent employees (FTE's) by service area and division.

Division/Service Area	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2011/12 Total
MAYOR AND CITY COUNCIL							
MAYOR AND CITY COUNCIL	10.00	492,305	368,322	19,700	0	0	880,327
TOTAL MAYOR AND CITY COUNCIL	10.00	492,305	368,322	19,700	0	0	880,327
CITY ATTORNEY							
CIVIL	22.50	2,498,235	98,054	49,200	0	0	2,645,489
PROSECUTION	26.00	2,317,877	136,358	33,500	0	0	2,487,735
VICTIM SERVICES	4.50	350,257	17,074	4,994	0	0	372,325
TOTAL CITY ATTORNEY	53.00	5,166,369	251,486	87,694	0	0	5,505,549
CITY AUDITOR							
CITY AUDITOR	7.00	689,639	29,534	2,250	0	0	721,423
TOTAL CITY AUDITOR	7.00	689,639	29,534	2,250	0	0	721,423
CITY CLERK							
CITY CLERK	8.00	614,207	439,501	6,375	0	0	1,060,083
TOTAL CITY CLERK	8.00	614,207	439,501	6,375	0	0	1,060,083
CITY COURT							
CITY COURT	57.98	4,198,427	1,446,902	52,268	0	60,000	5,757,597
TOTAL CITY COURT	57.98	4,198,427	1,446,902	52,268	0	60,000	5,757,597
CITY MANAGER							
CITY MANAGER	5.00	671,795	213,654	13,865	0	0	899,314
TOTAL CITY MANAGER	5.00	671,795	213,654	13,865	0	0	899,314
CITY TREASURER - FINANCE AND ACCOUNTING							
ACCOUNTING	25.00	1,826,771	706,357	8,561	0	0	2,541,689
BUDGET	4.50	336,649	21,064	2,400	0	0	360,113
CITY TREASURER	3.00	272,166	15,571	902	0	0	288,639
CUSTOMER SERVICE	44.00	2,856,518	1,306,511	30,986	0	0	4,194,015
RISK MANAGEMENT	7.00	613,838	6,551,424	95,019	0	0	7,260,281
TOTAL CITY TREASURER - FINANCE AND ACCOUNTING	83.50	5,905,942	8,600,927	137,868	0	0	14,644,737
ADMINISTRATIVE SERVICES							
COMMUNICATIONS	8.50	716,389	20,878	8,515	0	0	745,782
HR INFRASTRUCTURE SUPPORT	17.50	1,487,668	237,331	30,818	0	0	1,755,817
WORKFORCE MANAGEMENT/EMPLOYEE PROGRAMS	6.00	432,908	184,136	113,582	0	0	730,626
BENEFITS MANAGEMENT	5.00	743,759	25,974,353	13,500	50,000	0	26,781,612
TECHNOLOGY INFRASTRUCTURE SUPPORT	39.81	3,799,773	1,210,731	183,824	992,849	387,000	6,574,177

Operating Budget by Division, Service Area and Account Category

Division/Service Area	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2011/12 Total
APPLICATION DEVELOPMENT & SUPPORT	30.00	3,157,907	378,206	14,581	0	0	3,550,694
PURCHASING	24.00	1,607,512	186,948	207,523	0	0	2,001,983
TAX AUDIT	9.00	665,398	37,308	2,870	0	0	705,576
TOTAL ADMINISTRATIVE SERVICES	139.81	12,611,314	28,229,891	575,213	1,042,849	387,000	42,846,267
COMMUNITY AND ECONOMIC DEVELOPMENT							
AVIATION	14.00	1,040,139	599,370	66,150	0	0	1,705,659
ECONOMIC VITALITY	10.00	1,007,134	12,396,503	17,123	0	617,348	14,038,108
PLANNING / NEIGHBORHOOD / TRANSPORTATION	160.50	13,177,878	9,837,231	431,608	10,000	171,785	23,628,502
WESTWORLD	18.00	1,608,656	2,290,346	392,789	0	75,000	4,366,791
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	202.50	16,833,807	25,123,450	907,670	10,000	864,133	43,739,060
COMMUNITY SERVICES							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	367,948	18,233	3,250	0	0	389,431
HUMAN SERVICES	72.19	4,357,656	12,897,255	341,024	0	0	17,595,935
LIBRARY SYSTEMS	120.30	7,097,091	1,003,614	1,339,667	0	0	9,440,372
PARKS & RECREATION	260.97	13,434,118	5,198,905	1,983,774	0	0	20,616,797
PRESERVE MANAGEMENT	3.00	191,530	57,716	16,000	0	0	265,246
TOTAL COMMUNITY SERVICES	459.46	25,448,343	19,175,723	3,683,715	0	0	48,307,781
PUBLIC SAFETY - FIRE							
EMERGENCY MANAGEMENT	2.00	234,333	25,839	2,591	0	0	262,763
FIRE EMERGENCY SERVICES	229.00	19,487,405	2,492,344	6,776	0	0	21,986,525
FIRE SUPPORT SERVICES	26.00	2,358,361	1,606,537	834,969	0	0	4,799,867
TOTAL PUBLIC SAFETY - FIRE	257.00	22,080,099	4,124,720	844,336	0	0	27,049,155
PUBLIC SAFETY - POLICE							
OFFICE OF THE POLICE CHIEF	14.00	1,773,375	81,402	27,800	0	0	1,882,577
POLICE UNIFORMED SERVICES	376.10	35,792,565	8,381,601	350,467	10,450	0	44,535,083
INVESTIGATIVE SERVICES	124.00	14,350,474	2,631,390	291,024	0	0	17,272,888
POLICE ADMINISTRATIVE SERVICES	145.50	10,441,852	2,485,379	704,488	0	0	13,631,719
POLICE PERSONNEL DEVELOPMENT	16.00	1,755,873	266,698	228,454	0	0	2,251,025
TOTAL PUBLIC SAFETY - POLICE	675.60	64,114,139	13,846,470	1,602,233	10,450	0	79,573,292
PUBLIC WORKS							
CAPITAL PROJECT MANAGEMENT	41.00	194,510	90,547	2,870	0	0	287,927
FACILITIES MANAGEMENT	55.00	4,187,781	9,821,733	1,136,380	0	582,011	15,727,905
FLEET MANAGEMENT	46.00	3,315,851	1,517,267	6,614,878	5,605,538	0	17,053,534
PUBLIC WORKS ADMINISTRATION	3.00	234,464	13,781	4,500	0	0	252,745
SOLID WASTE MANAGEMENT	89.00	5,818,620	8,962,643	428,498	0	0	15,209,761

Operating Budget by Division, Service Area and Account Category

Division/Service Area	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2011/12 Total
STREET OPERATIONS	60.00	3,938,464	6,536,688	678,602	51,500	0	11,205,254
TOTAL PUBLIC WORKS	294.00	17,689,690	26,942,659	8,865,728	5,657,038	582,011	59,737,126
WATER RESOURCES							
WATER QUALITY	22.00	1,861,842	680,875	346,080	0	0	2,888,797
WATER RECLAMATION SERVICES	48.00	3,760,136	9,968,472	2,404,676	0	0	16,133,284
WATER RESOURCES ENGINEERING & ADMINISTRATION	22.00	1,941,536	4,348,593	2,613,331	0	0	8,903,460
WATER SERVICES	110.00	7,851,189	11,673,870	18,166,943	0	0	37,692,002
TOTAL WATER RESOURCES	202.00	15,414,703	26,671,810	23,531,030	0	0	65,617,543
Grand Totals	2,454.85	191,930,779	155,465,049	40,329,945	6,720,337	1,893,144	396,339,254

Operating Budget by Division, Service Area and Funding Source

The following matrix provides a summary of the total Adopted FY 2011/12 Service Area Operating Budget by division and highlights each division's specific service areas. The matrix includes the source(s) of funding for each service area by governmental fund accounting type plus it includes the applicable number of full-time equivalent employees (FTE's) by service area and division.

Division/Service Area	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2011/12 Total
MAYOR AND CITY COUNCIL							
MAYOR AND CITY COUNCIL	10.00	764,306	0	110,000	0	6,021	880,327
TOTAL MAYOR AND CITY COUNCIL	10.00	764,306	0	110,000	0	6,021	880,327
CITY ATTORNEY							
CIVIL	22.50	2,645,489	0	0	0	0	2,645,489
PROSECUTION	26.00	2,487,735	0	0	0	0	2,487,735
VICTIM SERVICES	4.50	372,325	0	0	0	0	372,325
TOTAL CITY ATTORNEY	53.00	5,505,549	0	0	0	0	5,505,549
CITY AUDITOR							
CITY AUDITOR	7.00	721,423	0	0	0	0	721,423
TOTAL CITY AUDITOR	7.00	721,423	0	0	0	0	721,423
CITY CLERK							
CITY CLERK	8.00	1,060,083	0	0	0	0	1,060,083
TOTAL CITY CLERK	8.00	1,060,083	0	0	0	0	1,060,083
CITY COURT							
CITY COURT	57.98	3,769,007	1,985,506	0	0	3,084	5,757,597
TOTAL CITY COURT	57.98	3,769,007	1,985,506	0	0	3,084	5,757,597
CITY MANAGER							
CITY MANAGER	5.00	899,314	0	0	0	0	899,314
TOTAL CITY MANAGER	5.00	899,314	0	0	0	0	899,314
CITY TREASURER - FINANCE AND ACCOUNTING							
ACCOUNTING	25.00	2,328,677	0	208,620	4,392	0	2,541,689
BUDGET	4.50	355,383	0	0	4,730	0	360,113
CITY TREASURER	3.00	206,857	0	48,795	32,987	0	288,639
CUSTOMER SERVICE	44.00	1,501,626	0	2,692,389	0	0	4,194,015
RISK MANAGEMENT	7.00	0	0	0	7,260,281	0	7,260,281
TOTAL CITY TREASURER - FINANCE AND ACCOUNTING	83.50	4,392,543	0	2,949,804	7,302,390	0	14,644,737
ADMINISTRATIVE SERVICES							
COMMUNICATIONS	8.50	745,782	0	0	0	0	745,782
HR INFRASTRUCTURE SUPPORT	17.50	1,755,817	0	0	0	0	1,755,817
WORKFORCE MANAGEMENT/EMPLOYEE PROGRAMS	6.00	730,626	0	0	0	0	730,626
BENEFITS MANAGEMENT	5.00	327,937	0	0	26,453,675	0	26,781,612

Operating Budget by Division, Service Area and Funding Source

Division/Service Area	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2011/12 Total
TECHNOLOGY INFRASTRUCTURE SUPPORT	39.81	5,581,328	0	0	992,849	0	6,574,177
APPLICATION DEVELOPMENT & SUPPORT	30.00	3,550,694	0	0	0	0	3,550,694
PURCHASING	24.00	2,001,983	0	0	0	0	2,001,983
TAX AUDIT	9.00	705,576	0	0	0	0	705,576
TOTAL ADMINISTRATIVE SERVICES	139.81	15,399,743	0	0	27,446,524	0	42,846,267
COMMUNITY AND ECONOMIC DEVELOPMENT							
AVIATION	14.00	0	0	1,705,659	0	0	1,705,659
ECONOMIC VITALITY	10.00	7,732,958	6,299,650	0	0	5,500	14,038,108
PLANNING / NEIGHBORHOOD / TRANSPORTATION	160.50	13,403,966	9,257,093	0	0	967,443	23,628,502
WESTWORLD	18.00	3,166,791	1,200,000	0	0	0	4,366,791
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	202.50	24,303,715	16,756,743	1,705,659	0	972,943	43,739,060
COMMUNITY SERVICES							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	389,431	0	0	0	0	389,431
HUMAN SERVICES	72.19	4,451,121	670,145	0	0	12,474,669	17,595,935
LIBRARY SYSTEMS	120.30	8,947,371	446,101	0	0	46,900	9,440,372
PARKS & RECREATION	260.97	18,643,371	1,973,426	0	0	0	20,616,797
PRESERVE MANAGEMENT	3.00	265,246	0	0	0	0	265,246
TOTAL COMMUNITY SERVICES	459.46	32,696,540	3,089,672	0	0	12,521,569	48,307,781
PUBLIC SAFETY - FIRE							
EMERGENCY MANAGEMENT	2.00	252,185	0	0	0	10,578	262,763
FIRE EMERGENCY SERVICES	229.00	21,911,541	0	0	0	74,984	21,986,525
FIRE SUPPORT SERVICES	26.00	4,792,967	6,900	0	0	0	4,799,867
TOTAL PUBLIC SAFETY - FIRE	257.00	26,956,693	6,900	0	0	85,562	27,049,155
PUBLIC SAFETY - POLICE							
OFFICE OF THE POLICE CHIEF	14.00	1,869,572	13,005	0	0	0	1,882,577
POLICE UNIFORMED SERVICES	376.10	44,128,761	406,322	0	0	0	44,535,083
INVESTIGATIVE SERVICES	124.00	16,206,897	943,771	0	0	122,220	17,272,888
POLICE ADMINISTRATIVE SERVICES	145.50	13,239,211	282,835	0	0	109,673	13,631,719
POLICE PERSONNEL DEVELOPMENT	16.00	2,251,025	0	0	0	0	2,251,025
TOTAL PUBLIC SAFETY - POLICE	675.60	77,695,466	1,645,933	0	0	231,893	79,573,292
PUBLIC WORKS							
CAPITAL PROJECT MANAGEMENT	41.00	287,927	0	0	0	0	287,927
FACILITIES MANAGEMENT	55.00	15,235,605	492,300	0	0	0	15,727,905
FLEET MANAGEMENT	46.00	0	0	0	17,053,534	0	17,053,534
PUBLIC WORKS ADMINISTRATION	3.00	252,745	0	0	0	0	252,745

Operating Budget by Division, Service Area and Funding Source

Division/Service Area	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2011/12 Total
SOLID WASTE MANAGEMENT	89.00	0	0	15,209,761	0	0	15,209,761
STREET OPERATIONS	60.00	0	11,205,254	0	0	0	11,205,254
TOTAL PUBLIC WORKS	294.00	15,776,277	11,697,554	15,209,761	17,053,534	0	59,737,126
WATER RESOURCES							
WATER QUALITY	22.00	0	0	2,888,797	0	0	2,888,797
WATER RECLAMATION SERVICES	48.00	0	0	16,133,284	0	0	16,133,284
WATER RESOURCES ENGINEERING & ADMINISTRATION	22.00	0	0	8,903,460	0	0	8,903,460
WATER SERVICES	110.00	0	0	37,692,002	0	0	37,692,002
TOTAL WATER RESOURCES	202.00	0	0	65,617,543	0	0	65,617,543
Total	2,454.85	209,940,659	35,182,308	85,592,767	51,802,448	13,821,072	396,339,254
Add: Leave Accrual Payments		1,800,000					
Less: Estimated Personnel Savings from Vacant Positions		-3,150,000					
Less: Car Allowance Savings		-53,743					
Less: Public Safety Take Home Vehicle Savings		-77,483					
Less: Office Supplies Savings		-100,000					
Grand Total		208,359,433					

Service Area Relationship with Strategic Goals

Strategic Goals (consistent with General Plan and CityShape 2020)

Support Economic Vitality: Scottsdale is committed to the goal of supporting its existing economic strengths by: targeting new opportunities which can diversify our economic base; providing for the fiscal health of the city; and forming partnerships with the community which strengthen our ability to meet this goal.

Enhance Neighborhoods: Scottsdale's residential and commercial neighborhoods are a major defining element of this community. The quality of our experience as a Scottsdale citizen is expressed first and foremost in the individual neighborhoods where we live, work, and play. Scottsdale is committed to maintaining and enhancing our existing and future neighborhoods. Development, revitalization, and redevelopment decisions, including rezoning and infrastructure planning, must meet the needs of our neighborhoods in the context of broader community goals.

Preserve Meaningful Open Space: The City of Scottsdale is committed to promoting the acquisition, dedication, and setting aside of open space as a community amenity and in support of the tourism industry in Scottsdale.

Seek Sustainability: Scottsdale is committed to the effective management of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve future needs.

Advance Transportation: The transportation system must be the backbone of Scottsdale, supporting its economy and serving and influencing its land use patterns in a positive way.

Value Scottsdale's Unique Lifestyle and Character: Scottsdale offers a superior and desirable Sonoran Desert lifestyle for its citizens and visitors. The preservation of this unique lifestyle and character will be achieved through a respect for our natural and man-made environment, while providing for the needs of our citizens.

	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
MAYOR AND CITY COUNCIL						
MAYOR AND CITY COUNCIL	X	X	X	X	X	X
CITY ATTORNEY						
CIVIL				X		
PROSECUTION				X		
VICTIM SERVICES				X		
CITY AUDITOR						
CITY AUDITOR				X		
CITY CLERK						
CITY CLERK				X		
CITY COURT						
CITY COURT		X				
CITY MANAGER						
CITY MANAGER	X	X	X	X	X	X

Service Area Relationship with Strategic Goals

	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
CITY TREASURER - FINANCE AND ACCOUNTING						
ACCOUNTING				X		
BUDGET				X		
CITY TREASURER				X		
CUSTOMER SERVICE				X		
RISK MANAGEMENT				X		
ADMINISTRATIVE SERVICES						
COMMUNICATIONS	X	X	X	X	X	X
HR INFRASTRUCTURE SUPPORT				X		
WORKFORCE MANAGEMENT/EMPLOYEE PROGRAMS				X		
BENEFITS MANAGEMENT				X		
TECHNOLOGY INFRASTRUCTURE SUPPORT				X		
APPLICATION DEVELOPMENT & SUPPORT				X		
PURCHASING				X		
TAX AUDIT				X		
COMMUNITY AND ECONOMIC DEVELOPMENT						
AVIATION	X				X	
ECONOMIC VITALITY	X					
PLANNING / NEIGHBORHOOD / TRANSPORTATION		X	X		X	X
WESTWORLD	X					
COMMUNITY SERVICES						
COMMUNITY SERVICES PLANNING AND ADMIN	X	X	X			X
HUMAN SERVICES		X				X
LIBRARY SYSTEMS		X				
PARKS & RECREATION		X	X			X
PRESERVE MANAGEMENT			X			X
PUBLIC SAFETY - FIRE						
EMERGENCY MANAGEMENT		X				
FIRE EMERGENCY SERVICES		X				
FIRE SUPPORT SERVICES		X				
PUBLIC SAFETY - POLICE						
OFFICE OF THE POLICE CHIEF		X				
POLICE UNIFORMED SERVICES		X				
INVESTIGATIVE SERVICES		X				
POLICE ADMINISTRATIVE SERVICES		X				
POLICE PERSONNEL DEVELOPMENT		X				
PUBLIC WORKS						
CAPITAL PROJECT MANAGEMENT				X		
FACILITIES MANAGEMENT				X		
FLEET MANAGEMENT				X		
PUBLIC WORKS ADMINISTRATION				X		
SOLID WASTE MANAGEMENT		X		X		
STREET OPERATIONS				X	X	
WATER RESOURCES						
WATER QUALITY				X		
WATER RECLAMATION SERVICES				X		
WATER RESOURCES ENGINEERING & ADMINISTRATION				X		
WATER SERVICES				X		



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Mayor and City Council

Mayor and City Council



Mayor and City Council

The City Council shall enact local legislation, adopt budgets, determine policies and appoint charter officers as necessary and proper to serve Scottsdale citizens. These leadership responsibilities include establishing a mission, goals, programs and policies to best serve the needs of Scottsdale.

Strategic Goals

- Preserve Meaningful Open-Space
- Enhance Neighborhoods
- Seek Sustainability
- Support Economic Vitality
- Advance Transportation
- Value Scottsdale's Unique Lifestyle and Character

FY 2010/11 Highlights

- An increase of 2 percent in the City's bed tax was approved by voters, and the funds will be used to enhance marketing, special events and attractions to increase visits to Scottsdale.
- Revisions to the City Charter approved by voters were signed by the Governor.
- Land was added to the McDowell Sonoran Preserve.

FY 2011/12 Priorities

- The City Council's priorities continue to be neighborhoods, environmental sustainability and preservation, transportation, the economy, public safety, fiscal and resource management, and open and responsive government.
- Continue to examine and adopt a fiscally sound budget that preserves the City's long-term fiscal stability.
- Continue to pursue policies that preserve and enhance the quality of life and economic prosperity for the Scottsdale community.

Budget Notes and Changes

- The Mayor and City Council Division budget increased this year primarily because items that support Mayor and Council initiatives which historically had been in the city manager, communications, human resources, water and wastewater areas were transferred in, such as city-wide memberships in the Arizona League of Cities and Towns and the Arizona Municipal Water Users Association.



Mayor and City Council

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.41 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	673,828	610,066	764,306	154,240
Trust And Agency Fund	5,400	9,500	6,021	-3,479
Water Fund	0	0	86,500	86,500
Water Reclamation Fund	0	0	23,500	23,500
Total Division Budget	679,228	619,566	880,327	260,761

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	543,845	491,136	492,305	1,169
Contractual Services	116,514	109,830	368,322	258,492
Commodities	18,869	18,600	19,700	1,100
Capital Outlays	0	0	0	0
SubTotal Operating Budget	679,228	619,566	880,327	260,761
Operating Projects	0	0	0	0
Total Division Budget	679,228	619,566	880,327	260,761

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of City Council meetings (24 annually are statutorily required.)	57	50	45



**City of Scottsdale, Arizona
Adopted FY 2011/12 Budget**

Operating Budget - Volume One

City Attorney

Civil
Prosecution
Victim Services



City Attorney

The City Attorney is the chief legal advisor of all offices, divisions and agencies and of all officers and employees in matters relating to their official powers and duties, and serves at the pleasure of the City Council. The office litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale and provides clients with legal advice to assist in preventing or limiting legal risks. In addition, the office prosecutes misdemeanor offenses in the City, including Driving Under the Influence (DUI), domestic violence, juvenile status offenses, minor traffic, and other misdemeanor offenses. The Prosecution staff supports Code Enforcement, Zoning, Airport and Photo Radar and represents the City in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council. Through the Victim Services program, the office provides legally mandated victim notification services as well as professional level victim advocacy to misdemeanor crime victims in Scottsdale.

Strategic Goal(s)

- Seek Sustainability

FY 2010/11 Highlights

- The City Attorney's division undertook a number of cost savings and revenue enhancement measures to help maintain a high level of service within reduced budget constraints.
- Eliminated one Blackberry phone.
- Utilized "You Send It" service allowing large files to be emailed instead of sending via US mail, courier or hand-delivery.
- Posted the Public Records Request form on the City's website so that it can be completed and submitted online, thereby eliminating the need to print and deliver the form. This process has also standardized submissions.
- Initiated and completed a renegotiation of the office's Westlaw contract to maintain or reduce legal research costs for the next three years.

- Continued ongoing efforts to scan and eliminate paper documents so as to minimize storage costs.
- Applied for and received authorization for unlimited, full access to On Base, the Maricopa County Superior Court's electronic document management system. Scottsdale is the only City in the state that has been granted such access. This application eliminates the necessity of office personnel traveling to Superior Court to review case files and paying for file copying charges.
- Realized savings from revenue recovery efforts in 2010 (primarily tax collections) resulting in cash payments of over \$114,000, not including commitments for future payments.
- Assisted in the design and implementation of the City Court's Home Detention program which has resulted in substantial cost savings for the public safety budget.

Bruce Washburn
City Attorney



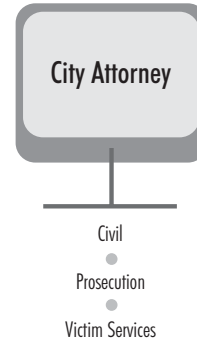
City Attorney

FY 2011/12 Priorities

- Continue to train City staff in support of the City Attorney's goal of preventing legal claims against the City; assure that at least one person in each City division is trained to fully and promptly respond to Public Records Requests.
- Continue to limit use of outside counsel for civil legal matters.
- Continue resolving criminal matters in a competent and timely manner through effective Prosecution processes.
- Continue to maintain the highest level of service for victims/citizens within an environment of consistently increasing workload.

Budget Notes and Changes

- Reduced City Attorney's management team by 25 percent - 1.0 FTE.
- Reduced General Fund base budget by over \$133,000.
- Renegotiated Westlaw contract generating annual savings over \$10,000 for the next three years.
- Reduced City Attorney staff by 9 percent - 5.0 FTE's.
- Anticipating an increase in domestic violence cases, maintaining service levels to victims is becoming much more difficult with prior and current reductions in staffing.



Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	57.50	57.50	53.00	-4.50
% of City's FTEs			2.16 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	6,190,817	5,796,941	5,505,549	-291,392
Total Division Budget	6,190,817	5,796,941	5,505,549	-291,392

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	5,663,035	5,239,245	5,166,369	-72,876
Contractual Services	453,946	469,502	251,486	-218,016
Commodities	73,836	88,194	87,694	-500
Capital Outlays	0	0	0	0
SubTotal Operating Budget	6,190,817	5,796,941	5,505,549	-291,392
Operating Projects	0	0	0	0
Total Division Budget	6,190,817	5,796,941	5,505,549	-291,392

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Performance Measures for the City Attorney's Division are listed within each individual service area.			

Civil

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	<p>The City Attorney is the chief legal advisor of all offices, divisions and agencies and of all officers and employees in matters relating to their official powers and duties, and serves at the pleasure of the City Council. The office litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale and provides clients with legal advice to assist in preventing or limiting legal risks.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none">• The City Attorney's office sought to reduce the occurrence of claims against the City by conducting training of City staff in their legal obligations. One major effort was the training conducted by the public records request administrator, who is a member of the office staff. The Administrator, a trained paralegal, has developed in coordination with legal staff and others in the City's organization training for staff members in each division to make sure they are aware of their responsibilities to promptly and fully respond to public records requests. She has also created efficient systems to track and coordinate the City's responses. These efforts both reduce the City's exposure to claims that the City has not complied with the public records laws and accomplish the Council's goal of maintaining an open and responsive government. Scottsdale is far ahead of most, if not all, other cities in the state in this effort.• Other training that took place included: Legal Update Training incorporating immigration enforcement for between 450 and 500 police employees; Contract Academy training for contract administrators; Real estate fundamentals training for the many divisions that have real property responsibilities; SB1070 training (prior to injunction) for Police Department sworn, communications and detention supervisors; Code Enforcement Court Room Testimony Training; and Fire Marshall Citation Writing Training.• The office sought to minimize the City's use of outside counsel. One significant piece of litigation handled by the Office was the successful conclusion of the Arts District case. Arts District brought suit against the City, claiming that it had a legal right to obtain City owned property in the Loloma area. The litigation clouded the City's title to the property, but the City obtained a judgment from the trial court in the City's favor without the necessity of going to trial, thereby freeing up the City's property years ahead of the normal timeline for resolving litigation.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Continue to train City staff in support of the City Attorney's goal of preventing legal claims against the City; assure that at least one person in each City division is trained to fully and promptly respond to Public Records Requests.• Continue Revenue Recovery efforts.• Continue to limit the use of outside counsel for civil legal matters.
Budget Notes and Changes	<ul style="list-style-type: none">• Replacement of assistant city attorney will expand office expertise in tax matters and provide additional focus on revenue recovery.• Civil Department reduced its budget for outside counsel by more than \$133,000. Note that there may be a need to request contingency funds should unexpected legal fees occurs.• Renegotiated Westlaw contract will generate annual savings of approximately \$12,000 the first year.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	24.50	24.50	22.50	-2.00
% of City's FTEs			0.92 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	3,210,475	2,858,581	2,645,489	-213,092
Total Division Budget	3,210,475	2,858,581	2,645,489	-213,092

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	2,853,795	2,500,945	2,498,235	-2,710
Contractual Services	304,035	304,436	98,054	-206,382
Commodities	52,645	53,200	49,200	-4,000
Capital Outlays	0	0	0	0
SubTotal Operating Budget	3,210,475	2,858,581	2,645,489	-213,092
Operating Projects	0	0	0	0
Total Division Budget	3,210,475	2,858,581	2,645,489	-213,092

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Number of new civil litigation cases	26	26	27	
Number of new cases sent to outside counsel	2	1	0	
Percentage of clients with a satisfaction of "Good" or better as indicated by the Civil Survey	100%	98%	98%	

Annually, Civil sends out a questionnaire to the clients we serve in the City departments. The responses are confidential and clients rate City Attorney staff on professionalism/attitude, response time, effective communication, requisite knowledge and expertise, and overall satisfaction. The goal of the division is to achieve a client satisfaction level of "Good" or better from 90 percent of the clients. For the 2009/2010 Civil survey, 247 surveys were sent out with 159 individuals responding.

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
The legal interns perform research and prepare legal memoranda on legal issues. They also assist in discovery, the drafting of pleadings, and in preparing for trial. In addition, they work with attorneys on other projects impacting city-related issues.	7	1,400	\$26,950	0.7
Total	7		\$26,950	0.7

The value of volunteer hours was calculated using an hourly rate of \$19.25.

Prosecution

Strategic Goal(s)

- Seek Sustainability

Program Description

The Prosecution Department of the City Attorney's office prosecutes misdemeanor offenses in the City, including Driving Under the Influence (DUI), domestic violence, juvenile status offenses, minor traffic, and other misdemeanor offenses. The Prosecution staff supports Code Enforcement, Zoning, Airport and Photo Radar and represents the City in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council.

FY 2010/11 Highlights

- Maintained a strong cooperative team atmosphere working with other city divisions within the Criminal Justice Team, including members of the Police Department and Court.
- Worked closely with other city divisions such as Tax and License, Code Enforcement and Zoning, and the Fire Department providing training and assistance in filing cases in criminal court. Provided training to the Police Department.
- Partnered closely with members of the City's Domestic Violence Action Team to address issues that arise in highly emotional and dangerous domestic violence cases. Worked closely with Police, Victim Services and Probation to provide the safest environment possible and secure the best outcome in extremely difficult cases.
- Remained committed to fair and even handed justice for all defendants while also focusing on moving cases efficiently and timely.
- Reviewed all available police reports prior to the first court date and when possible made offers of resolution at first court appearance. This allowed for approximately 33-40% of the cases to be resolved at the first contact. This allows defendants a quick resolution and avoids unnecessary and repeated trips to court.

FY 2011/12 Priorities

- Continue resolving criminal matters in a competent and timely manner through effective Prosecution processes.
- Continue to show consistency and fairness to all participants in Scottsdale's court system.
- Maintain open and effective communication to ensure an atmosphere of cooperation and teamwork with all city divisions and team members.

Budget Notes and Changes

- Prosecution anticipates that the number of DUI cases and Domestic Violence cases will continue to rise. These trends continue due to a combination of stricter DUI penalties and hard economic times. An additional result of stricter DUI penalties is an increase in the number of cases going to trial. As this increase continues and with one less criminal courtroom, the backlog of jury trials continues to grow making it more difficult to comply with Supreme Court mandates of 180 days to completion.
- Stricter DUI penalties will result in an increase in the number of cases going to trial. As this increase continues, and with one less criminal courtroom, the backlog of jury trials will grow and make it more difficult to comply with Supreme Court mandates of 180 days to completion.
- With the elimination of a receptionist, those duties will be redistributed among staff, causing additional workload for remaining staff.

Prosecution

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	27.00	27.00	26.00	-1.00
% of City's FTEs			1.06 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	2,559,492	2,532,752	2,487,735	-45,017
Total Division Budget	2,559,492	2,532,752	2,487,735	-45,017

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	2,404,835	2,355,241	2,317,877	-37,364
Contractual Services	135,526	147,511	136,358	-11,153
Commodities	19,130	30,000	33,500	3,500
Capital Outlays	0	0	0	0
SubTotal Operating Budget	2,559,492	2,532,752	2,487,735	-45,017
Operating Projects	0	0	0	0
Total Division Budget	2,559,492	2,532,752	2,487,735	-45,017

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Number of Driving Under the Influence (DUI) cases	2396	2493	2595	
Percentage of increase in DUI cases	4%	4%	4%	

The number of DUI cases continue to increase each year.

Victim Services

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	Victim Services provides legally mandated victim notification services as well as professional level victim advocacy to misdemeanor crime victims in Scottsdale.
FY 2010/11 Highlights	<ul style="list-style-type: none">• Victim Services experienced an increase in direct contacts with victims.• Made approximately 7,000 direct contacts with victims either by phone or in person.• Created and sent approximately 6,700 victim notifications.• Continued to work with members of Prosecution, Police, Police Crisis, City Court and various community agencies in order to meet the needs of victims in our community.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Continue to maintain the highest level of service for victims/citizens within an environment of consistently increasing workload.• Continue to meet legally mandated timelines for notification to victims.• Maintain relationships with Criminal Justice partners to ensure a seamless response to crime victims.
Budget Notes and Changes	<ul style="list-style-type: none">• Victim Services anticipates an increase in domestic violence cases. These crimes account for the highest number of victim crimes and also require the most time intensive work with victim advocates.• Requests by walk-in or call-in citizens in need of resources, advocacy, or assistance with Orders of Protection continue to increase as a direct correlation to the downturned economy and increased needs of victims.• With the elimination of one notification specialist, mandatory notification and administrative duties will be distributed among other staff.• With the elimination of two victim advocates, the level of service to victims will decrease to minimal service levels required by law for crime victims. Safety planning, assistance with Orders of Protection and resource and referral services will be eliminated. In addition, there would be limited resources to assist walk-in or call-in victims.

Victim Services

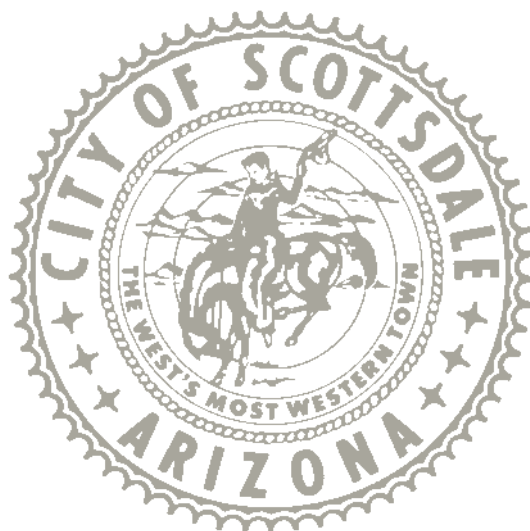
Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	6.00	6.00	4.50	-1.50
% of City's FTEs			0.18 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	420,850	405,608	372,325	-33,283
Total Division Budget	420,850	405,608	372,325	-33,283

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	404,405	383,059	350,257	-32,802
Contractual Services	14,384	17,555	17,074	-481
Commodities	2,061	4,994	4,994	0
Capital Outlays	0	0	0	0
SubTotal Operating Budget	420,850	405,608	372,325	-33,283
Operating Projects	0	0	0	0
Total Division Budget	420,850	405,608	372,325	-33,283

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Number of Domestic Violence (DV) cases	902	1044	1106	
Percentage of increase in DV cases	1%	16%	6%	
Percentage of clients satisfied with Victim Services (VS) as indicated by VS survey.	100%	98%	98%	

Victim Services conducts a satisfaction survey at the disposition of each criminal case. The goal is a 90 percent client satisfaction level with services. For the 2009/2010 VS survey, 902 surveys were distributed and 126 people responded.



FY 2011/12 Adopted Budget



**City of Scottsdale, Arizona
Adopted FY 2011/12 Budget**

Operating Budget - Volume One

City Auditor

City Auditor



City Auditor

The City Auditor conducts expanded scope audits to independently evaluate the operational efficiency and effectiveness, compliance and accountability of City divisions, offices, boards, activities and agencies. The office conducts audits in accordance with generally accepted government auditing standards, which provide a framework for conducting high quality audits with competence, integrity, objectivity and independence.

Strategic Goal(s)

- Seek Sustainability

FY 2010/11 Highlights

- Maintained productivity with 17 reports issued in FY 2010/11 compared to 10 -16 reports issued in each of the four previous years.
- Identified approximately \$2.3 million in savings and/or revenue enhancements, while making 44 recommendations for improved controls and/or operational efficiencies or effectiveness.
- Remained current with Audit Follow-up Program providing quarterly reports on the status of audit recommendations issued during the past five years, which encompassed 385 recommendations.
- Recognized approximately \$70,000 in office rent savings for the City's FY 2010/11 budget and approximately \$78,000 savings for FY 2011/12 budget. An additional \$25,000 in salary and other savings is expected for FY 2010/11.

FY 2011/12 Priorities

- Develop an audit plan addressing the accountability, risks, and economy, efficiency and effectiveness of City programs and activities.
- Complete at least 90 percent of audits on the approved Audit Plan, which allows flexibility for unplanned changes or needs that may arise during the year.
- Develop meaningful recommendations to help City divisions, offices, boards, and agencies identify cost savings, revenue enhancements, and operational efficiencies.
- Streamline and enhance internal processes to ensure efficient, effective and timely audits.

Budget Notes and Changes

- City purchased McKnight building, which eliminated office rent expense.
- Under-filled senior auditor position with an internal auditor.



Sharron Walker
City Auditor



City Auditor

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	7.00	7.00	7.00	0.00
% of City's FTEs			0.29 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	785,877	821,330	721,423	-99,907
Total Division Budget	785,877	821,330	721,423	-99,907

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	681,254	718,450	689,639	-28,811
Contractual Services	102,271	99,540	29,534	-70,006
Commodities	2,352	3,340	2,250	-1,090
Capital Outlays	0	0	0	0
SubTotal Operating Budget	785,877	821,330	721,423	-99,907
Operating Projects	0	0	0	0
Total Division Budget	785,877	821,330	721,423	-99,907

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of audits and special reports issued	16	17	17
Percent of audits completed on the approved audit plan	94%	100%	90%
Five year audit recommendation implementation rate	86%	87%	90%
Cost savings/revenue enhancements identified through audits	\$1.4 million	\$2.3 million	\$0

Percent of audits completed on the approved audit plan

(1) 16 audits were scheduled for each year and are estimated for FY 2011/12.

Five year audit recommendation implementation rate

(2) The implementation rate has been revised to reflect the 5 years tracked in the Follow Up program. 467 recommendations tracked during FY 2009/10; projected 385 tracked during FY 2010/11 and 350 for FY 2011/12.



**City of Scottsdale, Arizona
Adopted FY 2011/12 Budget**

Operating Budget - Volume One

City Clerk

City Clerk



City Clerk

The City Clerk conducts all local elections, gives notice of all Council meetings, keeps the record of Council proceedings, administers the City's Records Management Program, authenticates ordinances and resolutions, and provides administrative support to the Council. The Clerk's Office prepares and distributes Council meeting agendas, produces Council meeting minutes, preserves the permanent records of the City, ensures that legal requirements for the publication of ordinances and resolutions are met, and accepts legal filings on behalf of the City of Scottsdale.

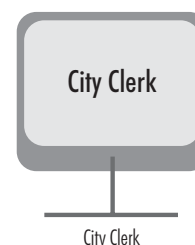
Strategic Goal(s)

Seek Sustainability

FY 2010/11 Highlights

- Prepared and posted approximately 1,300 legal notices and completed 80 sets of Council meeting minutes. All statutory requirements for posting and providing meeting notices were met.
- Conducted, without challenge, the November 2, 2010 General/Special Election for three Council seats. Seven propositions and two bond questions were submitted to the voters at the Special Election. Six of the seven propositions were approved by the voters; the two bond questions were not approved.
- Updated and published the City Records Management Manual.

- Researched, developed and posted on the City's website a historical record of each Council member's term(s), including whether a Mayor or Council member was elected or appointed; how many terms, and their length, each had served; and a list of major events and items of interest that occurred during each Council's tenure.
- Provided administrative support to the Council; maintained the Agenda Planner; and, coordinated the City's 39 boards, commissions, task forces, committees, and subcommittees.



Carolyn Jagger
City Clerk

City Clerk

FY2011/12 Priorities

- Support the Council Broad Goal of Open and Responsive Government by ensuring: (1) Timely notice of all public meetings; (2) All required legal postings, including agendas, minutes, and marked agendas, are posted in compliance with State law and City policy; (3) Accurate accumulation, preservation, and accessibility of official City documents; (4) Accurate and timely preparation of the Council meeting minutes; and (5) Timely provision of public records to meet customer expectations.
- Support the Council Broad Goal of Open and Responsive Government by encouraging participation in the democratic process, preserving the integrity of election procedures, and fostering voter confidence.
- Seek continuous improvement, operational efficiency, and service delivery, while sustaining, or, when possible, increasing levels of service in support of the Council's Goals and the City's Values.

Budget Notes and Changes

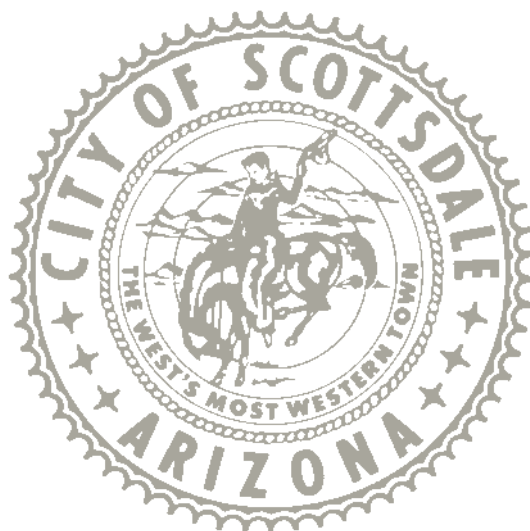
- In September 2010, the Clerk's Office transferred Passport Services to the Finance and Accounting Division, which included the transfer of 1.0 FTE budgeted position. The change has improved the operational efficiency of the Clerk's Office, and should increase service and revenue to the City, with no increase in cost.
- In March 2011, the Clerk's Office eliminated 1.0 FTE management position.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	10.00	9.00	8.00	-1.00
% of City's FTEs			0.33 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	1,085,132	1,166,685	1,060,083	-106,602
Total Division Budget	1,085,132	1,166,685	1,060,083	-106,602

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	748,181	716,263	614,207	-102,056
Contractual Services	333,773	443,947	439,501	-4,446
Commodities	3,178	6,475	6,375	-100
Capital Outlays	0	0	0	0
SubTotal Operating Budget	1,085,132	1,166,685	1,060,083	-106,602
Operating Projects	0	0	0	0
Total Division Budget	1,085,132	1,166,685	1,060,083	-106,602

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Number of Legal Postings	1,342	1,300	1,300	
Number of Minutes Prepared for City Council	81	80	80	
Number of Passport Applications Processed	1,881	291	0	
Number of Council Reports Collected, Reviewed, Distributed and Posted to the Web	631	550	550	
Number of Documents Scanned	2,000	1,900	1,900	
Number of Board, Commission, and Task Force Appointments	55	55	60	
Number of Board and Commission Applications Processed	82	100	100	
Number of Scottsdale Registered Voters	143,307	143,307	145,000	
Number of Publicity Pamphlets/Sample Ballots Mailed to Registered Voter Households	87,000	86,982	174,000	
Boards, Commission and Task Forces	40	39	37	



FY 2011/12 Adopted Budget

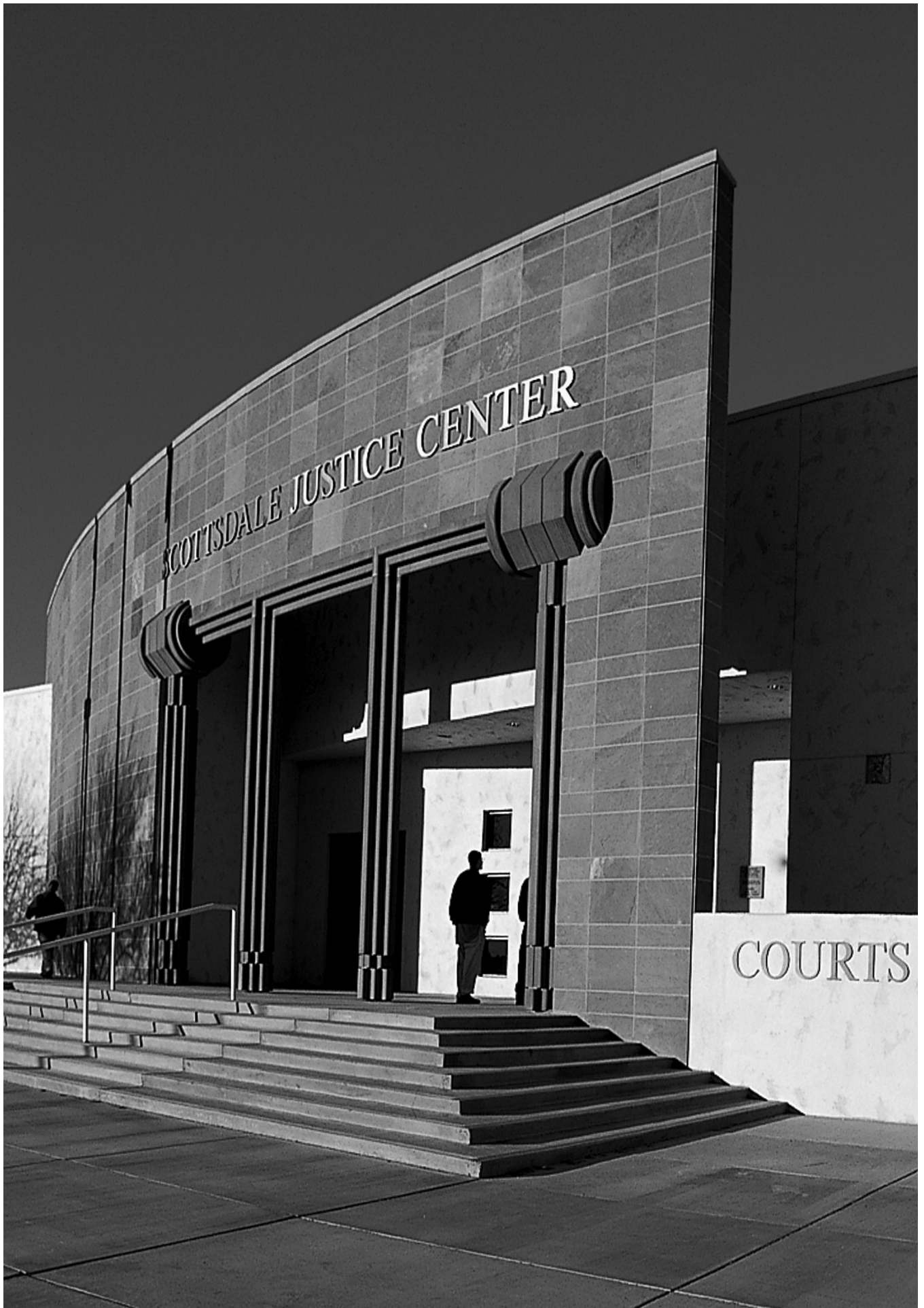


City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

City Court

City Court



City Court

Scottsdale City Court, a municipal court, is part of the integrated judicial system for Arizona, and is the judicial branch for the City of Scottsdale. Scottsdale City Court serves the community by providing a dignified professional forum for the efficient resolution of cases. The court hears civil traffic and misdemeanor violations, petty offenses, City ordinance and code violations, and the issuance of orders of protection and injunctions against harassment.

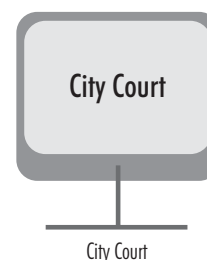
Strategic Goal(s)

Enhance Neighborhoods

FY 2010/11 Highlights

- Established Home Detention and Electronic Monitoring Program in October 2010 for non-violent DUI offenders to serve a portion of court ordered jail time in home detention with an electronic tracking system; the program has exceeded the original cost savings estimate of \$500,000.
- Published statistics, reports and documents on the web site including CourTools © performance measures, the Court's "Annual Executive Summary," the "Court Customer Service Report," and a domestic violence safety plan brochure.
- Enhanced external customer accessibility and services by the implementation of a Limited English Proficiency (LEP) plan, publishing the Court's web in Spanish, creating new web page content providing defendants with more information, and redeployed staff to meet critical customer needs.

- Implemented operational technologies - new modules for payment contracts, defendant treatment and home detention programs; electronic data transfers to/from treatment and home detention providers; electronic document sharing both within the court and with other criminal justice partners; as well as providing court records electronically.
- Ensured budget management - by maintaining costs to FY 2009/10 levels and increased collections of outstanding fines, while handling an increased workload and maintaining customer service levels.



Monte Morgan
Presiding Judge

City Court

FY 2011/12 Priorities

- Maintain or reduce prior year spending levels through innovative cost saving techniques.
- Continue to improve criminal and civil court case processing efficiencies to maintain critical service delivery.
- Increase compliance of court ordered sanctions and implement fine/fee increases.
- Continue to work with national, state and local justice partners through collaborative efforts to improve processes and increase intra-team efficiencies.
- Continue to expand performance measures reporting and accountability.

Budget Notes and Changes

- Increase specialty fund and grant use to save the General Fund \$600,000.
- Eliminate 4.5 FTE positions.
- Realize \$1.2M jail cost savings from Home Detention/Electronic Monitoring program.
- Reduce spending: non-legally mandated contractual and commodities line items.
- Implement Fine and Fee increases for additional revenue of \$400,000.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	62.48	62.48	57.98	-4.50
% of City's FTEs			2.36 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	4,711,947	4,618,562	3,769,007	-849,555
Grants Fund	4,715	3,084	3,084	0
Special Programs Fund	1,219,103	1,363,190	1,985,506	622,316
Total Division Budget	5,935,765	5,984,836	5,757,597	-227,239

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	4,532,412	4,276,415	4,198,427	-77,988
Contractual Services	1,362,403	1,281,653	1,446,902	165,249
Commodities	40,950	57,568	52,268	-5,300
Capital Outlays	0	0	0	0
SubTotal Operating Budget	5,935,765	5,615,636	5,697,597	81,961
Operating Projects	0	369,200	60,000	-309,200
Total Division Budget	5,935,765	5,984,836	5,757,597	-227,239

City Court

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
CourTools © 1: Access and Fairness Survey	n/a	81%	n/a
CourTools © 2: Clearance Rates for All Cases	105%	104%	104%
CourTools © 3: Time to Disposition	89%	98%	97%
CourTools © 4: Age of Active Pending Caseload	96%	93%	93%
CourTools © 5: Trial Date Certainty	n/a	90%	91%
CourTools © 6: Reliability and Integrity of Case Files	n/a	95%	95%
CourTools © 7: Collection of Monetary Penalties	n/a	54%	55%
CourTools © 8: Effective Use of Jurors	n/a	33%	35%
CourTools © 9: Court Employee Satisfaction	81%	87%	89%
CourTools © 10: Cost per Court Case	\$65.70	\$72.09	\$71.03
Total Cases filed per Judicial Officer	12,786	12,468	12,916
Total Cases / Charges filed for City Court	76,718 / 108,775	75,000 / 103,500	77,500 / 104,000

National Center for State Courts CourTools © performance measures are used.

1) Goal is 85% for overall rating by court visitors answering "Strongly Agree" or "Agree" to survey questions about fairness and accessibility. 180 surveys were received over a 1.5 day sample time frame.

2) Goal is 100%. The Court averages 6,268 incoming cases and 6,864 outgoing cases per month (Clearance rate equals outgoing cases / incoming cases).

3) Standard is 100%. Percentage of cases resolved within established guideline of 180 days. The average age of a disposed case is 58 days. 71% of all cases are disposed within 90 days while 80% of all cases are disposed within 120 days. The Court averages 6,864 outgoing cases per month.

4) Standard is 93% of all pending cases have an age less than 180 days. The average age of a pending case is 39 days. 81% of all pending cases have an age less than 90 days, while 94% of all pending cases have an age less than 120 days. The Court averages about 6,268 incoming cases a month.

5) Goal is 100% of bench and jury trials are held in less than 2 trial settings. The Court averages 38 trials per month with 31 cases, or 82% meeting the criteria (Jury - 4 cases, 57% and Bench - 27 cases, 84%)

6) Standard is 90%. Percentage of cases retrieved within established time frames that met standards for completeness and accuracy. The sample used for this measure was 200 cases (100 pending and 100 closed) .

7) Goal is 60%. Payments and restitution collected as a percentage of monetary penalties ordered prior to being sent to collection agency. Due to projected improving economic conditions, the Court feels this is an attainable goal. Sample period measured Jul - Dec of 2010 with \$2.08 million ordered.

8) Goal is 30-35%. Goal is measured as a percentage of the total potential jurors available compared to the net actual jurors available. Reports from courts around the nation put the average juror yield between 20-30% with Phoenix Municipal Court having a 31% juror yield.

9) Goal is 85% of court staff answering "Strongly Agree" or "Agree" to workplace satisfaction questions about work environment and relationship with management. 43 surveys were received (out of a possible 63).

10) Goal is \$70.00. Adjusted budget divided by total cases filed.

11) Number of cases filed per judicial officer.

12) Total Number of cases/charges filed for City Court. A Single case can have multiple charges.



**City of Scottsdale, Arizona
Adopted FY 2011/12 Budget**

Operating Budget - Volume One

City Manager

City Manager



City Manager

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council, communicate that direction to the organization, ensure the efficient and effective delivery of City services to Scottsdale's citizens, and to build and maintain effective working relationships with other governments.

Strategic Goal(s)

- Preserve Meaningful Open-Space
- Enhance Neighborhoods
- Seek Sustainability
- Support Economic Vitality
- Advance Transportation
- Value Scottsdale's Unique Lifestyle and Character

FY 2010/11 Highlights

- Developed balanced budget proposal that maintains core city services.
- Conducted citizen survey in December and the overall quality of life in Scottsdale was rated "excellent" or "good" by 94 percent of survey participants.
- Reorganized Community & Economic Development Division and filled key positions to improve focus and coordination on the City's economic vitality efforts.
- Expanded McDowell Sonoran Preserve by 2,000 acres with 50% of funding coming via state land acquisition grant.
- Filled Communications and Public Affairs Officer position to provide support to Mayor & City Council and City Manager's office as well as assess city communication priorities and make improvements.

FY 2011/12 Priorities

- Maintain and enhance the economic and fiscal sustainability of the City while ensuring the City's strategic goals are accomplished.
- Continue implementation of performance management program to aid in improved policy and management decision-making processes.
- Ensure City Council meetings and decision-making processes are managed as effectively and efficiently as possible while maximizing public input opportunities.

Budget Notes and Changes

- Eliminated Assistant City Manager position due to resignation and reassigned duties to other staff.
- Transferred citywide memberships and expenses totaling \$161,760 to the Mayor and City Council budget. These are Arizona Town Hall, League of Arizona Cities and Towns, Maricopa Association of Governments, National League of Cities, Scottsdale Sister Cities, World Affairs Council, and Valley Partnership.

- Communications and Public Affairs Officer position and associated funds transferred to Administrative Services as part of a reorganization.



David E. Richert
City Manager



City Manager

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	8.00	7.00	5.00	-2.00
% of City's FTEs			0.20 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	2,219,134	1,407,520	899,314	-508,206
Total Division Budget	2,219,134	1,407,520	899,314	-508,206

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,845,275	957,794	671,795	-285,999
Contractual Services	359,098	430,376	213,654	-216,722
Commodities	9,570	19,350	13,865	-5,485
Capital Outlays	5,192	0	0	0
SubTotal Operating Budget	2,219,134	1,407,520	899,314	-508,206
Operating Projects	0	0	0	0
Total Division Budget	2,219,134	1,407,520	899,314	-508,206

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Population Estimate	242,337	217,385	217,385
Citywide Full-Time Equivalents	2,538	2,547	2,455
Citywide Full-Time Equivalents per 1000 residents	10.5	10.5	10.1
Personnel Costs per Full-Time Equivalent	\$80,348	\$77,542	\$78,759
Program Operating Budget (All Funds)	\$390,741,315	\$413,162,868	\$403,581,271
Program Operating Budget expense per resident	\$1,612	\$1,697	\$1,657
Citizens rating the overall impression of employees as "excellent" or "good." (1)	80%	76%	83%
Citizens rating the services provided by the City of Scottsdale as "excellent" or "good."	88%	81%	88%

1. Survey responses are for surveys conducted in 2004, 2006 and 2010.

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers support Performance Management Program and the budget strategy program through analysis and special projects.	2	240	\$4,620	0.1
Total	2		\$4,620	0.1

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

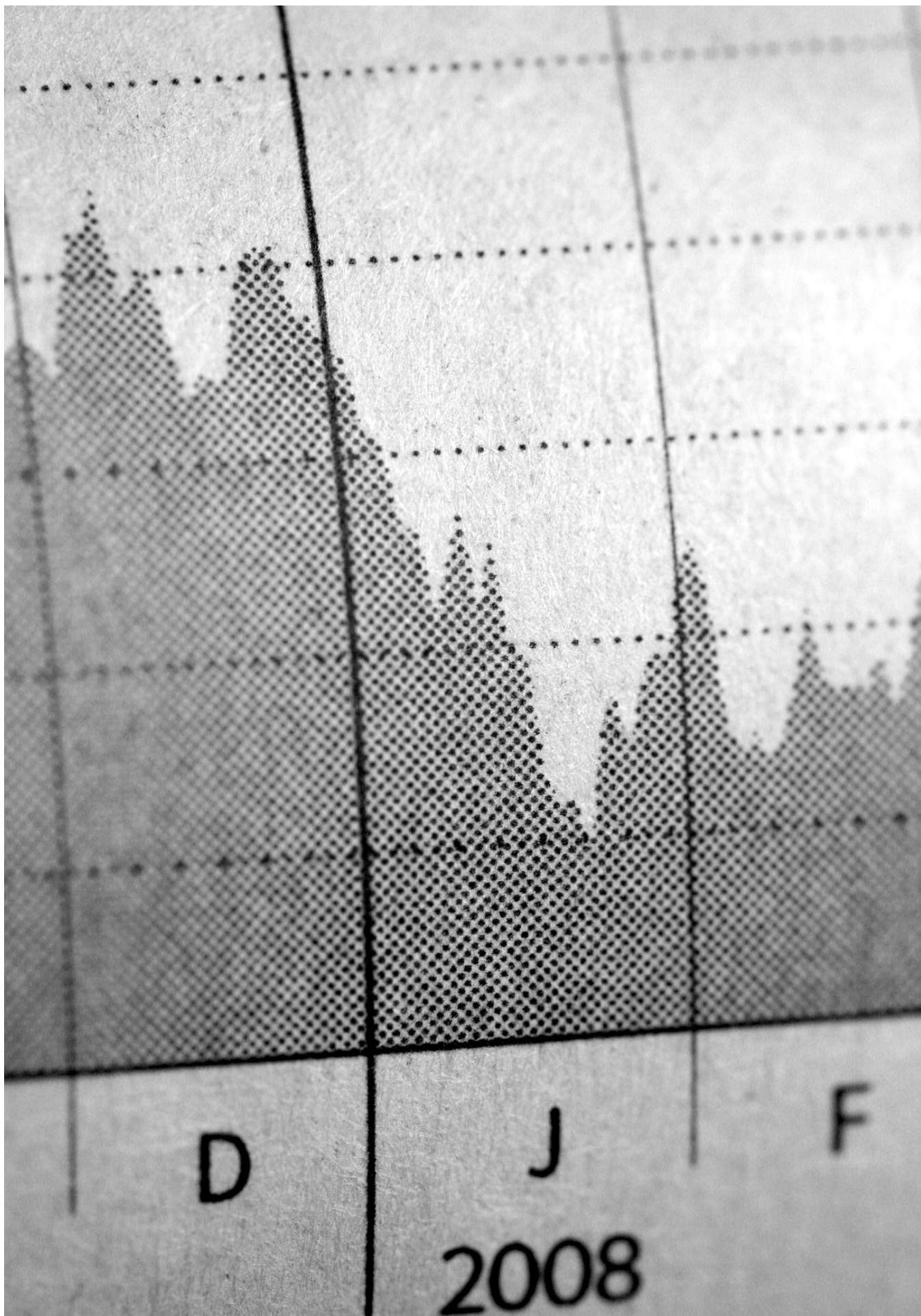


**City of Scottsdale, Arizona
Adopted FY 2011/12 Budget**

Operating Budget - Volume One

City Treasurer

Accounting
Budget
City Treasurer
Customer Service
Risk Management



City Treasurer

The Finance and Accounting Division, under the direction of the City Treasurer, the City's Chief Financial Officer, is responsible for providing City Council and City management with timely financial reports and analysis and current information about economic conditions and their potential fiscal impact on Scottsdale.

Strategic Goal(s)

- Seek Sustainability

FY 2010/11 Highlights

- Updated the Indirect Cost Allocation methodology to reflect a more equitable distribution of allocated overhead expenses.
- Updated and revised existing Financial Policies and drafted a new policy to govern spending of the City's share of Bed Taxes.
- Incorporated Passport applications into the Tax and License program, expanding service hours and payment options offered to the public.
- Sought optimum financial structure to mitigate debt service costs by refunding \$32.0 million of Preserve revenue bonds, saving \$4.0 million of debt service over the life of the issue.
- Developed appropriate long-term financing structure for the Preserve's acquisition of a 2,000 acre parcel.

FY 2011/12 Priorities

- Maintain and enhance strategic financial plan elements and ensure the continued financial stability for the City of Scottsdale.
- Seek optimum financing structure to mitigate debt service costs, while reinforcing the City's solid standing with credit rating agencies to maintain or improve Scottsdale's excellent bond ratings.
- Deploy and implement an additional payment option to sales tax customers by offering on-line sales tax return filing.

- Focus on making site visits to delinquent high dollar sales tax accounts to enhance recovery results.
- Update internal Rates and Fees schedule.

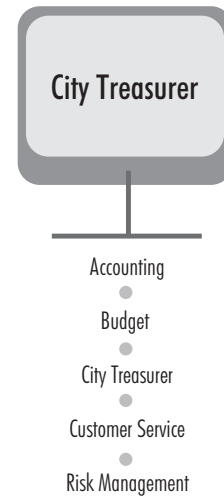


David N. Smith
City Treasurer

City Treasurer

Budget Notes and Changes

- To achieve efficiencies and process improvements, the Enterprise Finance Manager position and Senior Finance Analyst position were transferred from Water Resources to the Finance and Accounting Division. In addition, the Meter Reading program, including all but one employee, was transferred from Finance and Accounting to Water Resources Division.
- Changed the accounting practice of Capital Improvement Plan (CIP) allocation for City Treasurer, Finance Manager, Budget Manager, Accounting Coordinator and Senior Budget Analyst's salary. Allocation now completed through the work order credit process.
- Allocated a percentage of City Treasurer, Finance Manager, Accounting Director, Accounting Coordinator, Administrative Assistant and Senior Budget Analyst's salary to Enterprise Funds and/or Self Insurance Fund based on workload activity.
- Updated allocation structure for Remittance Processing to be based on services performed resulting in an increase to the Enterprise Funds and a decrease to the General Fund.
- Increased Grants Fund (Funding Source) and Contractual Services (Expenditure by Type) to reflect an anticipated \$2.5 million State Homeland Security Grant.



Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	77.50	80.50	83.50	3.00
% of City's FTEs			3.40 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	5,015,324	4,824,717	4,392,543	-432,174
Grants Fund	0	2,886,799	5,541,468	2,654,669
Risk Management Self Insurance Fund	5,397,876	7,238,302	7,297,998	59,696
Healthcare Self Insurance Fund	0	0	4,392	4,392
Solid Waste Management Fund	758,297	765,978	861,442	95,464
Water Fund	841,800	800,537	1,226,919	426,382
Water Reclamation Fund	758,377	765,978	861,443	95,465
Total Division Budget	12,771,675	17,282,311	20,186,205	2,903,894

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	5,849,084	5,616,249	5,905,942	289,693
Contractual Services	6,801,861	11,530,024	14,142,395	2,612,371
Commodities	120,729	136,038	137,868	1,830
Capital Outlays	0	0	0	0
SubTotal Operating Budget	12,771,675	17,282,311	20,186,205	2,903,894
Operating Projects	0	0	0	0
Total Division Budget	12,771,675	17,282,311	20,186,205	2,903,894

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Update the internal Rates and Fees schedule	In Compliance	Initiated Review	Enhanced Rates and Fees Structure
Write-offs as a percent of total revenue collected	0.58%	0.50%	0.50%
Total Customer Service customer contacts per Full-Time Equivalent	6,347	6,400	6,400
Total number of remittance payments processed per Full-Time Equivalent	128,440	132,850	131,000
Number of Tax & License transactions per Full-Time Equivalent	9,553	9,600	9,600

Accounting

Strategic Goal(s) • Seek Sustainability

Program Description Accounting maintains the City's financial system and fiscal controls for all general ledger funds, centers and accounts and prepares financial reports, both special and monthly. In addition, Accounting provides training and guidance to staff regarding financial controls, laws, policies and ensuring compliance with Generally Accepted Accounting Principles (GAAP). Accounting is also responsible for the coordination of financial statement audits and preparation of several annual financial statements. Lastly, Accounting is responsible for ensuring all grants and expenditure limitations are in compliance with Arizona Revised Statutes and City Code.

FY 2010/11 Highlights • Updated the Indirect Cost Allocation methodology to reflect a more equitable distribution of allocated overhead expenses.
• Implemented Governmental Accounting Standards Board (GASB) 54 to comply with the new Fund Balance Reporting Classifications.
• Worked with various divisions to centralize accounts receivable into the Finance and Accounting software and designed a policy for the write-offs of uncollectable accounts receivable.

FY 2011/12 Priorities • Update internal Rates and Fees schedule.
• Transition Enterprise Fund Accounting to be integrated with Finance and Accounting.
• Expand and diversify tasks in Finance and Accounting to allow for cross training in all functions.
• Ensure the Scottsdale Cash Investment Portfolio Yield-to-maturity at cost tracks favorably to the average two-year Treasury yield.

Budget Notes and Changes • Transferred Enterprise Finance Manager position and Senior Finance Analyst position from Water Resources to Finance and Accounting and transferred Accounting Specialist Senior position from Customer Service to Accounting to achieve efficiencies and process improvements.
• Changed Accounting practice of Capital Improvement Plan (CIP) allocation for Accounting Coordinator salary. Allocation now completed through the work order credit process.
• Allocated a percentage of Accounting Director and Accounting Coordinator's salary to Enterprise Fund and Self Insurance Fund based on workload activity.

Accounting

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	21.00	22.00	25.00	3.00
% of City's FTEs			1.02 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	2,419,769	2,401,709	2,328,677	-73,032
Healthcare Self Insurance Fund	0	0	4,392	4,392
Water Fund	0	0	208,620	208,620
Total Division Budget	2,419,769	2,401,709	2,541,689	139,980

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,561,366	1,550,242	1,826,771	276,529
Contractual Services	851,992	845,056	706,357	-138,699
Commodities	6,411	6,411	8,561	2,150
Capital Outlays	0	0	0	0
SubTotal Operating Budget	2,419,769	2,401,709	2,541,689	139,980
Operating Projects	0	0	0	0
Total Division Budget	2,419,769	2,401,709	2,541,689	139,980

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Update the internal Rates and Fees schedule	In Compliance	Initiated Review	Enhanced Rate and Fee Structure
Transition Enterprise Fund accounting to be integrated with Finance and Accounting	n/a	Initiated Process	Transition Completed
Expand and diversify tasks in Finance and Accounting to allow for cross training in all of the various functions	n/a	77%	92%
Ensure the Scottsdale Cash Investments Portfolio Yield-to-maturity at cost tracks favorably to the average two-year Treasury yield	2.53% vs 1.18%	1.02% vs 0.40%	1.20% vs 0.55%

Budget

Strategic Goal(s)

- Seek Sustainability

Program Description

The Budget Office coordinates the citywide development and ongoing monitoring of the operating and capital budgets with the City Manager. The Budget Office is responsible for the preparation and presentation of the City's annual budget per the terms and due dates mandated in the Arizona Revised Statutes and City Code. Embodied within this process is assisting City Council with the City's budget, soliciting and considering public input, preparing and monitoring of the Five-Year Financial Plan for all funds and responding to the requests of the City Council, the Budget Review Commission, citizens, media and other stakeholders regarding the budget.

FY 2010/11 Highlights

- Worked with City Manager to develop a proposed FY 2011/12 balanced budget to resolve a \$28.4 million projected deficit.
- Updated and revised existing Financial Policies and drafted a new policy to govern spending of the City's share of Bed Taxes.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council, the Budget Review Commission and City staff during the FY 2011/12 budget development.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the City's FY 2010/11 budget.

FY 2011/12 Priorities

- Work with City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association (GFOA) requirements.
- Prepare a balanced Five-Year Financial Plan for each fund using conservative revenue and expenditure estimates and maintaining sufficient fund balances to comply with the City's adopted financial policies.
- Prepare accurate financial information and distribute it in a timely manner to City Council, Budget Review Commission and other stakeholders in response to their specific financial needs.

Budget Notes and Changes

- Changed accounting practice of Capital Improvement Plan (CIP) allocation for Budget Manager and Senior Budget Analyst's salary. Allocation now completed through the work order credit process.
- Allocated a percentage of Senior Budget Analyst's salary to Self Insurance Fund based on workload activity.
- Transferred Budget Review Commission expenses to the City Manager's Office to better reflect area of responsibility.

Budget

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	3.50	4.50	4.50	0.00
% of City's FTEs			0.18 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	419,480	471,365	355,383	-115,982
Risk Management Self Insurance Fund	0	0	4,730	4,730
Total Division Budget	419,480	471,365	360,113	-111,252

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	389,504	445,242	336,649	-108,593
Contractual Services	27,525	23,672	21,064	-2,608
Commodities	2,451	2,451	2,400	-51
Capital Outlays	0	0	0	0
SubTotal Operating Budget	419,480	471,365	360,113	-111,252
Operating Projects	0	0	0	0
Total Division Budget	419,480	471,365	360,113	-111,252

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Average number of working days to post Monthly Financial Report to the City's website	14.8	13.0	13.0
Budget meets or exceeds all requirements and Government Finance Officers Association reporting excellence benchmarks	Yes	Yes	Yes
Produced a balanced five-year financial plan of revenues and expenditures that complies with the City's adopted financial policies	In Compliance	In Compliance	In Compliance

City Treasurer

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	The City Treasurer's Office coordinates the Finance and Accounting operation and facilitates citywide financial planning. The municipal finance group manages the City's short-term and long-term debt, coordinates the financing of City projects and provides current information concerning economic conditions and their potential fiscal impact to Scottsdale.
FY 2010/11 Highlights	<ul style="list-style-type: none">• Reinforced the City's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings, achieving an upgrade to a Preserve bond rating by Standard and Poor's.• Sought optimum financial structure to reduce debt service by refunding \$32.0 million of Preserve revenue bonds, saving \$4.0 million of debt service over the life of the issue.• Determined appropriate long-term financing structure for the Preserve's acquisition of a 2,000 acre parcel.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Maintain and enhance strategic financial plan elements and ensure the continued financial stability for the City of Scottsdale.• Prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the City's capacity to fund future service and capital needs.• Seek optimum financing structure to mitigate debt service costs, while reinforcing our solid standing with credit rating agencies to maintain or improve Scottsdale's excellent bond ratings.• Reduce expenses and debt service costs, evaluate cash flow and issue bonds when necessary to fund the City's capital program.
Budget Notes and Changes	<ul style="list-style-type: none">• Changed accounting practice of Capital Improvement Plan (CIP) allocation for City Treasurer and Finance Manager's salary. Allocation now completed through the work order credit process.• Reduced City Treasurer and Finance Manager's national and local subscriptions and memberships.• Allocated a percentage of City Treasurer and Finance Manager's salary to Self Insurance Fund and Enterprise Fund based on workload activity.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	475,108	357,045	206,857	-150,188
Risk Management Self Insurance Fund	0	0	32,987	32,987
Water Fund	0	0	48,795	48,795
Total Division Budget	475,108	357,045	288,639	-68,406

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	447,792	331,233	272,166	-59,067
Contractual Services	26,197	24,693	15,571	-9,122
Commodities	1,119	1,119	902	-217
Capital Outlays	0	0	0	0
SubTotal Operating Budget	475,108	357,045	288,639	-68,406
Operating Projects	0	0	0	0
Total Division Budget	475,108	357,045	288,639	-68,406

Customer Service

Strategic Goal(s)	<ul style="list-style-type: none"> • Seek Sustainability
Program Description	<p>The Customer Service Office comprises five major programs, each requires daily interface with the public. Each area answers questions, investigates problems, educates and provides general assistance to citizens and businesses.</p> <ul style="list-style-type: none"> - Tax and License oversees the billing, record maintenance, setup and related processing for Regulatory, Alarm, Business and Transaction Privilege licensing. In addition Tax and License provides Passport application processing and cashier services. - Utility Billing provides billing, record maintenance, setup and related processing of water, water reclamation and solid waste services. - Revenue Recovery collects delinquent revenue owed to the City for utility bills, sales tax and licensing fees, tax audit assessments, parking tickets, etc. - Remittance Processing processes payments for utilities, licenses and permits, tax returns, parking violations and alarm activations. This group also manages the document retention function for Customer Service.
FY 2010/11 Highlights	<ul style="list-style-type: none"> • Incorporated Passport applications from the City Clerk into the Tax and License program, expanding service hours and payment options. Services provided five days a week instead of two days a week. • Implemented a third party web solution for processing of Automated Clearing House (ACH) payments for Utility Billing customers. • Developed and implemented performance measurements for the Revenue Recovery Program. • Upgraded payment processing software to allow for electronic deposits of payment receipts.
FY 2011/12 Priorities	<ul style="list-style-type: none"> • Focus on making site visits to delinquent high dollar sales tax accounts to enhance recovery results. • Deploy and implement an additional payment option for sales tax customers by offering on-line sales tax return filing. • Work in collaboration with Water Resources to ensure seamless transition of Meter Reading program from Customer Service to Water Resources.
Budget Notes and Changes	<ul style="list-style-type: none"> • Updated allocation structure for Remittance Processing to be based on services performed resulting in an increase to the Enterprise Funds and a decrease to the General Fund. • Increased Personnel Services to reflect changes to work order credit accounting practice from Contractual Services to the appropriate account categories (i.e. Personnel Services). • Increase in Contractual Services reflects service agreement with online utility billing payment and presentment provider.

Customer Service

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	43.00	44.00	44.00	0.00
% of City's FTEs			1.79 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	1,700,969	1,594,598	1,501,626	-92,972
Solid Waste Management Fund	758,297	765,978	861,442	95,464
Water Fund	841,800	800,537	969,504	168,967
Water Reclamation Fund	758,377	765,978	861,443	95,465
Total Division Budget	4,059,443	3,927,091	4,194,015	266,924

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	2,820,109	2,708,541	2,856,518	147,977
Contractual Services	1,209,472	1,187,512	1,306,511	118,999
Commodities	29,862	31,038	30,986	-52
Capital Outlays	0	0	0	0
SubTotal Operating Budget	4,059,443	3,927,091	4,194,015	266,924
Operating Projects	0	0	0	0
Total Division Budget	4,059,443	3,927,091	4,194,015	266,924

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Write-offs as a percent of total revenue collected	0.58%	0.50%	0.50%
Number of Tax & License transactions per Full-Time Equivalent	9,553	9,600	9,600
Total Customer Service customer contacts per Full-Time Equivalent	6,347	6,400	6,400
Total number of remittance payments processed per Full-Time equivalent	128,440	132,850	131,000

Risk Management

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	The Risk Management program 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 and workers' compensation; Occupational Safety and Health Administration and unemployment compensation exposures; and assists in the preparation of fiscal impact statements and negotiation for employee health benefits. This budget is offset by internal service user rates charged to City operating divisions.
FY 2010/11 Highlights	<ul style="list-style-type: none">• Worked with divisions to accomplish a 25 percent reduction in Workers' Compensation expenses.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Reduce and contain the financial impact of liability and employee accident claims against the City to reduce costs to taxpayers.• Provide employee safety in the workplace through highly visible efforts and programs.
Budget Notes and Changes	<ul style="list-style-type: none">• Allocated a percentage of City Treasurer, Administrative Assistant and Senior Budget Analyst time to Risk Management Self Insurance Fund based on workload activity.

Risk Management

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	7.00	7.00	7.00	0.00
% of City's FTEs			0.29 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Risk Management Self Insurance Fund	5,397,876	7,238,302	7,260,281	21,979
Total Division Budget	5,397,876	7,238,302	7,260,281	21,979

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	630,313	580,991	613,838	32,847
Contractual Services	4,686,676	6,562,292	6,551,424	-10,868
Commodities	80,887	95,019	95,019	0
Capital Outlays	0	0	0	0
SubTotal Operating Budget	5,397,876	7,238,302	7,260,281	21,979
Operating Projects	0	0	0	0
Total Division Budget	5,397,876	7,238,302	7,260,281	21,979

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Risk Management Budget as a percentage of total City divisional budgets. Goal is 2% or less.	1.75%	2.00%	2.00%
Citywide - Total Injury Incident Rate per 200,000 hours worked	4.92	4.75	4.75
Citywide - Number of worker days lost to injury per 200,000 hours worked	1.59	1.50	1.50



FY 2011/12 Adopted Budget



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Administrative Services

Communications
HR Infrastructure Support
Workforce Management/Employee Relations
Benefits Management
Technology Infrastructure Support
Application Development & Support
Purchasing
Tax Audit



Administrative Services

The Administrative Services division comprises several service areas that support the City's overall mission.

The Office of Communication supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences.

In support of all city divisions and charter officers, Human Resources recruits and hires talented staff at every level of the organization to sustain a diverse and productive work environment. This is achieved by implementing a competitive total compensation program, effectively managing employee relations and benefit programs, continuing to improve technology, promoting continuous learning, and placing more than 5,053 volunteers throughout the City. Various types of community partnerships are also supported through Human Resources to allow employees to give back to the community. Last year, employees donated more than 290 units of blood to United Blood Services which saved over 723 lives. These efforts encourage employee engagement and deliver excellent customer services to our employees and residents of Scottsdale.

Information Technology provides technical design, support, and maintenance for a variety of systems and services needed to support City business functions and communications. The infrastructure includes the City's telephone, computer and radio systems as well as the enterprise data storage devices and the wired and wireless networks. Among the services offered are custom software design and engineering, software support, design and management of databases, maintenance of GIS systems and maps, technical training for City staff, network and data security, technical support for microcomputers and peripherals, project management, Internet/ Intranet design and maintenance and providing direction for the communications standards and overall branding for the City.

From left to right:

Kelly Corsette,
Communications and Public Affairs Officer

Brent Stockwell,
Strategic Initiatives Director

Terry Welker,
Executive Director - Human Resources

Phil Montalvo,
Tax Audit Manager

Brad Hartig,
Executive Director - Information Technology

Not Pictured -
Bill Yazel,
Purchasing Director



Administrative Services

Purchasing supports City divisions through: Purchasing Services which is responsible for the timely and best value acquisition and/or facilitating the acquisition of all materials, services, and construction required by the City and assists various contract administrators throughout the City; Stores/Warehouse Operations which maintains, dispenses and delivers inventory items, manages surplus property disposition and is the primary receiving point for the delivery, inspection, and re-delivery of items procured through the City's purchase order system; and Mail and Graphics & Printing which provides a variety of internal services to assist City divisions with all internal mail and incoming and outgoing postal mail, graphic design, print production and CD duplication as well as production and processing of utility billings.

Tax Audit promotes accurate privilege (sales) and use tax self-assessments by taxpayers through education programs; provides guidance in tax code interpretations; evaluates local economic strength through analysis of privilege (sales), use, and property tax collections; and develops innovative solutions that will ensure the City's financial stability.

Strategic Goal(s)

- Preserve Meaningful Open-Space
- Enhance Neighborhoods
- Seek Sustainability
- Support Economic Vitality
- Advance Transportation
- Value Scottsdale's Unique Lifestyle and Character

FY 2010/11 Highlights

- Highlights for the Administrative Services Division are listed within each individual service area.

FY 2011/12 Priorities

- Priorities for the Administrative Services Division are listed within each individual service area.

Budget Notes and Changes

- Changes for the Administrative Services Division are listed within each individual service area.



Administrative Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	143.81	141.31	139.81	-1.50
% of City's FTEs			5.70 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	16,031,930	15,734,797	15,399,743	-335,054
PC Replacement Fund	0	0	992,849	992,849
Healthcare Self Insurance Fund	24,676,258	25,879,719	26,453,675	573,956
Special Programs Fund	3,400	5,000	0	-5,000
Total Division Budget	40,711,588	41,619,516	42,846,267	1,226,751

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	13,057,042	12,759,213	12,611,314	-147,899
Contractual Services	27,081,804	27,768,314	28,229,891	461,577
Commodities	560,708	575,714	575,213	-501
Capital Outlays	12,034	55,475	1,042,849	987,374
SubTotal Operating Budget	40,711,588	41,158,716	42,459,267	1,300,551
Operating Projects	0	460,800	387,000	-73,800
Total Division Budget	40,711,588	41,619,516	42,846,267	1,226,751

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Performance Measures for the Administrative Services Division are listed within each individual service area.			

Communications

- Strategic Goal(s)
- Preserve Meaningful Open-Space
 - Enhance Neighborhoods
 - Seek Sustainability
 - Support Economic Vitality
 - Advance Transportation
 - Value Scottsdale's Unique Lifestyle and Character

Program Description

The Office of Communication (OC) supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences.

-
- FY 2010/11 Highlights
- Created new Office of Communication to maximize efficiency and effectiveness of city communications.
 - Developed and launched new "Scottsdale Roundup" video program to highlight city programs and services in a web-friendly and share-able format.
 - Created "Scottsdale is OPen for Business" video to showcase Scottsdale as a desirable destination for business location/relocation.

-
- FY 2011/12 Priorities
- Enhance existing internal and external communication tools to provide core services that support the City of Scottsdale's communication needs.
 - Identify and implement (as fiscal resources allow) new internal and external communication tools and services that strengthen the OC's ability to support the city's communication needs.
 - Improve working relationships and information flow to assist clients within the city's organization in achieving their internal and external communication goals.
 - Establish performance measures that gauge OC's effectiveness in supporting and facilitating the internal and external communication needs of the city.
 - Align OC activities with organizational priorities as they are defined by the City Council and executive leadership.

-
- Budget Notes and Changes
- Office of Communication created through transfer of appropriate positions from other city areas.

Communications

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	0.00	0.00	8.50	8.50
% of City's FTEs			0.35 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	0	0	745,782	745,782
Total Division Budget	0	0	745,782	745,782

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	0	0	716,389	716,389
Contractual Services	0	0	20,878	20,878
Commodities	0	0	8,515	8,515
Capital Outlays	0	0	0	0
SubTotal Operating Budget	0	0	745,782	745,782
Operating Projects	0	0	0	0
Total Division Budget	0	0	745,782	745,782

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Total Ad Value Equivalency generated	n/a	\$20,000	\$120,000

HR Infrastructure Support

Strategic Goal(s) • Seek Sustainability

Program Description The Human Resources Infrastructure Support service area comprises four main programs: Administrative Services, Staffing Services/Employee Relations, Technology Services, and Operational Support Services.

HR Administrative Services provides guidance and support to all Human Resources service areas through executive leadership with special emphasis placed on communicating City Council and organizational goals, planning and managing resources to ensure the accomplishment of such goals, coordinating key projects and management information reports, and addressing critical human resource issues and concerns. Additionally, administrative support to the Personnel Board and the Judicial Appointments Advisory Board is coordinated through Administrative Services.

Staffing Services/Employee Relations provides human resources coordination to management and employees at all levels of the organization. This includes the hiring of staff, managing employee relations, the implementation of total compensation, and providing guidance and assistance with compliance of employment laws, practices, and policies to promote a healthy and productive work environment.

Technology Services provides support to all Human Resources service areas and designs and maintains technological programs and systems that integrate with and enhance other department systems, eliminating duplication of effort and improving efficiencies.

Operational Support Services provides administrative support to all Human Resources service areas with an emphasis on pre-employment services and being the first point of contact for visitors to the HR department.

FY 2010/11 Highlights

- Met the budgetary reduction goals outlined for FY 2011/12 and held FY 2010/11 budget to prior year's actuals.
- Automated employment application process, tuition reimbursement application process and open enrollment benefits process; expanded Document Management for use between NEOGOV (on line application system) and Document Management.
- Benchmarked benefits, compensation, military leave, tuition reimbursement program, and other initiatives to provide sufficient data support to citywide recommended changes and revisions.
- Collaborated with Risk Management to develop CDL policies, procedures, record-keeping and supervisory training.
- Collaborated with the Human Resources and Fire Departments of the Cities of Chandler and Tempe for a Tri-city Firefighter recruitment which resulted in a list of 1,294 candidates in the applicant pool for future Firefighter Academy recruitments.

HR Infrastructure Support

- FY 2011/12 Priorities
- Develop and manage a departmental budget and work plans to address City Council goals, organizational and succession planning goals, as well as other critical operational needs for the delivery of quality and cost-effective HR services and policy compliance.
 - Identify opportunities for automation and process improvement (FY 2011/12: exit process; internal customer service survey; volunteer database).
 - Provide guidance and assistance to all City divisions to promote compliance of federal, state and City of Scottsdale employment laws and policies, and manage employee relations issues to promote a healthy and productive work environment.
 - Review, revise and implement changes for the HR Ordinance and HR Administrative Regulations.
 - Continue to strategically strengthen the quality and diversity of the workforce.

- Budget Notes and Changes
- Technology Services (3.0 FTEs), Staffing Services/Employee Relations (8 FTEs) and Operational Support Services (3.5 FTEs) merged with Human Resources Administrative Services due to the universal support provided to all HR and City service areas at a net impact of \$0.
 - The overall net increase of \$12,272 is a result of the City Council-approved Total Compensation Study to be conducted collaboratively by internal HR staff and an outside vendor.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	18.50	17.50	17.50	0.00
% of City's FTEs			0.71 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	1,930,442	1,743,545	1,755,817	12,272
Total Division Budget	1,930,442	1,743,545	1,755,817	12,272

HR Infrastructure Support

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,701,158	1,518,656	1,487,668	-30,988
Contractual Services	187,671	183,274	237,331	54,057
Commodities	41,613	41,615	30,818	-10,797
Capital Outlays	0	0	0	0
SubTotal Operating Budget	1,930,442	1,743,545	1,755,817	12,272
Operating Projects	0	0	0	0
Total Division Budget	1,930,442	1,743,545	1,755,817	12,272

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Percentage of expenditures that remain within approved budget amount annually (1)	100%	100%	100%	
Percentage of automation initiatives completed by targeted deadlines (1)		100%	100%	
Percentage of favorable internal customer surveys received back (1)				90% (target)
Percentage of favorable findings by Equal Employment Opportunity Commission (EEOC) on responses to formal complaints filed by employees. (2)	75%	100%	100%	
Citywide turnover (all employees)	9.5%	4.4%	7.5%	
Citywide turnover (without retirements)	4.8%	3.1%	4.5%	
Total number of HR Administrative Regulations (ARs) reviewed.		17	15	
Total number of HR Administrative Regulations implemented with revisions (1)		17	15	
Total number of applicants seeking employment opportunities with the City of Scottsdale	10,846	12,000	12,000	
Total number of applicants hired for positions	383	175	150	
Percentage of minority applicants	26.42%	28%	28%	
Percentage of minorities hired	16%	25%	25%	

(1) New performance measure.

(2) Percentages are based on the number of resolved cases received each fiscal year; for FY 2009/10, six (6) resolved cases were received from the EEOC and four (4) had favorable findings. For FY 2010/11, 1 resolved case was received from the EEOC with a favorable finding.



FY 2011/12 Adopted Budget

Workforce Management/Employee Programs

Strategic Goal(s) • Seek Sustainability

Program Description The Workforce Management/Employee Programs service area comprises three main program areas: Workforce Development, Diversity and Dialogue, and Employee Programs.

Workforce Development offers programs and services to facilitate individual, team and organizational performance improvements through learning and professional development opportunities. Workforce Management performs work critical to the City: Foundational skills model development, workforce planning integration and leadership, as well as workforce and career development.

The Office of Diversity and Dialogue (D&D) cultivates an environment within the organization and community where differences are valued, respected and embraced through education, community outreach and deliberative dialogue. Signature community celebration events sponsored through D&D include the La Gran Fiesta in November and the Annual Martin Luther King Jr. Celebration in January. In addition, D&D sponsors various Cross Cultural and Communication Series sessions in the community each year and provides support to the Scottsdale Human Relations Commission.

Employee Programs provides guidance and support to all Human Resource related programs with emphasis on volunteer services and employee engagement activities. This program also assists in the design and coordination of the employee wellness programs, city store operations and the citywide employee recognition efforts including the City Manager's Awards of Excellence and Years of Service programs.

FY 2010/11 Highlights

- Automated the Tuition Reimbursement Program.
- Facilitated the development and implementation of the Public Records Request training academy.
- Launched the Above and Beyond Superior Performance Award Program.
- Centralized the Volunteer Program application process and created reporting database.
- Implemented a train the facilitator program and graduated twelve (12) new facilitators to assist with 'Beyond Race and Gender' training.

FY 2011/12 Priorities

- Introduce and implement a method of coaching for performance.
- Begin integrating the foundational skills model into training classes at all levels.
- Complete Civil Treatment compliance training for the current workforce.
- Encourage employees and citizens to respect differences and seek understanding through dialogue and education.
- Assist with the resolution of employee relations issues and Equal Employment Opportunity (EEO) concerns.

Workforce Management/Employee Programs

- Budget Notes and Changes
- The overall \$545,000 reduction is the result of the suspension of the City's Superior Performance Awards and Tuition Reimbursement Programs and reductions in workforce development training courses.
 - The Office of Diversity and Dialogue was merged into the Workforce Management/Employee Programs service area for FY 2011/12.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	6.50	7.50	6.00	-1.50
% of City's FTEs			0.24 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	1,241,902	1,270,600	730,626	-539,974
Special Programs Fund	3,400	5,000	0	-5,000
Total Division Budget	1,245,302	1,275,600	730,626	-544,974

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	530,627	569,546	432,908	-136,638
Contractual Services	568,510	559,862	184,136	-375,726
Commodities	146,165	146,192	113,582	-32,610
Capital Outlays	0	0	0	0
SubTotal Operating Budget	1,245,302	1,275,600	730,626	-544,974
Operating Projects	0	0	0	0
Total Division Budget	1,245,302	1,275,600	730,626	-544,974

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of employees who complete InsideOut Coaching training. (1)			200
Percentage of foundational skills integrated into existing curriculum (1)			25%
Percentage of foundational skills integrated into new classes (1)			100%
Percentage of current workforce trained in Civil Treatment.			100%
Number of city employees who attend Beyond Race & Gender and Civil Treatment Classes (1)		835	480
Number of employee relations issues and EEO concerns that were resolved (1)		141	145

(1) New performance measure

Benefits Management

Strategic Goal(s)

- Seek Sustainability

Program Description

Benefits Management is responsible for administering City benefit programs within budget and in accordance with existing provider contracts, plan document provisions and City Code. Included in this effort is development of benefit and wellness programs that contribute to employee retention and well-being while at the same time helping to hold the line on benefit costs. Benefits Management is also responsible for communication of employee benefit matters within the organization and working individually with employees to help them use their benefit programs effectively. Additionally, support for the Public Safety Personnel Retirement System Police and Fire Local Boards is provided through Benefits Management.

FY 2010/11 Highlights

- Successful completion of benefit contract renewals for FY 2010/11.
- Implementation of automated benefit open enrollment system.
- Successful completion of benefit RFP processes for the following services: Benefits consulting; Actuarial services; Flexible spending account administration.
- Preparation of proposals to City Council that resulted in cost saving modifications to the City's medical and vacation accrual programs.

FY 2011/12 Priorities

- Renewal of City benefit contracts with minimal increase in costs.
- Develop and promote programs that will increase employee wellness and productivity as well as reduce medical claims costs.
- Implement changes to medical benefit plans as required under the provisions of health care reform legislation.
- Encourage wellness program participation and develop methods to measure and report wellness program results.

Budget Notes and Changes

- The overall \$565,000 increase is a result of projected increases to medical claims and health insurance plan administration fees plus the transfer of \$106,000 from the Fire Department to Human Resources Live Life Well Program to pay for required independent medical examinations of fire fighters.

Benefits Management

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	5.00	5.50	5.00	-0.50
% of City's FTEs			0.20 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	298,359	336,825	327,937	-8,888
Healthcare Self Insurance Fund	24,676,258	25,879,719	26,453,675	573,956
Total Division Budget	24,974,617	26,216,544	26,781,612	565,068

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	563,874	812,213	743,759	-68,454
Contractual Services	24,385,056	25,327,078	25,974,353	647,275
Commodities	25,687	27,253	13,500	-13,753
Capital Outlays	0	50,000	50,000	0
SubTotal Operating Budget	24,974,617	26,216,544	26,781,612	565,068
Operating Projects	0	0	0	0
Total Division Budget	24,974,617	26,216,544	26,781,612	565,068

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Annual medical/dental cost per employee/retiree (1)	\$9,090	\$9,500	\$9,950
Average hours of medical leave used annually per employee (includes Family Medical Leave Act covered leave)	62.3	65.0	65.0
Total medical and dental claim costs (2)	\$24.5 million	\$25.3 million	\$26.1 million
Number of changes to medical benefit plans as a result of health care reform legislation (2)			2
Individuals participating in annual biometric screening and health risk assessment event (2)	179	1,694	2,000

(1) Based on the average cost of all plans; for FY 2010/11, the city pays approximately 87% of total premium, employees pay approximately 13%; retirees pay 100% of total premium. For FY 2011/12, the city will pay approximately 84% of total premium, employees will pay approximately 16%, and retirees will pay 100%.

(2) New performance measure.

Technology Infrastructure Support

Strategic Goal(s) • Seek Sustainability

Program Description The Technology Infrastructure Support service area comprises five main programs: Technology Support, Web and Creative Services, Network Security, Help Desk/Desktop Support, and the Project Management and Integration program. The Technology Infrastructure program develops, maintains, and supports the City's voice and data infrastructure, including all telephones, computer systems, radio systems, network and fiber-based storage devices, and the underlying wired and wireless network required for these components to operate effectively including electronic monitoring on a 24-hour, 365 days per year basis for critical systems. The Web and Creative Services program integrates the power of the Internet and other new media platforms with digital video, audio, text animation and graphics to transform the way the City communicates. The Network Security program works to protect the City's network and computing infrastructure from both external and internal threats through services including firewall and remote access management, web content filtering, email/spam filtering, anti-virus support, incident response, network monitoring, user awareness, and management of security policies and procedures. The Help Desk/Desktop Technical Support program provides comprehensive technical support for all City desktop and laptop computers, monitors, printers, and related peripheral devices; provides hardware repairs/replacements of all servers; receives and installs all new computing equipment; installs City-standard operating systems and application software packages; qualifies for "self-maintainer" status with major hardware vendors to expedite warranty repairs and repair parts purchases; and operates a Help Desk service to provide timely response to calls for service. The Project Management and Integration Program provides project management expertise to all City divisions including, but not limited to, business analysis; scheduling; procurement assistance including developing RFIs/RFPs, sole source justifications, and requirements definitions; systems implementations; and is the primary point of contact for technology projects working with both IT and Purchasing.

FY 2010/11 Highlights

- Completed the transition of the City's Police radio users to the City's new Public Safety Radio System integrating the City into the greater Regional Wireless Cooperative (RWC).
- Completed Phase 1 of the multi-year Computer Facility Infrastructure Improvement Project which replaced all server racks, installed overhead cable management, modular power distribution units, environmental and power monitoring capabilities, replaced all data network cables to servers increasing overall bandwidth, and updated the functional level of the Windows Domain to allow the transition to next generation technology.
- Designed and implemented a new citywide intranet "Citylink" allowing for improved information management and functionality.
- Upgraded the City's primary firewall and email filter systems including the migration of the City's main perimeter firewall to a redundant high-availability platform.
- Planned the implementation of an improved IT Service Management process which involved the selection of a new software tool to manage IT's work requests and inventory.

Technology Infrastructure Support

FY 2011/12 Priorities

- Continue the transition of the City telephone system to VoIP (voice over IP) technology, which is less expensive to deploy and in the long term will be much less costly to maintain and support.
- Complete the Exchange 2010 upgrade and redesign project to provide improved features to email services for all City employees.
- Provide direction, guidance, graphics and technology support for the City's electronic communications (Web, email, presentations and print) and web-related services, including starting the public outreach and research to plan an overhaul and upgrade of the public website.
- Provide day-to-day service and support for: the City's enterprise technology infrastructure - Install, monitor and maintain the City's network systems and the City's desktop and peripheral infrastructure.
- Implement a new IT Service Management tool and work flow enhancements to improve the management of IT's work request and inventory systems.

Budget Notes and Changes

- As part of the integration of the new Scottsdale Public Safety Radio System with the RWC, became a Managing Maintenance Partner which will provide \$360,000 in new revenue to perform system maintenance, and fix issues as they occur as well as pay for monthly ongoing operating costs.
- New operating expenditures from the Public Safety Radio Project increased IT budget by \$1.1 million. From that \$410,000 was transferred to Public Safety to pay for increases in ongoing annual radio subscription fees. The remaining \$690,000 was reduced by \$490,000 by consolidating system maintenance and reducing 3 new Radio System Integrator FTEs.
- Reduced Citywide cost of cell phone usage by \$35,000 annually by implementing a new type of rate plan.
- Reductions in software maintenance due to a discontinued software program as well as additional reductions in the radio systems operating budget resulted in savings of \$29,600.

Technology Infrastructure Support

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	41.81	40.81	39.81	-1.00
% of City's FTEs			1.62 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	5,141,812	5,340,842	5,581,328	240,486
PC Replacement Fund	0	0	992,849	992,849
Total Division Budget	5,141,812	5,340,842	6,574,177	1,233,335

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	3,969,462	3,779,271	3,799,773	20,502
Contractual Services	1,041,747	1,040,968	1,210,731	169,763
Commodities	125,129	125,128	183,824	58,696
Capital Outlays	5,475	5,475	992,849	987,374
SubTotal Operating Budget	5,141,812	4,950,842	6,187,177	1,236,335
Operating Projects	0	390,000	387,000	-3,000
Total Division Budget	5,141,812	5,340,842	6,574,177	1,233,335

Technology Infrastructure Support

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Percentage of City telephones transitioned to VoIP (voice over IP) technology	37%	45%	55%
Percentage of internal employees who rated IT service good/excellent	87%	80%	
Number of spam emails blocked monthly from entering the City email system	2,200,000	2,100,000	2,200,000
Total Disk Storage allocated (Storage Area Network storage managed by IT) in terabytes (TB)	62.0TB	97.6TB	107.0TB
Percentage of servers that have been migrated from physical to virtual servers	40%	45%	49%
Number of work orders completed	12,468	12,500	15,000
Ratio of PCs to Field Technicians	390:1	390:1	390:1
Percentage of accounts migrated to Exchange 2010	n/a	0	100%
Percentage of plan completed for Internet Migration	n/a	n/a	50%

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Performs PC imaging and Hardware repair for PCs, laptops, and printers.	1	200	\$3,850	0.1
Total	1		\$3,850	0.1

The value of volunteer hours was calculated using an hourly rate of \$19.25.

Application Development & Support

Strategic Goal(s)

- Seek Sustainability

Program Description

Application Development & Support comprises five programs: Geographic Information Systems (GIS), Application Development, Application Support, Database Administration and Information Technology (IT) Training. The GIS team is responsible for the maintenance and administration of the City's Enterprise Geodatabase that consolidates information on hundreds of location-based entities including streets, parcels, water and sewer infrastructure, planning and public safety information. Application Development & Support is responsible for the creation and maintenance of custom and off-the-shelf software solutions. Examples include eServices that allow the public to conduct business with the city online, enterprise systems such as document management and Employee Self Service as well as departmental systems like Water Work Order and Community Development Case & Permit Management. Database Administration is responsible for the maintenance of the infrastructure that supports the storage and reporting against the City's 1,000+ databases. IT Training ensures that staff is able to leverage Scottsdale's investment in technology by providing training and consulting services for a variety of tools. The team also creates eLearning content that enables the efficient and timely delivery of training via computer on a wide variety of topics. Past examples include workplace safety, performance management and ethical standards.

FY 2010/11 Highlights

- Upgraded the City's Land Information System (LIS) application to improve functionality and ensure ongoing long term support.
- Provided custom reporting services to operating divisions enabling more efficient use for utilities such as water (irrigation), electricity and natural gas.
- Enhanced the Employee Self Service application to allow for the efficient administration of processes such as Benefits Open Enrollment and Tuition Reimbursement.
- Negotiated a partnership with the Maricopa County Flood Control District that allowed for the acquisition of new aerial photography saving over \$100,000 when compared to previous projects.
- Replaced the interactive voice response system that services permitting customers which handles over 3,000 calls each month.

FY 2011/12 Priorities

- Maintain high levels of performance and availability of the databases used throughout the City in the provision of essential services.
- Continue to migrate existing map based applications to newer technology to ensure availability and improve efficiency for the users.
- Continue the migration of existing interactive voice response systems over to current technologies.
- Provide support and incremental enhancements to a large inventory of software applications.

Application Development & Support

- Budget Notes and Changes
- Reduced 5.0 FTEs and the associated expenses by transferring the Cable 11 staff and a Digital Content Specialist to the newly formed Office of Communication.
 - Eliminated Enhanced Web Services operating project, a savings of \$70,000. This project provided additional web analytics, interactive media features, and design services for the City's Internet web site.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	37.00	35.00	30.00	-5.00
% of City's FTEs			1.22 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	4,309,350	4,138,662	3,550,694	-587,968
Total Division Budget	4,309,350	4,138,662	3,550,694	-587,968

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	3,853,812	3,610,835	3,157,907	-452,928
Contractual Services	434,304	435,794	378,206	-57,588
Commodities	21,235	21,233	14,581	-6,652
Capital Outlays	0	0	0	0
SubTotal Operating Budget	4,309,350	4,067,862	3,550,694	-517,168
Operating Projects	0	70,800	0	-70,800
Total Division Budget	4,309,350	4,138,662	3,550,694	-587,968

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Total Number of map layers maintained by City Staff	126	140	155	
Number of databases supported	1,187	1,300	1,500	
Number of students completing instructor led IT training	597	650	650	
Number of students completing IT generated eLearning	4,446	5,000	5,000	
Number of software solutions supported	115	120	120	
Percentage of IVR applications migrated to current technology	n/a	25%	50%	
Percentage of successful database queries	n/a	99.9%	99.9%	

Purchasing

Strategic Goal(s) • Seek Sustainability

Program Description Purchasing Services is responsible for the timely and best value acquisition and/or facilitating the acquisition of all materials, services, and construction required by the City and assists various contract administrators throughout the City. Purchasing Services will continue to implement flexible procurement processes, secure long-term contracts, advantageous pricing arrangements and educate City staff about best value procurement methods.

Stores/Warehouse Operations maintains, dispenses and delivers inventory items, manages surplus property disposition and is the primary receiving point for the delivery, inspection, and re-delivery of items procured through the City's purchase order system.

Mail and Graphics & Printing provides a variety of internal services to assist City divisions with all internal mail and incoming and outgoing postal mail, graphic design, print production and CD duplication as well as production and processing of utility billings.

FY 2010/11 Highlights

- Purchasing Services (Purchasing): Received the National Procurement Institute Award for Excellence in Procurement for the 12th consecutive year.
- Purchasing Services (Graphics & Printing): The digital production equipment has enabled staff to bring large projects back in-house, thus providing several benefits to the City in addition to cost savings (i.e. all carbonless forms, all business card shells, and all stationery).
- Purchasing Services: (all centers) Continued to provide an excellent level of support services with significant staff reductions due to recent budget reduction efforts.

FY 2011/12 Priorities

- Purchasing Services (Purchasing): Train and develop newly hired staff; review and consolidate solicitation clauses / language.
- Purchasing Services (Graphics & Printing): Provide a full service professional print center that delivers a high quality and cost efficient product, using City assets, by ensuring that City print projects are designed and produced to specifications which allow an increasing number of projects to remain in-house at a cost savings to the City.
- Purchasing Services (Mail): Improve Citywide efficiency and overall use of mailing services by assisting customers with best mailing practices and monitoring usage in a manner which reduces waste.
- Purchasing Services (Stores/Warehouse Operations): Maintain the highest level of safety and customer service possible. Receive, process, and deliver inventory and supplies in a timely fashion in addition to administering the City's surplus equipment process and recycling of City materials.

Purchasing

- Budget Notes and Changes
- Purchasing Services (Purchasing): Purchasing staff was reduced by 1.0 FTE Bid & Contract Specialist position (mid FY 2010/11) resulting in a heavier workload for remaining staff.
 - Purchasing Services (Graphics & Printing): As a result of retirement in mid FY 2010/11, 1.0 FTE Senior Graphics Technician position is vacant and has been reduced by 0.5 FTE resulting in the approval of a single FTE position to be shared by the Graphics and Warehouse operations.
 - Purchasing Services (Stores/Warehouse Operation): As a result of resignation in mid FY 2010/11, 1.0 FTE Stock Clerk position is vacant and has been reduced by 0.5 FTE resulting in the approval of a single FTE position to be shared by the Graphics and Warehouse operations.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	26.00	26.00	24.00	-2.00
% of City's FTEs			0.98 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	2,418,548	2,183,197	2,001,983	-181,214
Total Division Budget	2,418,548	2,183,197	2,001,983	-181,214

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,764,587	1,788,424	1,607,512	-180,912
Contractual Services	448,766	183,350	186,948	3,598
Commodities	198,636	211,423	207,523	-3,900
Capital Outlays	6,559	0	0	0
SubTotal Operating Budget	2,418,548	2,183,197	2,001,983	-181,214
Operating Projects	0	0	0	0
Total Division Budget	2,418,548	2,183,197	2,001,983	-181,214

Purchasing

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of Purchase Orders Processed	5,748	5,505	5,500
Dollar Value of Purchase Orders Processed	\$154M	\$158M	\$130M
Percent of Contract Administrators trained in the Contract Administrators Academy	43% (129/296)	43% (129/296)	55% (164/196)
Number of Warehouse Items Issued	11,378	10,700	10,500
Dollar Value of Warehouse Items Issued	\$695,323	\$600,000	\$575,000
Orders Received and Re-delivered by Warehouse	6,619	7,000	6,500
Surplus Property Pick-up Requests	372	390	450
Number of Graphic Requisitions Processed	2,128	2,550	2,600
Number of Impressions processed by Graphics & Printing	6.0M	6.3M	6.5M
Number of Pieces of USPS and Inter-office Mail Processed	7.6M	7.5M	7.5M



FY 2011/12 Adopted Budget

Tax Audit

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	The mission of Tax Audit is to promote accurate privilege (sales) and use tax self-assessments by taxpayers through education programs; provide guidance in tax code interpretations; evaluate local economic strength through analysis of privilege (sales), use and property tax collections; and develop innovative solutions that will ensure the City's financial stability.
FY 2010/11 Highlights	<ul style="list-style-type: none">• The speculative builder project continued with \$1.5 million collected since the 11/2008 inception date, of which \$0.6 million was collected for FY 2010/11.• Tax Audit continued to provide revenue forecasts to budget staff for privilege/use and bed taxes.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Provide taxpayer education through audit and review of taxpayer records to ensure tax code requirements are upheld.• Provide privilege, use and property tax data to internal and external customers, including revenue forecasts to Budget staff.
Budget Notes and Changes	<ul style="list-style-type: none">• No significant changes are anticipated for FY 2011/12.

Tax Audit

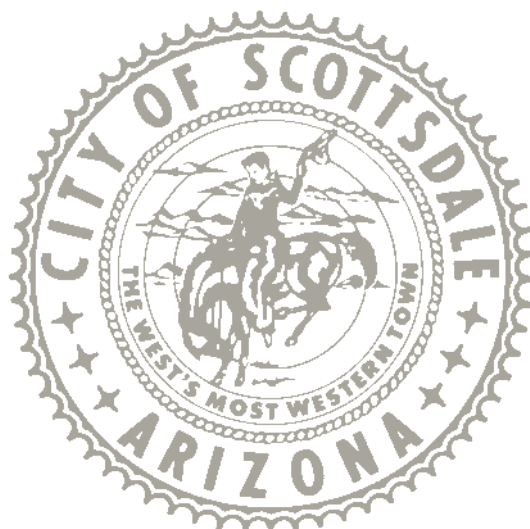
Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	9.00	9.00	9.00	0.00
% of City's FTEs			0.37 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	691,517	721,126	705,576	-15,550
Total Division Budget	691,517	721,126	705,576	-15,550

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	673,523	680,268	665,398	-14,870
Contractual Services	15,750	37,988	37,308	-680
Commodities	2,244	2,870	2,870	0
Capital Outlays	0	0	0	0
SubTotal Operating Budget	691,517	721,126	705,576	-15,550
Operating Projects	0	0	0	0
Total Division Budget	691,517	721,126	705,576	-15,550

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Audit Collection per Dollar of Cost	\$3.57	\$1.15	\$3.00	
Audit & Compliance Review of License Accounts	1.6%	1.8%	1.6%	

(Footnote to first measure) - Due to a large refund, the projected "Audit Collection per Dollar of Cost" ratio is \$1.15. Exclusive of the refund, the ratio would otherwise be \$3.34.



FY 2011/12 Adopted Budget



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Community & Economic Development

Aviation
Economic Vitality
Planning / Neighborhood / Transportation
WestWorld



Community & Economic Development

Community & Economic Development

Work with citizens to build and preserve Scottsdale as a great community by stimulating economic activity and by offering a diverse range of value-added programs to build, revitalize and sustain the community's unique lifestyle and character.

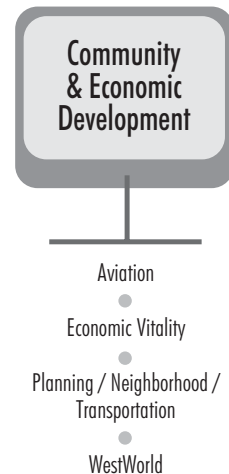
Strategic Goal(s)

- Preserve Meaningful Open-Space
- Enhance Neighborhoods
- Seek Sustainability
- Support Economic Vitality
- Advance Transportation
- Value Scottsdale's Unique Lifestyle and Character

FY 2010/11 Highlights

- The Community & Economic Development Division was created to address the unique challenges facing the City of Scottsdale.
- Completion of a citywide comprehensive economic analysis as part of the 2011 General Plan Update.
- Renovation of the Scottsdale Center for the Performing Arts facility and the completion of the Soleri Bridge/Plaza.

- Hosted major tourism-driven events, such as the Waste Management Phoenix Open, Barrett Jackson Collector Car Auction, Arabian Horse Show, and the Fiesta Bowl ancillary events which attract significant numbers of visitors to the area and provide valuable exposure to potential visitors through media coverage.
- WestWorld has initiated the Equidome expansion and upgrade project which was identified in the 2003 master plan.



Paul T. Katsenes
Executive Director



Community & Economic Development

FY 2011/12 Priorities

- Enhance the economic well-being and quality of life of the community by providing useful information and responsive services to targeted employers and industries.
- Attract and expand businesses that increase revenues and act as employment generators through marketing and targeted recruitments.
- Support entrepreneurs and existing businesses.
- Provide and make accessible high quality Scottsdale market information and development initiatives.

Budget Notes and Changes

- The Community and Economic Development Division was created during FY 2010/11 to address the unique challenges facing the City of Scottsdale; it has a vigorous emphasis on attracting and retaining sustainable economic development in the community.

Community & Economic Development

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	228.50	228.50	202.50	-26.00
% of City's FTEs			8.25 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Aviation Fund	1,500,594	1,667,809	1,705,659	37,850
General Fund	24,921,660	29,388,621	24,303,715	-5,084,906
Grants Fund	140,974	325,820	248,300	-77,520
Highway User Fund	13,208,021	12,063,783	9,104,296	-2,959,487
Special Programs Fund	5,937,797	6,534,432	7,652,447	1,118,015
Streetlight Districts Fund	0	574,387	724,643	150,256
Total Division Budget	45,709,046	50,554,852	43,739,060	-6,815,792

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	19,684,740	18,713,976	16,833,807	-1,880,169
Contractual Services	25,307,732	28,355,862	25,123,450	-3,232,412
Commodities	578,728	759,563	907,670	148,107
Capital Outlays	137,847	79,851	10,000	-69,851
SubTotal Operating Budget	45,709,046	47,909,252	42,874,927	-5,034,325
Operating Projects	0	2,645,600	864,133	-1,781,467
Total Division Budget	45,709,046	50,554,852	43,739,060	-6,815,792

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Percent of projects committed to, based on City Council and departmental work plans, completed within established timelines	n/a	100%	100%

Aviation

- Strategic Goal(s)
- Support Economic Vitality
 - Advance Transportation

Program Description

Aviation comprises two major programs: Operations and Administration. Airport Operations is responsible for the day-to-day operations, safety, security and maintenance of the Airport. The Administration program carries out the financial and business relation functions for the Aviation Enterprise Fund.

- FY 2010/11 Highlights
- Implemented a marketing program in partnership with aviation stakeholders to promote Scottsdale Airport as a world-class destination airport.
 - Updated the Airport's regulatory documents and rates and fee structure to accommodate current needs.
 - Resurfaced the runway to extend the serviceable life of the pavement.
 - Began the Environmental Assessment for the runway rehabilitation to accommodate the long-term increased weight load of 100,000 pound aircraft.
 - Evaluated the Airport structure, and streamlined internal processes to enhance customer service.

- FY 2011/12 Priorities
- Continue to provide a safe, secure and efficient operating environment for the airport users, tenants and customers.
 - Ensure compliance with Federal Aviation Administration (FAA) standards and grant assurances.
 - Formulate a division plan for cooperative marketing with airport, airpark, WestWorld and aviation stakeholders to drive economic development at the airport and surrounding airpark areas.
 - Annually review the aviation financial plan to more efficiently recover operating and capital costs through equitable user fees and serve as a catalyst for business development at the airport and in the airpark.

- Budget Notes and Changes
- Annual aircraft operations (number of takeoffs and landings) decreased approximately 20 percent from last calendar year, due to the economic downturn and an 11-day runway closure to resurface the runway; however revenue projections remain on target.
 - Aviation fuel flowage fees (a primary source of revenue for the Aviation Enterprise Fund) increased 9 percent in comparison to last calendar year.

Aviation

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	13.00	14.00	14.00	0.00
% of City's FTEs			0.57 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Aviation Fund	1,500,594	1,667,809	1,705,659	37,850
Total Division Budget	1,500,594	1,667,809	1,705,659	37,850

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	945,808	947,399	1,040,139	92,740
Contractual Services	532,293	672,310	599,370	-72,940
Commodities	22,493	48,100	66,150	18,050
Capital Outlays	0	0	0	0
SubTotal Operating Budget	1,500,594	1,667,809	1,705,659	37,850
Operating Projects	0	0	0	0
Total Division Budget	1,500,594	1,667,809	1,705,659	37,850

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Annual Number of Total Aircraft Operations	156,896	120,000	130,000
Dollar Value of FAA Grants Received	0	2.2 million	2.0 million

Economic Vitality

Strategic Goal(s)	<ul style="list-style-type: none"> • Support Economic Vitality
Program Description	<p>Economic Vitality includes business retention, expansion and attraction; tax revenue generation and preservation; tourism development; initiatives that support our economic development mission; clear communications; and arts and cultural development.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> • Worked to initiate private development on McDowell Road. • Established ongoing communication program between elected officials and CEOs of major Scottsdale companies. • Provided assistance to over 150 small businesses regarding management, operations, working capital and related issues. • Created sponsorship program to generate funding for City events and facilities. • Provided funding and staff support in partnership with private parties and Scottsdale Convention and Visitors Bureau for Bowl Championship events and ESPN coverage.
FY 2011/12 Priorities	<ul style="list-style-type: none"> • Increase focus to activate private enterprise along Bell Road corridor; facilitate downtown redevelopment via special programs and projects; and work to position automotive retail businesses for optimal sales tax generation. • Increase emphasis on business attraction, retention and expansion efforts. • Complete Phase III of Desert Discovery Center. • Successfully recruit companies adding at least 450 jobs to Scottsdale. • Initiate the development of new major events similar in impact to the Arabian Horse Show.
Budget Notes and Changes	<ul style="list-style-type: none"> • Reduced the Scottsdale Cultural Council contract by \$210,000. • A plan was approved to close the Downtown Office for a savings of \$75,000 on rent, maintenance and utilities; the savings will be realized in FY 2011/12. • Saved \$95,907 through the elimination of Economic Vitality rent from the purchase of the McKnight building.

Economic Vitality

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	11.00	11.00	10.00	-1.00
% of City's FTEs			0.41 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	5,947,945	9,974,376	7,732,958	-2,241,418
Grants Fund	84,749	83,020	5,500	-77,520
Special Programs Fund	5,890,110	6,209,432	6,299,650	90,218
Total Division Budget	11,922,804	16,266,828	14,038,108	-2,228,720

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,131,064	992,546	1,007,134	14,588
Contractual Services	10,727,043	14,312,506	12,396,503	-1,916,003
Commodities	22,269	13,276	17,123	3,847
Capital Outlays	42,427	0	0	0
SubTotal Operating Budget	11,922,804	15,318,328	13,420,760	-1,897,568
Operating Projects	0	948,500	617,348	-331,152
Total Division Budget	11,922,804	16,266,828	14,038,108	-2,228,720

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Dollar value of new construction south of Chaparral Road	\$34M	\$50M	\$55M
Annual number of downtown special events coordinated	75	100	105
Targeted Job Creation	11 companies with 740 jobs	7 companies with 450 jobs	9 companies with 300 jobs

Planning / Neighborhood / Transportation

- Strategic Goal(s)
- Preserve Meaningful Open-Space
 - Enhance Neighborhoods
 - Advance Transportation
 - Value Scottsdale's Unique Lifestyle and Character

Program Description

Work in partnership with community stakeholders to physically and aesthetically shape the city; safely, conveniently and efficiently move people, goods and information; and preserve, reinforce and revitalize commercial areas and residential neighborhoods to provide a high quality of life.

- FY 2010/11 Highlights
- Council adoption of the Greater Airpark Character Area Plan.
 - Council adoption of the Southern Scottsdale Character Area Plan.
 - Implementation of the Downtown Character Area Plan including: establishment of the Downtown Infill Incentive District, Council adoption of downtown parking ordinance amendments, Scottsdale Center for the Performing Arts facility renovation completion, and the Soleri Bridge/Plaza completion.
 - Conducted community outreach and received Council acceptance of the Local Area Infrastructure Plan process.
 - Completed an intergovernmental agreement with the Salt River Pima-Maricopa Indian Community (SRPMIC) for roadway and flood control improvements in the Pima Road corridor.

- FY 2011/12 Priorities
- Process text amendments to implement Greater Airpark, Downtown and Southern Scottsdale Character Area Plans.
 - Provide timely and quality construction document review for building plan submittals.
 - Initiate and process a major General Plan amendment for Council consideration and adoption of the Scottsdale 2011 General Plan.
 - Enhance neighborhoods by Code Enforcement efforts.
 - Plan and construct major transportation infrastructure and safety improvement projects.

- Budget Notes and Changes
- Streamlined services and reduced staff by 16 members.
 - Continue to manage transportation needs in a fiscally responsible manner in order to reduce General Fund impacts.
 - Duplicative efforts by other jurisdictions allowed for the elimination of the Downtown Drainage and Wet Crossing studies resulting in a savings of \$345,300.
 - To help support and improve the quality and effectiveness of city communications, the Office of Communications has been formed under the City Manager's Office. The Communications and Public Affairs Officer will head the department comprised of the video production and public information units. Public information staff members (2.5 FTEs) will be transferred from Planning, Neighborhood and Transportation to the Office of Communication.

Planning / Neighborhood / Transportation

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	181.50	180.50	160.50	-20.00
% of City's FTEs			6.54 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	15,890,768	16,065,128	13,403,966	-2,661,162
Grants Fund	56,225	242,800	242,800	0
Highway User Fund	13,208,021	12,063,783	9,104,296	-2,959,487
Special Programs Fund	41,344	125,000	152,797	27,797
Streetlight Districts Fund	0	574,387	724,643	150,256
Total Division Budget	29,196,358	29,071,098	23,628,502	-5,442,596

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	15,958,114	15,072,010	13,177,878	-1,894,132
Contractual Services	13,073,451	12,132,748	9,837,231	-2,295,517
Commodities	144,087	308,304	431,608	123,304
Capital Outlays	20,705	5,136	10,000	4,864
SubTotal Operating Budget	29,196,358	27,518,198	23,456,717	-4,061,481
Operating Projects	0	1,552,900	171,785	-1,381,115
Total Division Budget	29,196,358	29,071,098	23,628,502	-5,442,596

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Percent of projects committed to be completed within established timelines, based on City Council and departmental work plans.	98%	100%	100%
Number of General Plan, Character/Community Area Plan, & Neighborhood Plan Creation/Adoption Programs	2	3	3
Percent of construction document reviews for engineering and building plans completed within 20 calendar days	99%	100%	100%
Percent of inspections performed within 24 hours	99%	100%	100%
Neighborhood Traffic projects completed	6	2	10
Total Citywide transit ridership (bus, Dial-a-Ride, circulators, Cab Connection)	3,600,000	3,700,000	3,000,000
Maintain initial case response time of 2 calendar days	.4	.5	.5

WestWorld

Strategic Goal(s) • Support Economic Vitality

Program Description WestWorld is a nationally-recognized equestrian and special event facility providing recreational opportunities and family entertainment at the local, regional and national levels.

FY 2010/11 Highlights • One of the projects identified in the 2003 WestWorld master plan consisted of expanding and upgrading the Equidome; work has been initiated to complete the project.
• Completed horse stall repairs in two barns which included replacing stall fronts, panels and baseboards.

FY 2011/12 Priorities • Pursue final funding options and seek Council approval for the continuation of the Equidome project.
• Continue to pursue and fulfill the Council-approved 2003 WestWorld Master Plan.
• Provide a positive economic impact for the City of Scottsdale.

Budget Notes and Changes • Increase to Special Program Fund of \$1,000,000 for renovations at TPC and Sanctuary Golf Courses.
• The horse barn repair operating project has been reduced by \$69,200.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	23.00	23.00	18.00	-5.00
% of City's FTEs			0.73 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	3,082,948	3,349,117	3,166,791	-182,326
Special Programs Fund	6,344	200,000	1,200,000	1,000,000
Total Division Budget	3,089,291	3,549,117	4,366,791	817,674

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,649,754	1,702,021	1,608,656	-93,365
Contractual Services	974,944	1,238,298	2,290,346	1,052,048
Commodities	389,878	389,883	392,789	2,906
Capital Outlays	74,715	74,715	0	-74,715
SubTotal Operating Budget	3,089,291	3,404,917	4,291,791	886,874
Operating Projects	0	144,200	75,000	-69,200
Total Division Budget	3,089,291	3,549,117	4,366,791	817,674

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of equestrian use days at WestWorld	261	263	271
Number of special event use days at WestWorld	253	156	145



FY 2011/12 Adopted Budget



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Community Services

Community Services Planning and Admin
Human Services
Library Systems
Parks & Recreation
Preserve Management



Community Services

The Community Services Division strives to improve and preserve Scottsdale's quality of life by providing citizens with safe and highly maintained facilities and offering programs and services that focus on family interaction, cultural enrichment, community involvement and the development of lifetime skills and healthy lifestyles. The Division provides assistance and guidance to those in need and links citizens with information resources throughout the world.

The Community Services Division consists of five service areas: Planning and Administration; Human Services; Library System; Preserve Management; and Parks and Recreation. Planning and Administration manages the Division's personnel, planning, general operations, capital improvement projects and financial analysis. Human Services operates two senior centers, the Paiute Neighborhood Center, Vista del Camino and the Community Assistance Office. Library System consists of five libraries: Civic Center, Mustang, Palomino, Arabian and Appaloosa. Preserve Management operates and manages the McDowell Sonoran Preserve consisting of more than 16,000 acres of dedicated open space, including more than 60 miles of multi-use trails and 10 trailhead/parking facilities. Parks and Recreation operates and manages 41 parks, four aquatic centers, four fitness centers, five community centers, two tennis centers, two skate facilities, eight urban lakes, three off-leash areas, eight specialty parks, and maintains the Downtown District, Civic Center Complex, 941 acres of developed parks, and more than 400 acres of medians and rights-of-way.

Strategic Goal(s)

- Preserve Meaningful Open-Space
- Enhance Neighborhoods
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

FY 2010/11 Highlights

- Allocated over \$1.6 million in CDBG and HOME funds to non-profit agencies for public services, public facilities and housing activities; more than 400,000 seniors and community members attended a variety of classes and recreational opportunities at Granite Reef and Via Linda senior centers.

- Increased hours of operation at Appaloosa Library from 45 to 52 hours per week and received three awards for Appaloosa Library: LEED Gold status from Green Building Council; 2010 RED (Real Estate Development Magazine) Award for "Sustainable Project of the Year" and 2010 American Institute of Architects (AIA) Western Mountain Region AIA Honor Award.
- Updated the Preserve Strategic Acquisition Plan and acquired 2,000 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter Grant Program.



Bill Murphy
Executive Director

Community Services

- Received national awards and recognition including: 15 year re-accreditation by the Commission for Accreditation of Park and Recreation Agencies; ranked by the Trust for Public Land as one of the nation's leading cities for parks and preserve land.
- Actively pursued alternative means of service delivery, including growing volunteer base, and developed new revenue sources and fee structures to increase revenue and enhance utilization of programs and facilities.

FY 2011/12 Priorities

- Pursue additional sponsorships and other revenue generating activities and review cost recovery policies of programs and classes.
- Provide access to basic needs and improve quality of life for Scottsdale residents by mitigating the causes of poverty and supporting independent living through support groups, case management, job search/career building, youth enrichment, health/wellness activities and socialization.
- Promote reading and early literacy.
- Complete construction of the Tom's Thumb Trailhead and

open it for public use; continue planning the Brown's Ranch Trailhead.

- Effectively maintain parks, pools, fountains, facilities and medians and rights of way and operate unique specialty parks.

Budget Notes and Changes

- Reduced Community Services General Fund budget by \$3.3 million and 28.51 FTEs for FY 2011/12.
- Reduced non-profit grant funding for regional services and reduced operational services and activities at Paiute Neighborhood Center, Vista del Camino and Granite Reef Senior Center.
- Partnered with IT to acquire lower educational rates instead of government rates for library computer software licensing.
- Decreased library contractual and commodities budgets through operational and technology efficiencies.
- Reduced service levels in recreation programming and parks maintenance and reduced playground and pool equipment life-cycle replacement budget.



Community Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	489.32	487.58	459.46	-28.12
% of City's FTEs			18.72 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
CDBG Fund	939,571	2,291,263	3,788,522	1,497,259
General Fund	36,544,229	35,977,895	32,696,540	-3,281,355
Grants Fund	717,265	938,940	456,204	-482,736
Highway User Fund	0	0	746,073	746,073
Home Fund	22,367	1,159,838	1,621,719	461,881
Section 8 Housing Fund	6,047,012	6,642,546	6,655,124	12,578
Special Programs Fund	1,959,802	2,336,792	2,343,599	6,807
Total Division Budget	46,230,245	49,347,274	48,307,781	-1,039,493

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	27,444,695	26,082,351	25,448,343	-634,008
Contractual Services	14,528,291	18,097,135	19,175,723	1,078,588
Commodities	3,885,972	4,337,296	3,683,715	-653,581
Capital Outlays	371,288	185,292	0	-185,292
SubTotal Operating Budget	46,230,245	48,702,074	48,307,781	-394,293
Operating Projects	0	645,200	0	-645,200
Total Division Budget	46,230,245	49,347,274	48,307,781	-1,039,493

Community Services

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Sponsorship revenue	\$69,400	\$78,000	\$100,000
Number of units addressing basic needs, housing, self-sufficiency, education, recreation & socialization.	45,173	45,896	46,220
Participation in summer reading and early literacy programs	45,100	47,000	49,500
Provide access to the Preserve (number of visitors)	187,215	248,600	305,000
Acres of parks maintained per employee	14.2	14.2	14.2
Square feet of medians maintained (millions)	23.0	23.0	23.1
Perception of Cultural and Educational Services of "excellent or good" (1)	93%		
Ratings of "excellent or good" for parks and recreation Services (1)	93%		

(1) Result of ICMA and National Research Center "National Citizen Survey" for 2010
 The following are prior year ratings of "excellent" or "good";
 Perception of cultural activities and educational services 2006 - 88%, 2004 - 91%, 2003 - 90%
 Parks services 2006 - 84%, 2004 - 89%, 2003 - 90%

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Human Services volunteers	877	73,153	\$1,408,196	35.2
Library volunteers	708	46,359	\$892,410	22.3
Preserve volunteers	450	40,000	\$770,000	19.2
Parks and Recreation volunteers	3,563	35,438	\$682,182	17.0
Total	5,598		\$3,752,788	93.7

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Community Services Planning and Admin

- Strategic Goal(s)
- Preserve Meaningful Open-Space
 - Enhance Neighborhoods
 - Support Economic Vitality
 - Value Scottsdale's Unique Lifestyle and Character
-

Program Description

Community Services Planning and Administration manages the overall operations of the Division, including planning, personnel management, daily operations, capital improvement projects and financial monitoring and forecasting, while adhering to City Council and City leadership broad goals and objectives.

- FY 2010/11 Highlights
- Managed the Division's FY 2010/11 operating budget to keep expenditures below FY 2009/10 spending levels as part of City's budget balancing strategy.
 - Monitored vacant positions to achieve salary savings and identified additional expenditure reductions throughout fiscal year.
 - Managed development of the Division's General Fund budget for FY 2011/12 and identified additional budget reductions to meet the City's balanced budget initiative.
-

- FY 2011/12 Priorities
- Effectively manage and oversee planning, capital improvement projects, and financial activities for the Community Services Division that reflect the mission, goals and strategies outlined by City management, City Council and Scottsdale citizens.
 - Pursue additional sponsorships and other revenue generating activities and review cost recovery policies of programs and classes.
-

- Budget Notes and Changes
- Personnel Services budget increase related to staff changes.
 - Nominal increase in Contractual Services account due to higher Risk charges.
 - Reductions in Commodities budget as part of overall budget savings objective.

Community Services Planning and Admin

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	625,096	370,719	389,431	18,712
Total Division Budget	625,096	370,719	389,431	18,712

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	601,573	349,169	367,948	18,779
Contractual Services	19,396	17,423	18,233	810
Commodities	4,127	4,127	3,250	-877
Capital Outlays	0	0	0	0
SubTotal Operating Budget	625,096	370,719	389,431	18,712
Operating Projects	0	0	0	0
Total Division Budget	625,096	370,719	389,431	18,712

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Number of capital improvement projects managed	15	13	8	
Sponsorship revenue	\$69,400	\$78,000	\$100,000	

Human Services

- Strategic Goal(s)
- Enhance Neighborhoods
 - Value Scottsdale's Unique Lifestyle and Character
-

Program Description

Human Services operates two Senior Centers, the Paiute Neighborhood Center, Vista del Camino and the Community Assistance Office. The two senior centers (Granite Reef and Via Linda) provide an integrated system of services, resources and opportunities for assisting seniors to improve their lives, the lives of others, neighborhoods and the community through recreation, social and health, and wellness services. Paiute Neighborhood Center sits in the heart of one of the lowest income census tracts in Scottsdale and serves a culturally diverse neighborhood with services such as early childhood, After-school and teen programs, recreation, education and drug prevention programs, medical and dental services, social services, a center for senior adults and a police substation. Vista del Camino serves as the Scottsdale area Community Action Program through a partnership with Maricopa County and exists to meet unmet crises related to human services such as emergency rent, mortgage, utility assistance, food and clothing for residents of Scottsdale with a focus on helping individuals and families to return to self-sufficiency through the Job Preparation Program and Career Center. The Community Assistance Office provides over \$5.5 million annually in Section 8 rental assistance to low-income families and offers case management to residents enrolled in the Family Self-Sufficiency Program in addition to managing more than \$2.0 million in Community Development Block Grants (CDBG) and HOME federal grants and the operation of the City's Housing Rehabilitation Program and the Roof and Emergency Repair programs.

- FY 2010/11 Highlights
- Allocated over \$1.6 million in CDBG and HOME funds to non-profit agencies for public services, public facilities and housing activities and monitored 21 license agreements for agencies occupying space in Human Services facilities.
 - More than 400,000 seniors and community members (an average of over 1,300 participants per day) attended a variety of special interest classes, recreational opportunities, health/wellness programs, special events, and facility reservations at Granite Reef and Via Linda senior centers.
 - Completed social services intakes and case management for residents in need and provided referrals to outside agencies.
-

- FY 2011/12 Priorities
- Provide access to basic needs, promote self-sufficiency, mitigate the causes of poverty and support independent living.
 - Improve quality of life for Scottsdale residents through education, recreation and socialization, and provide opportunities for residents to stay connected with the community.

Human Services

- Budget Notes and Changes
- Total Human Services General Fund budget reduced \$0.3 million for FY 2011/12.
 - Reduced Personnel Services budget by monitoring vacant positions to achieve budget savings and charging staff administration hours to Housing Rehabilitation projects.
 - Reduced General Fund non-profit grant allocation for regional human services and eliminated annual General Fund cash transfer out for affordable housing activities.
 - Reduced operational services and activities at Paiute Neighborhood Center, Vista del Camino and Granite Reef Senior Center.
 - Increase in the CDBG Fund grant budget is for CDBG eligible expenditures attributed to the sale of the Civic Center Neighborhood Center and increase in the HOME Fund grant budget is needed in order to spend estimated 2011/12 HOME fund award. All of these grant expenditures are commodities and account for the overall increase in the grant expenditure type.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	74.90	74.90	72.19	-2.71
% of City's FTEs			2.94 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
CDBG Fund	939,571	2,291,263	3,788,522	1,497,259
General Fund	4,980,952	4,751,746	4,451,121	-300,625
Grants Fund	661,836	884,938	409,304	-475,634
Home Fund	22,367	1,159,838	1,621,719	461,881
Section 8 Housing Fund	6,047,012	6,642,546	6,655,124	12,578
Special Programs Fund	340,271	515,597	670,145	154,548
Total Division Budget	12,992,009	16,245,928	17,595,935	1,350,007

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	4,615,133	4,448,385	4,357,656	-90,729
Contractual Services	8,086,897	11,506,362	12,897,255	1,390,893
Commodities	243,680	281,080	341,024	59,944
Capital Outlays	46,298	10,101	0	-10,101
SubTotal Operating Budget	12,992,009	16,245,928	17,595,935	1,350,007
Operating Projects	0	0	0	0
Total Division Budget	12,992,009	16,245,928	17,595,935	1,350,007

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of units of social services that address basic needs (food boxes, utility/rent/mortgage assistance, clothing provided, Section 8 units and housing rehabs/repairs)	9,794	9,871	9,950
Number of units of social services that sustain self-sufficiency (visits to Career Center, attendance in Job Workshops and participants in Section 8 Self-Sufficiency Program)	8,672	8,925	9,020
Number of units that improve quality of life through education, recreation & socialization (hours of homework tutoring; senior support group attendance; senior fitness center attendance)	26,707	27,100	27,250

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Granite Reef and Via Linda Senior Center volunteers: Work in daily & weekly programs such as Brown Bag, Congregate Lunch, Computer Lab, Lobby Concierge and assist with many special events.	500	55,026	\$1,059,251	26.5
Vista del Camino and Paiute Neighborhood Center volunteers: Work in many areas such as the Food and Clothing Bank, Back to School and Holiday programs and various community special events.	370	17,929	\$345,133	8.6
Human Services Commission: Seven member citizen advisory committee appointed by the City Council to provide recommendations to the staff and City Council on human services priorities and programs and funding allocations for Scottsdale Cares, CDBG, HOME, General and Endowment Funds.	7	198	\$3,812	0.1
Total	877		\$1,408,196	35.2

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Library Systems

Strategic Goal(s)	<ul style="list-style-type: none"> Enhance Neighborhoods
Program Description	<p>The Scottsdale Public Library System serves and sustains the community by fostering learning, discovery and skill enhancement. With five accessible facilities and online resources, the library provides lifelong learning opportunities through book and media collections, cultural and educational programming, electronic resources and innovative technology. The Library teaches early literacy skills, fosters the love of reading and develops critical and creative thinking skills among children, teens and adults by offering services and programs that provide academic support and intellectual growth. The Library provides access to and training in technology and digital information and pursues partnerships that enrich services, expand outreach, and leverage public investment through private support. Library Operations staff manages the purchasing and processing of all items in the collection inventory and maintains the online systems and public technology. Library Support Services staff provides grant writing, marketing and program coordination.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> Increased hours of operation at Appaloosa Library from 45 to 52 hours per week. Added mobile library services, such as Text a Librarian, texting customer notices and downloadable music. Completed "Future Thinking" strategic planning process. Increased number of volunteers as alternate service delivery strategy. Received three awards for Appaloosa Library: LEED Gold Status award from Green Building Council; 2010 RED (Real Estate Development Magazine) Award for "Sustainable Project of the Year" and 2010 American Institute of Architects (AIA) Western Mountain Region AIA Honor Award.
FY 2011/12 Priorities	<ul style="list-style-type: none"> Enhance library collections. Help children acquire early literacy skills and promote reading. Maintain access to public technology and electronic resources.
Budget Notes and Changes	<ul style="list-style-type: none"> Reduced Library System General Fund budget by \$0.5 million for FY 2011/12. Monitored vacant positions to achieve budget savings in Personnel Services. Partnered with IT to acquire educational rates instead of government rates for computer software licensing resulting in cost savings. Decreased commodities budget for library materials as part of budget balancing initiative. Removed low usage telephone lines, back office computers and equipment to reduce costs.

Library Systems

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	122.80	122.80	120.30	-2.50
% of City's FTEs			4.90 %	
Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	9,668,070	9,469,088	8,947,371	-521,717
Grants Fund	55,429	54,002	46,900	-7,102
Special Programs Fund	186,813	326,100	446,101	120,001
Total Division Budget	9,910,312	9,849,190	9,440,372	-408,818
Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	7,403,488	7,204,517	7,097,091	-107,426
Contractual Services	969,528	1,007,818	1,003,614	-4,204
Commodities	1,452,476	1,552,035	1,339,667	-212,368
Capital Outlays	84,820	84,820	0	-84,820
SubTotal Operating Budget	9,910,312	9,849,190	9,440,372	-408,818
Operating Projects	0	0	0	0
Total Division Budget	9,910,312	9,849,190	9,440,372	-408,818

Library Systems

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Library check-out rates per capita	16.41	17.00	17.50
Library visitation rates per capita	6.89	7.25	7.50
Participation in summer reading program	13,600	14,000	14,500
Attendance at early literacy programs	31,500	33,000	35,000
Number of electronic materials checked-out	50,100	100,000	150,000
Customers using public computers	653,000	670,000	690,000

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Adult volunteers: Supplement library services for library shops, book and media shelving, children's storytimes and other assistance as needed by individual branches.	493	38,461	\$740,374	18.5
Adult Volunteers: Serve on the Library Board or Friends of the Library.	19	57	\$1,097	0.0
Teen volunteers: Support the Library's Summer Reading program by assisting library staff in registrations, prize handouts and customer service.	196	7,841	\$150,939	3.8
Total	708		\$892,410	22.3

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Parks & Recreation

- Strategic Goal(s)
- Preserve Meaningful Open-Space
 - Enhance Neighborhoods
 - Value Scottsdale's Unique Lifestyle and Character
-

Program Description

Parks and Recreation provides exceptional recreation experiences to enrich the quality of life for Scottsdale residents and visitors while providing clean and attractive parks and facilities. Parks and Recreation is committed to providing park and recreation programming at the highest standards and contributing to the health and wellness of the community.

This area manages and maintains 941 acres of developed parks, over 23 million square feet of medians and rights-of-way, the maintenance of the Civic Center Complex, the Downtown District and several hundred different recreation programs and services throughout Scottsdale.

Parks and Recreation's responsibilities encompass:

- 21 neighborhood-level parks covering 162 acres that provide primary recreation services that are easily accessible and serve local residents within a 15-minute walking distance radius.
 - 12 community-level parks totaling 526 acres that generally include a community center to serve intergenerational activities, lighted recreational amenities and sports fields that serve large regional areas of the city.
 - 8 specialty parks totaling 253 acres that preserve significant unique features of the community, ranging from large natural preserves to relatively small historic features and/or other specialized features, such as Pinnacle Peak Park and McCormick-Stillman Railroad Park. These parks draw visitors from across the country and overseas.
 - An intergovernmental agreement with Scottsdale Unified School District to allow for additional school ball field use for community youth sports groups at 10 of these neighborhood park sites that adjoin schools.
 - Managing all aspects of: Adapted Recreation Services; four Aquatic Centers; Scottsdale Stadium and three sports complexes; Youth and Adult Sports; the citywide Leisure Education Program; Youth and Family Services; eight After-school Programs; three Community Centers; citywide landscape contracts, irrigation systems, aquatic lakes and fountains; strategic planning and administration.
-

- FY 2010/11 Highlights
- Received national awards and recognition: Achieved 15 year re-accreditation by the Commission for Accreditation of Park and Recreation Agencies; ranked by "Parenting Magazine" as the "Best City in the United States for Babies;" named for the fourth time as one of the nation's 100 Best Communities for Young People by America's Promise Alliance; ranked by the Trust for Public Land as one of the nation's leading cities for parks and preserve land.
 - Actively pursued alternative means of service delivery, including growing volunteer base, enhancing revenue opportunities and fostering cooperative community relationships.
 - Developed and implemented new revenue sources and fee structures to increase revenue and enhance utilization of aquatic centers, sports fields and recreation facilities throughout the park system.

Parks & Recreation

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	285.62	283.88	260.97	-22.91
% of City's FTEs			10.63 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	20,925,421	21,045,582	18,643,371	-2,402,211
Highway User Fund	0	0	746,073	746,073
Special Programs Fund	1,432,718	1,495,095	1,227,353	-267,742
Total Division Budget	22,358,139	22,540,677	20,616,797	-1,923,880

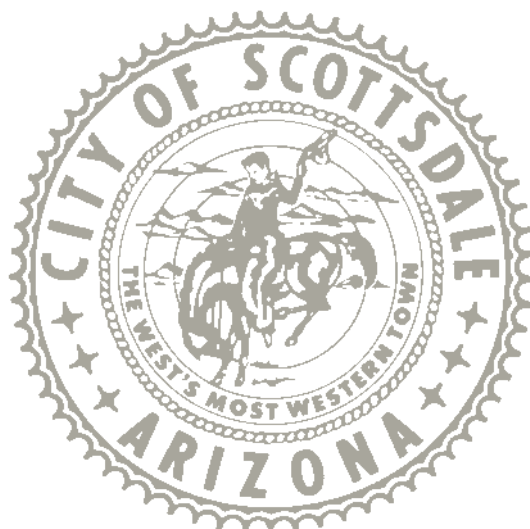
Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	14,575,754	13,837,616	13,434,118	-403,498
Contractual Services	5,399,250	5,510,162	5,198,905	-311,257
Commodities	2,172,730	2,487,093	1,983,774	-503,319
Capital Outlays	210,406	60,606	0	-60,606
SubTotal Operating Budget	22,358,139	21,895,477	20,616,797	-1,278,680
Operating Projects	0	645,200	0	-645,200
Total Division Budget	22,358,139	22,540,677	20,616,797	-1,923,880

Parks & Recreation

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Acres of parks maintained per employee	14.2	14.2	14.2
Square feet of medians maintained (millions)	23.0	23.0	23.1
Adult registered program and service participants (unduplicated)	22,192	23,300	24,200
Youth registered program and service participants (unduplicated)	21,249	22,311	23,200
Parks and Recreation total revenue (millions)	\$5.1	\$5.3	\$5.5
Percentage of budget contracted out	25%	25%	25%

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Program Volunteers: Provide support at special events, ongoing programs, trail maintenance, youth sports coaching and officiating, working with people with disabilities, and working in community centers.	1,280	13,038	\$250,982	6.3
Adult Probation & Sheriff's Volunteers: Perform court-ordered community restitution by working alongside staff to complete skilled and unskilled tasks in City parks and facilities.	378	1,968	\$37,884	0.9
Youth Community Service Volunteers: Perform court-ordered community restitution, self-initiated unpaid service or school required by working alongside staff to complete skilled and unskilled tasks in City parks and facilities.	1,387	2,587	\$49,800	1.2
Youth Corp Volunteers: Explore career opportunities, give back to the community and receive school credit (with prior school approval). Opportunities are available in City of Scottsdale offices, recreation centers, citizen service centers and senior centers.	511	17,616	\$339,108	8.5
Board and Commission Members: Serve as citizen advisory committee appointed by the City Council to provide recommendations to the staff and City Council on parks and recreation programs and priorities.	7	229	\$4,408	0.1
Total	3,563		\$682,182	17.0

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Preserve Management

Strategic Goal(s)	<ul style="list-style-type: none">• Preserve Meaningful Open-Space• Value Scottsdale's Unique Lifestyle and Character
Program Description	Preserve Management is responsible for planning and managing all phases of the preservation effort to achieve the community's vision for acquiring and maintaining the McDowell Sonoran Preserve, with an extensive network of public trails and access points.
FY 2010/11 Highlights	<ul style="list-style-type: none">• Updated the Preserve Strategic Acquisition Plan and acquired 2,000 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter Grant Program.• Completed the Phase II feasibility study for the Desert Discovery Center and initiated the Phase III study.• Established guidelines and policies related to the management of the Preserve, covering commercial use permits, naming of man-made features, special use permits and permitting of scientific research activities.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Acquire approximately 4,300 acres of land from the Arizona State Land Department for inclusion in the McDowell Sonoran Preserve, and enter into a Special Land Use Agreement for trail maintenance and operations in the northern area of the Preserve.• Complete construction of the Tom's Thumb Trailhead and open it for public use; continue planning the Brown's Ranch Trailhead.
Budget Notes and Changes	<ul style="list-style-type: none">• Preserve Management total budget reduction of \$0.1 million, or 22 percent, for FY 2011/12.• Personnel Services budget reduction due to changes in staff time charges and work order allocations.• Net overall reduction to Contractual, Commodities and Capital Outlays as part of reassessing budget needs and priorities for FY 2011/12.

Preserve Management

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	344,690	340,760	265,246	-75,514
Total Division Budget	344,690	340,760	265,246	-75,514

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	248,746	242,664	191,530	-51,134
Contractual Services	53,220	55,370	57,716	2,346
Commodities	12,959	12,961	16,000	3,039
Capital Outlays	29,765	29,765	0	-29,765
SubTotal Operating Budget	344,690	340,760	265,246	-75,514
Operating Projects	0	0	0	0
Total Division Budget	344,690	340,760	265,246	-75,514

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Acres added to the Preserve	400	2,012	4,300	
Provide access to the Preserve (number of visitors)	187,215	248,600	305,000	

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts and administrative.	450	40,000	\$770,000	19.2
Total	450		\$770,000	19.2

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Public Safety - Fire

Emergency Management
Fire Emergency Services
Fire Support Services



Public Safety - Fire

The purpose of the Fire Department is to reduce the incidence and severity of any emergencies. The Fire Chief provides leadership direction and oversight for all department personnel, programs and functions. Strategic planning, major initiatives, recommendations regarding emergency resource deployment, and employee development also are provided by this program.

Strategic Goal(s)

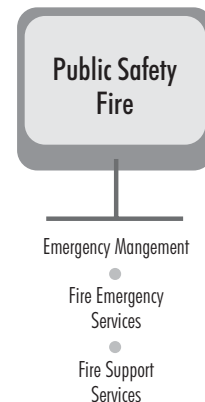
- Enhance Neighborhoods

FY 2010/11 Highlights

- Completed construction of the Cactus Acres Fire Station 8 and Eldorado Park Fire Station 1 under adopted budgets.
- Coordinated a Volunteer Program with nearly 100 volunteers that contributed more than 6,800 hours to community outreach, education, deliveries and administration.
- Received a \$150,000 grant from the Governor's Public Safety Stabilization Program for firefighter overtime and Department of Homeland Security grants totaling \$1.1 million for the city's new Emergency Operations Center (EOC) and to sustain existing emergency management programs.
- Updated the Department's Strategic Plan and collaborated with the Scottsdale Police Department to develop joint initiatives and objectives that support the enhancement of public safety in the community.

FY 2011/12 Priorities

- Maintain service-delivery levels provided during FY 2010/11.
- Focus on completing objectives identified in the updated Fire Department Strategic Plan.
- Utilize the labor/management process to support and improve employee involvement in developing action plans and achieving strategic objectives.
- Continue to monitor response times, maintain double-digit cardiac resuscitation rates and increase bystander CPR above 50 percent.



Garret Olson
Fire Chief

Public Safety - Fire

Budget Notes and Changes

- Eliminated five (5) sworn and five (5) civilian FTEs within the Fire Department, including the transfer of one (1) civilian FTE to Public Safety Police.
- Redeployed existing staff to open a new fire station which reduced FTEs available in the rover pool to support all fire stations within the city resulting in an increase of \$111,000 in minimum staffing overtime.
- Contractual Services increased \$258,000 mostly attributed to fleet/property & liability rates, Phoenix Dispatch Contract, and land rents; a decrease of \$107,000 resulted from the transfer of fire fighter medical exams to the City's Health Care Trust Fund.
- Capital Outlay decreased \$203,000 by eliminating funding for decontamination stations and back-up generators for stations.

Public Safety - Fire

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	265.00	268.00	257.00	-11.00
% of City's FTEs			10.47 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	26,997,855	27,166,247	26,956,693	-209,554
Grants Fund	443,143	647,147	85,562	-561,585
Special Programs Fund	0	0	6,900	6,900
Total Division Budget	27,440,998	27,813,394	27,049,155	-764,239

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	22,504,227	22,359,389	22,080,099	-279,290
Contractual Services	3,466,112	3,868,790	4,124,720	255,930
Commodities	834,559	872,828	844,336	-28,492
Capital Outlays	636,100	712,387	0	-712,387
SubTotal Operating Budget	27,440,998	27,813,394	27,049,155	-764,239
Operating Projects	0	0	0	0
Total Division Budget	27,440,998	27,813,394	27,049,155	-764,239

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Total Incidents - Reflects the total number of incidents within the City of Scottsdale	21,494	22,150	22,013
Confining the Fire - Percentage of working fires in a building that were confined to the room where they started	n/a	90%	92%
Unit Reliability - Percentage of time that the assigned (first-due) company is available to respond to an incident within its district	n/a	81%	82%
Total Building Inspections and Fire Plans Reviewed - Number of structures inspected and fire plans reviewed	11,198	12,964	13,200
Public Education & Outreach - Reflects the total contacts made in a classroom setting, one-on-one, or education opportunities in the public	32,840	30,494	35,000

Emergency Management

Strategic Goal(s) • Enhance Neighborhoods

Program Description Emergency Management provides emergency preparedness planning, training and policy and procedure development. Emergency Management ensures a coordinated and efficient effort to prevent, mitigate, prepare for, respond to and recover from significant man-made and natural emergencies that threaten people, property and the environment. This area manages emergency management and homeland security activities in collaboration with City divisions, private sector agencies, businesses, and the general public to keep essential City services operating in the event of a significant incident or disaster.

FY 2010/11 Highlights • Hosted 11 emergency management seminars that were commissioned or supported by City staff with more than 600 participants.
• Provided Emergency Operations Center (EOC) training to city staff such as orientation, responsibilities and communication requirements.
• Delivered 14 community emergency preparedness training sessions called “Ready Scottsdale” with more than 300 attendees.

FY 2011/12 Priorities • Solicit funding from FEMA and/or other grant opportunities for the enhancement of emergency management and public safety.
• Complete the renovation and testing of the city’s new grant-funded EOC.
• Train and develop qualified staff for each area of the EOC.

Budget Notes and Changes • Eliminated one (1) sworn unfunded FTE, Captain Day Assignment Terrorism Liaison position.
• FY 2010/11 received \$500,000 in grant funding for renovation of the Emergency Operations Center.

Emergency Management

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	2.00	3.00	2.00	-1.00
% of City's FTEs			0.08 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	201,517	205,151	252,185	47,034
Grants Fund	443,143	572,147	10,578	-561,569
Total Division Budget	644,660	777,298	262,763	-514,535

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	176,588	186,775	234,333	47,558
Contractual Services	26,931	34,607	25,839	-8,768
Commodities	8,202	46,691	2,591	-44,100
Capital Outlays	432,939	509,225	0	-509,225
SubTotal Operating Budget	644,660	777,298	262,763	-514,535
Operating Projects	0	0	0	0
Total Division Budget	644,660	777,298	262,763	-514,535

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
The total funding applied and received from federal, state, local, tribal governments for emergency management and public safety	\$512,000	\$1,233,447	\$500,000
The percentage of identified elected officials, policy makers, operations personnel and support personnel trained in Emergency Operations Center and Homeland Security Procedures	20%	80%	100%

Fire Emergency Services

Strategic Goal(s) • Enhance Neighborhoods

Program Description Fire Emergency Services comprises Field Operations and Fire & Emergency Medical Services (EMS) Training. Field Operations provides staffing and equipment to prevent and manage emergencies, predominantly emergency medical incidents and fires. Actions that support this mission include structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue, technical rescue operations and advanced life support to ill or injured citizens. Fire Emergency Services is responsible for overall management of the department's fire, EMS and special operations training.

FY 2010/11 Highlights

- Responding fire companies had an average city-wide travel time of 4 minutes and 20 seconds.
- Certification and education requirements maintained for more than 240 personnel including EMT-Basic, EMT- Paramedics and special operations.
- Completed a wild land triage program that provided fire safety feedback and education to businesses and residents at greater risk for wildfire exposure.
- Implemented electronic reporting of emergency medical services and fire company activities including patient care, training, equipment maintenance, community outreach and program support activities.

FY 2011/12 Priorities

- Improve the average travel time for responding fire companies to emergency incidents.
- Deliver out-of-hospital cardiac arrest patients to the doors of an emergency room with a pulse at or above the national average, utilizing advanced cardiac care by Fire Department paramedics.
- Ensure firefighters receive the minimum required continuing education training hours per year in an economically conservative manner for all disciplines.

Budget Notes and Changes

- Eliminated two (2) sworn positions and reallocated two (2) civilian FTEs to Fire Support Services.
- Discontinued staffing PMT Ambulance and reduced rover pool to staff new Fire Station 8.
- Significant increase in contractual services attributed to land rental for fire station, fleet rates and Property and Liability.

Fire Emergency Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	231.00	233.00	229.00	-4.00
% of City's FTEs			9.33 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	21,210,673	21,465,211	21,911,541	446,330
Grants Fund	0	75,000	74,984	-16
Total Division Budget	21,210,673	21,540,211	21,986,525	446,314

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	19,377,879	19,348,563	19,487,405	138,842
Contractual Services	1,791,423	2,150,496	2,492,344	341,848
Commodities	19,115	18,895	6,776	-12,119
Capital Outlays	22,257	22,257	0	-22,257
SubTotal Operating Budget	21,210,673	21,540,211	21,986,525	446,314
Operating Projects	0	0	0	0
Total Division Budget	21,210,673	21,540,211	21,986,525	446,314

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Return of Spontaneous Circulation - Percentage of patients who were in cardiac arrest, treated, transported, and delivered to the hospital with a pulse	n/a	19%	20%

Fire Support Services

Strategic Goal(s)	<ul style="list-style-type: none">• Enhance Neighborhoods
Program Description	<p>Fire Support Services comprises four programs: Administrative Services, Resource Management, Fire and Life Safety and Community Relations. Administrative Services is responsible for the administration of fiscal control and accountability functions, payroll, research and planning, recruitment, promotional processes, personnel matters, safety and wellness and administrative support. Resource Management is responsible for the oversight of facilities maintenance, construction of new facilities and the acquisition and maintenance of fire equipment and apparatus. Fire and Life Safety is responsible of the delivery of fire prevention services to the community through risk evaluation, plan review, occupancy inspections and fire investigations. Community Relations is responsible for the delivery of child and adult injury prevention and safety programs, internal communications, public information and volunteers.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none">• Evaluated the 2009 International Fire Code (IFC) and submitted Scottsdale Fire Ordinance updates to City Council.• Developed and gained City Council approval for participation in the regional Maricopa County Wild Land Preparedness Plan.• Completed 100 percent of high-risk Target Inspections for educational and institutional facilities.• Provided life safety and injury prevention programs in Scottsdale pre-schools, elementary, middle and high schools.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Seek ways to maintain and further reduce reportable injuries to on-duty Fire Department employees (60 percent reduction over the past three years).• Partner with businesses, institutions, and the community to conduct safety evaluations at all Target Hazard facilities such as schools, hospitals, nursing homes, nightclubs, restaurants, hazardous materials sites and wild land interface areas.• Recruit and train additional volunteers to assist with the department's logistical and community education needs.
Budget Notes and Changes	<ul style="list-style-type: none">• Eliminated three (3) sworn FTEs and five (5) civilian FTEs and increased two (2) civilian FTEs that were reallocated from Fire Emergency Services for a net loss of six (6) FTEs.• Eliminated funding in the Capital Outlays previously established for decontamination stations and back-up generators for stations.

Fire Support Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	32.00	32.00	26.00	-6.00
% of City's FTEs			1.06 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	5,585,665	5,495,885	4,792,967	-702,918
Special Programs Fund	0	0	6,900	6,900
Total Division Budget	5,585,665	5,495,885	4,799,867	-696,018

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	2,949,761	2,824,051	2,358,361	-465,690
Contractual Services	1,647,758	1,683,687	1,606,537	-77,150
Commodities	807,242	807,242	834,969	27,727
Capital Outlays	180,905	180,905	0	-180,905
SubTotal Operating Budget	5,585,665	5,495,885	4,799,867	-696,018
Operating Projects	0	0	0	0
Total Division Budget	5,585,665	5,495,885	4,799,867	-696,018

Fire Support Services

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Property Saved in Response to a Fire - Reflects the potential total value of property involved in a fire but not damaged.	\$58,082,212	\$44,706,802	\$85,819,652
Property Loss Due to a Fire - Reflects the total value of property damaged because of fire	\$5,610,590	\$2,497,677	\$6,768,676
Work Related Injuries - Reflects reportable injuries to fire department employees	35	25	23
Fire Caused Deaths/Injuries - Reflects total injuries and deaths to citizens and firefighters due to fires, or the work related to extinguishing a fire	0/15	0/5	0/5

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Fire Department volunteers provide administrative and community outreach support. Administrative duties include mail and equipment deliveries and clerical duties to 15 Fire Department locations. Volunteers provide community education to adults through Hands-Only CPR presentations, Ready Scottsdale emergency preparedness program and the Home Safe Home senior fall prevention initiative. Volunteers also provide water and fire safety education to school-aged children and represent the Fire Department at community and city special events.	100	6,800	\$130,900	3.3
Total	100		\$130,900	3.3

The value of volunteer hours was calculated using an hourly rate of \$19.25.



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Public Safety - Police

Office of the Chief
Police Uniformed Services
Investigative Services
Police Administrative Services
Police Personnel Development



Public Safety - Police

The Police Department provides efficient and effective delivery of police service throughout the community. The department is a professional organization that aggressively and creatively confronts community crime and service needs; responds to community needs; and actively seeks citizen involvement and partnerships, by emphasizing crime prevention as a cooperative effort.

The Police Department consists of five service areas - Office of the Police Chief, Uniformed Police Services, Investigative Services, Police Administrative Services and Police Personnel Development. The Office of the Police Chief consists of Administration and Internal Affairs, while Uniformed Police Services is the most visible component - providing uniformed patrol services and specialized functions that augment police services. Investigative Services is responsible for completing thorough and complex investigations in a timely manner with an emphasis on crime prevention by targeting pattern crime through enforcement, regional community partnerships and use of technology. Police Administrative Services provides operational, administrative and logistical support through strategic planning, technology implementation, forensic services, communications and policy setting to all divisions in the department. Police Personnel Development is responsible for the recruitment and training of sworn and civilian personnel.

Strategic Goal(s)

- Enhance Neighborhoods

FY 2010/11 Highlights

- Maintained full staffing levels to provide quality customer service and preserve reduced overtime costs.
- Recorded an 8 percent increase in Driving Under the Influence (DUI) arrests, and a 2.8 percent decrease in impairment related collisions.
- Exceeded Western Region Uniform Crime Report clearance rates.

- Obtained prison sentences for at least 90 percent of target repeat offenders through the Maricopa County Attorney's Office Gang/Repeat Offender Program.
- Transitioned to new Regional Wireless Cooperative (RWC) public safety radio system that provides improved coverage, interoperability with other public safety agencies and increased bandwidth to handle growth in radio voice traffic.



Alan Rodbell
Chief of Police

Public Safety - Police

FY 2011/12 Priorities

- Continue to enhance community safety through crime prevention and enforcement.
- Maintain full staffing levels to provide quality customer service.
- Pursue these strategic directions: 1) Establish a collaborative public safety culture; 2) Strengthen communications; 3) Integrate training; and 4) Improve efficiencies.
- Continue building community partnerships with citizens, community led organizations, businesses and other governmental agencies.

Budget Notes and Changes

- Eliminated nine (9) sworn and six (6) civilian FTEs within the Police Department, and transferred in one (1) civilian FTE from Public Safety Fire, at a net decrease of (\$1.19 million) and (14) FTEs.
- Reduced City wide security contract by \$970,000 through: 1) Eliminating on site coverage at three City locations (\$500,000); 2) Eliminating Water Resources Division cash transfer for contract security (\$470,000) - Water Resources will pay directly for security.
- Jail contract reduction of \$500,000 due to City Court home monitoring program.
- Increase in Regional Wireless Cooperative (RWC) new public safety radio system operating and maintenance fee, at a net impact of \$222,000.
- Annual estimated revenue increase of \$500,000 for Detention Out of Jurisdiction Confinements program.



Public Safety - Police

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	688.60	689.60	675.60	-14.00
% of City's FTEs			27.52 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	82,396,628	80,924,939	77,695,466	-3,229,473
Grants Fund	450,904	461,004	231,893	-229,111
Special Programs Fund	1,013,678	1,813,535	1,645,933	-167,602
Total Division Budget	83,861,211	83,199,478	79,573,292	-3,626,186

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	67,922,773	66,095,488	64,114,139	-1,981,349
Contractual Services	14,315,992	15,224,220	13,846,470	-1,377,750
Commodities	1,354,773	1,656,749	1,602,233	-54,516
Capital Outlays	267,673	223,021	10,450	-212,571
SubTotal Operating Budget	83,861,211	83,199,478	79,573,292	-3,626,186
Operating Projects	0	0	0	0
Total Division Budget	83,861,211	83,199,478	79,573,292	-3,626,186

Public Safety - Police

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Part I (Violent/Property) Crime Volume	7,240	6,925	6,832
Part I Crime Rate per 1,000 Residents	29.6	28.2	27.8
Homicide Clearance Rate	90%	100%	100%
Total Property Crime Clearance Rate	18%	18%	18%
Avg. Response Time to Emergency Calls for Service	5:01	4:57	5:01
Calls for Service	232,177	223,653	229,024
Arrests	18,976	18,120	18,704
Incident Reports	29,952	28,189	30,043
Total Arrests for Driving Under the Influence (DUI)	2,481	2,678	2,744
Total Traffic Collisions	3,977	3,768	4,065
Total Traffic Collisions with Fatalities	5	11	9
Total Traffic Collisions with Injuries	806	916	897

These statistics are representative of core measures for law enforcement agencies as recommended by the International City/County Management Association's (ICMA) Center for Performance Management. These same measures are used to identify, prevent and reduce crime in the City and are submitted to the Federal Government to compile National Uniform Crime Reporting (UCR). Measures are reported on a calendar year basis.

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical and miscellaneous community policing efforts for Police Uniformed Services.	7	4,236	\$81,543	2.0
Clerical support to the Investigative Services.	6	1,548	\$29,799	0.7
Handicapped parking enforcement for Police Uniformed Services.	3	1,407	\$27,085	0.7
Clerical support, such as data entry services, for Police Administrative Services Crime Laboratory.	4	1,014	\$19,520	0.5
Police Museum expansion and Honor Guard duties.	3	982	\$18,904	0.5
Report redaction and newsletter compilation for the Office of the Police Chief's Public Information Office.	3	542	\$10,434	0.3
Delivery services to Police Administrative Services Supply Unit.	2	447	\$8,605	0.2
Smart Card administration and MAG training for Investigative Services Police Crisis Intervention Unit.	1	112	\$2,156	0.1
Strategic planning consultation and assistance.	1	44	\$847	0.0
Total	30		\$198,893	5.0

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Office of the Police Chief

Strategic Goal(s) • Enhance Neighborhoods

Program Description The Office of the Police Chief provides the leadership, management, strategic planning and administrative support necessary to ensure the most effective delivery of public safety services to the community. These include special community functions such as the citizen and teen academies, citizen and media requests for information and the reporting of public information and community events. This office is responsible for the coordination and administration of fiscal control and accountability. The Office of the Police Chief directs the Internal Affairs program which provides fair, impartial and objective investigations of internal and external complaints regarding the conduct of Police Department employees in an effort to maintain the support, trust and respect of the community.

FY 2010/11 Highlights

- Improved the Use of Force data collection process.
- Increased the organization and timeliness of the Internal and Chief's Awards programs
- Coordinated/produced multiple press releases for numerous units throughout the year, getting the message to the media and the public of activities taking place in the community.
- Facilitated and coordinated the Annual Awards Ceremony and two Promotional Ceremonies.
- Assisted Police volunteers with the PD Museum as it has progressed to its current state with 12 displays.

FY 2011/12 Priorities

- Ensure progress of strategic plan initiatives. Communicate outcomes to City leadership and the organization.
- Develop base and capital budgets in response to the economic conditions while maintaining critical service delivery through improved efficiency and effectiveness.
- Continue to enhance community outreach and education programs through safety fairs sponsored by each patrol district and gang awareness education.
- Maintain a positive relationship with the community by investigating all complaints and concerns brought forward to the Police Department.
- Identify patterns or trends of inappropriate employee conduct that could signal employees displaying symptoms of job stress, performance problems, training needs, or the need for policy modification.

Budget Notes and Changes

- Transferred in one (1) civilian FTE from Public Safety Fire, at an increase of \$103,500.

Office of the Police Chief

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	13.00	13.00	14.00	1.00
% of City's FTEs			0.57 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	1,969,619	1,789,810	1,869,572	79,762
Special Programs Fund	1,896	13,003	13,005	2
Total Division Budget	1,971,515	1,802,813	1,882,577	79,764

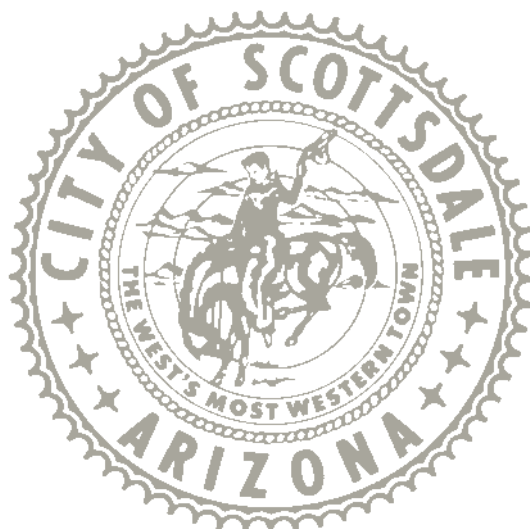
Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,775,798	1,681,037	1,773,375	92,338
Contractual Services	182,049	95,211	81,402	-13,809
Commodities	13,668	26,565	27,800	1,235
Capital Outlays	0	0	0	0
SubTotal Operating Budget	1,971,515	1,802,813	1,882,577	79,764
Operating Projects	0	0	0	0
Total Division Budget	1,971,515	1,802,813	1,882,577	79,764

Office of the Police Chief

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Number of citizen academy programs conducted	2	2	2
Number of "Behind the Badge" video presentations	6	6	6
Number of Police Line newsletters produced	12	12	12
Number of crime prevention safety events conducted	290	400	400
Number of externally initiated investigations	6	6	6
Number of internally initiated investigations	247	245	245

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Police Museum expansion and Honor Guard duties for the Office of the Chief.	3	982	\$18,904	0.5
Report redaction and newsletter compilation for the Office of the Chief's Public Information Office.	3	542	\$10,434	0.3
Total	6		\$29,338	1.0

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Police Uniformed Services

Strategic Goal(s)	<ul style="list-style-type: none"> Enhance Neighborhoods
Program Description	<p>Police Uniformed Services provides front line law enforcement, maintaining order and responding to emergencies in the City of Scottsdale. This includes initial criminal and traffic collision investigations, traffic control and enforcement and the implementation of community policing strategies. The Municipal Security and Emergency Preparedness program develops and administers police first responder security programs, including policies, procedures, employee training, education and physical security applications in order to provide a safe, secure work environment plus protect City employees and assets.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> Created and implemented the Innovative Municipal Police Community Team (IMPCT), focusing on the utilization of specially trained patrol personnel to suppress significant crime trends, attend crime prevention events, Neighborhood Watch Programs and other community events. Emphasized the importance of Driving Under the Influence (DUI) enforcement. Department wide there has been an 8 percent increase in DUI arrests and a decrease in impairment related collisions of 2.8 percent. Enhanced police emergency response capabilities and workplace security through policy and procedure development and employee training initiatives.
FY 2011/12 Priorities	<ul style="list-style-type: none"> Prevent crime and disorder by taking appropriate and proactive measures designed to reduce criminal activity and by maintaining the quality and effectiveness of police services. Develop safe neighborhoods through community partnerships and participation. Enhance traffic safety through enforcement and education.
Budget Notes and Changes	<ul style="list-style-type: none"> Eliminated six (6) police officer positions through attrition (\$631,000), and two (2) vacant detention officer positions (\$113,900), totaling \$744,900. Reductions of approximately \$533,600 in several significant service contracts such as Maricopa County Sheriff's Office (MCSO) jail contract and photo enforcement citation costs. Reduced City wide security contract by \$970,000 through: 1) Eliminating on site coverage at three City locations (\$500,000); 2) Eliminating Water Resources Division cash transfer for contract security (\$470,000) - Water Resources will pay directly for security. Reduced General Funded phlebotomy services for 30-Day Tow Program (\$16,000), by transitioning the budget to special revenue programs; Increased special revenue funded 30-Day Tow budget by \$156,000 to replace aging equipment. Annual estimated revenue increase of \$500,000 for Detention Out of Jurisdiction Confinements program.

Police Uniformed Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	384.10	384.10	376.10	-8.00
% of City's FTEs			15.32 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	47,229,637	46,782,629	44,128,761	-2,653,868
Grants Fund	68,131	53,192	0	-53,192
Special Programs Fund	575,612	660,614	406,322	-254,292
Total Division Budget	47,873,380	47,496,435	44,535,083	-2,961,352

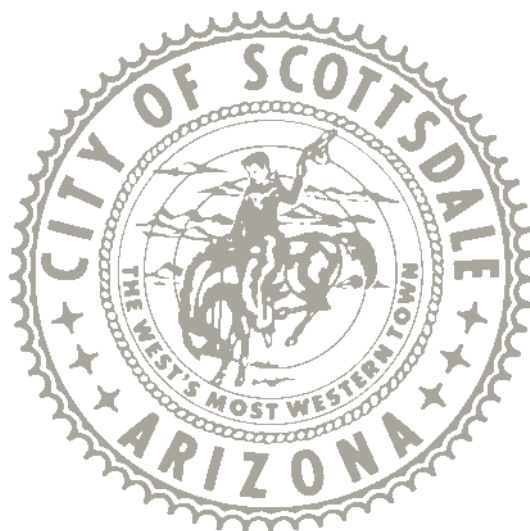
Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	38,125,959	37,396,851	35,792,565	-1,604,286
Contractual Services	9,564,468	9,884,777	8,381,601	-1,503,176
Commodities	163,346	204,367	350,467	146,100
Capital Outlays	19,607	10,440	10,450	10
SubTotal Operating Budget	47,873,380	47,496,435	44,535,083	-2,961,352
Operating Projects	0	0	0	0
Total Division Budget	47,873,380	47,496,435	44,535,083	-2,961,352

Police Uniformed Services

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Part I (Violent/Property) Crime Volume	7,240	6,925	6,832
Part I Crime Rate per 1,000 Residents	29.6	28.2	27.8
Community Partnerships	280	290	305
Total Arrests for Driving Under the Influence (DUI)	2,481	2,678	2,744
Total Impairment-Related Collisions	329	320	311

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical and miscellaneous community policing efforts to the Uniformed Services Bureau.	7	4,236	\$81,543	2.0
Handicapped parking enforcement to the Uniformed Services Bureau.	3	1,407	\$27,085	0.7
Total	10		\$108,628	2.7

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Investigative Services

Strategic Goal(s) • Enhance Neighborhoods

Program Description Investigative Services comprises three investigative sections: Crimes Against Persons, Crimes Against Property and Special Investigations, as well as Police Crisis Intervention. The Crimes Against Persons Section is responsible for investigating homicides, robberies, assaults, kidnappings, threats, extortion, sexual assaults, gang-related crimes, crimes against children, domestic violence and other crimes. The Crimes Against Property Section is responsible for investigating burglaries, and thefts, criminal damages, arson, auto crimes, financial crimes, computer crimes, repeat offender and other related crimes. Special Investigations is responsible for investigating drug-related crimes, major conspiracies, dismantling drug related criminal organizations, Drug Enforcement Agency (DEA) Task Force, asset forfeiture investigations, covert surveillance, special weapons and tactics (SWAT), vice-related crimes, criminal intelligence, FBI Joint Terrorism Task Force partnership, electronic and technical support and other crimes. Investigative Services is responsible for completing thorough and complex investigations in a timely manner with an emphasis on crime prevention by targeting pattern crime through enforcement, regional-community partnerships and use of modern technology. Police Crisis Intervention provides crisis counseling and referral services for a variety of victim-related, accident-related and behavioral health emergencies.

FY 2010/11 Highlights

- Implemented a successful rotational detective position program for selected officers.
- Conducted multiple drug investigations that resulted in the indictment of numerous suspects and the seizure of illegal drugs and assets.
- Observed Sexual Assault Awareness Month by conducting various community outreach endeavors, distributing information to the citizens and collaborating with partner agencies.
- Obtained prison sentences on at least 90 percent of target repeat offenders through the Maricopa County Attorney's Office Gang/Repeat Offender Program.
- Exceeded Western Region Uniform Crime Report (UCR) clearance rates.

FY 2011/12 Priorities

- Target pattern crime through enforcement, crime prevention, use of technology and coordination with federal and state task forces.
- Exceed West Region UCR clearance rates.
- Conduct prompt, thorough and effective investigations that positively impact Scottsdale neighborhoods, schools, and the community.

Investigative Services

- Budget Notes and Changes
- Eliminated one secretary (\$52,700) and one analyst position (\$68,600) in Investigations, totaling \$121,300.
 - Eliminated two (2) police officer positions through attrition, totaling \$210,400.
 - Reduction in property, liability and worker's compensation internal service fund rate of \$141,900.
 - Reduction of \$68,800 in leased vehicle costs based on new contract and several vehicle exchanges.
 - Decrease of \$408,500 in prior year one-time special revenue funded expenses; Increased special revenue program budget \$420,000.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	128.00	128.00	124.00	-4.00
% of City's FTEs			5.05 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	17,293,003	16,785,095	16,206,897	-578,198
Grants Fund	129,638	135,228	122,220	-13,008
Special Programs Fund	251,565	927,186	943,771	16,585
Total Division Budget	17,674,206	17,847,509	17,272,888	-574,621

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	15,239,995	14,702,172	14,350,474	-351,698
Contractual Services	2,024,787	2,536,075	2,631,390	95,315
Commodities	284,544	427,262	291,024	-136,238
Capital Outlays	124,879	182,000	0	-182,000
SubTotal Operating Budget	17,674,206	17,847,509	17,272,888	-574,621
Operating Projects	0	0	0	0
Total Division Budget	17,674,206	17,847,509	17,272,888	-574,621

Investigative Services

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Part I (Violent/Property) Crime Volume	7,240	6,925	6,832
Part I Crime rate per 1,000 Residents	29.6	28.2	27.8
Homicide Clearance rate	90%	100%	100%
Total Part I, Property Crime Clearance Rate	18%	18%	18%

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical support to the Investigative Services Bureau.	6	1,548	\$29,799	0.7
Smart Card administration and MAG training for the Investigative Services Bureau's Police Crisis Intervention Unit.	1	112	\$2,156	0.1
Total	7		\$31,955	0.8

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Police Administrative Services

Strategic Goal(s)	<ul style="list-style-type: none"> Enhance Neighborhoods
Program Description	<p>Police Administrative Services comprises four major programs: Forensic Services; Operational Support; Planning, Research & Accreditation; and Technology, Records & Analysis. Forensic Services provides for the collection, identification, documentation, scientific analysis and preservation of physical evidence related to criminal investigations. Operational Support manages the department's assets and services for equipment, supplies, vehicles, facilities, Public Safety radios and the operations of the 911 Communications Center. Planning, Research & Accreditation completes special projects and research, manages policy development, monitors trends and issues related to policing, coordinates accreditation compliance and manages the department's Strategic Plan. Technology, Records & Analysis manages the acquisition, development, implementation and maintenance of police technology; oversees the administration, dissemination, security and retention of police records; and performs administrative, strategic and tactical analysis of crime data.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> Achieved International Organization for Standardization (ISO) accreditation for Forensic Laboratory Services. Implemented COPLINK investigative software, which allows sharing of investigative information with East Valley agencies. Transitioned to new Regional Wireless Cooperative (RWC) public safety radio system that provides improved coverage, interoperability with other public safety agencies and increased bandwidth to handle growth in radio voice traffic.
FY 2011/12 Priorities	<ul style="list-style-type: none"> Provide timely forensic and analytical support services to investigative and patrol enforcement personnel focusing on the identification of crime patterns and series, and the collection and analysis of evidence. Provide timely administrative and operational support services to the Police Department focusing on fleet management, technology enhancements, improved radio communications, expeditious handling of 911 calls, efficiency improvements in Records processing, timely delivery of policy and accreditation compliance. Facilitate internal and external partnerships that result in improved customer service, cost savings, greater efficiencies and open communications.
Budget Notes and Changes	<ul style="list-style-type: none"> Eliminated two (2) vacant crime analyst technician positions totaling \$113,700. Decreased General Funded Crime Laboratory items (\$58,500) by transitioning the budget to special revenue programs. Increase of \$77,600 due to the Intergraph Records Management System/Computer Aided Dispatch maintenance agreement, and implementation of the COPLINK investigative software. Increase in Regional Wireless Cooperative (RWC) new public safety radio system operating and maintenance fee, at a net impact of \$222,000. Secured Arizona Criminal Justice Commission grant for 1.0 FTE crime laboratory position; transitioned 2.0 FTE vacant police positions to meet higher service demands in the crime laboratory.

Police Administrative Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	146.50	147.50	145.50	-2.00
% of City's FTEs			5.93 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	13,101,552	13,011,325	13,239,211	227,886
Grants Fund	197,939	272,584	109,673	-162,911
Special Programs Fund	184,605	212,732	282,835	70,103
Total Division Budget	13,484,097	13,496,641	13,631,719	135,078

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	10,572,466	10,314,152	10,441,852	127,700
Contractual Services	2,216,949	2,419,878	2,485,379	65,501
Commodities	571,495	732,030	704,488	-27,542
Capital Outlays	123,187	30,581	0	-30,581
SubTotal Operating Budget	13,484,097	13,496,641	13,631,719	135,078
Operating Projects	0	0	0	0
Total Division Budget	13,484,097	13,496,641	13,631,719	135,078

Police Administrative Services

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Percentage of Blood Alcohol analysis conducted within 10 days.	99%	99%	100%
Percentage of Police Department Compstat meetings conducted with assistance of ASB Personnel.	100%	100%	100%
Percentage of 911 calls answered within 10 seconds.	93.25%	94.00%	94.50%
Percentage of monthly UCR statistical data submitted to State within 45 days of month end.	100%	100%	100%
Number of public safety radio service requests completed at the request of Scottsdale Fire Department personnel.	n/a	500	550
Number of contracts for Law Enforcement forensic lab services with external public safety partners.	3	3	3

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical support, such as data entry services, for the Administrative Services Bureau's Crime Laboratory and Property and Evidence Unit.	4	1,014	\$19,520	0.5
Delivery services to the Administrative Services Bureau's Police Supply and Equipment Unit.	2	447	\$8,605	0.2
Strategic planning consultation and assistance for the Administrative Services Bureau's Planning, Research and Accreditation Division.	1	44	\$847	0.0
Total	7		\$28,972	0.7

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Police Personnel Development

Strategic Goal(s) • Enhance Neighborhoods

Program Description Police Personnel Development comprises two programs: Recruiting & Personnel and Training. Recruiting & Personnel conducts pre-employment recruitment and selection testing, as well as background investigation in the hiring of sworn and civilian employees. The program also facilitates a wide variety of personnel-related issues for incumbent employees within the Police Department. Police Training conducts basic and advanced officer and civilian training for Police Department employees, and is responsible for ensuring certification and compliance for sworn and civilian positions. Police Training identifies training liability trends, develops training plans and forecasts required training based on current events. This area also manages all administrative functions relating to training at regional police academies and the Scottsdale Police/Fire Training Facility.

FY 2010/11 Highlights

- The Modular Training Program was expanded to include a Civilian Training Module, a Supervisor Training Module, and a Command Staff Module.
- Efforts were increased to enhance employee career development through the delivery of a Sergeant School, Officer in Charge (OIC) School, Civilian Instructor School and Police Aide In-Service training.
- Worked with Fire personnel on their first multi-agency Fire Fighter recruitment and test.
- Reclassified 11 Police Officer Reserve positions and transferred them, along with the associated funding, to the pipeline program to meet current and future needs.

FY 2011/12 Priorities

- Attain basic Peace Officer Standards and Training (POST) Board certifications for all newly hired sworn employees through the successful completion of one of the utilized police academies.
- Train, mentor, and prepare academy graduates to be solo officers through their successful completion of the Post-Academy and Field Training Program.
- Meet POST certification standards for all sworn officers as they relate to Proficiency and Continuing Training requirements.
- Develop and present workshops to expand outreach efforts in attracting a variety of qualified applicants for sworn and civilian positions.

Budget Notes and Changes

- Reduced pipeline program funding totaling \$200,000.
- Eliminated one police officer position through attrition, totaling \$105,200.
- Reduction in property, liability and worker's compensation internal service fund rate of \$44,500.
- Reclassified 11 Police Officer Reserve slots and transferred them, along with the associated funding, to the pipeline program to meet goal of maintaining full staffing.

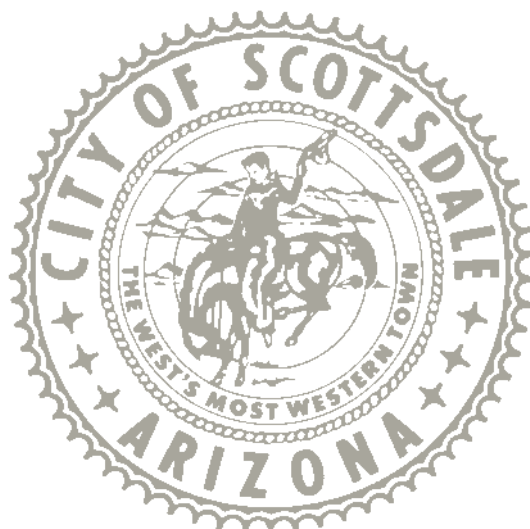
Police Personnel Development

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	17.00	17.00	16.00	-1.00
% of City's FTEs			0.65 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	2,802,817	2,556,080	2,251,025	-305,055
Grants Fund	55,196	0	0	0
Total Division Budget	2,858,013	2,556,080	2,251,025	-305,055

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	2,208,554	2,001,276	1,755,873	-245,403
Contractual Services	327,739	288,279	266,698	-21,581
Commodities	321,720	266,525	228,454	-38,071
Capital Outlays	0	0	0	0
SubTotal Operating Budget	2,858,013	2,556,080	2,251,025	-305,055
Operating Projects	0	0	0	0
Total Division Budget	2,858,013	2,556,080	2,251,025	-305,055

Performance Measures				
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12	
Number of recruitments which led to civilian personnel hiring	7	5	6	
Number of applications processed for positions within the Police Department	1,399	1,000	1,200	
Number of officers successfully graduating from the police academy	10	10	10	
Number of outside training classes attended by sworn and civilian employees	378	380	385	
Ensure 100% of officers maintain their POST certification	100%	100%	100%	
Achieve 90% or higher of officers successfully graduating the academy	100%	100%	100%	



FY 2011/12 Adopted Budget



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Public Works

- Capital Project Management
- Facilities Management
- Fleet Management
- Public Works Administration
- Solid Waste Management
- Street Operations



Public Works

The Public Works Division includes the following five service areas:

Capital Projects Management: Capital Projects Management oversees the design, project management and construction of capital improvement projects including infrastructure improvements such as streets, parks, storm water, water and wastewater facilities, city and community buildings and WestWorld. The Real Estate program manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city and is also responsible for the acquisition of real property interests that support the Capital Projects Management program.

Solid Waste Management: Solid Waste Management provides residential refuse, curbside recycling, and brush/bulk collection services to more than 79,000 single family customers. They also provide commercial collection services six days a week to businesses, multi-family housing developments, and all city facilities and parks. Along with these collection programs Solid Waste provides landfill diversion programs such as Household Hazardous Waste, Electronics Recycling, moving box, white goods collections and cardboard baling.

Fleet Management: Fleet Management provides administration and support for centralized fleet operations to ensure efficient and cost effective maintenance, repair, fueling and replacement of City owned vehicles and equipment.

Street Operations: Street Operations provides cost effective maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components.

Facilities Management: Facilities Management provides maintenance and repair services for more than 2.9 million square feet of city-owned buildings, pathway lighting for parks, and area lighting for parking lots. Skilled maintenance includes plumbing, electrical, HVAC, carpentry, concrete and metal work, and welding. The Strategic Space Planning service area develops, plans and implements Citywide space planning and management.



Dan Worth
Executive Director

Public Works

Strategic Goal(s)

- Seek Sustainability
- Advance Transportation

FY 2010/11 Highlights

- Capital Projects Management completed initial round of American Recovery and Reinvestment Act (ARRA) projects and established a successful administration system for federal funding. ROW, field and administrative procedures were reviewed and passed by federal officials during onsite inspections.
- Capital Projects Management completed several key projects on critical schedules including Soleri Bridge, McCormick-Stillman Railroad Museum, CAP water treatment expansion, and Indian School Road.
- Fleet Management reviewed and analyzed an Outsourced/Managed Competition opportunity from Request for Proposal for Parts Room Operations.
- Facilities Management received almost \$50,000 in rebates for incorporating energy-saving materials and equipment in City facilities.
- Street Operations completed the new Traffic Signal controller upgrade in which 170 controllers were replaced with new controllers at 200 intersections.

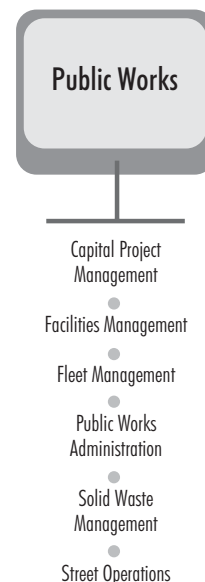
FY 2011/12 Priorities

- Capital Projects Management to complete programmed CIP projects within approved budget and schedule to the satisfaction of client divisions.
- Fleet Management to analyze equipment utilization in efforts to "right-size" or increase efficiencies and reduce costs.
- Facilities Management to perform preventative maintenance to protect the City's infrastructure investment and to keep City facilities aesthetically pleasing.
- Street Operations to maintain City's paved street system at an average condition rating of 80 on a 100 point scale.
- Solid Waste to negotiate and complete landfill contract with Salt River Pima Maricopa Indian Community to extend through the year 2020.

Budget Notes and Changes

- Majority of Contractual Services budget reductions are in Street Operations for Street Overlay treatments funded in CIP in FY 2011/12; completion of most of the ARRA Overlay projects in FY 2010/11; budget related to storm events; and budget for the number of unpaved roads receiving PM10 treatments. Solid Waste has Contractual Services reductions in Fleet rates of \$450,000.

- Majority of Commodities budget reductions are in Street Operations primarily for completed ARRA LED lighting project.
- Majority of Capital Outlays budget increase is in Fleet Management for planned/scheduled vehicle and equipment replacements.
- Facilities Management eliminated \$247,400 from the operating project and tenant improvement projects budget.



Public Works

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	295.00	295.00	294.00	-1.00
% of City's FTEs			11.98 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Fleet Management Fund	13,527,206	15,304,526	17,053,534	1,749,008
General Fund	16,911,459	16,402,690	15,776,277	-626,413
Grants Fund	495,757	666,514	0	-666,514
Highway User Fund	13,951,687	14,887,387	11,697,554	-3,189,833
Solid Waste Management Fund	15,272,986	15,657,995	15,209,761	-448,234
Total Division Budget	60,159,096	62,919,112	59,737,126	-3,181,986

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	18,505,032	17,851,566	17,689,690	-161,876
Contractual Services	28,575,555	31,038,221	26,942,659	-4,095,562
Commodities	8,188,470	9,457,775	8,865,728	-592,047
Capital Outlays	4,890,039	3,742,139	5,657,038	1,914,899
SubTotal Operating Budget	60,159,096	62,089,701	59,155,115	-2,934,586
Operating Projects	0	829,411	582,011	-247,400
Total Division Budget	60,159,096	62,919,112	59,737,126	-3,181,986

Public Works

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Capital Project Management expense allocation as a percentage of managed capital projects	5.8%	6.3%	7.0%
Number of real estate leases/licenses managed per employee (1.75 FTE committed to lease/license management)	80	85	85
Fleet maintenance/repair vehicles completed < 1 day	85.7%	88.0%	88.0%
Fleet direct labor hours billed as percent of hours available	71%	72%	74%
Street Operations Road rehabilitation expenditures per paved lane mile	\$1,230	\$2,700	\$1,609
Street Operations Operating and maintenance expenditures per linear mile swept	\$25.30	\$19.16	\$19.16
Facilities Custodial services satisfaction rating (1)	95%	95%	95%
Facilities scheduled preventive maintenance tasks completed (2)	95%	95%	95%
Solid Waste Average monthly cost to the customer for residential solid waste services	\$15.96	\$15.96	\$15.96
Solid Waste Average pounds of recyclable material collected per account	660	710	740
Solid Waste Avoiding tipping fees and receive revenue through tonnage from various annual diversion programs	31,650	32,283	33,000

(1) Number of Custodial surveys completed annually = 780

(2) Number of scheduled preventive maintenance completed annually = 1,248



FY 2011/12 Adopted Budget

Capital Project Management

Strategic Goal(s) • Seek Sustainability

Program Description The Capital Projects Management service area oversees design, project management and construction of capital improvement projects for the City. This includes infrastructure improvements such as streets, parks, storm water, and water and wastewater facilities, City and community buildings and WestWorld. All of the projects are intended to improve the quality, availability and safety of infrastructure and public services for the residents of the City of Scottsdale.

The Real Estate Services program within Capital Projects Management manages city owned land uses through revocable licenses, permits and/or leases that provide a financial return to the city. The Real Estate program is responsible for the appraisal, negotiation, acquisition and disposition of real property interests that are necessary for the Capital Project Management construction program and as support for other city divisions. In addition, the program is responsible for the purchase of privately held land parcels for the McDowell Sonoran Preserve.

FY 2010/11 Highlights

- Completed initial round of American Recovery and Reinvestment Act (ARRA) projects and established a successful administration system for federal funding. ROW, field and administrative procedures were reviewed and passed by federal officials during onsite inspections.
- Completed several key projects on critical schedules including Soleri Bridge, McCormick-Stillman Railroad Museum, CAP water treatment expansion, Indian School Road.
- Initiated and/or completed several strategic real asset transactions: Pepperwood/McKnight building exchange; Notre Dame land option; Senior Center sale.

FY 2011/12 Priorities

- Complete programmed CIP projects within approved budget and schedule to the satisfaction of client divisions.
- Assist client divisions with the most efficient use of available capital and provide assistance in identifying new sources of capital for CIP projects.
- Review excess real estate assets to identify potential candidates for disposition.

Budget Notes and Changes

- No significant changes are anticipated for FY 2011/12.

Capital Project Management

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	41.00	41.00	41.00	0.00
% of City's FTEs			1.67 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	188,904	280,691	287,927	7,236
Total Division Budget	188,904	280,691	287,927	7,236

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	118,432	211,665	194,510	-17,155
Contractual Services	69,442	68,071	90,547	22,476
Commodities	1,030	955	2,870	1,915
Capital Outlays	0	0	0	0
SubTotal Operating Budget	188,904	280,691	287,927	7,236
Operating Projects	0	0	0	0
Total Division Budget	188,904	280,691	287,927	7,236

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Capital Project Management expense allocation as a percentage of managed capital projects (1)	5.8%	6.3%	7.0%
Number of real estate leases/licenses managed per employee (1.75 FTE committed to lease/license management)	80	85	85

(1) Projected increase in expense allocation is a function of having more projects with smaller budgets. Small projects require the same level and hours of coordination as large projects which increases the allocation per dollar of budgeted cost.

Facilities Management

Strategic Goal(s) • Seek Sustainability

Program Description The Facilities Management service area provides maintenance and repair services for more than 2.9 million square feet of City-owned buildings, pathway lighting for parks and area lighting for parking lots.

Skilled maintenance programs include plumbing, electrical, HVAC, carpentry, mill work, exterior and interior painting, concrete flat work, metal work, and welding. These programs also perform preventative maintenance on all facilities to protect the City's investment in its infrastructure and to minimize the risk of major-system failures.

The Strategic Space Planning program develops, plans and implements Citywide space planning and strategic space management and the integrated workplace management system. This program allows the City to more easily respond to organizational changes, budget for space needs and moves, use space in City facilities more effectively and efficiently, improve affinities among various divisions and create co-locating efficiencies, decrease costs of asset management and improve customer service.

The Contract Administration program comprises three main areas: Operating Projects, Annual Service Contracts and Citywide Custodial Services. Operating Projects include large-scale preventive maintenance projects, life-cycle replacement projects and floor covering replacement. Annual Service Contracts are fire alarm system, fire extinguisher maintenance, elevator maintenance and automatic/garage door maintenance. The citywide Custodial Services program manages routine and special janitorial services for 1.3 million square feet.

FY 2010/11 Highlights

- Received almost \$50,000 in rebates for incorporating energy-savings materials and equipment in City facilities.
- Reduced out-sourced, annual custodial costs by \$90,000 without reducing service levels during contract rebid.
- Managed energy audits on 29 high, energy-use City facilities that identified energy consumption patterns and recommended energy-saving modifications projects for future,

FY 2011/12 Priorities

- Provide timely maintenance and repair to all City facilities.
- Perform preventative maintenance to protect the City's infrastructure investment and to keep City facilities aesthetically pleasing.
- Continue to identify and implement energy- and water-saving opportunities in City facilities.

Facilities Management

- Budget Notes and Changes
- Personnel Services increases for Health/Dental and Retirement. Also increases in FT wages for a position vacant in FY 2009/10, filled mid-year FY 2010/11.
 - Eliminated \$500,000 from the operating project and tenant improvement project list resulting in a \$75,000 reduction from the FY 2010/11 approved Contractual Services budget and \$247,400 from the FY 2010/11 approved Operating projects budget.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	55.00	55.00	55.00	0.00
% of City's FTEs			2.24 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	16,378,605	15,782,119	15,235,605	-546,514
Grants Fund	51,987	131,324	0	-131,324
Highway User Fund	0	0	492,300	492,300
Total Division Budget	16,430,593	15,913,443	15,727,905	-185,538

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	4,419,330	4,057,961	4,187,781	129,820
Contractual Services	10,780,533	9,901,390	9,821,733	-79,657
Commodities	1,223,028	1,116,979	1,136,380	19,401
Capital Outlays	7,702	7,702	0	-7,702
SubTotal Operating Budget	16,430,593	15,084,032	15,145,894	61,862
Operating Projects	0	829,411	582,011	-247,400
Total Division Budget	16,430,593	15,913,443	15,727,905	-185,538

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Facilities scheduled preventive maintenance tasks completed (1)	95%	95%	95%
Custodial services satisfaction rating (2)	95%	95%	95%

(1) Number of scheduled preventive maintenance completed annually = 1,248
 (2) Number of Custodial surveys completed annually = 780

Fleet Management

Strategic Goal(s)	<ul style="list-style-type: none"> • Seek Sustainability
Program Description	<p>Fleet Management provides administration and support for centralized fleet operations to ensure efficient and cost-effective maintenance, repair, fueling, and replacement of City owned vehicles and equipment.</p> <p>Fleet Operations maintains more than 1,200 City owned vehicles and equipment at scheduled intervals and performs repairs as needed.</p> <p>Fleet Parts Supply purchases and supplies parts and accessories required to maintain and repair all City owned vehicles and equipment to technicians as well as City employees.</p> <p>The Fuel program provides and manages the inventory of fuel for City owned vehicles and equipment at various locations throughout the City and is responsible for ensuring that all fueling sites meet all City, County and State regulations and testing requirements.</p> <p>The Vehicle Acquisition program's primary function is to purchase all vehicles and equipment required by City divisions.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> • Successful Fleet operation expansion into McKellips Service Center (MSC) as the primary light duty maintenance shop with existing staffing and resources. Customer satisfaction rating of 92 percent for MSC on completed work orders. Primary light duty customers consist of Police and Parks & Recreation vehicles. • An Outsourced/Managed Competition opportunity from Request for Proposal - Parts Room Operations was reviewed and analyzed.
FY 2011/12 Priorities	<ul style="list-style-type: none"> • Analyze equipment utilization in efforts to "right-size" or increase efficiencies and reduce costs. (For example: establish motor pool, opportunity to expand into E85 alternative fuel usage, etc.) • Continued customer education of equipment usage, fuel consumption, maintenance costs, replacement planning, etc. to support information sharing of "real-time" activity and costs being incurred through enhanced reporting and opportunity of creating new monthly direct billing process. • Complete construction of North Corp Yard Fleet Maintenance Facility expansion and facilitate successful transition to re-centralize all maintenance operations with no reduced service impacts.
Budget Notes and Changes	<ul style="list-style-type: none"> • Elimination of 1.0 FTE Equipment Parts Specialist position; Health/Dental and Retirement budgets increased. • Commodities reduction in unleaded and diesel fuel accounts. • Capital Outlays increase for planned/scheduled vehicle and equipment replacements.

Fleet Management

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	47.00	47.00	46.00	-1.00
% of City's FTEs			1.87 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Fleet Management Fund	13,527,206	15,304,526	17,053,534	1,749,008
Total Division Budget	13,527,206	15,304,526	17,053,534	1,749,008

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	3,242,943	3,241,650	3,315,851	74,201
Contractual Services	1,175,546	1,547,113	1,517,267	-29,846
Commodities	5,622,711	6,789,301	6,614,878	-174,423
Capital Outlays	3,486,007	3,726,462	5,605,538	1,879,076
SubTotal Operating Budget	13,527,206	15,304,526	17,053,534	1,749,008
Operating Projects	0	0	0	0
Total Division Budget	13,527,206	15,304,526	17,053,534	1,749,008

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Fleet maintenance/repair vehicles completed < 1 day	85.7%	88.0%	88.0%
Fleet direct labor hours billed as percent of hours available	71%	72%	74%
Average budgeted fleet costs (including fuel) per fleet equipment	\$8,033	\$9,072	\$8,881
Equipment availability (target 96%)	96%	96%	97%
Parts availability (target 88%)	92%	92%	92%

Public Works Administration

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	Public Works Administration manages Public Works operational, budget and financial activities. It also provides leadership, direction and support for all Service Areas in Public Works. Administration also coordinates all staffing requests for the division.
FY 2010/11 Highlights	<ul style="list-style-type: none">• Monitor the monthly expenses in order to meet the FY 2010/11 adjusted target budget for each service area.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Provide necessary resources to the service areas within Public Works for efficient delivery of service.• Coordinate preparation and implementation of the budget.
Budget Notes and Changes	<ul style="list-style-type: none">• Personnel Services budget reduction for CIP Work Order Credit allocation.

Public Works Administration

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
General Fund	343,950	339,880	252,745	-87,135
Total Division Budget	343,950	339,880	252,745	-87,135

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	323,647	319,613	234,464	-85,149
Contractual Services	14,773	14,737	13,781	-956
Commodities	5,530	5,530	4,500	-1,030
Capital Outlays	0	0	0	0
SubTotal Operating Budget	343,950	339,880	252,745	-87,135
Operating Projects	0	0	0	0
Total Division Budget	343,950	339,880	252,745	-87,135

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
% of approved operating budget to actual expenditures variance with +/-5%	10%	2%	2%

Solid Waste Management

- Strategic Goal(s)
- Enhance Neighborhoods
 - Seek Sustainability
-

Program Description

The Solid Waste Management service area provides cost-effective collection services through the following five major programs.

Residential Collection Services consists of two service programs whose primary function is to provide weekly containerized refuse and recycling collection and monthly uncontained brush and bulk item collection services to more than 79,000 single family residential customers.

Commercial Collection Services provides commercial refuse collection six days a week to business establishments, multi-family housing developments, all city facilities, and parks.

Container Repair Services provides direct customer service to more than 79,000 single family homes serviced by residential collection services. It also provides direct services to more than 1,495 Scottsdale businesses serviced by commercial front loader collection services and 2,160 businesses and/or residents serviced by the commercial roll-off collection program.

Household Hazardous Waste (HHW) provides a safe, legal and convenient way for residents of Scottsdale to dispose of unwanted or unneeded HHW items.

Transfer Station Operations provides a central location for solid waste residential, brush and commercial collection vehicles working in the northern part of the city to drop off loads of refuse, brush and recyclables rather than hauling them directly to the landfill or recycling facility.

Along with these collection programs, Solid Waste provides landfill diversion programs such as Electronics Recycling, moving box and white goods collections, and cardboard baling.

- FY 2010/11 Highlights
- No user fee increases for residential or commercial customers, the citizens of Scottsdale.
 - Produced a comparison study, confirmed by the City Auditor's division, which showed rates have remained low while production levels remain high.
 - A poll in the Scottsdale Republic showed that 88 percent of their readers prefer to keep Solid Waste Management as their provider.
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- FY 2011/12 Priorities
- Maintain effective and positive working relationship with the Salt River Pima Maricopa Indian Community landfill staff.
 - Negotiate and complete landfill contract to extend through calendar year 2020.
 - Upgrade failing scales system in the Transfer Station tunnel to a non-electric hydrostatic system, replacing original electrical wiring system that fails due to exposure to moisture and chemical residue common to the sub-elevation tunnel design, causing data loss and potential unsafe loads on the roadways.

Solid Waste Management

- Budget Notes and Changes
- Personnel Services budget increase for Health/Dental and retirement; reduction in overtime budgets off-set increases.
 - Contractual Services reduction in Fleet rates.

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	89.00	89.00	89.00	0.00
% of City's FTEs			3.63 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Solid Waste Management Fund	15,272,986	15,657,995	15,209,761	-448,234
Total Division Budget	15,272,986	15,657,995	15,209,761	-448,234

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	5,882,730	5,816,285	5,818,620	2,335
Contractual Services	9,001,878	9,411,212	8,962,643	-448,569
Commodities	388,378	430,498	428,498	-2,000
Capital Outlays	0	0	0	0
SubTotal Operating Budget	15,272,986	15,657,995	15,209,761	-448,234
Operating Projects	0	0	0	0
Total Division Budget	15,272,986	15,657,995	15,209,761	-448,234

Solid Waste Management

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Average monthly cost to the customer for residential solid waste services	\$15.96	\$15.96	\$15.96
Average pounds of recyclable material collected per account	660	710	740
Avoiding tipping fees and receive revenue through tonnage from various annual diversion programs	31,650	32,283	33,000
Satisfaction rate of "excellent or good" for yard waste pick-up service (1)	86%	86%	87%
Satisfaction rate of "excellent or good" for recycling service (1)	87%	87%	88%
Satisfaction rate of "excellent or good" for garbage collection (1)	92%	92%	93%

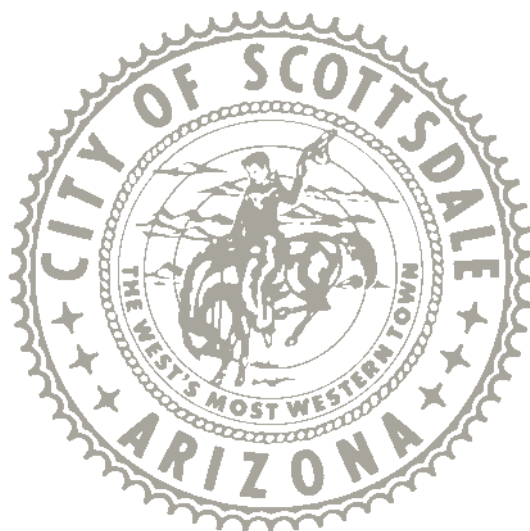
(1) Result of ICMA and National Research Center "National Citizen Survey" for 2010

The following are prior year ratings of utility services;

Yard waste pick-up 2006 - 75%, 2004 - 78%, 2003 - 76%

Recycling 2006 - 77%, 2004 - 82%, 2003 - 80%

Garbage collection 2006 - 88%, 2004 - 89%, 2003 - 91%



FY 2011/12 Adopted Budget

Street Operations

- Strategic Goal(s)
- Seek Sustainability
 - Advance Transportation
-

Program Description

The Street Operations service area provides cost-effective maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components through nine major programs.

The Intelligent Transportation Systems (ITS) program operates, coordinates and maintains the local and regional traffic signal and traffic control system through the Scottsdale Traffic Management Center (TMC). The TMC staff coordinates with Scottsdale Police and Fire departments, Arizona DOT, Maricopa County DOT and other municipalities to minimize traffic delays with coordinated signal timing and real-time signal adjustments to reduce driver delay, pollution, and collisions.

The Street Cleaning program cleans public streets, paved alleys, parking garages, parking lots and multi-use paths through scheduled periodic sweeping with vehicles specifically designed for that purpose.

The Street Overlays and Maintenance program protects and maintains the expected service life of street paving, concrete curbs and sidewalks. The program annually targets treating a minimum of 10 percent of the 20,873,951 square-yard inventory of pavement.

The Street Light Maintenance program provides maintenance and repair to City-owned streetlights. The City has 13,720 streetlights, primarily along arterial and collector streets and in some neighborhood areas.

The Traffic Signals program maintains and repairs 290 traffic signals. The program is considered full-service, in which every component of the traffic signal intersection is maintained including the underground conduit.

The Street Signs and Markings program maintains, repairs and routinely inspects the City's traffic signs and roadway markings.

The Emergency Response Team provides after-hours emergency response by non-uniformed City employees. Employees respond to emergencies such as storm cleanup, vehicle accidents, downed stop signs and large potholes.

The Unpaved Roads and Drainage System Maintenance program provides maintenance on unpaved city roads, alleys, unpaved shoulders and the City's drainage system. This program allows the City to stay in compliance with air and water quality regulations and City Codes controlling roads, drainage systems and public nuisances.

The Alley Maintenance Program is responsible for dust control, vegetation control and grading to maintain safe access for City services and emergency vehicles.

Street Operations

- FY 2010/11 Highlights
- Completion of the new Traffic Signal controller upgrade in which 170 controllers were replaced at 200 intersections.
 - Completion of an American Recovery and Reinvestment Act (ARRA) project to retrofit almost 1,500 streetlight fixtures to new energy-efficient light fixtures (LED).
 - Replaced more than 5,100 worn street signs to maintain compliance with federal regulations for sign retro reflectivity.
 - Responded to a total of 286 street-related trouble calls in calendar year 2010, an average of 5.5 calls per week. This total includes performing flood control and debris removal activities during five major storm events.
 - Overlaid 11.83 miles (515,037 square yards) of arterial streets with rubberized asphalt using federal stimulus funds made available through the American Recovery and Reinvestment Act.
-
- FY 2011/12 Priorities
- Maintain City's paved street system at an average condition index rating of 80 on a 100 point scale.
 - Maintain a 100 percent reliability rate for the City's traffic signals, providing 24/7 emergency responses to traffic signal trouble calls.
 - Track failure rates and running lumens output analysis to determine life expectancy for LED fixtures.
 - Complete a comprehensive inventory of the street signs and pavement markings within the City of Scottsdale.
 - Complete a comprehensive data collection and condition evaluation of 290 miles of arterial and collector streets within the City of Scottsdale street system.
-
- Budget Notes and Changes
- Personnel Services budget reduction for CIP Work Order Credit allocation.
 - Contractual Services budget reduced for Street Overlay treatments funded in CIP in FY 2011/12; completion of most of the ARRA Overlay projects; budget related to storm events; and budget for the number of unpaved roads receiving PM10 treatments because the total traffic count fell below the requirements.
 - Commodities budget reduction primarily for completed ARRA LED lighting project.
 - Capital Outlays increase is budgeted for the remaining ARRA overlay projects.

Street Operations

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	60.00	60.00	60.00	0.00
% of City's FTEs			2.44 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Grants Fund	443,770	535,190	0	-535,190
Highway User Fund	13,951,687	14,887,387	11,205,254	-3,682,133
Total Division Budget	14,395,457	15,422,577	11,205,254	-4,217,323

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	4,517,951	4,204,392	3,938,464	-265,928
Contractual Services	7,533,383	10,095,698	6,536,688	-3,559,010
Commodities	947,792	1,114,512	678,602	-435,910
Capital Outlays	1,396,330	7,975	51,500	43,525
SubTotal Operating Budget	14,395,457	15,422,577	11,205,254	-4,217,323
Operating Projects	0	0	0	0
Total Division Budget	14,395,457	15,422,577	11,205,254	-4,217,323

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Road rehabilitation expenditures per paved lane mile	\$1,230	\$2,700	\$1,609
Operating and maintenance expenditures per linear mile swept	\$25.30	\$19.16	\$19.16
Rating of street repair service of "excellent or good" (1)	67%	67%	68%
Rating of street cleaning service of "excellent or good" (1)	82%	82%	83%
Rating of street lighting of "excellent or good" (1)	75%	75%	76%
Rating of sidewalk maintenance of "excellent or good" (1)	78%	78%	79%
Rating of traffic signal timing of "excellent or good" (1)	57%	57%	58%

(1) Result of ICMA and National Research Center "National Citizen Survey" for 2010
 The following are prior year ratings of "excellent" or "good" for transportation services;
 Street repair 2006 - 60%, 2004 - 63%, 2003 - 63%
 Street cleaning 2006 - 70%, 2004 - 76%, 2003 - 74%
 Street lighting 2006 - NA, 2004 - NA, 2003 - NA
 Sidewalk maintenance 2006 - 66%, 2004 - 74%, 2003 - 70%
 Traffic signal timing 2006 - 48%, 2004 - 54%, 2003 - 53%



City of Scottsdale, Arizona
Adopted FY 2011/12 Budget

Operating Budget - Volume One

Water Resources

Water Quality
Water Reclamation Services
Water Resources Engineering & Administration
Water Services



Water Resources

The Water Resources Division is committed to providing efficient, high quality service to Scottsdale citizens by planning, managing and operating safe, reliable water systems. The Division is comprised of four major service areas: Engineering and Administration, Water Services, Water Reclamation Services, and Water Quality. Engineering and Administration provides engineering, financial, planning and management support for the division, as well as directly managing the Water Conservation program and Planet Ranch operations. Water Services manages the drinking water system, which provides service to approximately 95 percent of all incorporated areas within Scottsdale along with treatment and transport of potable water to neighboring areas of Maricopa County and Carefree. Water Reclamation Services manages the city's water reclamation system which includes the sewer collection system, sewage treatment facilities and re-use/recharge facilities. Most of the incorporated area within Scottsdale, along with neighboring communities including Paradise Valley, lies within the sewer collection area. Water Quality manages all aspects of water quality including laboratory services, management of the industrial pretreatment program and ensuring that the City meets or surpasses all regulatory compliance requirements.



Marshall Brown
Executive Director

Water Resources

Strategic Goal(s)

- Seek Sustainability

FY 2010/11 Highlights

- Regulatory Compliance: Met all drinking water, reclaimed water and superfund program federal, state and local regulations. Published an annual report designed to communicate water quality information to customers in compliance with United States Environmental Protection Agency requirements.
- Management: Partnered with other City of Scottsdale divisions to implement water conservation driven changes internal to the City's operations.
- Efficiency Efforts: Began negotiations with private industry representatives to establish a local facility that will reactivate spent Granular Activated Carbon (GAC). This reactivation facility will greatly reduce the future GAC costs that are projected to increase significantly due to disinfection by-product regulatory changes coming in 2012. An enhanced Asset Management Program (AMP) was established to improve maintenance strategies / budget forecasting and increased inspections of restaurant grease removal devices designed to protect the sewer system from blockages, odors and damage.

- System Optimization: Initiated the process to develop and implement strategies and tools to facilitate highly efficient operation of the City's water and sewer systems, while recognizing a number of constraints including, but not limited to, water quality, supply sustainability and energy consumption. The initial phase has been completed and development/deployment phases are scheduled to begin.
- System Improvements: Downtown water and sewer line improvements were completed as identified by system master planning. The Advanced Water Treatment (AWT) facility expansion was substantially completed to better manage local groundwater supplies and provide high quality water to the Reclaimed Water Distribution System (RWDS) golf courses for non-potable irrigation. Sewer lining efforts continued to proceed as scheduled to rehabilitate aging sewer collection lines mitigating infiltration impacts and ensuring collection system integrity to minimize line breaks/failures.

FY 2011/12 Priorities

- System Optimization: Continue to develop tools and systems designed to optimize collection and distribution systems. Steps include monitoring and assessing levels of compounds of concern (e.g. Hexavalent Chromium) to prepare for future regulation.
- Efficiency Efforts: Continue negotiations with private industry representatives to establish a local facility that will reactivate spent Granular Activated Carbon (GAC). GAC is an integral part of the City's water treatment process, but changing regulatory requirements and increases in GAC pricing justify exploring cost effective alternatives. The negotiations will include discussions with the City of Phoenix about additional opportunities for economies of scale that might be possible with a larger partnership.
- Planet Ranch: Continue to complete the transfer of the Planet Ranch property for habitat conservation purposes. The City entered into a purchase contract with Freeport McMoran, which is now expected to close by mid FY 2011/12. Upon closing, the City will receive \$12 million in cash and 50,000 acre-feet of Verde River water credits.

Water Resources

- Continue to enhance water conservation and sewage pre-treatment programs including an evaluation and enhancement of applicable City Codes and performance of the regular inspection of all restaurants and their grease removal devices.
- Evaluation and implementation of water and water reclamation rates cost of service study findings.
- Personnel Services costs are increasing approximately \$186,000. Seven new employees were hired part way through this current budget year to operate and maintain new and expanded treatment facilities. For FY 11/12 the salaries and benefits for these employees are budgeted for a full year instead of a partial year.
- Contractual Services costs increased only \$259,000 despite large increases in security costs of \$509,000, and new licenses and permit fee increases of \$432,000. Major reductions include \$240,000 in consultants, \$149,000 in electricity, \$110,000 in City Memberships (transferred to Mayor and City Council budget) and \$100,000 in remedial work at Planet Ranch.
- Commodities costs decreased approximately \$500,000 (even with the addition of over \$400,000 in increased costs associated with delivery of raw water) due to cost savings efforts and efficiencies including GAC media bed life maximization and renegotiating commodity contracts.
- To achieve efficiencies and process improvements, the Enterprise Finance Manager position and Senior Finance Analyst position were transferred from Water Resources to the Finance and Accounting Division. In addition, the Meter Reading program, including all but one employee, was transferred from Finance and Accounting to Water Resources Division.

Budget Notes and Changes

- While costs increased associated with new or expanded facilities (GAC Facility, CAP Water Treatment Plant and AWT), as well as cost increases in some commodity and/or contractual areas (increased federal, state, and County permit fees, raw water costs, etc.) the overall Water Resources Division budget was able to be decreased by \$162,000 due to cost savings efforts and efficiencies.

Water Resources

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	195.00	204.00	202.00	-2.00
% of City's FTEs			8.23 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
GW Trtmnt Facility Fund	569,467	943,097	945,020	1,923
Inlet GC Irrigation Fund	58,981	51,880	51,880	0
IWDS Fund	905,245	934,610	917,798	-16,812
Non-Potable RWDS Fund	3,662,827	3,744,451	3,707,246	-37,205
Water Fund	36,669,958	44,177,252	44,605,421	428,169
Water Reclamation Fund	14,770,208	15,712,440	15,172,557	-539,883
WW Golf Fund	324,817	215,820	217,621	1,801
Total Division Budget	56,961,503	65,779,550	65,617,543	-162,007

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	14,917,221	15,228,778	15,414,703	185,925
Contractual Services	22,299,157	26,413,179	26,671,810	258,631
Commodities	19,661,047	24,015,593	23,531,030	-484,563
Capital Outlays	84,078	122,000	0	-122,000
SubTotal Operating Budget	56,961,503	65,779,550	65,617,543	-162,007
Operating Projects	0	0	0	0
Total Division Budget	56,961,503	65,779,550	65,617,543	-162,007

Water Resources

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Drinking Water Delivered – Million Gallons Per Day (MGD)	68.4	71.0	71.5
Reclaimed Water Reused - MGD	11.2	11.4	11.6
Water Recharged - MGD	6.6	7.0	7.0
Sewage Treated - MGD	21.0	21.5	22.0
Customer Accounts Per Employee	768	761	757
Combined Water/Sewer Operation and Maintenance (O&M) Average Expenses Per MG	\$1,737	\$1,760	\$1,760
Combined Water/Sewer Water O&M Average Expenses Per Account	\$386	\$403	\$403
Water Conservation Customer Contacts	37,632	35,360	36,000
Water Meters Replaced To Increase Revenue & Water Accountability	6,348	7,000	7,000
Restaurant Grease Removal Systems Inspected	497	1,730	1,800

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Equivalent
Filing and assembly of water conservation information packets	1	80	\$1,540	0.0
Total	1	80	\$1,540	0.0

The value of volunteer hours was calculated using an hourly rate of \$19.25.

Water Quality

Strategic Goal(s)	<ul style="list-style-type: none">• Seek Sustainability
Program Description	<p>The Water Quality program assures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, Superfund, air quality and aquifer protection for all City Water Resources programs and facilities. The program also provides oversight and enforcement on seven permitted industries and over 2,000 commercial establishments that discharge into the City's sewer system. Through the in-house laboratory, the program performs analysis for most contaminants monitored by federal, state and local regulations and permits. Program staff provides information and advice regarding the design, construction and operation of facilities and are available to respond with analysis and advice in the event of any water contamination event.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none">• Met all drinking water, reclaimed water and superfund program requirements for federal, state and local regulations including distribution of an annual report designed to communicate water quality information to customers.• Increased proactive inspections of restaurants using an upgraded database to assist in the tracking and monitoring of all requirements and compliance status for industries and restaurants.• Completed successful sanitary survey inspections of one-third of the drinking water system.
FY 2011/12 Priorities	<ul style="list-style-type: none">• Continue compliance with all federal, state and local regulations. Determine potential impacts of the possible future regulation of Hexavalent Chromium (hex chrome). Finish assessment of hex chrome in all water sources and distribution system.• Incorporate new federal requirements in ordinance changes and improve protection of the system from sewer discharges that lead to odors, blockages, overflows or destruction of infrastructure.• Perform more in-house compliance work to reduce costs and minimize reliance on external service providers.
Budget Notes and Changes	<ul style="list-style-type: none">• The Water Quality program budget increased approximately \$171,000 to include increased personnel costs and increased fees for permits with the State of Arizona and Maricopa County.• With the existing unfunded mandates and possible regulation of Contaminants of Potential Concern, the budgetary impacts of this program will continue to increase.

Water Quality

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	20.00	22.00	22.00	0.00
% of City's FTEs			0.90 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Water Fund	1,838,580	1,912,730	2,060,651	147,921
Water Reclamation Fund	568,939	805,354	828,146	22,792
Total Division Budget	2,407,519	2,718,084	2,888,797	170,713

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	1,684,744	1,722,906	1,861,842	138,936
Contractual Services	414,428	596,488	680,875	84,387
Commodities	291,710	366,690	346,080	-20,610
Capital Outlays	16,636	32,000	0	-32,000
SubTotal Operating Budget	2,407,519	2,718,084	2,888,797	170,713
Operating Projects	0	0	0	0
Total Division Budget	2,407,519	2,718,084	2,888,797	170,713

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Restaurant Grease Removal System Inspected	497	1,730	1,800

Water Reclamation Services

Strategic Goal(s)

- Seek Sustainability

Program Description

Water Reclamation Services provides the operational leadership, direction and support to collect, treat and distribute for re-use the wastewater generated within the City. Services include continual 24/7 operation of two water reclamation plants, an advanced water treatment plant, 38 sewer lift stations, a high capacity sewer pumpback system and multiple recharge facilities. This area is also responsible for managing over 1,400 miles of sewer lines collecting sewage from over 77,500 residential and commercial connections. These systems and facilities are operated in compliance with numerous regulatory requirements to prevent spills/overflows, minimize odors and provide an appropriate alternative source of water for non-potable end uses including irrigation, power generation and groundwater replenishment.

FY 2010/11 Highlights

- Groundwater Replenishment/Recharge: Approximately 7,000 acre feet of water was recharged in calendar year 2010 helping the City achieve safe yield and ensure sustainable water supplies.
- Process Blower Replacement Project: Department of Energy Stimulus Grant was used to replace process blowers with more energy efficient turbo blowers at the Water Campus and Gainey Ranch Water Reclamation Plants to create electricity savings of up to 40 percent.
- Direct Irrigation Water Reuse: Approximately 12 million gallons a day (MGD) from the Water Campus and Gainey Ranch Water Reclamation Plants helped the City meet irrigation demands for 23 golf courses and two City recreation facilities.

FY 2011/12 Priorities

- Advanced Water Treatment (AWT) Plant Expansion: Bring the expanded AWT facility on line to increase reclamation and groundwater replenishment capabilities and to reduce sodium concentrations in effluent delivered to golf courses for turf irrigation.
- Update the Sanitary Sewer Overflow Response Plan: Update the plan as part of overall management and compliance related to the City's sewer collection system.
- Efficiency Efforts: Continue to identify and implement improved efficiencies including participating in an Arizona Public Service power demand reduction program designed to pay high usage customers to reduce power during limited periods.

Budget Notes and Changes

- Costs associated with new or expanded facilities (Advanced Water Treatment Facility) have increased. The overall budget, however, decreased by approximately \$225,000 due to cost savings efforts and efficiencies. These steps, which include blower replacements and pumpback system operations, will have an immediate impact to the cost of electricity. This reduction is augmented by reductions in materials to maintain and repair the expanded facilities.

Water Reclamation Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	61.00	54.00	48.00	-6.00
% of City's FTEs			1.96 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Water Fund	1,600,835	2,015,317	2,260,621	245,304
Water Reclamation Fund	13,996,149	14,342,701	13,872,663	-470,038
Total Division Budget	15,596,983	16,358,018	16,133,284	-224,734

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	4,332,331	3,671,326	3,760,136	88,810
Contractual Services	9,105,138	10,072,016	9,968,472	-103,544
Commodities	2,142,219	2,524,676	2,404,676	-120,000
Capital Outlays	17,295	90,000	0	-90,000
SubTotal Operating Budget	15,596,983	16,358,018	16,133,284	-224,734
Operating Projects	0	0	0	0
Total Division Budget	15,596,983	16,358,018	16,133,284	-224,734

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Sewage Treated - Million Gallons per Day (MGD)	21.0	21.5	22.0
Reclaimed Water Reuse - MGD	11.2	11.4	11.6

Water Resources Engineering & Administration

Strategic Goal(s)	<ul style="list-style-type: none"> • Seek Sustainability
Program Description	<p>Water Resources Engineering and Administration provides the overall leadership and management of all City Water Resources programs to ensure the drinking water and water reclamation systems are planned, engineered and designed in agreement with the City's General Plan to best meet existing and future needs in a timely manner and financial planning to ensure that all rates and fees are set prudently. Water Resources Engineering and Administration also includes management and administration of water rights, water conservation and multiple contracts and intergovernmental agreements for water deliveries and sewage treatment.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> • Recharge: A detailed recharge plan was developed to provide greater flexibility in system operations required to meet recharge goals and in turn, Safe Yield. • System Optimization: Development of the system optimization plan was initiated. Staff selected and worked with a consultant team to analyze existing practices and began formulating strategies for optimizing operations. • Master Planning: Began development of the updated Water Reclamation Master Plan.
FY 2011/12 Priorities	<ul style="list-style-type: none"> • Safe Yield: In compliance with the Groundwater Management Act, we remain committed to achieving Safe Yield for a sixth straight year. • Master Planning: This is a dynamic process critical for future capital improvements. Creation of newly updated Water Reclamation and Potable Water master plans is envisioned to take approximately two years. • System Optimization: Complete the system optimization plan by establishing recommended practices and deploying developed optimization tools and strategies. • Asset Management: Utilize the asset management program to develop comprehensive long-range cash flow models for capital projects and assist with the creation of operational budgets.
Budget Notes and Changes	<ul style="list-style-type: none"> • The Engineering Services budget increased only \$126,000 despite large increases for security of \$509,000 and increases for state licenses and permits of \$321,000. Major reductions included \$371,000 in CIP workorder credits applied to personnel services, \$150,000 reduction in consultants, \$100,000 reduction in Planet Ranch remediation work and \$110,000 decrease in City memberships due to the transfer of the Arizona Municipal Water Users Association citywide membership to the Mayor and City Council budget.

Water Resources Engineering & Administration

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	24.00	21.00	22.00	1.00
% of City's FTEs			0.90 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Inlet GC Irrigation Fund	58,981	51,880	51,880	0
IWDS Fund	905,245	934,610	917,798	-16,812
Non-Potable RWDS Fund	3,662,827	3,744,451	3,707,246	-37,205
Water Fund	3,511,920	3,266,298	3,537,167	270,869
Water Reclamation Fund	205,121	564,385	471,748	-92,637
WW Golf Fund	324,817	215,820	217,621	1,801
Total Division Budget	8,668,911	8,777,444	8,903,460	126,016

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	2,352,301	2,217,489	1,941,536	-275,953
Contractual Services	3,555,152	3,997,322	4,348,593	351,271
Commodities	2,737,686	2,562,633	2,613,331	50,698
Capital Outlays	23,771	0	0	0
SubTotal Operating Budget	8,668,911	8,777,444	8,903,460	126,016
Operating Projects	0	0	0	0
Total Division Budget	8,668,911	8,777,444	8,903,460	126,016

Water Resources Engineering & Administration

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Customer Accounts per Employee	768	761	757
Water Conservation Customer Contacts	37,632	35,360	36,000
Combined Water/Wastewater O&M Average Expense per MG	\$1,737	\$1,760	\$1,760
Combined Water/Wastewater O&M Expense per Account	\$386	\$403	\$403

Volunteer Hours				
Description	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Filing and assembly of water conservation information packets	1	80	\$1,540	0.0
Total	1		\$1,540	0.0

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2011/12 Adopted Budget

Water Services

Strategic Goal(s)	<ul style="list-style-type: none"> • Seek Sustainability
Program Description	<p>Water Services provides treatment and distribution of potable water throughout the City including continual year-round operation of two surface water treatment plants, the Central Groundwater Treatment Facility, seasonal 24/7 operation of 23 active groundwater wells and 3 arsenic treatment facilities. The water distribution system includes over 2,000 miles of water lines, 44 reservoirs, 86 boosters pump stations and 360 pressure reducing valves serving over 88,500 residential and commercial connections. These systems and facilities are operated in compliance with numerous regulatory requirements to help ensure a safe and reliable potable water supply.</p>
FY 2010/11 Highlights	<ul style="list-style-type: none"> • Central Arizona Project Water Treatment Plant: Successful commissioning of the 20.0 Million Gallons per Day (MGD) membrane treatment facility expansion bringing the total production capacity to 70.0 MGD. Completed rehabilitation work on original plant to ensure performance reliability. • Developed a cost effective utilization schedule for Granular Activated Carbon (GAC) media to maximize bed life resulting in cost reductions in the operating budget. • Changed out 6,500 water meters to ensure appropriate revenues and enhance water accountability. • Completed approximately 900 backflow assembly inspections to ensure the mandated cross connection program is monitored per ordinance.
FY 2011/12 Priorities	<ul style="list-style-type: none"> • Efficiency Efforts: Continue to identify, evaluate and implement improved efficiencies at all treatment plants including cost effective pre-treatment processes for the Chaparral Water Treatment Plant, overall system optimization, accelerated Automated Meter Reading (AMR) technology roll-out and strategies to minimize GAC and chemical costs. • Asset Management: Focus on effective asset management program strategies to maximize the life of assets while minimizing costs.
Budget Notes and Changes	<ul style="list-style-type: none"> • While costs increased associated with new or expanded facilities (GAC Facility, CAP Water Treatment Plant), the overall budget decreased by approximately \$234,000 due to cost saving efforts and efficiencies. These cost savings efforts and efficiencies, which include GAC media bed life maximization and implementation of enhanced electrical usage monitoring tools, will have immediate impacts to the cost of electricity and filter media; the electric budgets decreased by \$37,000 and filter media budgets decreased \$900,000.

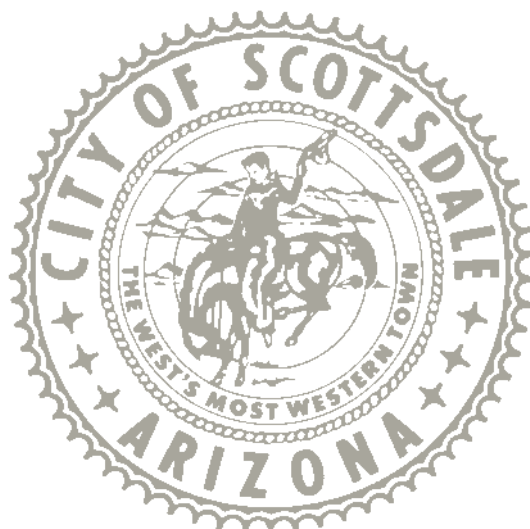
Water Services

Staff Summary				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Full-time Equivalents (FTE)	90.00	107.00	110.00	3.00
% of City's FTEs			4.48 %	

Funding Source				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
GW Trtmnt Facility Fund	569,467	943,097	945,020	1,923
Water Fund	29,718,624	36,982,907	36,746,982	-235,925
Total Division Budget	30,288,091	37,926,004	37,692,002	-234,002

Expenditures By Type				
	Actual 2009/10	Approved 2010/11	Adopted 2011/12	Change 10/11 to 11/12
Personnel Services	6,547,845	7,617,057	7,851,189	234,132
Contractual Services	9,224,438	11,747,353	11,673,870	-73,483
Commodities	14,489,431	18,561,594	18,166,943	-394,651
Capital Outlays	26,376	0	0	0
SubTotal Operating Budget	30,288,091	37,926,004	37,692,002	-234,002
Operating Projects	0	0	0	0
Total Division Budget	30,288,091	37,926,004	37,692,002	-234,002

Performance Measures			
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
Drinking Water Delivered - Million Gallons per Day (MGD)	68.4	71.0	71.5
Water Meters Replaced to increase revenue and water accountability	6,348	7,000	7,000



FY 2011/12 Adopted Budget

Operating Projects

Operating Projects - All Funds

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non capital equipment, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset.

	Project Description	Adopted FY 2011/12
ADMINISTRATIVE SERVICES		
IT - TELEPHONE EQUIPMENT	The Telephone Operating Project is dedicated to providing systematic upgrades, maintenance and ongoing replacement of the City's enterprise telephone system. This includes subsystems such as 911, Interactive Voice Response, Right Fax, and Voicemail.	387,000
TOTAL FOR ADMINISTRATIVE SERVICES		387,000
CITY COURT		
NEW JUSTICE FAC SPACE PRGRM STUDY	This program is a request for a space planning consultant. Program study deliverables include: Needs assessment-growth trends/drivers and industry best practices Workload, resource, and service projections Facility/space future needs Project cost/benefits and risk analysis Analysis of existing supporting infrastructures Site opportunities and evaluation Development of costs and timetables Recommendations and alternatives Presentations to city leaders and council members	60,000
TOTAL FOR CITY COURT		60,000
COMMUNITY AND ECONOMIC DEVELOPMENT		
ART IN PUBLIC PLACES	This project supports, via an agreement between the City and the Scottsdale Cultural Council, Scottsdale's public art program. This project supports the acquisition, commissioning and programming of public art in Scottsdale.	482,948
CIP ADVANCE PLANNING PROGRAM	Conduct studies, travel demand modeling, analysis and internal/external coordination to determine future capital improvement needs for major street, intersection, traffic management and transit projects.	49,000
STORMWATER QUALITY (AZPDES MS4) PERMIT COMPLIANCE	Section 402 of the 1972 federal Clean Water Act creates the National Pollutant Discharge Elimination System, administered by the US Environmental Protection Agency, which has delegated primacy within Arizona to the Arizona Department of Environmental Quality (ADEQ). The City of Scottsdale, as owner and operator of a municipal separate storm sewer system (MS4), has been issued an Arizona Pollutant Discharge Elimination System (AZPDES) permit from ADEQ. The City must comply with the provisions of this permit, which is an unfunded federal and state mandate. The purpose of the permit is to prevent polluted stormwater runoff from entering the city's MS4 and discharging to Waters of the United States. There are many permit requirements, such as wet weather stormwater sampling and monitoring, illicit discharge detection and elimination, inspection of municipal facilities and construction and industrial sites, MS4 mapping and maintenance, street sweeping, training, and preparation of a detailed annual report documenting all such compliance activities.	122,785
PUBLIC ART CONSV AND RESTORATION	This project will fund the on-going conservation and restoration of the City's public art collection.	134,400
WW HORSE BARN REPAIRS	This program is to replace and/or repair stall wall panels, metal fronts, and sliding doors on older permanent horse barns.	75,000
TOTAL FOR COMMUNITY AND ECONOMIC DEVELOPMENT		864,133
PUBLIC WORKS		
FACILITIES MGMT REPAIR & MAINT	This project is for larger scale, preventive maintenance, equipment life-cycle replacement, and modernization projects at City facilities. Projects may include some or all building systems such as: HVAC, electrical, plumbing, roofing, painting, and floor coverings.	582,011
TOTAL FOR PUBLIC WORKS		582,011
GRAND TOTAL		1,893,144

Debt Service Expense

DEBT SERVICE EXPENSE - ALL FUNDS							Final
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Payment
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Date
General Fund							
<u>Contracts Payable</u>							
U.S. Corps of Engineers - IBW	\$ 231,166	\$ 231,166	\$ 231,166	\$ 231,166	\$ 231,166	\$ 231,166	2032
US Patent Office	-	-	-	-	-	-	2009
BOR Administration/Westworld	115,763	121,551	127,628	134,010	140,710	147,746	2033
BOR Administration/TPC	115,763	121,551	127,628	134,010	140,710	147,746	2035
Nordstrom Garage Lease	2,842,471	2,386,837	2,482,310	2,581,603	2,684,867	2,792,262	2028
Nordstrom Garage Sales Tax	61,113	51,317	53,370	55,504	57,725	60,034	2028
Waterfront Construction Sales Tax Rebate	-	-	-	-	-	-	2015
Hotel Valley Ho	123,093	126,786	130,590	135,160	140,567	146,892	2019
Stacked 40's/Lund - Retail Sales Tax Rebate	-	-	1,378,413	299,821	308,816	318,080	2014
Stacked 40's/Lund - Construction Sales Tax Rebate	-	50,000	-	-	-	-	2014
Total General Fund Contracts Payable	\$ 3,489,368	\$ 3,089,207	\$ 4,531,105	\$ 3,571,274	\$ 3,704,560	\$ 3,843,926	
<u>Certificates of Participation</u>							
2005 Certificates of Participation - Fire & Police Building	\$ 916,790	\$ 3,409,567	\$ -	\$ -	\$ -	\$ -	2011
Fiscal Agent Fees	2,000	-	-	-	-	-	-
<u>Leases</u>							
Police/Fire Radio Communication	506,550	2,548,680	2,548,679	2,548,679	2,548,679	2,548,679	2020
Total Certificates of Participation and Leases	\$ 1,425,340	\$ 5,958,247	\$ 2,548,679	\$ 2,548,679	\$ 2,548,679	\$ 2,548,679	
Total General Fund	\$ 4,914,708	\$ 9,047,454	\$ 7,079,784	\$ 6,119,953	\$ 6,253,239	\$ 6,392,605	
Debt Service Funds							
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>							
1997 G.O. Refunding Bonds	\$ 2,418,950	\$ 1,398,725	\$ 1,398,275	\$ 1,424,250	\$ -	\$ -	2014
1989 G.O. Series I (1998)	88,900	-	-	-	-	-	2011
2001 G.O. Refunding Bonds-6% & 20%	2,894,775	-	-	-	-	-	2011
2002 Various Purpose G.O. Bonds-6% & 20% (28M iss. 5/02)	1,638,000	-	-	-	-	-	2011
2002 G.O. Refunding Bonds-6% & 20%	10,359,475	7,702,000	6,316,000	6,319,500	6,334,250	609,000	2016
2003 G.O. Refunding Bonds-6% & 20% (16,265,000 iss. 9/03)	1,965,556	1,438,244	1,424,844	-	-	-	2013
2004 G.O. Var. Purpose-6% & 20% (48M iss. 4/04)	2,088,125	2,088,125	2,088,125	6,088,125	7,363,125	8,269,125	2021
2005 G.O. Refunding Bonds-6% & 20% (8,542,000 iss. 3/05)	427,000	3,142,000	4,591,250	1,801,250	-	-	2014
2005A G.O. Var. Purpose-6% & 20% (125M iss. 12/05)	8,660,750	9,520,750	10,295,750	10,520,750	10,720,750	11,895,750	2024
2008A G.O. Var. Purpose-20% (100M iss. 4/08)	4,362,469	4,362,469	7,437,469	7,612,531	7,828,656	8,400,031	2028
2010 G.O. Var. Purpose-20% (50,800,000 issued 4/7/2010)	2,798,125	2,879,125	2,958,125	3,035,125	3,147,625	3,255,625	2030
2011 G.O. Refunding Bonds-20%	65,143	4,475,900	191,900	191,900	191,900	1,601,900	2018
Fiscal Agent Fees and Arbitrage Fees	5,400	9,040	8,680	8,320	7,960	7,960	-
Total General Obligation Bonds	\$ 37,772,668	\$ 37,016,377	\$ 36,710,417	\$ 36,801,751	\$ 35,594,266	\$ 34,039,391	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>							
2001 G.O. Refunding Bonds-Preservation Portion (1995 tax)	\$ 744,456	\$ -	\$ -	\$ -	\$ -	\$ -	2011
2002 G.O. Bonds-Preservation Portion (40M iss. 5/02, prev. 70M) (1995 tax)	138,806	-	-	-	-	-	2011
2002 G.O. Refunding Bonds-Preservation Portion (1995 tax)	360,693	360,693	360,693	360,693	360,692	3,430,693	2019
2004 Preservation GO (65.4M, iss. 4/04) (1995 tax)	7,323,300	5,993,300	4,418,300	4,313,300	2,108,300	2,108,300	2025
2005 G.O. Refunding Bonds-Preservation Portion (66.088M 3/05) (1995 tax)	2,838,128	2,838,128	2,838,128	5,843,128	7,532,878	7,550,628	2024
2005B G.O. Bonds-Preservation Portion (20M 12/05) (2004 tax)	1,662,619	1,651,619	1,655,369	1,631,619	1,631,619	1,629,119	2024
2008B G.O. Bonds-Preservation Portion (20M 04/08) (2004 tax)	1,325,281	1,335,281	1,319,531	1,327,469	1,334,594	1,339,469	2034
2011 G.O. Bonds	376,694	1,695,000	1,687,800	1,680,150	1,672,050	863,500	2034
2011 G.O. Refunding Bonds	961,654	2,480,900	4,978,400	4,434,050	2,737,750	2,773,350	2024
Fiscal Agent Fees (1995 tax)	2,100	1,960	1,820	1,680	1,540	1,540	-
Future G.O. Bond: \$150M issue Nov 2011 (2004 tax)	-	3,805,556	5,708,333	5,708,333	5,708,333	5,708,333	2034
Fiscal Agent Fees (Future Bonds @ \$1,000/bond) (2004 tax)	1,000	2,000	2,000	2,000	2,000	2,000	-
Preserve General Obligation Bonds - Preserve Sales Tax Supported	\$ 15,734,731	\$ 20,164,437	\$ 22,970,374	\$ 25,302,422	\$ 23,089,756	\$ 25,406,932	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>							
1998 Scottsdale Preserve Revenue Bonds (1995 tax)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	2010
2001 Scottsdale Preserve Revenue Refunding Bonds (1995 tax)	1,201,360	-	-	-	-	-	2011
2004 Scottsdale Preserve Revenue Refunding Bonds (1995 tax)	3,503,500	3,487,500	3,475,750	3,462,750	3,473,250	3,480,750	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	1,114,902	1,599,063	1,599,062	1,599,063	1,599,062	1,599,063	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	114,089	1,403,200	1,404,800	1,406,600	1,397,500	1,402,800	2022
Fiscal Agent Fees	2,000	2,000	2,000	2,000	2,000	2,000	-
Corporation Annual Report	10	10	10	10	10	10	-
Total Scottsdale Preserve Authority Bonds	\$ 5,935,861	\$ 6,491,773	\$ 6,481,622	\$ 6,470,423	\$ 6,471,822	\$ 6,484,623	

Debt Service Expense

DEBT SERVICE EXPENSE - ALL FUNDS							Final
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Payment
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Date
McDowell Sonoran Preserve Contract							
- Preserve Sales Tax Supported (1995 tax)	\$ 954,175	\$ 953,750	\$ 955,500	\$ -	\$ -	\$ -	2013
Municipal Property Corp. (MPC) Bonds - Excise Tax Supported							
2004A MPC SkySong Bonds	\$ 1,323,275	\$ 1,322,400	\$ 1,320,550	\$ 1,320,150	\$ 1,322,650	\$ 1,322,400	2019
2005 MPC Giants Practice Field MCSD and AZSTA funded	337,144	1,107,144	862,144	1,590,689	1,317,489	2,672,883	2021
2005D MPC Westworld Land Acquisition (46.5Mil, Dec 2005)	1,128,750	1,117,500	1,106,250	1,695,000	1,753,750	1,807,500	2035
2006 MPC Refunding WestWorld	1,274,250	1,274,250	1,274,250	1,274,250	1,274,250	1,274,250	2030
2006 MPC Refunding SkySong	1,498,250	1,498,250	1,498,250	1,498,250	1,498,250	1,498,250	2034
2006A MPC TPC (10Mil, Nov 2006)	650,706	649,906	648,706	647,106	650,106	644,356	2031
2006B MPC Westworld Land Acquisition (32.5Mil, Nov 2006) Excise Tax Funded	800,594	1,750,594	1,762,594	1,772,594	1,780,594	1,775,594	2031
2006B MPC Westworld Land Acquisition (32.5Mil, Nov 2006) Bed Tax Funded	600,000	600,000	600,000	600,000	600,000	600,000	2031
Fiscal Agent Fees	9,625	9,625	9,625	9,625	9,625	9,625	
Corporation Annual Report	10	10	10	10	10	10	
Future Bonds - Tourism Capital Project (\$15M Mar 2012) Bed Tax funded		585,051	1,147,292	1,188,663	1,212,469	1,230,656	2031
Future Bonds - Tourism Capital Project (\$15M Mar 2013) Bed Tax funded			585,051	1,147,292	1,188,663	1,212,469	2032
Future Bonds - Western Art Museum (\$2.779M Mar 2013) Excise Tax funded			108,390	212,555	220,220	224,630	2032
Future Bonds - Western Art Museum (\$3.75M Mar 2013) Bed Tax funded			146,263	286,823	297,166	303,117	2032
Fiscal Agent Fees (Future Bonds @ \$1,000/bond)		1,000	3,000	3,000	3,000	3,000	
Subtotal:							
MPC - General Fund/Excise Tax funded	6,685,460	7,623,535	7,731,625	8,432,540	8,512,455	8,559,615	
MPC - Bed Tax funded	600,000	1,185,051	2,478,606	3,222,778	3,298,298	3,346,242	
MPC - TSA funded	337,144	1,107,144	862,144	1,590,689	1,317,489	2,672,883	
Total Municipal Property Corp. Bonds	\$ 7,622,604	\$ 9,915,730	\$ 11,072,375	\$ 13,246,007	\$ 13,128,242	\$ 14,578,740	
Special Assessments							
Series 104 Contract	\$ 5,059	\$ 2,917	\$ 3,481	\$ -	\$ -	\$ -	2013
Existing Districts (excluding ID 104)	834,375	800,625	766,875	-	-	-	2013
Fiscal Agent Fees	450	450	450	-	-	-	
Total Special Assessments	\$ 839,884	\$ 803,992	\$ 770,806	\$ -	\$ -	\$ -	
Total Debt Service Funds	\$ 68,859,923	\$ 75,346,059	\$ 78,961,094	\$ 81,820,603	\$ 78,284,086	\$ 80,509,686	
Water and Water Reclamation Funds							
Water Sewer Revenue Bonds							
2004 Water Sewer Revenue Refunding Bonds-Water Portion	\$ 298,734	\$ 299,452	\$ 263,450	\$ 86,245	\$ 86,619	\$ 87,150	2016
2008 Water Sewer Revenue Refunding Bonds-Water Portion	119,444	123,953	125,756	145,392	-	-	2014
2004 Water Sewer Revenue Refunding Bonds-Sewer Portion	3,300,466	3,308,398	2,910,650	952,855	956,981	962,850	2016
2008 Water Sewer Revenue Refunding Bonds-Sewer Portion	1,700,431	1,704,272	1,705,807	3,793,646	3,495,838	3,491,638	2023
Fiscal Agent Fees	400	400	400	400	400	400	
Total Water Sewer Revenue Bonds	\$ 5,419,475	\$ 5,436,475	\$ 5,006,063	\$ 4,978,538	\$ 4,539,838	\$ 4,542,038	
Municipal Property Corp. (MPC) Bonds							
2004 Water & Sewer MPC Bonds-Water Portion	\$ 2,824,800	\$ 2,792,533	\$ 2,763,383	\$ 2,729,650	\$ -	\$ -	2014
2005E Water & Sewer MPC Bonds	3,216,500	3,196,500	3,171,500	3,166,500	3,155,250	3,417,750	2016
2006 MPC Refunding Water/Sewer MPC Bonds-Water Portion	4,937,178	4,937,178	4,937,178	4,937,178	8,153,872	8,122,598	2030
2004 Water & Sewer-Sewer Portion	1,027,200	1,015,467	1,004,867	992,600	-	-	2014
2006 MPC Refunding Water/Sewer-Sewer Portion	588,322	588,322	588,322	588,322	971,628	967,902	2030
2008A MPC Bonds-Water Portion	5,793,995	5,788,650	5,778,150	5,781,968	5,780,059	5,791,514	2032
2008A MPC Bonds-Sewer Portion	1,793,380	1,791,725	1,788,475	1,789,657	1,789,066	1,792,611	2032
2010 MPC Bonds-Water Portion	942,772	805,216	831,196	860,893	890,908	919,563	2036
2010 MPC Bonds-Sewer Portion	3,215,905	2,746,684	2,835,304	2,936,607	3,038,992	3,136,737	2036
Fiscal Agent Fees	3,625	3,625	3,625	3,625	3,000	3,000	
Future Revenue Bonds - Water/Sewer (\$67M 01/2013)	-	-	2,996,662	4,610,567	4,632,677	4,655,893	2037
Future Revenue Bonds - Water/Sewer (\$41M 01/2015)	-	-	-	-	1,842,308	2,838,452	2039
Fiscal Agent Fees (Future Bonds @ \$1,000/bond)	-	-	1,000	1,000	2,000	2,000	
Total MPC Bonds - Water and Sewer Supported	\$ 24,343,677	\$ 23,665,900	\$ 26,699,662	\$ 28,398,567	\$ 30,259,760	\$ 31,648,020	
Total Water and Water Reclamation Funds	\$ 29,763,152	\$ 29,102,375	\$ 31,705,725	\$ 33,377,105	\$ 34,799,598	\$ 36,190,058	
TOTAL DEBT SERVICE ALL FUNDS	\$ 103,537,783	\$ 113,495,888	\$ 117,746,603	\$ 121,317,660	\$ 119,336,923	\$ 123,092,349	
Preserve Debt Service segregated by tax funding source:							
1995 .20% Tax	18,297,519	16,639,604	15,056,063	16,989,224	16,475,232	19,575,784	
2004 .15% Tax	2,988,900	6,794,456	8,685,233	8,669,421	8,676,546	8,678,921	
	21,286,419	23,434,060	23,741,296	25,658,645	25,151,778	28,254,705	

Long-Term Debt Outstanding

Long-Term Debt Outstanding - All Funds						
As of 6/30/11 through 6/30/15						
	Balance at 6/30/2011	Balance at 6/30/2012	Balance at 6/30/2013	Balance at 6/30/2014	Balance at 6/30/2015	Final Payment Date
General Fund						
<u>Contracts Payable</u>						
U.S. Corps of Engineers - IBW	2,706,967	2,614,288	2,516,868	2,414,464	2,306,821	2032
BOR Administration/Westworld	4,680,333	4,558,782	4,431,154	4,297,145	4,156,434	2033
BOR Administration/TPC	5,409,246	5,287,695	5,160,067	5,026,057	4,885,347	2035
Total General Fund Contracts Payable	12,796,546	12,460,765	12,108,089	11,737,666	11,348,602	
<u>Leases</u>						
2005 Certificates of Participation - Fire & Police Building	3,409,567	-	-	-	-	2011
Police/Fire Radio Communication	20,000,000	18,030,698	16,002,471	13,913,555	11,762,134	2020
Total Leases	23,409,567	18,030,698	16,002,471	13,913,555	11,762,134	
Total General Fund	36,206,113	30,491,463	28,110,560	25,651,221	23,110,736	
Debt Service Funds						
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>						
1997 G.O. Refunding Bonds	3,795,000	2,605,000	1,350,000	-	-	2014
2002 G.O. Refunding Bonds-6% & 20%	24,230,000	17,720,000	12,290,000	6,585,000	580,000	2016
2003 G.O. Refunding Bonds-6% & 20%	2,710,000	1,375,000	-	-	-	2013
2004 G.O. Var. Purpose-6% & 20%	48,000,000	48,000,000	48,000,000	44,000,000	38,525,000	2021
2005 G.O. Refunding Bonds-6% & 20%	8,540,000	5,825,000	1,525,000	-	-	2014
2005A G.O. Var. Purpose-6% & 20%	109,750,000	105,250,000	99,750,000	93,750,000	87,250,000	2024
2008A G.O. Var. Purpose-6% & 20%	100,000,000	100,000,000	96,925,000	93,575,000	89,900,000	2028
2010 G.O.Var. Purpose Bonds-20%	49,850,000	48,800,000	47,650,000	46,400,000	45,000,000	2030
2011 G.O. Refunding Bonds-20%	8,645,000	4,445,000	4,445,000	4,445,000	4,445,000	2018
Total General Obligation Bonds	355,520,000	334,020,000	311,935,000	288,755,000	265,700,000	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>						
2002 G.O. Refunding Bonds-Preservation Portion	8,100,000	8,100,000	8,100,000	8,100,000	8,100,000	2019
2004 Preservation GO	52,200,000	48,700,000	46,600,000	44,500,000	44,500,000	2025
2005 G.O. Refunding Bonds-Preservation Portion	66,090,000	66,090,000	66,090,000	63,085,000	58,240,000	2024
2005B G.O. Bonds-Preservation Portion	15,800,000	14,875,000	13,900,000	12,900,000	11,850,000	2024
2008B G.O. Bonds-Preservation Portion	18,675,000	18,150,000	17,625,000	17,075,000	16,500,000	2034
2011 Preservation G.O.	22,525,000	21,785,000	21,030,000	20,260,000	19,475,000	2034
2011 Preserve GO Refunding Bonds	33,830,000	32,705,000	29,060,000	25,850,000	24,240,000	2024
Future Preservation G.O. Bonds	-	150,000,000	150,000,000	150,000,000	150,000,000	2034
Total Preserve General Obligation Bonds	217,220,000	360,405,000	352,405,000	341,770,000	332,905,000	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>						
2004 Scottsdale Preserve Revenue Refunding Bonds	15,050,000	12,315,000	9,455,000	6,465,000	3,315,000	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	32,855,000	32,855,000	32,855,000	32,855,000	32,855,000	2022
2011 Scottsdale Preserve Revenue Refunding Bonds	12,015,000	11,095,000	10,155,000	9,185,000	7,170,000	2022
Total Scottsdale Preserve Authority Bonds	59,920,000	56,265,000	52,465,000	48,505,000	43,340,000	
<u>McDowell Sonoran Preserve Contract - Preserve Sales Tax Support</u>						
	1,775,000	910,000	-	-	-	2013
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>						
2004A MPC SkySong Bonds	7,915,000	6,935,000	5,925,000	4,875,000	3,770,000	2019
2005 MPC Giants Practice Field	19,334,928	18,679,092	18,069,092	17,549,092	17,284,092	2021
2005D MPC WestWorld Land Acquisition	19,475,000	19,250,000	19,025,000	18,200,000	17,275,000	2035
2006 MPC Refunding WestWorld	25,485,000	25,485,000	25,485,000	25,485,000	25,485,000	2030
2006 MPC Refunding SkySong	29,965,000	29,965,000	29,965,000	29,965,000	29,965,000	2034
2006A MPC TPC	8,585,000	8,305,000	8,015,000	7,715,000	7,400,000	2031
2006B MPC Westworld Land Acquisition	32,500,000	31,550,000	30,550,000	29,500,000	28,400,000	2031
Future MPC Bonds	-	14,664,949	60,754,254	59,111,869	118,005,129	2032
Total Municipal Property Corp. Bonds	143,259,928	154,834,041	197,788,346	192,400,961	247,584,220	
<u>Special Assessments</u>						
Series 104 Contract	6,036	3,481	-	-	-	2013
Existing Districts (excluding ID 104)	1,500,000	750,000	-	-	-	2013
Total Special Assessments	1,506,036	753,481	-	-	-	
Total Debt Service Funds	779,200,964	907,187,522	914,593,346	871,430,961	889,529,220	

Long-Term Debt Outstanding

Long-Term Debt Outstanding - All Funds As of 6/30/11 through 6/30/15

	Balance at 6/30/2011	Balance at 6/30/2012	Balance at 6/30/2013	Balance at 6/30/2014	Balance at 6/30/2015	Final Payment Date
<u>Water and Water Reclamation Funds</u>						
<u>Water Sewer Revenue Bonds</u>						
2004 Water Sewer Revenue Refunding Bonds	8,945,000	5,770,000	2,870,000	1,960,000	1,000,000	2016
2008 Water Sewer Revenue Refunding Bonds	33,065,000	32,860,000	32,645,000	30,315,000	28,335,000	2023
Total Water Sewer Revenue Bonds	42,010,000	38,630,000	35,515,000	32,275,000	29,335,000	
<u>Municipal Property Corp. (MPC) Bonds</u>						
2004 Water & Sewer MPC Bonds	10,260,000	6,965,000	3,545,000	-	-	2014
2005E Water & Sewer MPC Bonds	13,930,000	11,430,000	8,830,000	6,105,000	3,255,000	2016
2006 MPC Refunding Water/Sewer MPC Bonds	110,510,000	110,510,000	110,510,000	110,510,000	106,910,000	2030
2008A Water & Sewer MPC Bonds	98,825,000	96,050,000	93,150,000	90,100,000	86,900,000	2032
2010 Water & Sewer MPC Bonds	75,000,000	74,820,000	74,520,000	74,080,000	73,490,000	2036
Future MPC Bonds	-	-	65,596,185	64,122,180	102,715,423	2039
Total MPC Bonds - Water and Sewer Supported	308,525,000	299,775,000	356,151,185	344,917,180	373,270,423	
Total Water and Water Reclamation Funds	350,535,000	338,405,000	391,666,185	377,192,180	402,605,423	
TOTAL LONG-TERM DEBT OUTSTANDING	1,165,942,077	1,276,083,985	1,334,370,091	1,274,274,362	1,315,245,379	

Sales Tax Agreements

The City also has the following sales tax agreements, in which the City's payments are contingent upon the sales tax generated on the sites. These agreements are not included in the Long-term Debt Outstanding in accordance with generally accepted accounting principles. However, they are shown on the debt service schedule for purposes of budget expenditure authority and cash flow planning.

Nordstrom	2028
Hotel Valley Ho	2019
Stacked 40's	2014

Legal Debt Margins

COMPUTATION OF LEGAL DEBT MARGINS	
Forecast 6/30/2011	
Net Secondary Assessed Valuation Forecasted as of June 30, 2011	\$ 7,375,408,400
Debt Limit Equal to 20% of Assessed Valuation	1,475,081,680
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2011):	
1997 Refunding	\$ 3,795,000
2002 Refunding	32,330,000
2003 Refunding	2,710,000
2004	83,200,000
2005 Refunding	74,630,000
2005A	52,500,000
2005B	15,800,000
2008A	100,000,000
2008B	18,675,000
2010	49,850,000
2011	22,525,000
2011 Refunding	<u>42,475,000</u>
Net Outstanding Forecasted Bonded Debt Subject to 20% Limit	<u>498,490,000</u> (A)
Forecasted Legal 20% Debt Margin (Available Borrowing Capacity)	<u>\$ 976,591,680</u> (C)
Debt Limit Equal to 6% of Assessed Valuation	\$ 442,524,504
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2011):	
2004	\$ 17,000,000
2005A	<u>57,250,000</u>
Net Outstanding Forecasted Bonded Debt Subject to 6% Limit	<u>74,250,000</u> (B)
Forecasted Legal 6% Debt Margin (Available Borrowing Capacity)	<u>\$ 368,274,504</u> (D)

State Regulation

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

City of Scottsdale Compliance with State Regulation

This schedule indicates the secondary assessed valuation of property tax within the City of Scottsdale allows a maximum legal bonding capacity of \$1,475,081,680 for projects subject to the 20% limitation and \$442,524,504 for projects subject to the 6% limitation.

Legal Debt Capacity Used

Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2011, the City has used (borrowed) the following legal debt capacity by percentage limitation:

20% limitation (A) \$498,490,000 or 34%
 6% limitation (B) \$74,250,000 or 17%

Legal Capacity Available

Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2011, the City has available (for borrowing) the following legal debt capacity by percentage limitation:

20% limitation (C) \$976,591,680 or 66%
 6% limitation (D) \$368,274,504 or 83%

Acronyms

ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASRS	Arizona State Retirement System
ASU	Arizona State University
ASUF	Arizona State University Foundation
AZSTA	Arizona Sports and Tourism Authority
BOR	Bureau of Reclamation
CAD	Computer Aided Design; Computer Aided Dispatch (Police)
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CEF	Court Enhancement Fund
CFD	Community Facility District
CIP	Capital Improvement Plan
CMOM	Capacity, Management, Operations & Maintenance
CNG	Compressed Natural Gas
CNR	Citizen and Neighborhood Resources
COP	Certificate of Participation
COS	City of Scottsdale
CVB	Convention and Visitors Bureau
DDC	Desert Discovery Center
DM	Document Management
DMS	Document Management System
DPB	Disinfection by Product
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCD	Flood Control District
FEMA	Federal Emergency Management Agency

Acronyms

FT	Full Time
FTE	Full Time Equivalent
FTG	Fill The Gap
GAAP	Generally Accepted Accounting Principles
GAC	Granular Activated Carbon
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
HHW	Household Hazardous Waste
HR	Human Resources
HUD	U.S. Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
ICMA	International City/County Management Association
ID	Improvement District
IGA	Intergovernmental Agreement
ILM	Information Lifecycle Management
ISO	International Organization for Standardization
IT	Information Technology
ITD	Inception to Date
ITS	Intelligent Transportation System
IVR	Interactive Voice Response System
IWDS	Irrigation Water Distribution System
IWWMP	Integrated Water & Wastewater Master Plans
JCEF	Judicial Collections Enhancement Fund
LAN	Local Area Network
LEED	Leadership in Energy and Environmental Design
LIMS	Laboratory Information Management System
LIS	Land Information System
LTAF	Local Transportation Assistance Fund
MAG	Maricopa Association of Governments
MCSD	Maricopa County Stadium District
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
NACSLB	National Advisory Council on State and Local Budgeting
NPDES	National Pollution Discharge Elimination System

Acronyms

O&M	Operations and Maintenance
PC	Personal Computer
PD	Police Department
PPB	Parts per Billion
PSPRS	Public Safety Personnel Retirement System
PRV	Pressure Relief Valve
PT	Part Time
REV	Revenue
RFP	Request for Proposal
RICO	Racketeering Influenced Corrupt Organizations
RMS	Records Management System
ROW	Right of way
RV	Recreational Vehicle
RWDS	Reclaimed Water Distribution System
SCADA	Supervisory Control and Data Acquisition
SB	Senate Bill
SPA	Scottsdale Preserve Authority
SRO	Salt River Outfall
SROG	Sub Regional Operating Group
SRP	Salt Rive Project
SRPMIC	Salt River Pima-Maricopa Indian Community
SVC	Service
SW	Software
SWAT	Special Weapons and Tactics
TTHM	Total Trihalomethanes
TPC	Tournament Players Club
UCR	Uniform Crime Report
WAN	Wide Area Network
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

Glossary of Terms

Accrual Basis

A basis of accounting whereby transactions are recognized when they are incurred, as opposed to when cash is received or paid.

Actual

As used in the fund summaries and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a modified accrual basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

Adopted

As used in the fund summaries and division summaries within the budget document, represents the budget as approved by formal action of the City Council.

Appropriation

An authorization made by the City Council, which permits the City to incur obligations and to expend resources for specific purposes.

Assessed Valuation

A value that is established annually by the County Assessor for real and personal property as a basis for levying taxes.

Balanced Budget

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

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

Under Arizona State law “all-inclusive” means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the City to comply with the Arizona State law and to pro-actively pursue emerging revenue sources as the budget year unfolds. The contingent expenditure appropriations associated with items such as possible future grants/revenues may not be spent without prior City Council approval during a public meeting.

Base Budget

Cost of continuing the existing levels of service in the current budget year.

Beginning Balance

The residual funds brought forward from the previous fiscal year (ending balance).

Bond 2000

General Obligation Bonds that were authorized by voters in calendar year 2000 and are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer’s property taxing power, and must be authorized by the electorate.

Bond Funds

Established to account for bond proceeds to be used only for approved bond projects.

Bonds

Debt instruments, which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Glossary of Terms

Bond Rating

The measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

Budget

A plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

Budget Calendar

The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Basis

Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), with the exception that (1) no depreciation is budgeted for proprietary funds; and (2) bond principal in the enterprise funds is subject to appropriation. The budgetary basis of accounting is used to present all proposed budget and forecast amounts in the budget document to facilitate meaningful comparisons. The differences between the budgetary and GAAP basis of accounting used by the City of Scottsdale are similar to those of many other local governments. The differences between budgetary basis and the GAAP basis exist largely because the budgetary basis provides a more conservative view of revenues and expenditures.

Capital Expenditures

The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary values (equal to or greater than \$25,000), (2) long asset life (equal to or greater than five years of useful life, and (3) results in the creation of a fixed asset, or the revitalization of a fixed asset.

Capital Improvement Funds

Established to account for financial resources to be used for the acquisition or construction of major capital facilities. The City maintains several Capital Project funds to ensure legal compliance and financial management for various restricted revenues.

Capital Improvement Plan (CIP)

A comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvement plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

Capital Outlay

Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than two years; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as a capital outlay under the same code as the original purchase. Replacement or repair parts are classified under commodities.

Glossary of Terms

Capital Project

Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, and water systems.

Certificate of Participation (COP)

Funding mechanism similar to bonds utilized for the purchase of capital items.

Commodities

Expendable items purchased through the City-approved centralized purchasing process and include supplies, repair and replacement parts, small tools, etc.

Community Facilities Districts (CFD)

CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

Consumer Price Index (CPI)

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contracts Payable – A liability reflecting amounts due on contracts of goods or services furnished to the City.

Contractual Services

Includes expenditures for services performed by firms, individuals, or other City divisions.

Cost Center

An organizational budget/operating unit within each City division.

Court Enhancement Fund

A fund to accumulate fees imposed by the City Court on fines, sanctions, penalties and assessments for the purpose of enhancing the technological, operational and security capabilities of the City Court.

Debt Service

Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

Debt Service Funds

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

Department

A functional unit within a division consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives (e.g., Police and Fire departments within Public Safety Division).

Division

The combination of departments and service areas of the City with a specific and unique set of goals and objectives (i.e., Public Safety, Finance and Accounting, Community Services, etc.).

Glossary of Terms

Encumbrance

The legal commitment of appropriated funds in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Encumbrance Rebudgets

The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

Ending Balance

The residual funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Capital Funds

Used to account for utility rates and development fees for specific projects.

Enterprise Funds

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

Equipment Rental

Represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the fleet management internal service fund as revenue.

Estimate

Represents the original adopted budget plus any contingency transfers, approved changes, and anticipated year-end savings.

Excise Debt

Represents debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

Expenditure

Outlay of funds for obtaining assets or goods and services. Expenditures represent decreases in net financial resources.

Expenditure Limitation

An amendment to the Arizona State Constitution limiting annual expenditures for all municipalities. The Arizona Economic Estimates Commission sets the limit based on population growth and inflation.

Fees

Charges for specific services.

Financial Policy

A government's directive with respect to operating, capital and reserve management and financial reporting as these relate to government services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of government budgets and its funding.

Fiscal Year

A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Scottsdale's fiscal year is July 1 through June 30.

Five-Year Financial Plan

An estimation of sources and uses required by the City to operate for the next five-year period.

Glossary of Terms

Forecast

A prediction of a future outcome based on known and unknown factors.

Franchise Fee

Annual fees paid by utilities (electricity, cable TV and natural gas) for the use of City public rights of way. Franchise fees are also paid by the City's water and water reclamation utility fund, as a reimbursement to the general fund for the utility's use of City streets and right-of-ways. Franchise fees are typically a set percentage of gross revenue within the City.

Fringe Benefits

Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and the various pension, medical, and life insurance plans.

Full-Time Equivalent (FTE)

A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Full Cash Value

Arizona Revised Statutes defines Full Cash Value (FCV) as being synonymous with market value. For assessment purposes, Full Cash Value approximates market value. Also see Secondary Assessed Valuation.

Fund

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

The balance of net financial resources that are spendable or available for appropriation. As used in the budget, the excess of sources (revenues and cash transfers-in) over uses (expenditures, debt service, and cash transfers-out). The beginning fund balance is the residual funds brought forward from the previous fiscal year. The fund balance is comprised of a reserved fund balance and an unreserved fund balance. The reserved fund balance is restricted for specific purposes, while the unreserved fund balance is not restricted for a specific purpose and is available for general appropriation.

Fund Summary

A combined statement of sources, uses, and changes in fund balance for the prior year's actual, adopted, estimated budgets, and the current year's adopted budgets.

GAAP Adjustments

Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

General Fund

Primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, planning and economic development, general administration of the City, and any other activity for which a special fund has not been created. General Long-Term Debt – Represents any unmatured debt not considered to be a fund liability.

Glossary of Terms

General Obligation Bonds (G.O. Bonds)

Bonds secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). They are usually issued to pay for general capital improvements such as parks and roads.

Generally Accepted Accounting Principles (GAAP)

The uniform minimum standards and guidelines to financial accounting and reporting, which govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provides standards by which to measure financial presentations.

Goal

A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grant

A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (i.e., education or drug enforcement), but it is sometimes for general purposes.

Grant Capital Funds

Used to account for the proceeds of capital grants.

Highway User Fuel Tax

Gasoline tax shared with municipalities; a portion is distributed based upon the population of the City and a portion is distributed based upon the origin of the sales of the fuel. The Arizona State Constitution requires that this revenue be used solely for street and highway purposes.

Improvement Districts

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Indirect Cost Allocation

Funding transferred to the general fund from enterprise funds for specific central administrative functions, which benefit those funds (i.e., City Manager, Finance and Accounting, Human Resources, City Attorney, etc.).

In-Lieu Property Tax

Charges 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

Levied by one government but shared on a predetermined basis with another government or class of governments.

Internal Service Fund

Established to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one service area for the benefit of other service areas within the City. The City maintains three Internal Service Funds to account for Fleet, PC Replacement and Self-Insurance activities.

Limited Property Value

The Limited Property Value is calculated according to a statutory formula mandated by the Arizona State Legislation and cannot exceed the Full Cash Value (also known as Secondary Assessed Valuation). Also see Primary Assessed Valuation.

Glossary of Terms

Mission

Defines the primary purpose of the City and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

Municipal Property Corporation (MPC)

A non-profit corporation established to issue bonds to fund City capital improvements projects.

Needs Assessment

The foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

Objective

Something to be accomplished in specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

Operating Budget

The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

Operating Revenue

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Other Fiscal Activity

Refers to various trust and agency funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governmental units, and other funds.

Outstanding Debt

The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Pay-As-You-Go

Capital Improvement Projects (PAYGO)

Capital projects whose funding source is derived from City revenue sources other than through the sale of voter-approved bonds.

Performance Measure

Data collected to determine how effective or efficient a service area is in achieving its objectives.

Personnel Services

Includes the compensation paid periodically to employees plus employee fringe benefit costs, such as the City's contributions to retirement, social security, health and life insurance. It also includes fees paid to elected officials, election judges, and clerks.

Preserve Bonds

Represent excise tax revenue bonds and G.O bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by either a 0.20% sales tax approved by City voters in 1995 and issued for the purpose of acquiring land for the McDowell Sonoran Preserve or a 0.15% sales tax approved by City voters in 2004 and issued for the purpose of acquiring land and construction of essential preserve related necessities such as proposed trailheads for the McDowell Sonoran Preserve.

Primary Assessed Valuation (Limited Property Value)

In Arizona, the Primary Assessed Valuation is used to compute primary taxes for the maintenance and operation of school districts, community college districts, municipalities, counties, and the state. The Limited Property Value is calculated according to a statutory formula mandated by the Arizona State Legislation and cannot exceed the Full Cash Value (also known as Secondary Assessed Valuation).

Primary Assessment

The amount of tax calculated according to a statutory formula based on the Primary Assessed Valuation.

Primary Property Tax

Levied for the purpose of funding general government operations. Annual increases are limited to 2.0% 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.

Property Tax

Based according to value of property and is used as the source of monies to support the general fund (primary property tax) and to pay general obligation debt (secondary property tax). Each year the Maricopa County Assessor's Office determines the value of all property, commercially and privately owned, within the county. These assessment values are then used on a pro-rata basis for levying property taxes. Property taxes are paid twice a year. The first half is due on October 1st and the second half is due on the following March 1st.

Proposition 400 (Regional Sales Tax)

Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

Racketeered Influenced Corrupt Organizations (RICO) Funds

Funds obtained from an anti-racketeering revolving fund maintained by either the Federal or State government as a result of asset forfeitures from criminal enterprises and are allocated to municipalities for approved non-recurring public safety expenditures.

Refunding

A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: (1) to reduce the issuer's interest costs or (2) to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited into escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the refunding bonds and the outstanding obligations being refinanced are referred to as the refunded bonds or the prior issue.

Regional Sales Tax (Proposition 400)

Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

Reserve

An account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Glossary of Terms

Revenue Bonds

Bonds payable from a specific source of revenue, which do not pledge the full faith, and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

Secondary Assessed Valuation (Full Cash Value)

In Arizona, the Secondary Assessed Valuation is used to compute secondary taxes, which may consist of bonds, budget overrides, and special districts such as fire, flood control, and other limited purpose districts. Full Cash Value is a reflection of the market value of property.

Secondary Assessment

The amount of tax calculated according to a statutory formula based on the Secondary Assessed Valuation.

Secondary Property Tax

Levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's general obligation bonds.

Self Insurance

The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Service Area

A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

Service Area Budget

A budget, which allocates money to the functions or activities of a government, rather than to specific items of cost or to specific divisions.

Service Levels

Describe the present services provided by a City division.

Sinking Fund

An account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from there are determined by the terms of the bond contract.

Special Assessment

A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Funds

Established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City maintains the following five Special Revenue Funds: Highway User Revenue, Preservation Privilege Tax, Transportation Privilege Tax, Special Programs, and Grants.

Stakeholder

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

Glossary of Terms

Street Light Improvement Districts

Formed to provide a means for properties within a district to maintain streetlights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the City.

Tax Levy

The total amount of revenue to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Tax Rate

The amount of tax levied for each \$100 of assessed valuation.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Transfers

The authorized exchanges of cash or other resources between funds, divisions, and/or capital projects.

Transportation Privilege Tax Capital Fund

Established to account solely for transportation projects.

Trend Analysis

Examines changes over time, which provides useful management information such as the City's current financial situation and its future financial capacity to sustain service levels.

Trust Funds

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

Unreserved Fund Balance

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unrestricted General Capital Fund

Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

User Fee

The fee charged for services to the party or parties who directly benefits from the service.

Budget Adoption Ordinance

ORDINANCE NO. 3951

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SCOTTSDALE, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 2011, AND ENDING JUNE 30, 2012, AND DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE; RECOGNIZING CONDITIONS ON TRANSFERS OF BUDGETED MONIES; AND ADOPTING THE FINAL FY2011/12 COMPENSATION/CLASSIFICATION PLAN.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17 of the Arizona Revised Statutes, and the City Charter, the City Council did, on May 18, 2011, make a budget estimate of the different amounts required to meet the public expenses for the fiscal year beginning July 1, 2011, and ending June 30, 2012 ("Fiscal Year 2011/12"), an estimate of receipts from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Scottsdale, Arizona; and

WHEREAS, following publication of notice as required by law, the Council held a public hearing on June 7, 2011, at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or property tax levy; and

WHEREAS, immediately following the public hearing, the Council convened in a special meeting for purposes of finally determining and adopting the estimates of proposed expenditures, which estimates, when adopted, would constitute the budget of the City of Scottsdale for Fiscal Year 2011/12; and

WHEREAS, it appears that publication has been duly made, as required by law, of said budget estimates, together with a notice that the Council will meet on June 28, 2011, in the City Hall Kiva for the purpose of making the primary and secondary property tax levies as set forth in said estimates; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not, in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. § 42-17051; now, therefore

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

SECTION 1. That pursuant to the laws of the State of Arizona, and the Charter and Ordinances of the City of Scottsdale, Schedules A through G, as further described below, are attached hereto and incorporated herein by this reference, and are hereby adopted as the Final Budget of the City of Scottsdale for the fiscal year beginning July 1, 2011, and ending June 30, 2012 ("Fiscal Year 2011/12"):

Schedule A, Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2011/12

Schedule B, Summary of Property Tax Levy and Property Tax Rate Information Fiscal
Year 2011/12

Budget Adoption Ordinance

Schedule C, Summary By Fund of Revenues Other than Property Taxes Fiscal Year 2011/12

Schedule D, Summary By Fund Type of Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2011/12

Schedule E, Summary By Division of Expenditures/Expenses Within Each Fund Type Fiscal Year 2011/12

Schedule F, Summary By Division of Expenditures/Expenses Fiscal Year 2011/12

Schedule G, Summary of Specific Budget Appropriations Fiscal Year 2011/12

SECTION 2. That upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made for the budget from contingencies and reserves.

SECTION 3. That Article 6, Section 11 of the City Charter authorizes the City Manager, subject to the approval of the City Council, to transfer any unencumbered appropriation balance between general classifications of expenditures within an office, department or agency.

SECTION 4. That, in accordance with the City Charter, the City Council by this Ordinance expressly authorizes the City Manager at any time to transfer any unencumbered appropriation balance between general classifications of expenditures within an office, department or agency.

SECTION 5. That the City Council may, upon request of the City Manager, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

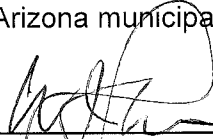
SECTION 6. That resources from any fund may be used to meet the adopted budget, except funds specifically restricted by Federal or State law or by City ordinance or resolution.

SECTION 7. That pursuant to section 14-20 *et seq.* of the Scottsdale Revised Code, the Final FY 2011/12 Classification/Compensation Plan, including the number of Authorized Personnel Positions – By Division, Service Area, & Title, which is on file with, and available for review at, the Office of the City Clerk, is hereby adopted.

Budget Adoption Ordinance

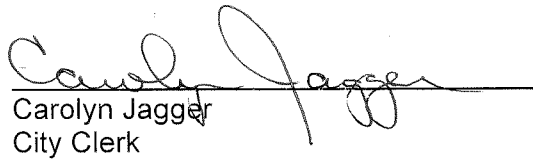
PASSED AND ADOPTED by the Council of the City of Scottsdale, Arizona, this 7th day of June, 2011.

CITY OF SCOTTSDALE,
an Arizona municipal corporation



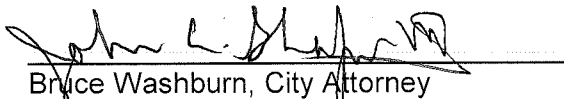
W.J. "Jim" Lane
Mayor

ATTEST:



Carolyn Jagger
City Clerk

APPROVED AS TO FORM:



Bruce Washburn, City Attorney
By: John C. Shafer, III
Assistant City Attorney

Budget Adoption Ordinance

FUND	ADOPTED BUDGETED EXPENDITURES 2010/11	ACTUAL EXPENDITURES 2010/11*	ESTIMATED FUND BALANCE July 1, 2011**	DIRECT PROPERTY TAX REVENUES 2011/12	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2011/12***	OTHER FINANCING SOURCES/(USES) 2011/12	NET INTERFUND TRANSFERS IN/(OUT) 2011/12	TOTAL FINANCIAL RESOURCES AVAILABLE 2011/12	ADOPTED BUDGETED EXPENDITURES 2011/12	ENDING FUND BALANCE
PRIMARY:										
General Fund	\$ 263,667,810	\$ 224,673,237	\$ 41,472,056	\$ 25,016,558	\$ 194,720,668	\$ -	\$ (9,755,381)	\$ 251,453,901	\$ 246,292,719	\$ 5,161,182
Special Revenue Funds	66,043,646	55,823,912	30,255,189		94,778,543	-	(35,027,604)	90,006,128	67,398,282	22,607,846
SECONDARY:										
Debt Service Funds	72,939,186	67,907,730	15,042,462	37,016,377	2,292,664	-	35,464,796	89,816,299	74,394,291	15,422,008
Capital Projects Funds	712,669,800	193,162,900	173,113,800		450,024,400	13,750,000	91,372,210	728,260,410	629,171,100	99,089,310
Enterprise Funds	152,210,110	128,112,662	96,236,153		174,886,318	-	(81,768,473)	189,353,998	184,931,270	4,422,728
Expendable Trust Funds	19,500	9,500	21		16,000	-	-	16,021	16,021	-
Internal Service Funds	18,429,213	6,562,463	32,538,841		6,711,655	-	(285,548)	38,964,948	34,734,209	4,230,739
TOTAL ALL FUNDS	\$ 1,285,979,265	\$ 676,252,404	\$ 388,658,522	\$ 62,032,935	\$ 923,430,248	\$ 13,750,000	\$ -	\$ 1,387,871,705	\$ 1,236,937,892	\$ 150,933,813

EXPENDITURE LIMITATION COMPARISON	2010/11	2011/12
1. Budgeted expenditures	\$ 1,285,979,265	\$ 1,236,937,892
2. Add/subtract: estimated net reconciling items	-	-
3. Budgeted expenditures adjusted for reconciling items	1,285,979,265	1,236,937,892
4. Less: estimated exclusions	(899,410,155)	(887,786,109)
5. Amount subject to the expenditure limitation	\$ 386,569,110	\$ 349,151,783
6. EEC or voter-approved alternative expenditure limitation	\$ 445,247,515	\$ 428,321,758

* Includes expenditure adjustments approved in FY 2010/11 from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Does not include transfers in.

SCHEDULE A

Budget Adoption Ordinance

	<u>2010/11</u>	<u>2011/12</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 26,416,217	25,016,558
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ 0	
3. Property tax levy amounts		
A. Primary property taxes	\$ 26,416,217	25,016,558
B. Secondary property taxes	37,910,300	37,016,377
C. Total property tax levy amounts	\$ 64,326,517	62,032,935
4. Property taxes collected*		
A. Primary property taxes		
(1) 2010/11 levy	\$ 25,095,406	
(2) Prior years' levies	458,772	
(3) Total primary property taxes	\$ 25,554,178	
B. Secondary property taxes		
(1) 2010/11 levy	\$ 36,014,785	
(2) Prior years' levies	570,147	
(3) Total secondary property taxes	\$ 36,584,932	
C. Total property taxes collected	\$ 62,139,110	
5. Property tax rates		
A. City tax rate		
(1) Primary property tax rate	0.3836	0.4412
(2) Secondary property tax rate	0.5140	0.6503
*Division (3) Total city tax rate	0.8976	1.0915

B. Special assessment district tax rates

Secondary property tax rates - As of the date the tentative budget was prepared, the city was operating 355 special assessment districts (streetlight improvement districts) for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the City of Scottsdale Financial Services Department Accounting Division.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Budget Adoption Ordinance

SOURCE OF REVENUES	BUDGETED REVENUES 2010/11	ACTUAL REVENUES 2010/11*	ESTIMATED REVENUES 2011/12
GENERAL FUND			
Taxes - Local			
Privilege & Use Tax (1.0%)	\$ 80,514,720	\$ 79,769,222	\$ 80,885,817
Privilege & Use Tax - Public Safety (.10%)	7,809,928	7,729,638	7,837,836
Transient Occupancy Tax	10,591,667	12,481,552	12,247,000
Electric and Gas Franchise Fee	8,200,000	7,800,000	7,880,000
Cable TV Franchise Fee	3,300,000	3,102,000	3,008,940
Salt River Project In Lieu Fee	140,000	160,337	209,486
Stormwater Water Quality Charge	888,890	888,705	918,937
Taxes - From Other Agencies			
State Shared Sales Tax	17,611,632	17,611,632	16,446,566
State Revenue Sharing	22,845,634	22,845,634	18,348,213
Auto Lieu Tax	8,156,740	7,470,000	7,330,848
Licenses/Permits/Service Charges			
Building Permit Fees & Charges	8,220,000	7,820,000	8,380,000
Recreation Fees	3,360,000	3,622,000	3,838,000
WestWorld Equestrian Facility Fees	2,610,500	2,555,500	2,514,500
Fire Service Charges	644,641	690,116	447,932
Business Licenses & Fees	1,709,167	1,709,167	1,717,713
Fines and Forfeitures			
Court Fines	7,277,439	6,839,425	6,151,679
Photo Enforcement Fines	1,756,727	1,885,885	1,904,744
Parking Fines	425,000	237,568	238,694
Library Fines & Fees	322,000	450,000	430,000
Interest Earnings/Property Rental			
Interest Earnings	958,956	1,577,956	446,401
Property Rental	2,776,170	2,816,170	2,833,358
Other Revenue/Resources			
*Division Budgets exclude Grants which are reported ur	430,000	430,000	-
Capital Improvement Plan Cost Allocation	861,562	675,917	-
Out of Jurisdiction Confinement Program			500,000
Intergovernmental Revenue	850,584	812,207	786,839
Miscellaneous	500,000	500,000	810,000
Reimbursements	405,000	405,000	410,000
Indirect/Direct Cost Allocation	12,742,338	12,742,338	8,197,165
Enterprise Rate Stabilization			
Contingent / Reserve Appropriation	28,688,646	-	-
Total General Fund	\$ 234,597,941	\$ 205,627,969	\$ 194,720,668

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the budget was prepared, plus estimated revenues for the remainder of the year.

SCHEDULE C

Budget Adoption Ordinance

<u>SOURCE OF REVENUES</u>	<u>BUDGETED REVENUES 2010/11</u>	<u>ACTUAL REVENUES 2010/11*</u>	<u>ESTIMATED REVENUES 2011/12</u>
SPECIAL REVENUE FUNDS			
Transportation/HURF Fund			
Highway User Tax	\$ 13,814,970	\$ 13,400,000	\$ 10,945,461
Privilege Tax (.20%)	15,217,282	15,092,337	15,303,597
Prop 400 Regional Sales Tax	300,000	520,000	500,000
Capital Improvement Plan Cost Allocation	819,926	883,227	-
Federal Grants	1,995,000	3,950,000	830,000
Miscellaneous	20,000	20,000	70,000
Total Transportation/HURF Fund	<u>\$ 32,167,178</u>	<u>\$ 33,865,564</u>	<u>\$ 27,649,058</u>
Special Programs Fund			
City Court	\$ 1,079,508	1,109,819	\$ 1,724,553
Downtown Cultural/Community Arts	150,000	150,000	150,000
Administrative Services	5,600	5,600	-
Public Safety - Police	3,589,317	3,589,317	2,845,932
Community Services	1,740,900	1,950,000	2,200,000
Public Safety - Fire	500	500	400
Community & Economic Development - WestWorld	200,000	18,000	1,200,000
Contingent / Reserve Appropriation	1,500,000		1,500,000
Total Special Programs Fund	<u>\$ 8,265,825</u>	<u>\$ 6,823,236</u>	<u>\$ 9,620,885</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the budget was prepared, plus estimated revenues for the remainder of the year.

Budget Adoption Ordinance

SOURCE OF REVENUES	BUDGETED REVENUES 2010/11	ACTUAL REVENUES 2010/11*	ESTIMATED REVENUES 2011/12
Preservation Privilege Tax Funds			
Privilege Tax (.20%)	\$ 15,619,856	\$ 15,539,045	\$ 15,756,557
Privilege Tax (.15%)	12,077,208	11,598,445	11,760,798
Interest Earnings	234,680	302,000	134,726
Total Preservation Privilege Tax Funds	\$ 27,931,744	\$ 27,439,490	\$ 27,652,081
Grant Funds			
Community Development Block Grant	\$ 2,291,263	\$ 2,291,263	\$ 3,788,522
HOME Funds	1,159,838	1,159,838	1,621,719
Section 8 Housing	6,642,546	6,642,546	6,655,124
Federal and State Grants	4,539,824	4,539,824	6,566,511
Contingent / Reserve Appropriation	10,410,176		10,500,000
Total Grant Funds	\$ 25,043,647	\$ 14,633,471	\$ 29,131,876
Special Districts			
Street Light Districts	\$ 574,387	\$ 482,814	\$ 724,643
Total Special Districts	\$ 574,387	\$ 482,814	\$ 724,643
Total Special Revenue Funds	\$ 93,982,781	\$ 83,244,575	\$ 94,778,543
DEBT SERVICE FUNDS			
Interest Earnings	\$ -	\$ 532,991	\$ 201,528
	\$ -	\$ 532,991	\$ 201,528
Special Assessment Debt Fund			
Special Assessments - Principal	\$ 839,884	\$ 839,884	\$ 803,992
Total Special Assessment Debt Fund	\$ 839,884	\$ 839,884	\$ 803,992
MPC Excise Debt			
MCSD/AZ STA Contributions	\$ 337,144	\$ 337,144	\$ 1,107,144
Spring Exhibition Surcharge	145,000	145,000	180,000
Total MPC Excise Debt Fund	\$ 482,144	\$ 482,144	\$ 1,287,144
Total Debt Service Funds	\$ 1,322,028	\$ 1,855,019	\$ 2,292,664
CAPITAL PROJECT FUNDS			
Capital Improvement Program			
Development Fees	\$ 3,410,000	\$ 3,172,600	\$ 3,410,000
Prop 400 Regional Sales Tax	50,184,900	22,298,400	24,311,000
Interest Earnings	2,006,800	1,808,600	1,029,500
Grant Revenue	25,208,700	41,534,500	31,160,200
Contributions	21,284,000	1,037,600	16,960,000
In-Lieu Fees	37,000	151,700	153,800
Miscellaneous	-	-	-
Estimated Unexpended Prior Year Budget	440,485,400	-	372,999,900
Contingent / Reserve Appropriation	35,000,000	-	-
Total Capital Project Funds	\$ 577,616,800	\$ 70,003,400	\$ 450,024,400
ENTERPRISE FUNDS			
Water and Sewer Utility Funds			
Sewer Charges	\$ 33,683,178	34,215,775	\$ 34,244,184
Water Charges	97,153,098	95,210,411	98,442,324
Effluent Sales	880,541	880,541	900,793
Interest Earnings	846,879	445,106	302,543
Miscellaneous	17,166,245	5,318,544	17,571,953
Contingent / Reserve Appropriation	17,058,835	-	-
Total Water and Sewer Funds	\$ 166,788,776	\$ 136,070,377	\$ 151,461,797

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the budget was prepared, plus estimated revenues for the remainder of the year.

SCHEDULE C

Budget Adoption Ordinance

SOURCE OF REVENUES	BUDGETED REVENUES 2010/11	ACTUAL REVENUES 2010/11*	ESTIMATED REVENUES 2011/12
Aviation Fund			
Airport Fees	\$ 2,977,304	\$ 2,919,581	\$ 2,950,023
Interest Earnings	70,000	80,497	25,744
Jet Fuel Tax	123,000	112,736	113,863
Contingent / Reserve Appropriation	4,436,278	-	-
Total Aviation Fund	\$ 7,606,582	\$ 3,112,814	\$ 3,089,630
Solid Waste Fund			
Refuse Collection	\$ 19,409,471	\$ 19,262,199	\$ 19,348,599
Interest Earnings	53,453	64,826	38,286
Miscellaneous	687,242	975,720	948,006
Contingent / Reserve Appropriation	5,066,241	-	-
Total Solid Waste Fund	\$ 25,216,407	\$ 20,302,745	\$ 20,334,891
Total Enterprise Funds	\$ 199,611,765	\$ 159,485,936	\$ 174,886,318
EXPENDABLE TRUST FUNDS			
Trusts			
Mayor's Committee for Emp of Handicapped	\$ 6,000	\$ 6,000	\$ 6,000
Contingent / Reserve Appropriation	10,000	-	10,000
Total Trust Funds	\$ 16,000	\$ 6,000	\$ 16,000
INTERNAL SERVICE FUNDS			
PC Replacement			
Equipment/Acquisition Rates	\$ -	\$ -	\$ -
Interest Earnings	-	-	-
Internal Service Offset	-	-	(1,200,000)
Total PC Replacement	\$ -	\$ -	\$ (1,200,000)
Fleet Management Fund			
Equipment M & O/Acquisition Rates	\$ 14,067,695	\$ 13,887,695	\$ 14,066,781
Miscellaneous Revenue	200,000	214,000	200,000
Interest Earnings	91,000	91,000	44,000
Internal Service Offset	(14,067,695)	(13,887,695)	(14,066,781)
Contingent / Reserve Appropriation	750,000	-	-
Total Fleet Management Fund	\$ 1,041,000	\$ 305,000	\$ 244,000
Self Insurance Fund			
Property Casualty Revenues	\$ 6,622,483	\$ 7,795,904	\$ 4,846,624
Short-Term Disability Revenues	320,000	-	-
Group Health/Dental Revenues	21,787,669	21,787,669	24,969,114
Internal Service Offset	(21,630,537)	(24,124,389)	(22,148,083)
Contingent / Reserve Appropriation	5,000,000	-	-
Total Self Insurance Fund	\$ 12,099,615	\$ 5,459,184	\$ 7,667,655
Total Internal Service Funds	\$ 13,140,615	\$ 5,764,184	\$ 6,711,655
TOTAL ALL FUNDS	\$ 1,120,287,930	\$ 525,987,083	\$ 923,430,248

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the budget was prepared, plus estimated revenues for the remainder of the year.

SCHEDULE C

Budget Adoption Ordinance

FUND	OTHER FINANCING SOURCES/(USES) 2011/12	INTERFUND TRANSFERS 2011/12	
		IN	OUT
GENERAL FUND	\$ -	\$ 10,472,169	\$ 20,227,550
SPECIAL REVENUE FUNDS			
Transportation/HURF Fund	\$ -	\$ 1,551,267	\$ 7,675,499
Special Programs Fund	-	6,403,500	3,540,662
Preservation Privilege Tax Funds	-	-	31,766,210
Total Special Revenue Funds	\$ -	\$ 7,954,767	\$ 42,982,371
DEBT SERVICE FUNDS			
Debt Service Fund	\$ -	\$ 35,464,796	\$ -
Total Debt Service Funds	\$ -	\$ 35,464,796	\$ -
CAPITAL PROJECTS FUNDS			
Capital Projects Fund	\$ 13,750,000	\$ 114,447,985	\$ 23,075,775
Total Capital Projects Funds	\$ 13,750,000	\$ 114,447,985	\$ 23,075,775
ENTERPRISE FUNDS			
Water and Sewer Funds	\$ -	\$ 18,241,699	\$ 100,195,691
Aviation Fund	-	2,006,753	1,051,141
Solid Waste Fund	-	193,299	963,392
Total Enterprise Funds	\$ -	\$ 20,441,751	\$ 102,210,224
INTERNAL SERVICE FUNDS			
PC Replacement	*Di \$ -	\$ 1,200,000	\$ -
Fleet Management Fund	-	-	1,483,499
Self Insurance Fund	-	251	2,300
Total Internal Service Funds	\$ -	\$ 1,200,251	\$ 1,485,799
TOTAL ALL FUNDS	\$ 13,750,000	\$ 189,981,719	\$ 189,981,719

* Municipal Properties Corporation Bonds

SCHEDULE D

Budget Adoption Ordinance

Fund/Divisions	Adopted Budgeted Expenditures 2010/11	Expenditure Adjustments Approved 2010/11	Actual Expenditures 2010/11*	Budget Expenditures 2011/12
GENERAL FUND				
Mayor and City Council	\$ 616,489	\$ (6,423)	\$ 610,066	\$ 764,306
City Attorney	5,979,807	(182,866)	5,796,941	5,505,549
City Auditor	827,586	(6,256)	821,330	721,423
City Clerk	1,189,115	(22,430)	1,166,685	1,060,083
City Court	4,669,882	(51,320)	4,618,562	3,769,007
City Manager	1,407,520	-	1,407,520	899,314
Finance and Accounting	4,935,907	(111,190)	4,824,717	4,392,543
Administrative Services	16,244,795	(509,998)	15,734,797	15,399,743
Community & Economic Development	28,712,393	(1,254,374)	27,458,019	24,303,715
Community Services	37,353,595	(1,375,700)	35,977,895	32,696,540
Public Safety - Fire	27,893,809	(727,562)	27,166,247	26,956,693
Public Safety - Police	82,991,710	(2,066,771)	80,924,939	77,695,466
Public Works	17,659,448	(1,256,758)	16,402,690	15,776,277
Leave Accrual Payments	1,754,607	(1,114,779)	639,828	1,800,000
Estimated Division Savings	(3,000,000)	(2,722,309)	(5,722,309)	(3,150,000)
Other Savings	-	-	-	(231,226)
Bed Tax Encumbrance	1,245,141	685,461	1,930,602	-
Debt Service	4,497,360	417,348	4,914,708	9,047,454
Contingency / Reserve Appropriation	28,688,646	(28,688,646)	-	28,885,832
Total General Fund	\$ 263,667,810	\$ (38,994,573)	\$ 224,673,237	\$ 246,292,719
SPECIAL REVENUE FUNDS				
Transportation/HURF Fund				
*Division Budgets exclude Grants which are reported	\$ 12,063,783	\$ -	\$ 12,063,783	\$ 9,104,296
Public Works	14,935,409	(48,022)	14,887,387	11,697,554
Community Services	-	-	-	746,073
Leave Accrual Payments	43,100	(35,564)	7,536	45,255
Estimated Division Savings	(135,000)	(424,460)	(559,460)	(141,750)
Total Transportation/HURF Fund	\$ 26,907,292	\$ (508,046)	\$ 26,399,246	\$ 21,451,428
Special Programs Fund				
City Court	1,363,190	-	1,363,190	1,985,506
Admin. Svcs. - Human Resource	5,000	-	5,000	-
Public Safety - Police	1,860,394	(46,859)	1,813,535	1,645,933
Community Services	2,336,378	414	2,336,792	2,343,599
Community & Economic Development	5,496,983	1,037,449	6,534,432	7,652,447
Public Safety - Fire	-	-	-	6,900
Estimated Division Savings	-	(182,000)	(182,000)	-
Contingency / Reserve Appropriation	1,500,000	(1,500,000)	-	1,500,000
Total Special Programs Fund	\$ 12,561,945	\$ (690,996)	\$ 11,870,949	\$ 15,134,385
Preservation Privilege Tax Funds				
Miscellaneous	\$ 2,200	\$ -	\$ 2,200	\$ 2,200
Debt Service	954,175	-	954,175	953,750
Total Preservation Privilege Tax Funds	\$ 956,375	\$ -	\$ 956,375	\$ 955,950
Grant Funds				
City Court	\$ 3,084	\$ -	\$ 3,084	\$ 3,084
Finance & Accounting	2,949,000	(62,201)	2,886,799	5,541,468
Community & Economic Development	243,800	82,020	325,820	248,300
Community Services	10,555,845	476,742	11,032,587	12,521,569
Public Safety - Fire	-	647,147	647,147	85,562
Public Safety - Police	215,228	245,776	461,004	231,893
Public Works	666,514	-	666,514	-
CDBG/HOME/Section 8 Housing	-	-	-	-
Other Federal & State Grants	-	-	-	-
Contingency / Reserve Appropriation	10,410,176	(10,410,176)	-	10,500,000
Total Grant Funds	\$ 25,043,647	\$ (9,020,692)	\$ 16,022,955	\$ 29,131,876
Special Districts				
Street Light Districts	\$ 574,387	\$ -	\$ 574,387	\$ 724,643
Total Special Districts	\$ 574,387	\$ -	\$ 574,387	\$ 724,643

* Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

Budget Adoption Ordinance

Fund/Divisions	Adopted Budgeted Expenditures 2010/11	Expenditure Adjustments Approved 2010/11	Actual Expenditures 2010/11*	Budget Expenditures 2011/12
Total Special Revenue Funds	\$ 66,043,646	\$ (10,219,734)	\$ 55,823,912	\$ 67,398,282
DEBT SERVICE FUNDS				
GO Bonds/Revenue Bonds	\$ 57,519,940	\$ (4,012,541)	\$ 53,507,399	\$ 57,180,814
MPC Bonds	7,878,257	(255,653)	7,622,604	9,915,730
Special Assessment Bonds	7,540,989	(765,244)	6,775,745	7,295,765
Misc Expenses			1,982	1,982
Total Debt Service Funds	\$ 72,939,186	\$ (5,033,438)	\$ 67,907,730	\$ 74,394,291
CAPITAL PROJECT FUNDS				
Capital Improvement Program				
Capital Projects	\$ 677,669,800	\$ (484,506,900)	\$ 193,162,900	\$ 572,405,600
Contingency / Reserve Appropriation	35,000,000	(35,000,000)	-	56,765,500
	\$ 712,669,800	\$ (519,506,900)	\$ 193,162,900	\$ 629,171,100
Total Capital Projects Fund	\$ 712,669,800	\$ (519,506,900)	\$ 193,162,900	\$ 629,171,100
ENTERPRISE FUNDS				
Water and Sewer Utility Fund				
Mayor and City Council	\$ -	\$ -	\$ -	\$ 110,000
Finance and Accounting	2,639,025	-	2,639,025	2,088,362
Water Resources	64,054,670	802,144	64,856,814	65,617,543
Debt Service	28,058,005	1,705,147	29,763,152	29,102,375
Indirect Cost Allocation	9,663,088	-	9,663,088	6,531,635
Contingency / Reserve Appropriation	17,058,835	(17,058,835)	-	52,048,849
Total Water and Sewer Fund	\$ 121,473,623	\$ (14,551,544)	\$ 106,922,079	\$ 155,498,764
Aviation Fund				
Community & Economic Development	\$ 1,729,622	\$ (42,263)	\$ 1,687,359	\$ 1,705,659
Direct Cost Allocation (Fire)	415,195	-	415,195	-
Indirect Cost Allocation	154,500	-	154,500	183,571
Contingency / Reserve Appropriation	4,436,278	(4,436,278)	-	6,128,886
Total Aviation Fund	\$ 6,735,595	\$ (4,478,541)	\$ 2,257,054	\$ 8,018,116
Solid Waste Fund				
Finance and Accounting	\$ 765,978	\$ -	\$ 765,978	\$ 861,442
Public Works	15,659,117	(1,122)	15,657,995	15,209,761
Indirect Cost Allocation	2,509,556	-	2,509,556	1,481,959
Contingency / Reserve Appropriation	5,066,241	(5,066,241)	-	3,861,228
Total Solid Waste Fund	\$ 24,000,892	\$ (5,067,363)	\$ 18,933,529	\$ 21,414,390
Total Enterprise Funds	\$ 152,210,110	\$ (24,097,448)	\$ 128,112,662	\$ 184,931,270
EXPENDABLE TRUST FUND				
Trusts				
Mayor's Com. For Emp. of the Handicapped	\$ 9,500	\$ -	\$ 9,500	\$ 6,021
Contingency / Reserve Appropriation	10,000	(10,000)	-	10,000
Total Trust Fund	\$ 19,500	\$ (10,000)	\$ 9,500	\$ 16,021
INTERNAL SERVICE FUNDS				
PC Replacement Fund				
Administrative Services	\$ -	\$ -	\$ -	\$ 992,849
Internal Service Offset	-	-	-	(1,200,000)
Total PC Replacement Fund	\$ -	\$ -	\$ -	\$ (207,151)
Fleet Management Fund				
Public Works	\$ 15,385,171	\$ (37,850)	\$ 15,347,321	\$ 17,053,534
Internal Service Offset	(14,067,695)	180,000	(13,887,695)	(14,066,781)
Leave Accrual Payments	53,337	(7,571)	45,766	48,051
Estimated Division Savings	(237,034)	(1,208,953)	(1,445,987)	(150,000)
Contingency / Reserve Appropriation	750,000	(750,000)	-	6,136,174

* Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

Budget Adoption Ordinance

Fund/Divisions	Adopted Budgeted Expenditures 2010/11	Expenditure Adjustments Approved 2010/11	Actual Expenditures 2010/11*	Budget Expenditures 2011/12
<i>Total Fleet Management Fund</i>	<u>\$ 1,883,779</u>	<u>\$ (1,824,374)</u>	<u>\$ 59,405</u>	<u>\$ 9,020,978</u>
Self Insurance Fund				
Finance and Accounting	\$ 7,238,302	\$ (845,015)	\$ 6,393,287	\$ 7,302,390
Administrative Services	25,937,669	(1,703,509)	24,234,160	26,453,675
Contingency / Reserve Appropriation	5,000,000	(5,000,000)	-	14,312,400
Internal Service Offset	(21,630,537)	(2,493,852)	(24,124,389)	(22,148,083)
<i>Total Self Insurance Fund</i>	<u>\$ 16,545,434</u>	<u>\$ (10,042,376)</u>	<u>\$ 6,503,058</u>	<u>\$ 25,920,382</u>
Total Internal Service Funds	<u>\$ 18,429,213</u>	<u>\$ (11,866,750)</u>	<u>\$ 6,562,463</u>	<u>\$ 34,734,209</u>
TOTAL ALL FUNDS	<u>\$ 1,285,979,265</u>	<u>\$ (609,728,843)</u>	<u>\$ 676,252,404</u>	<u>\$ 1,236,937,892</u>

* Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

Budget Adoption Ordinance

Division/Fund	Adopted Budgeted Expenditures 2010/11	Expenditure Adjustments Approved 2010/11	Actual Expenditures 2010/11*	Budget Expenditures 2011/12
MAYOR AND CITY COUNCIL				
General Fund	\$ 616,489	\$ (6,423)	\$ 610,066	\$ 764,306
Enterprise Fund - Water & Sewer				\$ 110,000
Total Scottsdale City Council	<u>\$ 616,489</u>	<u>\$ (6,423)</u>	<u>\$ 610,066</u>	<u>\$ 874,306</u>
CITY ATTORNEY				
General Fund	\$ 5,979,807	\$ (182,866)	\$ 5,796,941	\$ 5,505,549
Total City Attorney	<u>\$ 5,979,807</u>	<u>\$ (182,866)</u>	<u>\$ 5,796,941</u>	<u>\$ 5,505,549</u>
CITY AUDITOR				
General Fund	\$ 827,586	\$ (6,256)	\$ 821,330	\$ 721,423
Total City Auditor	<u>\$ 827,586</u>	<u>\$ (6,256)</u>	<u>\$ 821,330</u>	<u>\$ 721,423</u>
CITY CLERK				
General Fund	\$ 1,189,115	\$ (22,430)	\$ 1,166,685	\$ 1,060,083
Total City Clerk	<u>\$ 1,189,115</u>	<u>\$ (22,430)</u>	<u>\$ 1,166,685</u>	<u>\$ 1,060,083</u>
CITY COURT				
General Fund	\$ 4,669,882	\$ (51,320)	\$ 4,618,562	\$ 3,769,007
Special Revenue Fund - Grants	3,084	-	3,084	\$ 3,084
Special Revenue Fund - Special Programs	1,363,190	-	1,363,190	1,985,506
Total City Court	<u>\$ 6,036,156</u>	<u>\$ (51,320)</u>	<u>\$ 5,984,836</u>	<u>\$ 5,757,597</u>
CITY MANAGER				
General Fund	\$ 1,407,520	\$ -	\$ 1,407,520	\$ 899,314
Total City Manager	<u>\$ 1,407,520</u>	<u>\$ -</u>	<u>\$ 1,407,520</u>	<u>\$ 899,314</u>
FINANCE AND ACCOUNTING				
General Fund	\$ 4,935,907	\$ (111,190)	\$ 4,824,717	\$ 4,392,543
Special Revenue Fund - Grants	2,949,000	(62,201)	2,886,799	5,541,468
*Division Budgets exclude Grants which are reported under C	2,639,025	-	2,639,025	2,088,362
Enterprise Fund - Solid Waste	765,978	-	765,978	861,442
Internal Service Fund - Self-Insurance	7,238,302	(845,015)	6,393,287	7,302,390
Total Finance and Accounting	<u>\$ 18,528,212</u>	<u>\$ (1,018,406)</u>	<u>\$ 17,509,806</u>	<u>\$ 20,186,205</u>
ADMINISTRATIVE SERVICES				
General Fund	\$ 16,244,795	\$ (509,998)	\$ 15,734,797	\$ 15,399,743
Special Revenue Fund - Special Programs	5,000	-	5,000	-
Enterprise Fund - Water & Sewer	-	-	-	-
Internal Service Fund - PC Replacement	-	-	-	992,849
Internal Service Fund - Self-Insurance	25,937,669	(1,703,509)	24,234,160	26,453,675
Total Administrative Services	<u>\$ 42,187,464</u>	<u>\$ (2,213,507)</u>	<u>\$ 39,973,957</u>	<u>\$ 42,846,267</u>
COMMUNITY & ECONOMIC DEVELOPMENT				
General Fund	\$ 28,712,393	\$ (1,254,374)	\$ 27,458,019	\$ 24,303,715
Special Revenue Fund - Transportation/HURF	12,063,783	-	12,063,783	9,104,296
Special Revenue Fund - Grants	243,800	82,020	325,820	248,300
Special Revenue Fund - Special Programs	5,496,983	1,037,449	6,534,432	7,652,447
Enterprise Fund - Aviation	2,144,817	(42,263)	2,102,554	1,705,659
Special Districts	574,387	-	574,387	724,643
Total Community & Economic Development	<u>\$ 49,236,163</u>	<u>\$ (177,168)</u>	<u>\$ 49,058,995</u>	<u>\$ 43,739,060</u>
COMMUNITY SERVICES				
General Fund	\$ 37,353,595	\$ (1,375,700)	\$ 35,977,895	\$ 32,696,540
Special Revenue Fund - Transportation/HURF	-	-	-	746,073
Special Revenue Fund - Grants	10,555,845	476,742	11,032,587	12,521,569
Special Revenue Fund - Special Programs	2,336,378	414	2,336,792	2,343,599
Total Community Services	<u>\$ 50,245,818</u>	<u>\$ (898,544)</u>	<u>\$ 49,347,274</u>	<u>\$ 48,307,781</u>
PUBLIC SAFETY - FIRE				
General Fund	\$ 27,893,809	\$ (727,562)	\$ 27,166,247	\$ 26,956,693
Special Revenue Fund - Grants	-	647,147	647,147	85,562
Special Revenue Fund - Special Programs	-	-	-	6,900
Total Public Safety - Fire	<u>\$ 27,893,809</u>	<u>\$ (80,415)</u>	<u>\$ 27,813,394</u>	<u>\$ 27,049,155</u>
PUBLIC SAFETY - POLICE				
General Fund	\$ 82,991,710	\$ (2,066,771)	\$ 80,924,939	\$ 77,695,466

* Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

SCHEDULE F

Budget Adoption Ordinance

<u>Division/Fund</u>	<u>Adopted Budgeted Expenditures 2010/11</u>	<u>Expenditure Adjustments Approved 2010/11</u>	<u>Actual Expenditures 2010/11*</u>	<u>Budget Expenditures 2011/12</u>
Special Revenue Fund - Grants	215,228	245,776	461,004	\$ 231,893
Special Revenue Fund - Special Programs	1,860,394	(46,859)	1,813,535	1,645,933
Total Public Safety - Police	<u>\$ 85,067,332</u>	<u>\$ (1,867,854)</u>	<u>\$ 83,199,478</u>	<u>\$ 79,573,292</u>
PUBLIC WORKS				
General Fund	\$ 17,659,448	\$ (1,256,758)	\$ 16,402,690	\$ 15,776,277
Special Revenue Fund - Grants	666,514	-	666,514	-
Special Revenue Fund - Transportation/HURF	14,935,409	(48,022)	14,887,387	11,697,554
Enterprise Fund - Solid Waste	15,659,117	(1,132)	15,657,985	15,209,761
Internal Service Fund - Fleet Management	15,385,171	(37,850)	15,347,321	17,053,534
Total Public Works	<u>\$ 64,305,659</u>	<u>\$ (1,343,762)</u>	<u>\$ 62,961,897</u>	<u>\$ 59,737,126</u>
WATER RESOURCES				
Enterprise Fund - Water & Sewer	\$ 64,054,670	\$ 802,144	\$ 64,856,814	\$ 65,617,543
Total Water Resources	<u>\$ 64,054,670</u>	<u>\$ 802,144</u>	<u>\$ 64,856,814</u>	<u>\$ 65,617,543</u>
OTHER				
Leave Accrual Payments	\$ 1,851,044	\$ (1,157,914)	\$ 693,130	\$ 1,893,306
Estimated Division Savings	(3,372,034)	(4,537,722)	(7,909,756)	(3,441,750)
Other Savings	-	-	-	(231,226)
Bed Tax Encumbrance	1,245,141	685,461	1,930,602	-
Indirect Cost Allocation	12,327,144	-	12,327,144	8,197,165
Internal Offset	(35,698,232)	(2,313,852)	(38,012,084)	(37,414,864)
Total Other	<u>\$ (23,646,937)</u>	<u>\$ (7,324,027)</u>	<u>\$ (30,970,964)</u>	<u>\$ (30,997,369)</u>
TOTAL DIVISIONS	<u>\$ 393,928,863</u>	<u>\$ (14,390,834)</u>	<u>\$ 379,538,029</u>	<u>\$ 370,877,332</u>

* Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

Budget Adoption Ordinance

	<u>OPERATING BUDGET</u>	<u>CAPITAL BUDGET</u>	<u>OTHER FISCAL ACTIVITY</u>	<u>TOTAL ACTIVITY</u>
Division*:				
Mayor and City Council	\$ 874,306			\$ 874,306
City Attorney	5,505,549			5,505,549
City Auditor	721,423			721,423
City Clerk	1,060,083			1,060,083
City Court	5,754,513			5,754,513
City Manager	899,314			899,314
Finance and Accounting	14,644,737			14,644,737
Administrative Services	42,846,267			42,846,267
Community and Economic Development	42,766,117			42,766,117
Community Services	35,786,212			35,786,212
Public Safety - Fire	26,963,593			26,963,593
Public Safety - Police	79,341,399			79,341,399
Public Works	59,737,126			59,737,126
Water Resources	65,617,543			65,617,543
Indirect/Direct Cost Allocation	8,197,165			8,197,165
Internal Service Fund Offsets	(37,414,864)			(37,414,864)
Debt Service	113,500,070			113,500,070
Leave Accrual Payments	1,893,306			1,893,306
Estimated Department Savings	(3,441,750)			(3,441,750)
Other Unexpended (Savings)	(231,226)			(231,226)
Capital Improvements		\$ 572,405,600		572,405,600
Other Fiscal Activity:				
Grants			\$ 18,631,876	18,631,876
Trusts and Special Districts			730,664	730,664
Total 2011/12 Budget	\$ 465,020,883	\$ 572,405,600	\$ 19,362,540	\$ 1,056,789,023
Contingency / Reserve Appropriation	112,873,369	56,765,500	10,510,000	180,148,869
Total Budget Appropriation	\$ 577,894,252	\$ 629,171,100	\$ 29,872,540	\$ 1,236,937,892

*Division Budgets exclude Grants which are reported under Other Fiscal Activity

Property Tax Levy Ordinance

ORDINANCE NO. 3948

AN ORDINANCE OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SCOTTSDALE SUBJECT TO TAXATION, A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR THE VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2012.

WHEREAS, by the provisions of the City Charter and State statute, an ordinance is required to set the property tax levy for the fiscal year beginning July 1, 2011, and ending June 30, 2012; and

WHEREAS, the County of Maricopa is the 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

WHEREAS, the required public hearing was held on June 7, 2011, and the City Council made the following policy decisions relating to the primary property taxes:

- a. Declined increasing the levy by the two percent (2%) maximum legal amount; and
- b. Increased the levy amount by zero dollars (\$0) as there were no tort claims for calendar year 2010; now, therefore,

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

SECTION 1. There is hereby levied on each one hundred and no/100 dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a primary property tax levy not to exceed the maximum levy allowed by law for the fiscal year ending June 30, 2012, and allowable tort liability claims. The total primary levy is twenty five million sixteen thousand five hundred fifty eight dollars (\$25,016,558), resulting in a tax rate of \$0.4412 per one hundred and no/100 dollars (\$100.00) of assessed value. Said figure subject to change only if a court decision were to reduce the net assessed valuation in a significant manner.

SECTION 2. In addition to the rate set in Section 1 hereinbefore, there is hereby levied on each one hundred and no/100 dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a secondary property tax rate of \$0.6503 per one hundred and no/100 dollars (\$100.00) of assessed value, which is a rate sufficient to raise the sum of thirty seven million sixteen thousand three hundred seventy seven dollars (\$37,016,377) for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2012.

Property Tax Levy Ordinance

SECTION 3. Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omission in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer(s) to timely perform any of the assigned duties shall not invalidate any proceedings or any deed or sale pursuant thereto; the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona, this 28th day of June, 2011.

ATTEST:

CITY OF SCOTTSDALE,
an Arizona municipal corporation

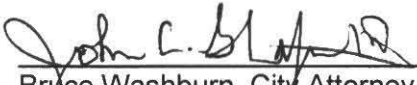


Carolyn Jagger
City Clerk



W.J. "Jim" Lane
Mayor

APPROVED AS TO FORM:



Bruce Washburn, City Attorney
By: John C. Shafer, III
Assistant City Attorney



FY 2011/12 Adopted Budget
