



Volume One

# Operating Budget

City of Scottsdale, Arizona  
Adopted FY 2013/14 Budget



## INSTRUCTIONS FOR NAVIGATING IN ANNUAL BUDGET PDF FILES

- **Bookmarks** for major sections are provided in the navigation pane on the left. Click on the bookmark to jump directly to that section.
- If a “+” sign is at the left of a bookmark, click on the “+” to bring up subheadings.
- All pages are linked to the **Table of Contents**. To jump to a specific page or subsections from the Table of Contents, put the pointer finger on the title or page number within and click the mouse.
- Click the “**Table of Contents**” blue text located at the top right hand corner of any page or click the Table of Contents bookmark on the left to return to the Table of Contents at any time.



FY 2013/14 Adopted Budget – Volume One  
 Operating Budget  
 Table of Contents

<p>Annual Report to Citizens .....i</p> <p>City Organization .....v</p> <p>Mayor and City Council .....vi</p> <p>Charter Officers..... viii</p> <p>Demographics.....ix</p> <p>Community Profile..... xiii</p> <p>Final Budget Transmittal ..... xvii</p> <p>Proposed Budget Transmittal..... xix</p> <p>Budget Award ..... xxii</p> <p>ICMA Performance Measurers Award..... xxiii</p> <p><b>Overview</b></p> <p>Executive Summary ..... 1</p> <p>How to Use This Book ..... 11</p> <p>Budget Development Process ..... 13</p> <p>Budget Calendar ..... 25</p> <p>Budget/CIP Liaisons..... 26</p> <p>Comprehensive Financial Policies &amp; Governing Guidance ..... 27</p> <p><b>Budget by Fund</b></p> <p>Fund Accounting - Fund Types ..... 33</p> <p>Total Budget Overview..... 35</p> <p>Total Budget Appropriation ..... 38</p> <p>General Fund ..... 40</p>	<p>Special Revenue Funds: .....61</p> <p>Transportation Fund .....63</p> <p>Preservation Privilege Tax Fund .....71</p> <p>Special Programs Fund .....77</p> <p>Tourism Development Fund.....89</p> <p>Debt Service Funds .....95</p> <p>Debt Service Expense ..... 104</p> <p>Long-term Debt Outstanding .....106</p> <p>Legal Debt Margins ..... 108</p> <p>Enterprise Funds: .....110</p> <p>Water &amp; Water Reclamation Funds .....111</p> <p>Solid Waste Fund .....119</p> <p>Aviation Fund .....127</p> <p>Internal Service: .....135</p> <p>Fleet Management Fund .....137</p> <p>PC Replacement Fund.....145</p> <p>Risk Management Fund .....149</p> <p>Healthcare Self-Insurance Fund .....155</p> <p>Grants, Trust, &amp; Special Districts: .....163</p> <p>Grants Funds.....165</p> <p>Trust Fund .....168</p> <p>Special Districts Fund .....169</p> <p>CIP Funds.....173</p>
--	---

# Table of Contents

## Divisions

How to Use This Section .....	179	City Auditor .....	251
Authorized Personnel Positions		City Clerk .....	257
by Division.....	182	City Court .....	263
Authorized Personnel Positions		City Manager .....	269
by Division & Fund .....	183	City Treasurer - Finance and Accounting .....	275
Authorized Personnel Positions		Administrative Services .....	295
by Division, Department & Title .....	184	Community and Economic Development .....	317
FY 2013/14 Classification/Compensation		Community Services .....	333
Plan.....	210	Public Safety.....	357
Operating Budgets by Division, Department		Public Safety - Fire .....	371
& Account Category .....	222	Public Safety - Police .....	385
Operating Budgets by Division, Department		Public Works .....	403
& Funding Source .....	226	Water Resources .....	423
Division/Department Relationship			
to Strategic Goals.....	228		
Division-Department Information:			
Mayor and City Council .....	231		
City Attorney .....	237		

## Appendix

Operating Projects .....	443
Acronyms.....	444
Glossary .....	447
Budget Adoption Ordinance .....	454
Property Tax Levy Ordinance .....	472

# The City of Scottsdale

A report to our citizens - Fiscal Year 2012/13



## About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The Mayor is W.J. "Jim" Lane and City Council members are Suzanne Klapp, Virginia Korte, Robert Littlefield, Linda Milhaven, Guy Phillips and Dennis Robbins. The City Council appoints six officers to advise them on policy issues and run day-to-day operations. They are City Manager Fritz Behring, City Attorney Bruce Washburn, City Auditor Sharron Walker, City Clerk Carolyn Jagger, Presiding City Judge Joseph Olcavage, and City Treasurer Jeffery M. Nichols.

Scottsdale has about 219,700 residents, and is the sixth largest city in Arizona. The city covers 184.5 square miles; 31 miles from north to south. The largest employer is Scottsdale Healthcare and other large employers include Mayo Clinic, General Dynamics, the Scottsdale Unified School District and the City of Scottsdale. The city employed 2,149 full-time and 316 part-time workers as of June 30, 2013. There were 23 fewer full-time, but 24 more part-time workers on payroll than the prior year.

## What was accomplished?



### Value Scottsdale's Unique Lifestyle and Character

- Approved operating agreement and funding for Scottsdale Museum of the West construction
- Hosted major golf tournaments, collector car auctions, major horse shows and Parada del Sol



### Support Economic Vitality

- Attracted and retained significant auto dealerships and assisted in development of their sites
- Created [www.ChooseScottsdale.com](http://www.ChooseScottsdale.com) website for businesses interested in relocating



### Enhance Neighborhoods

- Remodeled the Mustang Library children's area
- Acquired 27 heart rate monitors to transmit data to ER doctors to improve heart attack outcomes



### Preserve Meaningful Open Space

- Acquired 6,400 acres of land from the State Land Department with help from State Parks grants
- Opened Tom's Thumb Trailhead, constructed Brown's Ranch Trailhead (pictured above) and opened 55 miles of trails



### Seek Sustainability

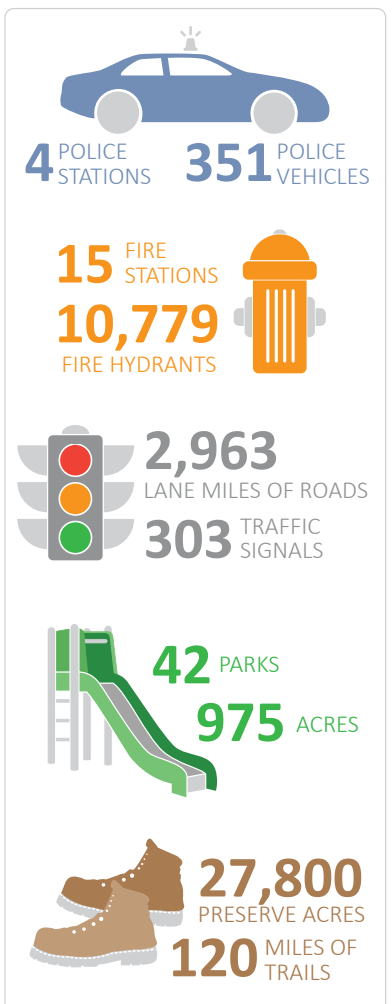
- Expanded alternate fuel fleet by adding four cargo vans and six garbage trucks
- Expanded facility that treats groundwater and reclaimed water for golf course irrigation



### Advance Transportation

- Opened North Scottsdale Park & Ride located at Scottsdale and Thunderbird
- Replaced 64 miles of pavement, repaired 35,330 feet of sidewalk & replaced 4,700 worn street signs

## Scottsdale Snapshot



Note: These are selected accomplishments grouped by strategic goal. The strategic goals are the major divisions of the voter-approved 2001 General Plan.

## How do we compare with our neighbors?

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



### Population

Source: Arizona Office of Employment and Population Statistics

Phoenix	Mesa	Chandler	Glendale	Scottsdale	Gilbert	Tempe	Peoria
1,464,727	444,856	241,214	229,008	219,713	219,666	164,659	157,653

### Estimated City Property Tax on a \$250,000 House

Source: City budget offices. Based on July 1, 2013 rates



Tempe	Glendale	Phoenix	Peoria	Scottsdale	Chandler	Gilbert	Mesa
\$622	\$573	\$455	\$360	\$323	\$318	\$288	\$216

### Estimated City Sales Tax on a \$25,000 Car

Source: City budget offices. Based on July 1, 2013 rates



Glendale	Phoenix	Tempe	Peoria	Mesa	Scottsdale	Chandler	Gilbert
\$550	\$500	\$500	\$450	\$438	\$413	\$375	\$375

### Monthly Residential Utility Bill

Source: City of Tempe. Typical water, garbage and sewer charges as of January 2013


















Glendale	Phoenix	Tempe	Peoria	Mesa	Scottsdale	Chandler	Gilbert
\$92	\$83	\$80	\$73	\$72	\$70	\$64	\$61

## How are we doing?

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

### Scottsdale Statistics Fiscal Year Ending June 30

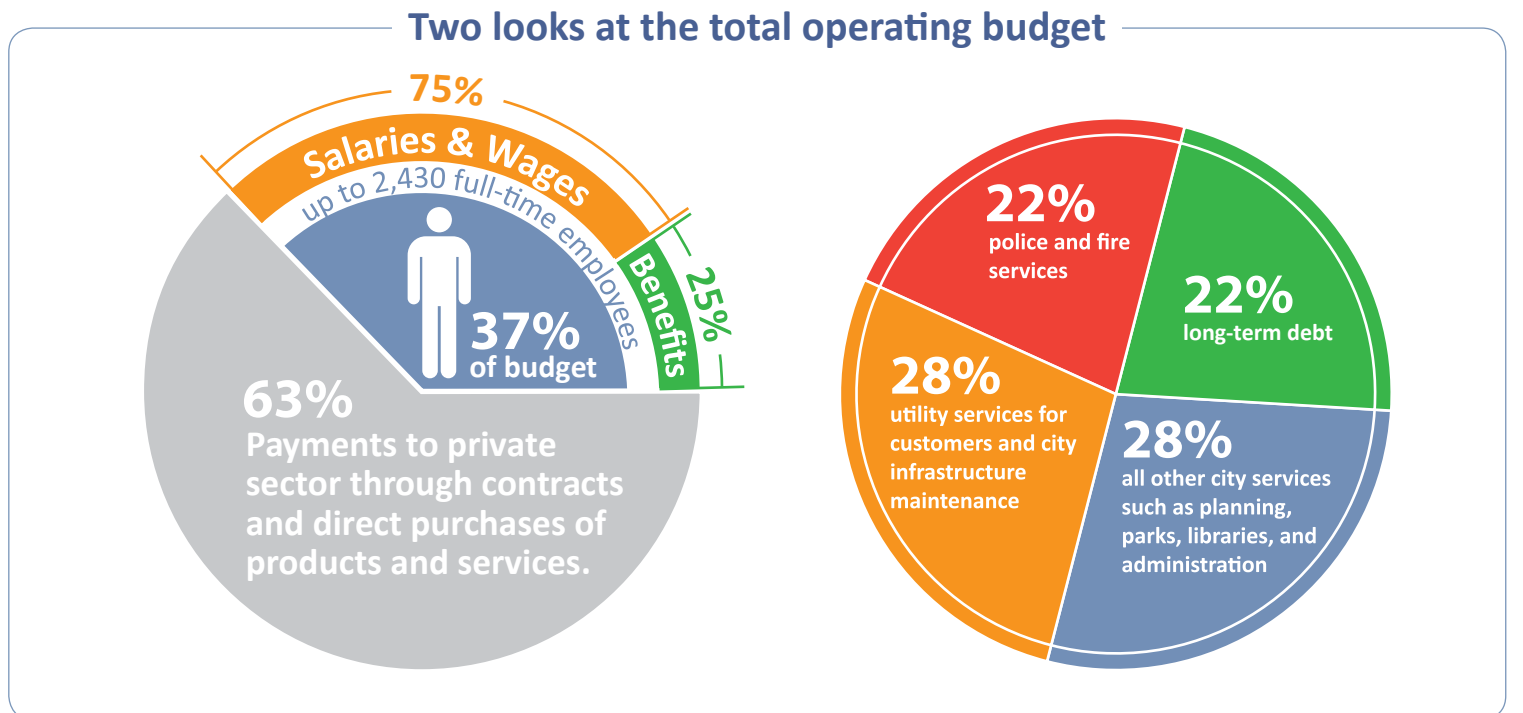
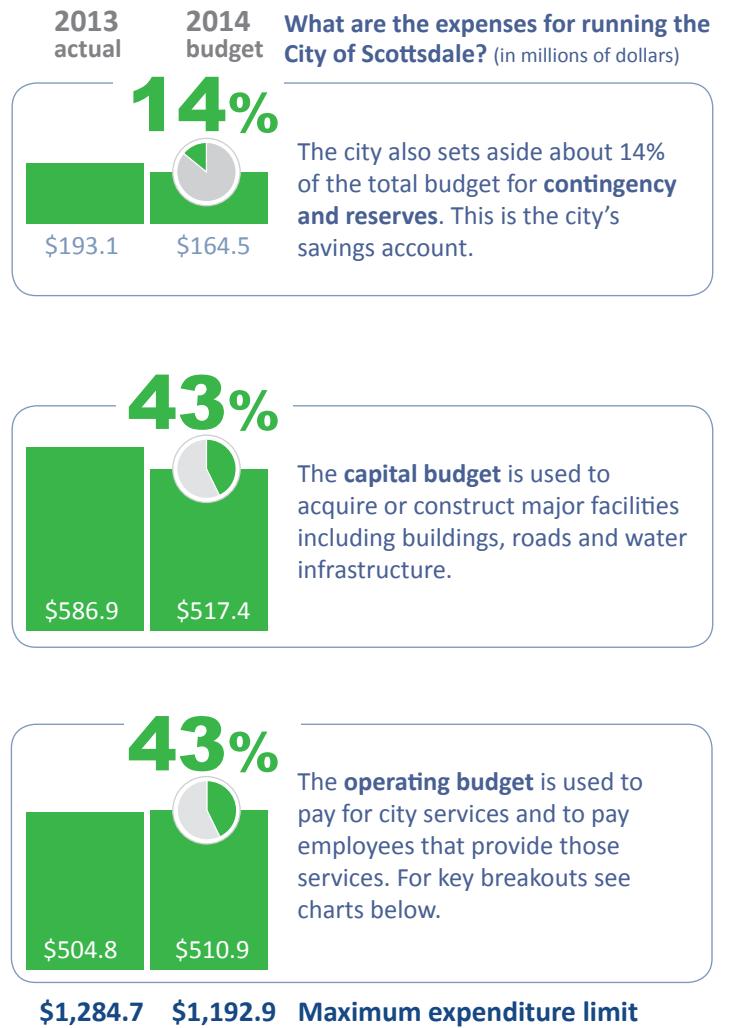
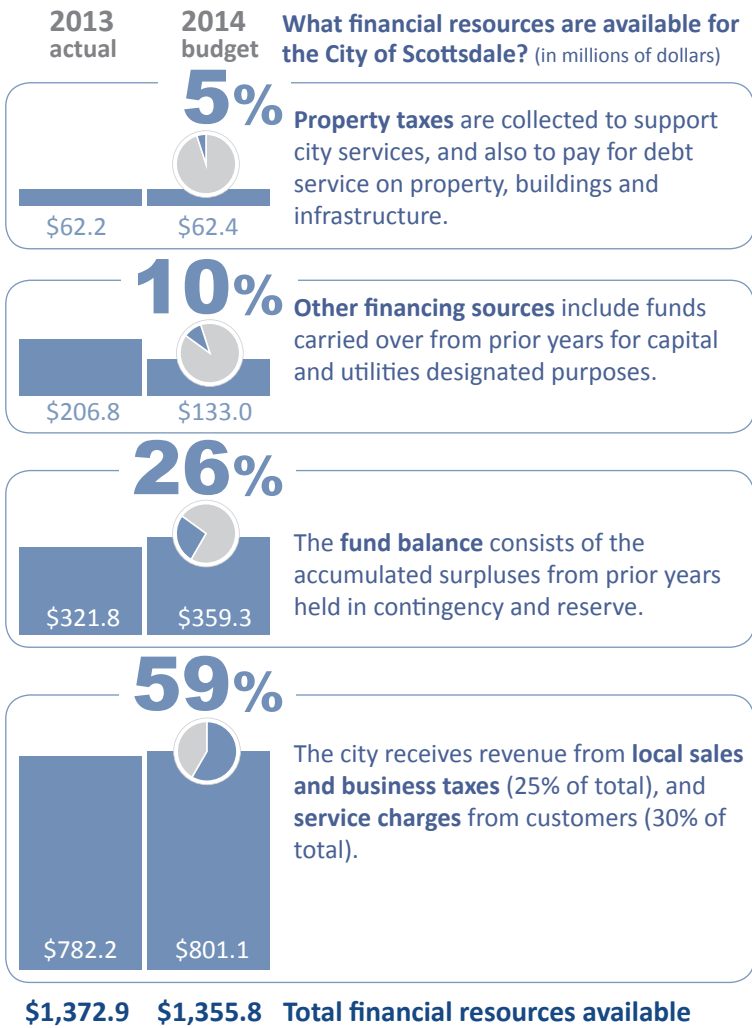
	2008	2013	vs. 2012
 Acres of land acquired for the McDowell Sonoran Preserve	648	6,400	45% ↑
 Annual attendance at parks, community centers and libraries (in millions)	7.9	8.2	-3% ↓
 Total number of filed charges heard and resolved by the City Court	219,980	90,016	-10% ↓
 Responses by the Fire Department to calls for emergency services	22,936	27,075	3% ↑
 Average Fire Dept. travel time to calls for emergency services (in minutes)	4:21	4:26	3% ↑
 Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1) *	35.6	29.1	-11% ↓
 Average Police Department response time to emergency calls (in minutes)	5:07	4:54	-5% ↓
 Drinking Water Supplied (million gallons per day)	73.7	67.6	-2% ↓
 Homes serviced by residential refuse collections	78,024	80,013	0% ↔
 New jobs created in targeted industries	1,374	1,593	9% ↑
 Average hotel occupancy rate	65%	63%	2% ↑
 Total citywide transit ridership (in millions)	2.6	2.6	4% ↑
 Scottsdale Airport takeoffs & landings	201,958	146,432	0% ↓
 Maintained landscaped medians and rights of way (in millions of square feet)	16.9	22.7	-3% ↓
 Maintained city facilities (in millions of square feet)	2.8	3.2	4% ↑

\*For the preceding calendar year.

Additional statistics are available in the division section of the operating budget and in the Comprehensive Annual Financial Report

# What does it cost to run the city and how are those costs paid for?

Scottsdale is required by law to adopt a budget each year, and cannot spend more than that total amount. This includes all city funds.



Note, these numbers are as adopted by the City Council in June 2013. The city's financial statements are audited annually by an independent auditor. The most recent audit for 2013 received a clean opinion. Complete financial information can be found at [www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance).

## Challenges Moving Forward

The next fiscal year anticipates a moderate increase in revenues with continued focus on efficient spending to maintain services to the community.

The key issues are as follows:

- Watching city spending carefully
- Reinvesting in the workforce
- Catching up on deferred maintenance by using prior year savings
- Continuing the multi-year effort to reduce charges to the enterprise funds

Because of sound financial practices and a robust local economy, the three major bond-rating agencies continue to rate Scottsdale's general obligation bonds in the highest category – Scottsdale is one of a handful of cities in the nation to earn this distinction.

The mayor and city council have also identified a number of priorities to focus on over the next year. These relate to revitalizing the McDowell Road corridor, ensuring financial sustainability, improving support of tourism events, developing economic development and transportation strategies, and building a high performance organization. Action plans are being developed for each priority.

Please contact us if you have comments or suggestions on how we can improve this report. In addition, please let us know if you like this report, or if you would like to see other information included next year.

Please contact the City Manager's Office to provide your comments.

Scottsdale's City Manager's Office  
3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251  
480-312-2800  
feedback@ScottsdaleAZ.gov

11/2013

## What are our priorities for Fiscal Year 2013/14?

Each year, a list of key objectives to advance each strategic goal are developed by staff.



- Acquire 2,400 acres of mountainous State Trust land in the southern area of the Preserve
- Complete first phase of two trailheads north of Dynamite: Granite Mountain and Fraesfield
- Field locate and complete first phase of construction of the northern Preserve trails



- Update five-year human services plan to address identified community needs
- Finish renovation of community center at Chaparral Park that serves persons with disabilities
- Utilize fifth courtroom with pro tem judges to decrease driving under the influence (DUI) case backlog



- Increase investment in assets, infrastructure, and employees through balanced, sustainable budgets
- Reduce deferred maintenance backlog by providing timely maintenance and repair to city facilities
- Stabilize fuel costs, emissions and dependence on foreign oil by increasing alternative-fuel fleet
- Negotiate long-term landfill contract to ensure sustainable disposal location for refuse



- Attract new development and jobs to Scottsdale, including Downtown, Bell and McDowell areas
- Improve ChooseScottsdale.com online and marketing efforts promoting Scottsdale
- Coordinate activities of new five-year Tourism Development and Marketing Strategic Plan



- Expand access to transit by opening Thunderbird Park & Ride, Mustang and SkySong transit centers
- Improve traffic flow through Airpark area by completing Northsight Roadway extension
- Complete Scottsdale Road improvements between Thompson Peak and Pinnacle Peak roads



- Provide significant opportunities for widespread citizen involvement in General Plan update process
- Enhance roadside appearance and bicycle accessibility through Thomas Road streetscape and bike lanes
- Open Tony Nelssen Equestrian Center expansion by hosting new events and expanding existing shows
- Continue efforts to develop new attractions such as Desert Discovery Center and Museum of the West



This report provides a snapshot of information available in the budget and comprehensive annual financial report documents which are available at:

[www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance)





# Guiding Scottsdale Forward

An Introduction to Our Leadership

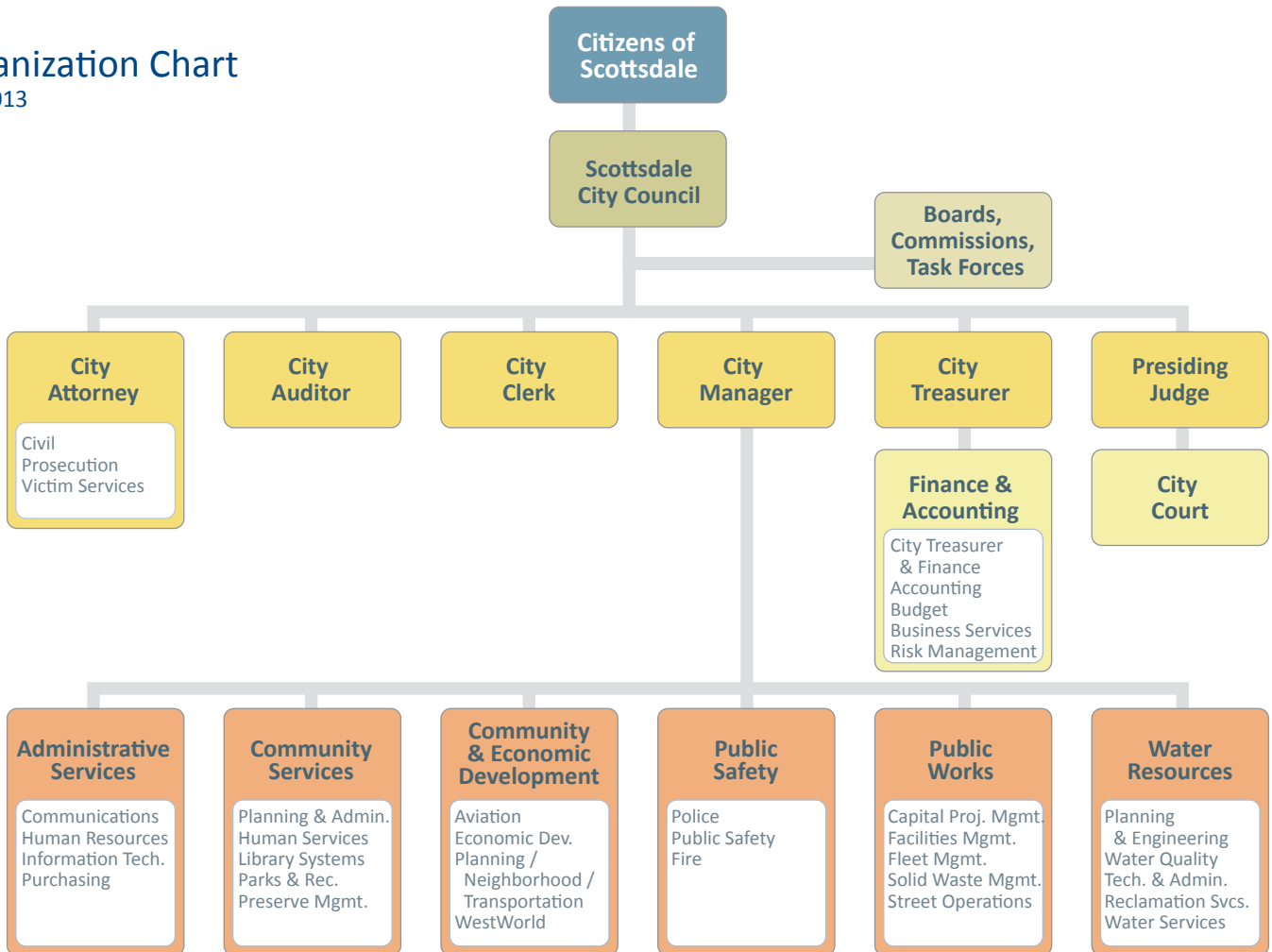
## About Scottsdale

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

The City Council hires six officers to advise them on policy issues and run day-to-day operations. They are collectively known as the charter officers, because their positions are spelled out in the City Charter, a voter-approved document which describes the organization and authority of city government in Scottsdale. These positions are the city attorney, city auditor, city clerk, city manager, city treasurer and presiding city judge. The city manager provides executive leadership over six divisions and the executive directors who are hired to lead those divisions. As a whole, the city employed 2,149 full-time and 316 part-time workers as of June 30, 2013.

## Organization Chart

July 2013



# Scottsdale City Council



## Mayor W. J. "Jim" Lane

Mayor W. J. "Jim" Lane served for four years on the Scottsdale City Council beginning in June 2004, and began his first term as Mayor in January 2009. He was re-elected to the Mayor's Office in 2012 and began his second term in January of 2013. 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, Chair of the Transportation Policy Committee, and Economic Development Committee. Mayor Lane also serves on the Scottsdale Leadership Advisory Board. Mayor Lane has owned and operated businesses in construction, mining, computer technology, telecommunications, regional aviation and in financial consulting. 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.

[jlane@ScottsdaleAZ.gov](mailto:jlane@ScottsdaleAZ.gov), 480-312-2466



## Councilwoman Virginia Korte

Councilmember Virginia Korte began her first term on the Scottsdale City Council in January 2013. She has an extensive background in business and non-profit management as well as community service. In 1981 she joined her family business (Ray Korte Chevrolet) to work with and learn from her father where she served in various roles until becoming general manager and dealer in 1991. In 1996, Virginia was named to the Board of Directors of the Scottsdale Area Chamber of Commerce, and in 2002, she was hired as President and CEO. Virginia left the Chamber in 2008 to take on another challenge as President and CEO of Scottsdale Training and Rehabilitation Services (STARS), where she works today. STARS is Scottsdale's premier provider of programs and work opportunities for individuals with developmental disabilities. Throughout her time in Scottsdale, Virginia has also served on a wide variety of volunteer boards and committees focused on serving the community.

[vkorte@ScottsdaleAZ.gov](mailto:vkorte@ScottsdaleAZ.gov), 480-312-7456



## Councilman Guy Phillips

Councilman Guy Phillips began his first term on the Scottsdale City Council in January 2013. Councilman Phillips was raised in Phoenix where he graduated from Camelback High School in 1977. He moved to Scottsdale in 1994. He attended Maricopa Community College and subsequently started the air conditioning contracting business that he still owns and operates today. He is also a general contractor whose business was one of the first to implement Scottsdale's Green Building Program. In addition to being a licensed contractor, Councilman Phillips is a licensed realtor. He is a member of the Better Business Bureau, the Arizona Small Business Association, the North Scottsdale Chamber of Commerce, the Heritage Foundation, the National Rifle Association, and the Arizona Archaeological Society. Scottsdale is where Guy Phillips met his wife Cora, and together they raised a family of five children who all attended Scottsdale public schools.

[gphillips@ScottsdaleAZ.gov](mailto:gphillips@ScottsdaleAZ.gov), 480-312-2374



### **Councilwoman Suzanne Klapp**

Councilwoman Suzanne Klapp began her first term on the Scottsdale City Council in January 2009, and was re-elected to a second term which began in January 2013. 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 moved to Scottsdale in 1998 and since then has owned custom framing retail stores in Scottsdale and Phoenix. 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. She also serves on the Maricopa Association of Governments Domestic Violence Council and the City Council's Audit Subcommittee. She holds a Bachelor of Arts degree in English and Journalism from the University of Evansville and a Master of Business Administration from Southern Methodist University.

**sklapp@ScottsdaleAZ.gov, 480-312-7402**



### **Councilwoman Linda Milhaven**

Councilwoman Linda Milhaven began her first term on the Scottsdale City Council in January 2011. She has served in numerous volunteer capacities including Chair of the Board of Trustees of the Scottsdale Cultural Council, Chair of the Board of the Scottsdale Area Chamber of Commerce and Chair of the Board of the Better Business Bureau. She was a member of Class VIII of

Scottsdale Leadership and in 2009 earned their Frank B. Hodges Alumni Achievement Award. She returned to the area to make Scottsdale her home in 1989. As part of her 30-year banking career, she was a community bank president in Scottsdale from 1993 to 2005. She graduated from Paradise Valley High School. She holds a Bachelor of Arts degree in Psychology from Wellesley College and a Masters in Business Administration from Columbia University.

**lmilhaven@ScottsdaleAZ.gov, 480-312-7454**



### **Councilman Robert W. Littlefield**

Councilman 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 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.

Councilman 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, a member of the American Legion and an Eagle Scout. A Vietnam combat veteran, Councilman Littlefield served in the U.S. Army from 1968 to 1970 and in the Arizona Army National Guard from 1971 to 1974. Councilman Littlefield holds a bachelor's degree in engineering from Arizona State University.

**rlittlefield@ScottsdaleAZ.gov, 480-312-7840**



### **Councilman Dennis Robbins**

Councilman 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. 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; 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. He graduated from Chaparral High School, California Lutheran University and attended Pacific Lutheran Theological Seminary before graduating from Pepperdine School of Law in 1990.

**drobbins@ScottsdaleAZ.gov, 480-312-2468**

## Charter Officers



**Fritz Behring**  
City Manager  
fbehring@ScottsdaleAZ.gov  
480-312-2800



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



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



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



**Lee Guillory**  
Acting City Treasurer  
lguillory@ScottsdaleAZ.gov  
480-312-2364



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

## Executive Directors



**Brad Hartig**  
Information Technology  
bhartig@ScottsdaleAZ.gov  
480-312-7615



**Bruce Davis**  
Human Resources  
bdavis@ScottsdaleAZ.gov  
480-312-2364



**Bill Murphy**  
Community Services  
bmurphy@ScottsdaleAZ.gov  
480-312-7954



**Brian Biesemeyer**  
Water Resources  
bbiesemeyer@ScottsdaleAZ.gov  
480-312-5683



**Alan Rodbell**  
Public Safety  
arodbell@ScottsdaleAZ.gov  
480-312-1900



**Paul Katsenes**  
Community and  
Economic Development  
pkatsenes@ScottsdaleAZ.gov  
480-312-2890

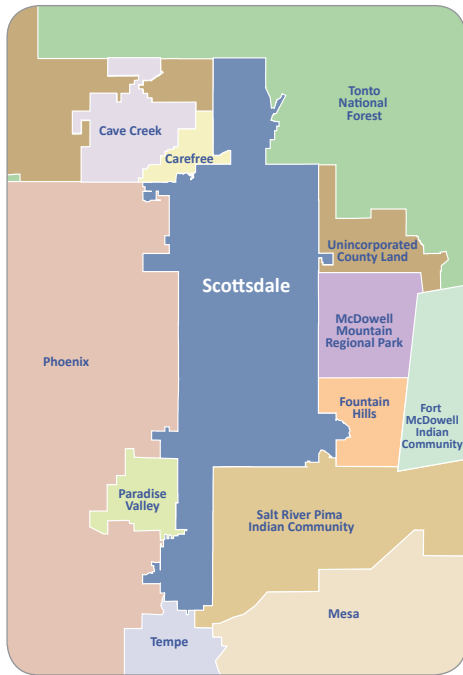


**Dan Worth**  
Public Works  
dworth@ScottsdaleAZ.gov  
480-312-5555



# Scottsdale By The Numbers

## A Demographic Summary



### Location

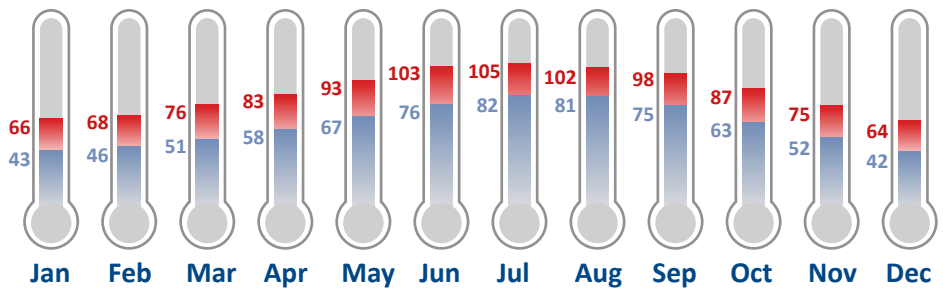
Scottsdale is located in Maricopa County, Arizona. The city covers an area of 184.5 square miles; 31 miles from north to south, and 11.4 miles at its widest point. Neighboring communities include Phoenix and Paradise Valley to the west, Tempe to the south; the Salt River Pima-Maricopa Indian Community and Fountain Hills to the east, and Cave Creek and Carefree to the north.

Scottsdale is also bordered by the Tonto National Forest and unincorporated county land, including the McDowell Mountain Regional Park. Scottsdale's elevation varies from a low of 1,150 feet to 4,877 feet, and at Scottsdale Airport is 1,510 feet above sea level.

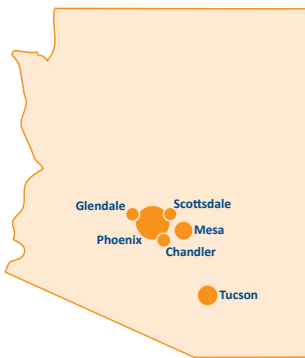
### Climate

Scottsdale averages 7.7 inches of rainfall per year, with the average monthly minimum and maximum temperatures ranging throughout the year from 42°F in December to 105°F degrees in July.

### Average Daily Maximum and Minimum Temperatures



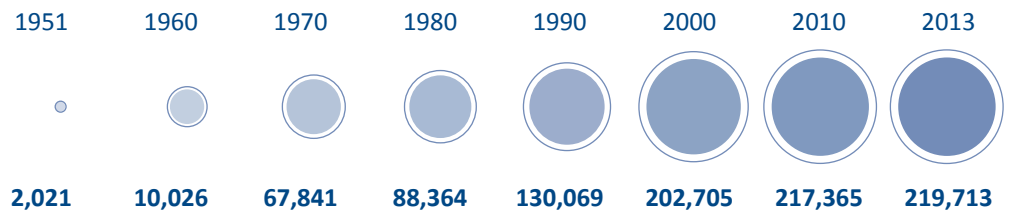
Source: Western Regional Climate Center, Scottsdale Airport Weather Station, Nov. 2001-Dec. 2008



### Population

According to the US Census, Scottsdale is the sixth largest city in Arizona and the 94th largest city in the United States.

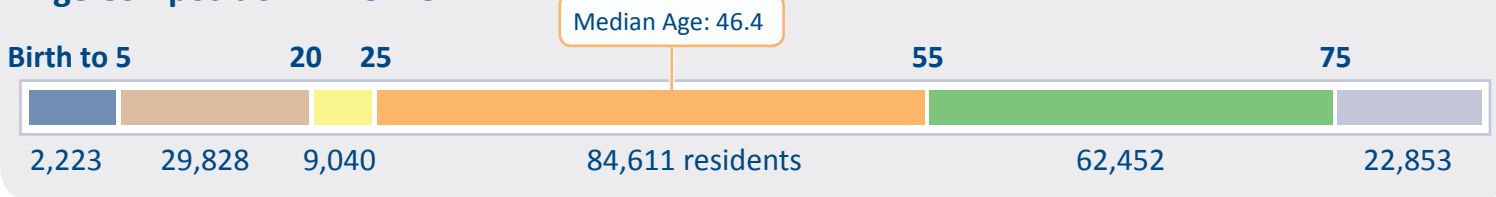
### Scottsdale's Population Growth



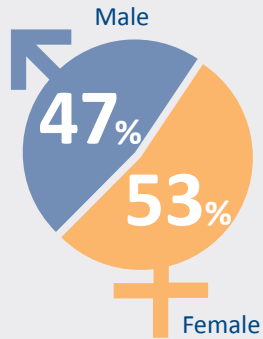
Source: U.S. Census, Population Division; Arizona Office of Employment and Population Statistics (2013)

# Scottsdale and its Residents

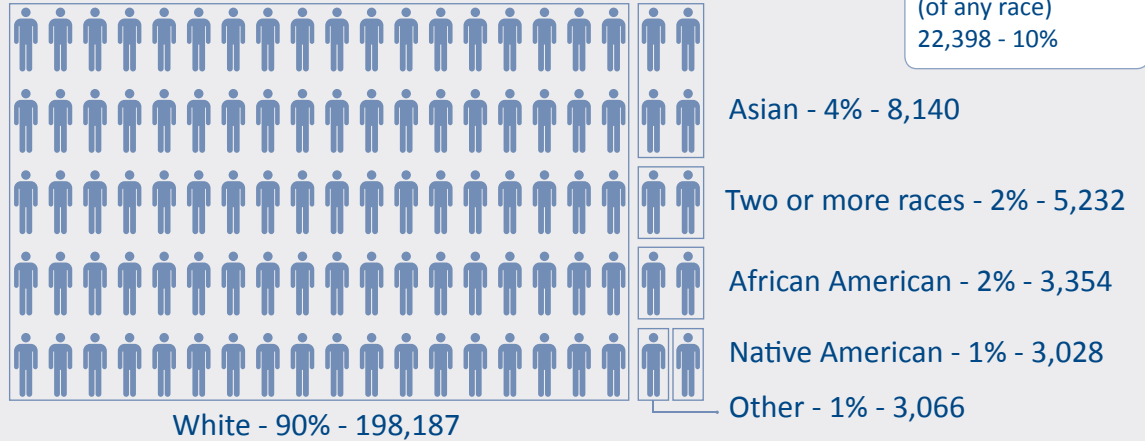
## Age Composition Timeline



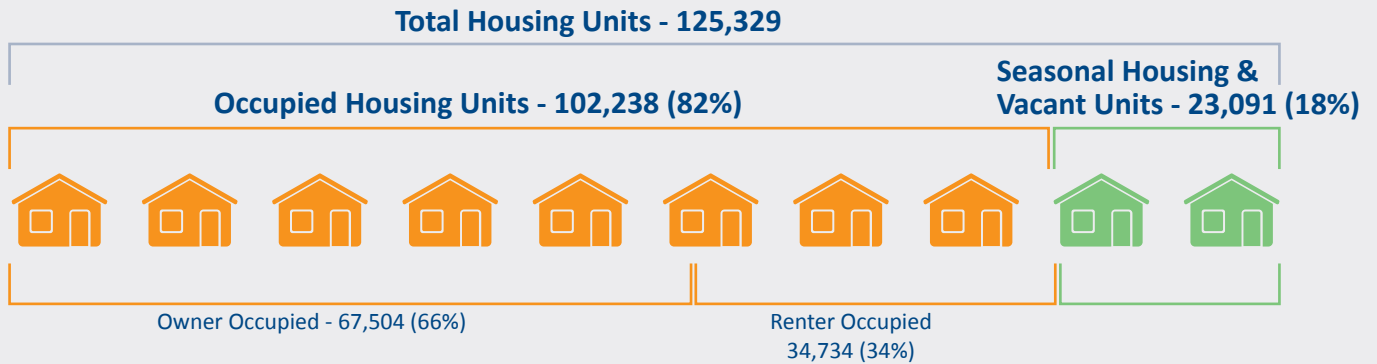
## Gender



## Race and Ethnic Origin



## Housing Occupancy

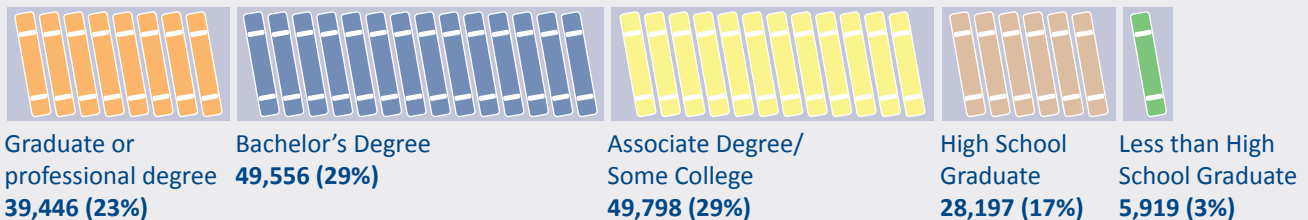


Homeowner vacancy rate 2.4%

Rental vacancy rate 7.2%

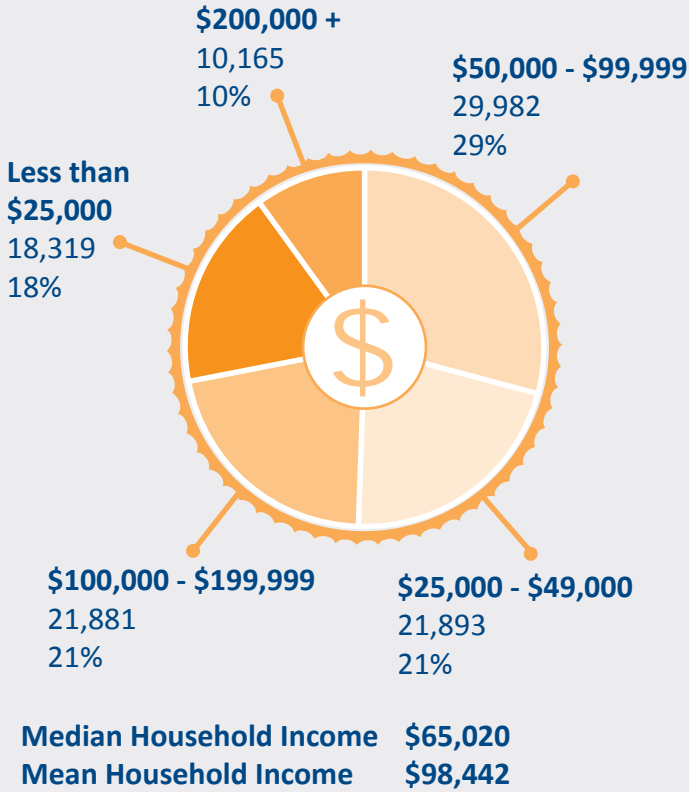
## Educational Attainment

169,916 (Population 25 years and older)



Source: Except as noted, all information in this report is from the U.S. Census Bureau, 2007-2011 American Community Survey, 5-year estimates

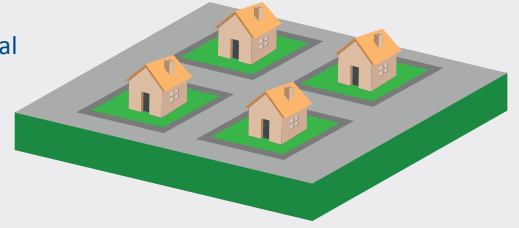
## Household Income Distribution



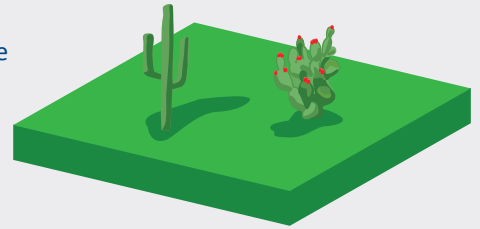
## General Plan Land Use

Source: Scottsdale Community & Economic Development Division

Residential  
47%



Open Space  
43%



Commercial/  
Employment/Office/  
Public (non-residential)  
7%



Mixed Use  
3%



## Median Housing Value

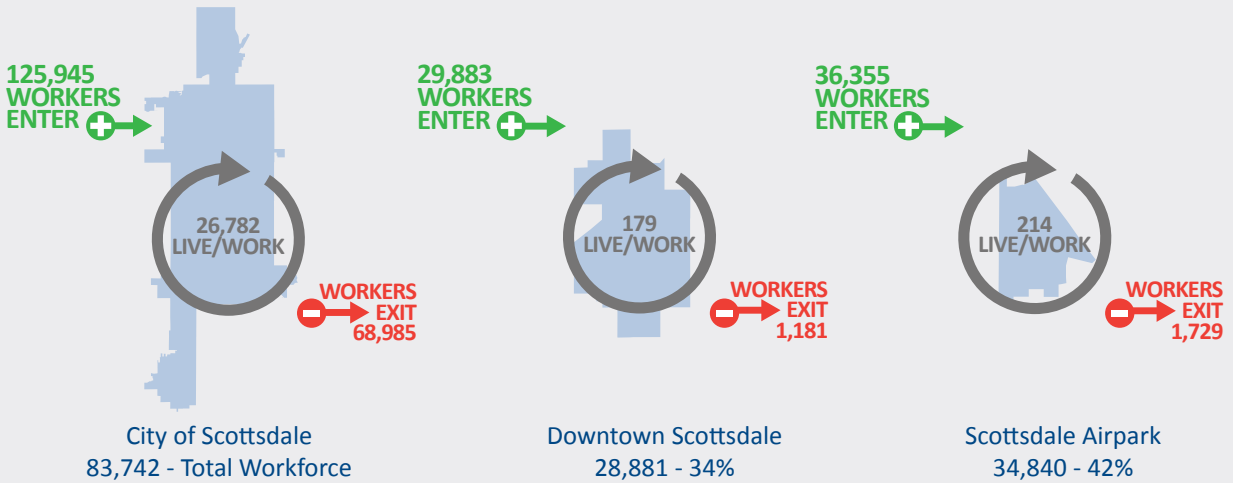




## Worker Inflow & Outflow

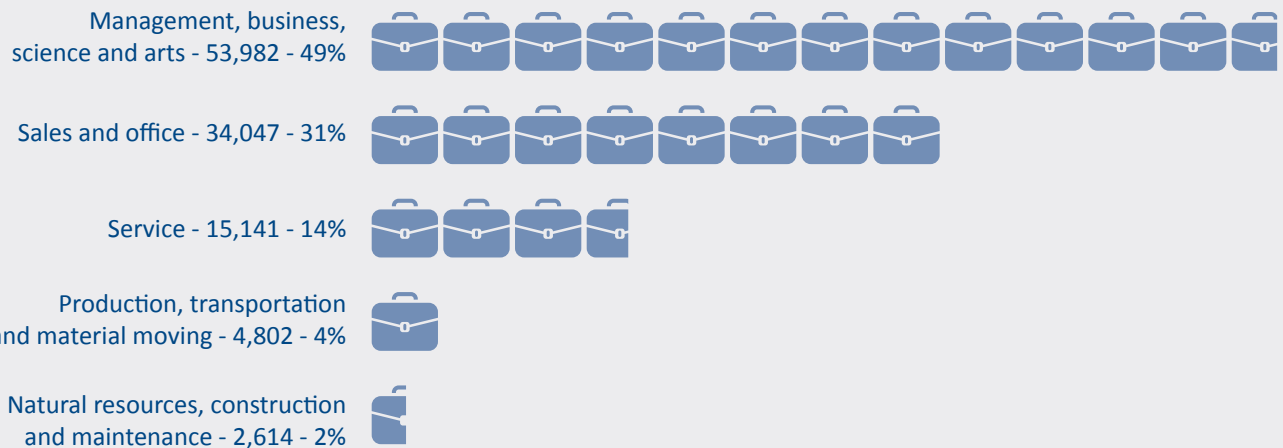
More workers enter Scottsdale than leave to work in other communities

Source: U.S. Census Bureau, Center for Economic Studies (2010)



## Occupational Composition

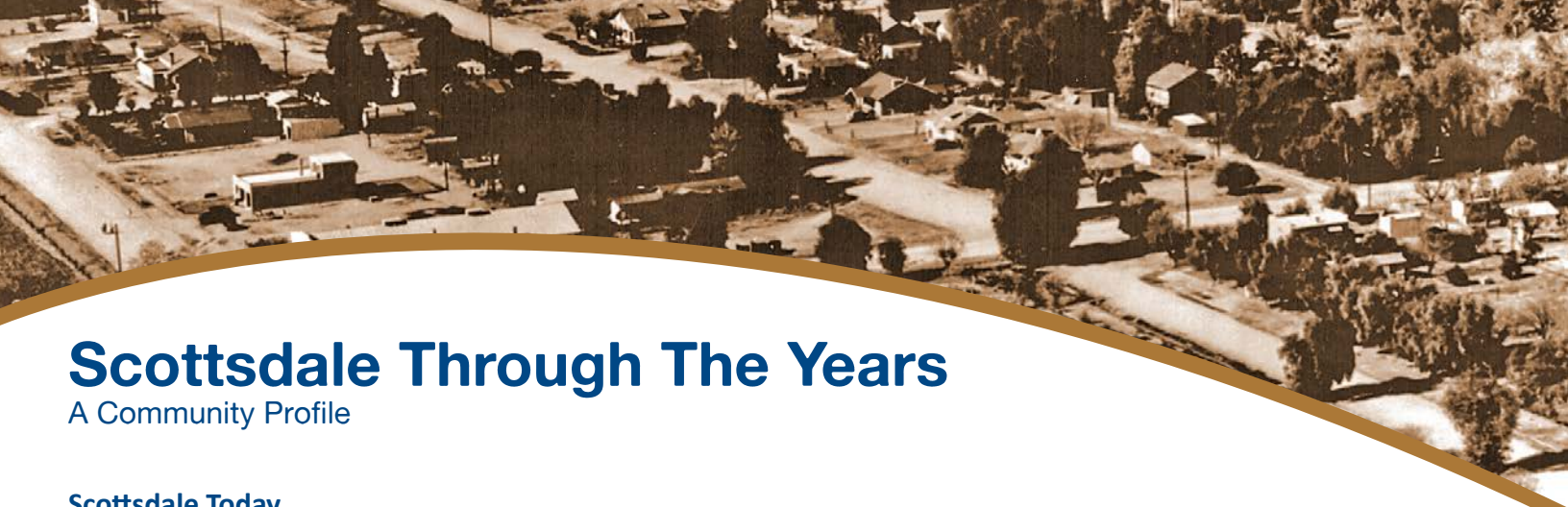
Civilian employed population 16 and over: 110,586



More demographic information is available in the comprehensive annual financial report document which is available at:

[www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance)





# Scottsdale Through The Years

## A Community Profile

### Scottsdale Today

Scottsdale is a city steeped in superlatives, scenery and the Western spirit. Minutes from some of the state’s finest shopping and dining, mountain lions still roam rugged desert canyons. Ranches, hiking trails and cowboy bars share elbow room with five-star resorts, acclaimed art galleries and international fashion shows.

Our residents enjoy a quality of life that attracts visitors from around the world. The city is home to 125 golf courses, 220 tennis courts, dozens of parks and hundreds of miles of bike paths and hiking trails.

Many of those amenities occur along the Indian Bend Wash Greenbelt, a lush system of lakes and open space. The greenbelt runs from Scottsdale’s southern boundary, through the heart of the city and transitions into a trails system serving the Scottsdale McDowell Sonoran Preserve.



The preserve encompasses some of the most scenic desert lands and mountains in Arizona and includes hundreds of miles of trails, including the award-winning Bajada Nature Trail, for explorers of all skill levels. Even those with limited mobility may experience the wonders of the desert. Ultimately the preserve is planned to span about 34,000 acres – about one-third the city’s land mass.

While the preserve offers unspoiled nature and Old West solitude, Scottsdale’s eclectic downtown districts serve up buzz, bustle and sophistication. This blending of urban cool and natural beauty attracts more than just those pursuing the good life.

Businesses find Scottsdale a great place to thrive, too. The Scottsdale Airpark is the second largest employment center in Arizona boasting about 48,000 employees in more than 2,000 businesses.





SkySong, located just a few miles south of downtown, is a high tech innovation center designed to help companies grow by providing services and programs offered or facilitated by Arizona State University.

Scottsdale business also means tourism. More than 8 million people visit Scottsdale annually generating an economic impact of \$3.7 billion. Scottsdale is home to some of the finest resort and hotel properties in the world, from the upscale Four Seasons and Princess to the trendy “W” in downtown.

During winter and spring, Scottsdale becomes the special events capital of Arizona. The TPC Scottsdale plays host to the PGA’s Waste Management Phoenix Open, the best attended golf tournament in the world. The WestWorld special events complex hosts the Barrett-Jackson Collector Car Auction and some of the

largest equestrian events in the nation including the Scottsdale All-Arabian. In March, Scottsdale Stadium is the spring training home of the San Francisco Giants. The unique urban environment and nearby events such as the Scottsdale Arts Festival attract thousands of visitors annually.



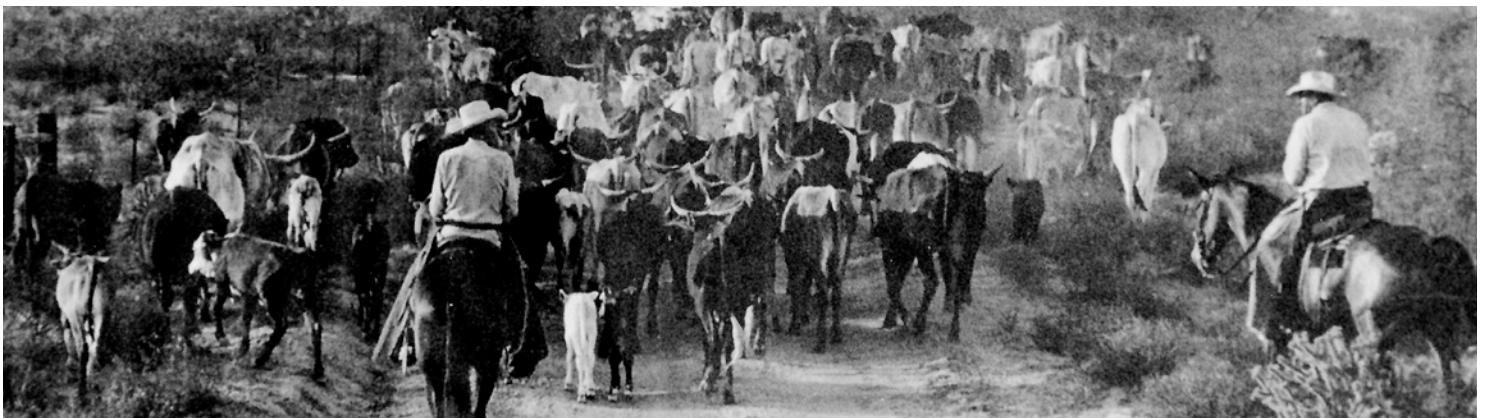
### Scottsdale’s Historic Roots

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. Scott’s purchase and subsequent farming of the land would eventually lead to 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. Completion of the Granite Reef Dam in 1908 and the Roosevelt Dam in 1911 transformed the Salt River Valley and allowed Scottsdale to share in the resulting population boom.

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 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.

As the valley began to attract visitors from colder climates, Scottsdale was the only local community to formally embrace the western atmosphere that distinguished 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.





## A community made great by its citizens

It is not the mountains that make Scottsdale unique, nor is it the weather or any other gift of nature or geography. It is the people who had the vision and courage to make this a special place.

Scottsdale’s strong sense of community developed early on, like it does in most small towns, but as artists and architects began to arrive, a certain sense of flair and creativity became part of the collective identity. As thousands of pilots trained for combat in the Second World War at what is today Scottsdale Airport, the military’s “can do” attitude was added to the mix. The

results transformed a quiet desert suburb into an international destination.

As the bustling town began to experience growing pains in the early 1960s, the grass roots Scottsdale Town Enrichment Program, or STEP, formed to tackle the city’s problems. Out of that process came a bold design for the world-renowned Indian Bend Wash Greenbelt and plans for what many consider Scottsdale’s heart and soul: the flower-laden Civic Center Mall.



## A culture of innovation

Those innovations were just a beginning. Scottsdale helped pioneer the modern method of mechanized trash pickup in the 1960s when city staff created “Godzilla” – a truck sporting a mechanical arm that grabbed and emptied containers at the command of the driver. This technological breakthrough improved efficiency, reduced costs and became the model for the efficient systems used nationwide today.

Scottsdale is both a destination for desert golf and a leader in water conservation. How? By pioneering total wastewater reuse and water banking. This high-tech purification system permits water to be recycled within our community – not used once and lost. The system reduces the need for imported water resources and allows participating golf courses to stay green while supporting our lifestyle and economy.



These are only two examples of Scottsdale’s culture of innovation. Scottsdale was also at the forefront of comprehensive land planning, widespread adoption of fire sprinklers and ordinances governing signage and landscaping to preserve the community’s aesthetic.



## Scottsdale Accolades



### MSN Money Names Scottsdale No. 1 Spot for Retirees

MSN Money came out with its top ten list of best places for retirees, and Scottsdale made No. 1.



### Scottsdale Chosen as a “Best Run City” for Second Year

Scottsdale is one of the best-run cities in the nation, according to an analysis by 24/7 Wall St. Scottsdale ranked 10th in the list of 100 cities. It’s the second consecutive year Scottsdale has made the list.



### Civic Center and Mustang Libraries Earn “Family Place Libraries” Designation

Two Scottsdale libraries received national recognition for their support of early learning and parental involvement.



### Scottsdale’s Aquatics Program Wins National Award

The city of Scottsdale’s Aquatics program received a “Best Overall Commitment to Aquatics” honor from Aquatics International magazine.

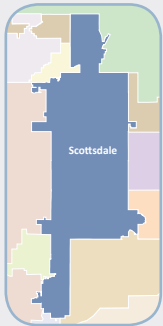


### Scottsdale Ranked in Top 50 U.S. Cities

According to Bloomberg Businessweek, Scottsdale came in 43rd among U.S. cities.



## Scottsdale at a Glance

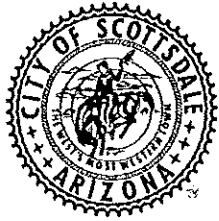


- Incorporated: 1951
- Motto: “The West’s Most Western Town”
- Official Food: Chili, by 1994 Mayoral proclamation
- Population: 219,713 (Sixth largest city in Arizona)
- Size: 184.5 square miles; 31 miles from north to south



Photo by: Janet Wunnicke





**City Manager**

3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

PHONE 480-312-2800  
FAX 480-312-2738  
WEB [www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)

Aug. 29, 2013

Honorable Mayor and Members of the City Council,

The Fiscal Year 2013/14 budget provided here combines a moderate increase in revenues with continued focus on efficient spending to maintain services to the community. The budget focuses on items deferred in the past several years – the capital and human resources that deliver services to the community.

After the proposed budget was released in March, the City Council made several significant adjustments to that draft, most notably earmarking additional funds to address potential salary inequities and staffing issues among our public safety personnel. Those changes are reflected here while we continue to work on long-term, fiscally sustainable solutions to those issues.

A summary of key budget issues is provided below:

- **Revenues are growing at a moderate pace.** General fund base revenues are projected to increase by more than \$6 million – about 3 percent. Strong building activity is boosting construction permit revenues (up 13 percent) , while an increase in auto sales tax (up 13 percent) is expected to continue its growth as new auto dealers open in the coming fiscal year. The budget also reflects the City Council’s decision not to increase property taxes by the amount allowed under state law.
- **City spending is being watched carefully.** While moderate revenue growth is taking a great deal of pressure off of the city’s budget, much of that pressure is being reapplied due to increases in retirement (up \$1.2 million), healthcare (up \$1.1 million) and utility (up \$800,000) costs. With that balance always top of mind, the budget includes a handful of new positions (nearly 5.0 full-time equivalents) which are needed to address several years of deferrals in the information technology, facility maintenance, fire department and human resources areas.
- **Reinvesting in the workforce is a priority.** The budget includes \$3.5 million (all funds) for a pay program that will be used by executive management to reward employees for their hard work.
- **Savings will help us catch up on deferred capital spending.** During the Great Recession, the Capital Improvement Plan (CIP) was substantially reduced along with other city spending, and a buildup of maintenance and repair needs have resulted. The budget uses one-time savings to address many of these issues, including a \$3 million transfer to the CIP, \$859,000 for deferred maintenance of buildings and equipment and \$295,000 for equipment replacement at playgrounds and pools.

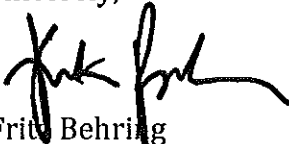
- **Adjustment of indirect cost allocations to the enterprise funds will continue.** The budget includes a \$492,000 reduction in charges paid by the enterprise funds to the general fund. The fiscal year 2014/15 budget also will include a \$492,000 reduction as the final year of this readjustment is completed.

Additional details and summaries are included in the Budget Overview section.

The FY 2013/14 Capital Improvement Plan totals \$517.4 million (not including contingency) and funds a variety of infrastructure and utility projects. Because of sound financial practices and a robust local economy, the three major bond-rating agencies continue to rate Scottsdale's general obligation bonds in the highest category – Scottsdale is one of a handful of cities in the nation to earn this distinction.

The final adopted budget presented here reflects the leadership of the mayor and city council, the input of Scottsdale residents and the professional expertise of city staff. These are the same forces that combine to help make Scottsdale an enviable place to live, work, visit and do business.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fritz Behring', written over a printed name.

Fritz Behring  
City Manager



City Manager

3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

PHONE 480-312-2800  
FAX 480-312-2738  
WEB [www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)

March 19, 2013

Honorable Mayor and Members of the City Council,

The proposed Fiscal Year 2013/14 budget combines a moderate increase in revenues with continued focus on efficient spending to maintain services to the community while addressing some items that have been deferred for the past several years. This transmittal memo highlights the key elements of the proposed budget.

### **Revenues**

Overall, general fund base revenues are projected to increase by more than \$6 million – about 3 percent. Sales tax drives the city's budget, comprising about half of general fund revenue sources. A particularly strong revenue category is related to construction. Strong building activity is boosting not only that particular sales tax category but also permit revenue. For the current fiscal year to date, construction sales tax is up 6 percent while permit revenues have increased 37 percent over the prior year.

On this subject, we are closely monitoring proposed state legislation that would change the way construction sales taxes are collected – moving away from a tax on a completed project to taxes on construction materials at the retail level. This legislation could result in a significant loss of revenues to the city in future years.

Auto sales are another bright spot in the revenue picture. That industry has struggled through the recession, and Scottsdale has lost a handful of dealers and the associated auto sales tax revenues. This year, however, the auto sales tax category is up 13 percent over the prior year. Next year should be even better, as new luxury dealers complete new facilities and start selling and servicing automobiles.

For the past several years, the City Council has opted not to increase property taxes by the amount allowed under state law. The proposed budget continues this trend, although the City Council may choose to authorize up to a \$500,000 property tax increase to fund items that are not included in this proposal.

### **Expenditures**

In the current fiscal year the City Council approved adjustments to the minimum salaries for a variety of positions to help address recruiting challenges faced by the city. As part of that decision, the City Council also directed staff to include a program to reward other employees for high performance as part of the proposed FY 2013/14 budget.

The proposed budget includes an amount equivalent to 2 percent of payroll (\$2.8 million in the general fund, \$3.5 million all funds) for a merit/pay-for-performance program to reward city employees who are doing superior work. This would be part of our overall compensation strategy and offered in the form of salary increases and one-time bonuses to give leadership the flexibility to reward high performers in a variety of ways.

Projected general fund cost increases are funded in a variety of other areas as well:

- \$3.2 million for maintenance, operation and replacement of city vehicles, computers, etc.
- \$1.2 million in rate increases for retirement
- \$988,000 to cover the city's portion of increased healthcare costs
- \$800,000 for increased utility costs, due both to higher prices and also the completion of the Tony Nelssen Equestrian Center

A handful of positions – nearly 4.0 full-time equivalents (FTE) in the General Fund, 6.0 all funds – are requested to address several years of deferrals in other areas as well. These include an enterprise communications engineer to provide depth of coverage for our growing IT network and communications infrastructure, a senior human resources analyst to help with our continued focus on strategic compensation and recruitment, and a facilities maintenance technician who will work on air conditioning systems at city buildings. With these additions, the city's total FTE count will be 2,429. This total is 13 percent lower than the city's peak authorized staffing of 2,808 in FY 2008/09.

### **Unreserved fund balance**

Annual savings created by keeping expenses below the approved budget combined with revenues above projections create our unreserved fund balance – money traditionally used to address one-time needs.

The proposed budget recommends using that savings in a handful of ways, including:

- \$3 million into the capital improvement plan for improvement and upkeep of infrastructure
- \$859,000 to catch-up on deferred maintenance of buildings and equipment
- \$500,000 for a potential 2013 city elections
- \$295,000 for equipment replacement at playgrounds and pools

With these one-time expenditures, the unreserved fund balance will still hold more than \$4 million in savings. General fund reserves and contingency remain fully funded as well.

### **Enterprise funds**

The city's enterprise funds, the Water and Water Reclamation, Solid Waste and Aviation funds are self-sufficient and funded primarily through fees and charges paid by users. These funds remain healthy for FY 2013/14 and remain focused on providing service to users within reasonable rates and fees as requested by the fund managers and approved by the City Council.

This fiscal year continues the adjustment of indirect cost allocations charged to the enterprise funds by the general fund in payment for general city services (accounting, human resources, e.g.) that support enterprise activities. Per prior City Council direction to more accurately reflect the true cost of these services, the proposed budget includes a \$714,000 reduction in charges to the enterprise funds. The fiscal year 2014/15 budget also will include a \$714,000 reduction as the final year of this readjustment is completed.



## **Capital improvements**

The Proposed FY 2013/14 Capital Improvement Plan totals \$514 million (not including contingency) and funds a variety of infrastructure and utility projects.

Some new projects funded for FY 2013/14 include:

- Scottsdale Airport Taxiway Reconstruction (\$9 million). Design and reconstruction of various taxiways and exits to extend pavement life for 20 years.
- WestWorld Paving Reconstruction (\$3 million). Reconfigure parking lots, lighting and electrical distribution systems adjacent to the Tony Nelssen Equestrian Center to facilitate different types of event set-ups for future users of the facility.
- Police Special Investigations Building Completion (\$2 million). Prepare the recently-purchased Special Investigations Section building for occupancy including air conditioning, sound proofing, and security measures.
- Hayden and Chaparral Intersection Improvements (\$1.8 million). Adds a dedicated right turn lane from northbound Hayden on to eastbound Chaparral and a multi-use path underpass beneath Chaparral east of Hayden.

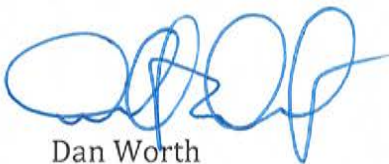
## **Process and public review**

Over the next several months there will be at least six opportunities at City Council meetings for public input and review of the budget leading up to the scheduled adoption by the City Council on June 4. The tentative City Council budget review schedule is attached and below (Attachment 2):

- Tuesday, April 9, 2013: budget overview and council discussion
- Tuesday, April 16, 2013: public hearing, council discussion and budget presentations
- Wednesday, April 17, 2013: public hearing, council discussion and budget presentations
- Thursday, April 18, 2013 (if needed): public hearing, council discussion and budget presentations
- Tuesday, May 7, 2013: public hearing and council discussion
- Tuesday, May 14, 2013: public hearing and tentative budget adoption
- Tuesday, June 4, 2013: public hearing and final budget adoption; truth-in-taxation hearing

I am pleased to present this proposal to you. It represents the diligent work of many employees, notably the staff in the budget office, executive team, and budget liaisons across the organization.

Sincerely,



Dan Worth  
Acting City Manager

Attachments:

1. FY 2013/14 Strategic Goals & Key Objectives
2. Proposed Budget Review Schedule



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Scottsdale  
Arizona**

**Special Performance Measures Recognition**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morill* *Jeffrey R. Egan*

President

Executive Director

## **Budget Award for Fiscal Year 2012/13 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, 2012. 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. The current budget continues to conform to program requirements and will be submitted to the GFOA to determine its eligibility for another award.



*Leaders at the Core of Better Communities*

This  
Certificate of Excellence

is presented to

*Scottsdale AZ*

for exceeding the standards established by the ICMA Center for Performance Measurement™ in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance measurement in the organization's culture.

Presented at the 99th ICMA Annual Conference  
Boston/New England  
24 September 2013

ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

BONNIE SVRCEK  
ICMA PRESIDENT

WAYNE SOMMER  
ACTING DIRECTOR  
ICMA CENTER FOR PERFORMANCE MEASUREMENT



FY 2013/14 Adopted Budget



## Executive Summary

The City of Scottsdale's two budget volumes provide a comprehensive picture of the city's financial plan for FY 2013/14. This Executive Summary complements that information, highlighting items, issues and trends that shaped the budget.

### Current year City Council policy decisions

The following are the major policy items included in the city's adopted FY 2013/14 budget. Each of these items was discussed during City Council's public budget review sessions:

- \$3.5 million for a pay program designed to reward employee performance and address other pay issues
- \$2.5 million in one-time funding to address Police Department employee salary inequity issues
- No increase to property tax resulting from increasing taxes by the legally allowed maximum of two percent over the prior fiscal year's primary levy
- A 6 percent healthcare premium rate increase and no change to dental premiums (employees and applicable spouses can completely offset the impact of the healthcare premium increase by completing a wellness exam and health risk assessment)
- A net increase of 6.85 Full-Time Equivalents (FTEs)
- The use of unreserved fund balance for the following:
  - \$3.0 million into the capital improvement plan for improvement and upkeep to infrastructure
  - \$0.9 million for deferred maintenance of buildings and equipment
  - \$0.5 million for the November 5, 2013 city election
  - \$0.4 million for overtime in the Fire Department
  - \$0.3 million for equipment replacement at playgrounds and pools
  - \$0.3 million for a community services strategic master plan
  - \$0.2 million for an IT business continuity plan
  - \$0.1 million for the employee tuition reimbursement program
  - \$0.1 million for the general plan update
  - \$0.1 million to address the DUI backlog at the city court
- Water Rate and Charges
  - a revised residential and non-residential rate structure that reduces the cost of lower tier consumption rate
  - a new irrigation specific tiered-rate structure for non-residential irrigation
  - revised water service charges
  - a flat stormwater fee
- Water Reclamation Rate and Charges
  - 4 percent across-the-board rate increase

- Incorporating the environmental fees into the basic rate structure component
- Revised water reclamation service charges minimums
- Rate/fee adjustments for WestWorld, Public Safety, Public Safety – Fire, Community and Economic Development – Planning & Development, Community Services and City Court

### **How the adopted budget will affect citizens and taxpayers**

Within limited resources the city continuously strives to balance citizens' expectations for high quality service levels and our need to use resources wisely and comply with federal and state mandates. The following is a summary of specific changes that will impact citizens or taxpayers in the coming fiscal year:

**Few program and service reductions.** The budget was created with the intention of minimizing impacts to programs and services for citizens. The city targeted low-demand periods or services in those few cases where service levels were impacted.

**Property tax rate.** The FY 2013/14 adopted primary property tax levy will be used to support General Fund activities such as police and fire protection, operation and maintenance of parks and libraries, and other general governmental functions. The primary property tax levy also includes a repayment to the Self-Insurance Fund reserve of \$0.1 million for tort liability claim payments made during calendar year 2012.

For FY 2013/14, the city's total adopted primary property tax levy of \$25.64 million is an increase of \$0.17 million over the prior year levy (the total increase is the result of new growth on the tax roll partially offset by a decrease in the tort repayment in FY 2013/14). In addition, the levy reflects the Council's direction to staff to not take the statutorily allowed "2 percent maximum increase" in the primary levy. The prior year primary property tax rate of \$0.5027 cents increased by \$0.0315 to \$0.5342 cents per \$100 of assessed valuation in FY 2013/14 (the rate increased due to the 5 percent decrease in the city's primary assessed valuations).

For FY 2013/14, the city's adopted secondary property tax levy is slightly increasing over the FY 2012/13 adopted budget by approximately \$0.01 million to \$36.71 million. The prior year secondary tax rate of \$0.7225 increased by \$0.0379 to \$0.7604 per \$100 of assessed valuation in FY 2013/14 (mainly due to the 5 percent decrease in the city's secondary assessed valuations).

The combined tax levy is the aggregate of the primary (limited) and secondary (unlimited) levies. For FY 2013/14, the city's total adopted combined property tax levy increased over FY 2012/13 by approximately \$0.2 million.

In FY 2013/14, citizen tax bills will reflect an estimated combined property tax rate of \$1.2946 which is \$0.0694 more than the adopted combined FY 2012/13 rate of \$1.2252. The management of the combined property tax rate is included in the city's adopted financial policies for debt management, which states that the combined tax rate will not exceed \$1.50 per \$100 of assessed value. Based on this combined rate, an owner of a home with a County Assessor's real property value of \$100,000 will pay approximately \$129.46 in city property taxes, applying the proposed combined property tax rate. The Maricopa County Assessor's Office, not the City of Scottsdale, determines real property values used to calculate property tax bills.

**Utility charges.** The proposed water rate decrease is forecasted to offset the proposed water reclamation rate increase for the typical residential customer.

### **How the adopted budget will affect staffing levels and compensation**

Staffing Changes - A handful of positions -- nearly 5.0 full-time equivalents (FTE) in the General Fund, 7.0 FTEs all funds -- are requested to address several years of deferrals. These include an enterprise communications engineer to provide depth coverage for our growing IT network and communications infrastructure, a senior human resources analyst to help with our continued focus on strategic compensation and recruitment, a facilities maintenance technician who will work on air condition systems at city buildings, and a deputy fire marshal to increase the number of new and existing site inspections per year. With these

additions, the city’s total FTE count will be 2,430. This total is 13 percent lower than the city’s peak authorized staffing of 2,808 in FY 2008/09. These staffing changes are summarized in the schedule below, using full-time equivalent positions (FTEs).

Summary of FTE Changes:		
FY 2012/13 Adopted FTEs		2,422.87
FY 2013/14 Adopted FTEs:		
HVAC Technician	1.00	
Forensic Scientist Supervisor	1.00	
Mail Services Courier	1.00	
HR Analyst, Sr.	1.00	
Enterprise Comm. Engr.	1.00	
Deputy Fire Marshal	1.00	
Finance Analyst, Sr.	1.00	
Systems Integrator	1.00	
Contracts Coordinator	(1.00)	
Video Prod. Specialist	<u>(0.15)</u>	
Net Change	6.85	
FY 2013/14 Adopted FTEs		2,429.72
Increase		0.3%

Compensation and benefits – The budget includes \$3.5 million (\$2.8 million General Fund) for a pay program designed to reward employee performance and address other pay issues. One-time funding of \$2.5 million (General Fund) is also included in the FY 2013/14 budget to address Police Department employee retention issues. Additionally, the budget includes funding for the previously discontinued tuition reimbursement program.

Finally, the amounts that the city and employees will pay for health insurance premiums and retirement benefits have increased. The city will pay an additional \$1.1 million (all funds) for health insurance premiums and an additional \$1.8 million (all funds) in retirement contributions for FY 2013/14.

**Fund Highlights**

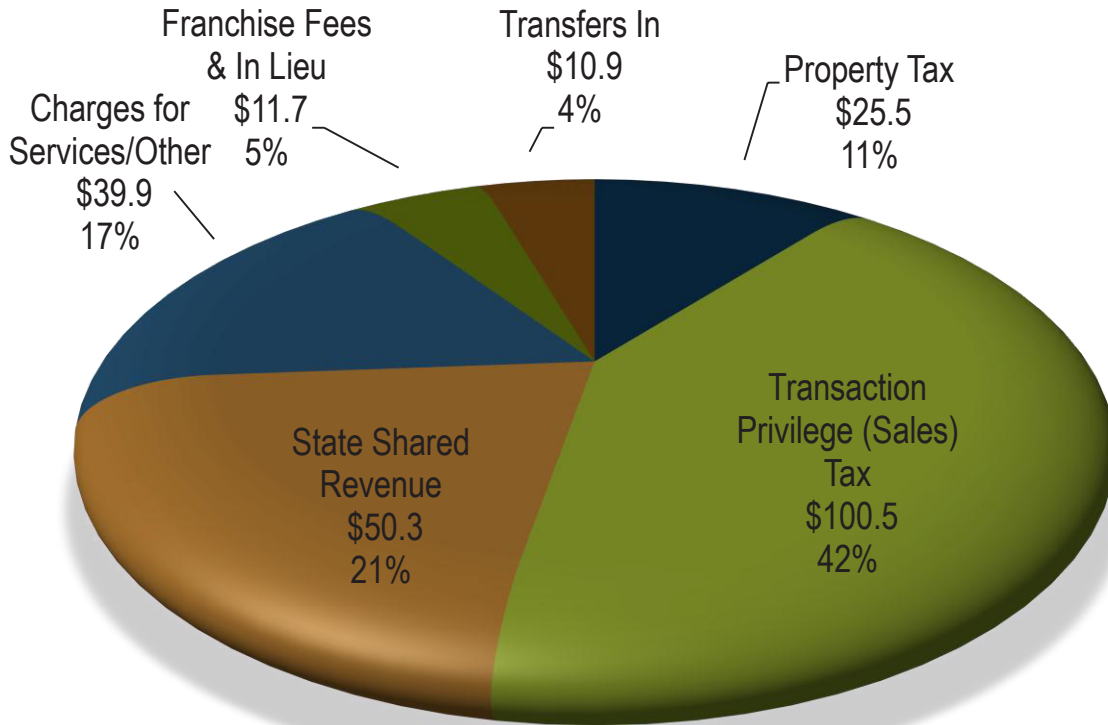
The remainder of this Executive Summary highlights the key elements of each fund in the FY 2013/14 budget. Because of the size and importance of the General Fund, it is presented first and in more detail.

**General Fund - Sources**

The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. Forecasted General Fund sources for FY 2013/14 are \$238.8 million, approximately \$10.2 million (4.5 percent) more than the FY 2012/13 adopted budget. The following chart summarizes the major revenues.

### General Fund Sources FY 2013/14: \$238.8

(\$ millions)



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

Transaction Privilege (Sales) Tax – Scottsdale’s total city sales tax rate is 1.65 percent. Of that amount, 0.55 percent is dedicated to the specific purposes related to transportation and preservation (which are accounted for in Special Revenue Funds discussed later) and 0.10 percent is dedicated to public safety (accounted for in the General Fund). The remaining 1.0 percent of the sales tax is also accounted for in the General Fund and is available to fund basic municipal services such as police, fire, libraries, and parks. This general-purpose sales tax is the city’s single largest revenue source and is susceptible to peaks and valleys, based on events in the national, state and local economies. Since FY 2007/08, this revenue source has been negatively impacted by the recession. Specifically, the FY 2013/14 forecast amount of \$100.5 million is about \$19.7 million or 16.4 percent less than the peak amount of \$120.2 million in FY 2006/07.

State Shared Revenue – These revenues are derived from state sales and income taxes a portion of which is shared with Arizona cities and towns, based on a statutorily determined formula, primarily driven by population. Again, the recession had adversely affected these revenues.

Charges for Services/Other – Certain components of this revenue source are subject to dramatic peaks and valleys from year to year. For example, building permit fees are based on developers’ interest in construction projects and ability to secure financing for the projects. Construction activity is expected to



grow modestly as the economy slowly improves, but as the city reaches build-out this funding will transition from new construction to redevelopment.

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

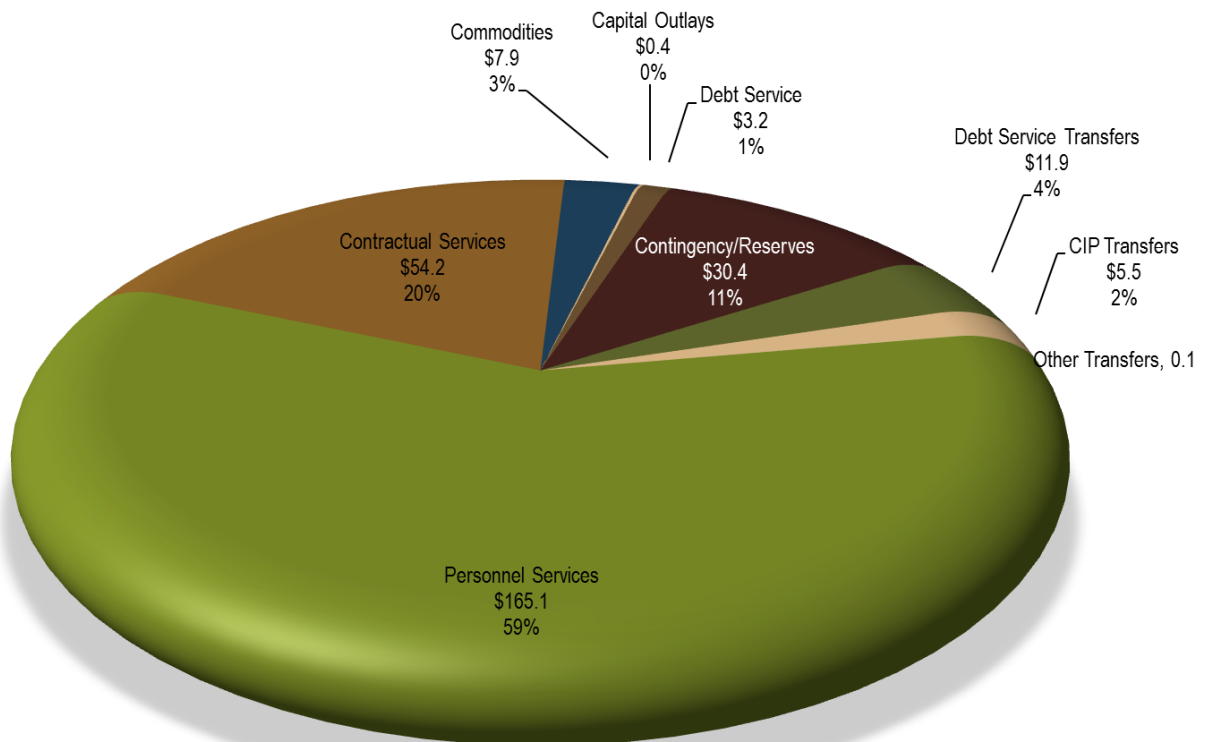
Transfers-In – This category represents authorized exchanges between funds, divisions, and/or capital projects. Enterprise in-lieu franchise fees of \$7.0 million account for 65 percent of the General Fund transfers-in.

Property Tax – For FY 2013/14, the city’s total adopted primary property tax levy of \$25.64 million is an increase of \$0.17 million over the prior year levy (the total increase is the result of new growth on the tax roll partially offset by a decrease in the tort repayment in FY 2013/14). In addition, the levy reflects the Council’s direction to not take the statutorily allowed ‘2 percent maximum’ increase in the primary levy. The prior year primary property tax rate of \$0.5027 cents increased by \$0.0315 to \$0.5342 per \$100 of assessed valuation in FY 2013/14 (the rate increased due to the 5 percent decrease in the city’s primary assessed valuations).

### General Fund - Uses

The adopted FY 2013/14 General Fund uses budget is projected to be approximately \$278.6 million (including \$30.4 million in contingency and reserves) or \$1.4 million (0.5 percent) less than the FY 2012/13 adopted budget. The following chart provides a summary of the General Fund uses.

**General Fund Uses FY 2013/14: \$278.6**  
(\$ millions)



## General Fund Balances and Reserves

---

The FY 2013/14 budget includes the following:

General Fund Reserve – This reserve is budgeted to be \$25.4 million at June 30, 2013; or ten percent of annual General Fund and Transportation Fund expenses per City Council adopted financial policy. It is to be used to protect Scottsdale in times of emergency and to preserve Scottsdale's highest possible bond ratings from all three major rating agencies.

Operating Contingency – The budget includes a \$5.0 million operating contingency to meet unforeseen expenses during the year. The operating contingency can only be used with City Council approval and would only be requested after it was determined existing resources could not be used.

Unreserved Fund Balance – An unreserved fund balance of \$2.1 million is expected at June 30, 2013, after using \$9.4 million to fund City Council approved initiatives in the FY 2013/14 budget. The unreserved fund balance represents accumulated surpluses of prior years.

## Special Revenue Funds

---

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

The Transportation Fund accounts for Highway User Revenue Fund (HURF) dollars shared with cities from state gas taxes. The fund also includes revenues from the 0.20 percent local transportation transaction privilege tax (commonly referred to as the transportation sales tax). Total sources are expected to be about \$32.3 million.

Uses total about \$32.3 million; \$23.6 million represents operating expenses and \$8.7 million (50 percent of the sales tax revenue) funds transportation capital projects. The operating expenses are those necessary to operate and maintain the city's transportation system. The largest expenses include \$6.4 million for transit contracts and \$3.0 million for the street overlay program.

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

These sales tax revenues are forecasted to be \$31.4 million. Approximately \$30.9 million of this amount will be required for debt service payments for debt already issued for land purchases. The ending fund balance on June 30, 2013 is expected to be \$15.7 million. The timing and amount of any future preservation bond issuances depends on revenue and the availability and price for state lands.

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

The Tourism Development Fund is a special revenue fund created to account for transient lodging (bed) tax revenues, Princess Hotel lease payments and Trolley sponsorship revenues all of which are to be used for tourism related activities and General Fund support. Ordinance 4018, approved by Scottsdale City Council in May 2012, identifies the authorized expenditures to be made from this fund. This fund became active after the start of FY 2012/13.

## Debt Service Fund

---

Debt service funds are designated for payment of long-term debt not directly paid through the General, Enterprise or Special Revenue Funds. Total sources are \$83.2 million for FY 2013/14.

A total of about \$83.5 million is planned for debt service payments in FY 2013/14, an increase of about \$7.8 million over the FY 2012/13 forecast. This increase is mainly due to new issuances of debt for the Tony Nelssen Equestrian Center expansion.

## Enterprise Funds

---

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

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

- Capital costs for rate-funded water distribution system improvements to address aging infrastructure replacement. This includes planned conversion of several sites from radio to fiber optics to improve system communication, reliability, security, and control; planned rehabilitation or replacement of various water lines, booster pump stations, chlorine facilities, large valves and meters.
- Pretreatment infrastructure at the Chaparral treatment plant is needed to meet stricter water quality regulations associated with revised disinfection/disinfectant by-product rules and mitigate source water deterioration associated with fires in the watershed.
- Asset management related rehab at water treatment facilities is increasing due to aging infrastructure.
- Operating cost increases for purchased water and electricity.

Sewer Fund – Revenue requirements over the five-year planning period are impacted by long term capital and operating impacts of federal regulations and the following:

- Capital costs for sewer collection system improvements to address increasing aging infrastructure replacements. This includes lining of various sewer lines, planned rehabilitation or replacement of sewage lift stations, downtown area sewer system rehabilitation, increased system condition assessment efforts, and planned conversion of several sites from radio to fiber optics to improve system communication, reliability, security and control. Sewer collection system maintenance and improvements are essential to ensure regulatory compliance with new capacity, management, operations and maintenance regulations and minimize sewer system overflows.
- Modification and improvements to the sewer line which transmits flow to the multi-city sub-regional operating group 91st Avenue sewer treatment plant in Phoenix were programmed.

Solid Waste Fund - Existing rates and fees are expected to generate sufficient revenue to cover forecasted FY 2013/14 costs for both the Residential and Commercial Solid Waste programs. Therefore, no adjustments were made to the solid waste rates and fees for FY 2013/14.

The Aviation Fund estimates sufficient revenues to cover expenses and maintain an operating reserve; therefore, no rate or fee increases are included for FY 2013/14. Airport operating sources and uses are forecasted to remain stable. In addition, the fund established a land purchase reserve to provide a funding mechanism for future land purchases.

## Internal Service Funds

---

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

The Fleet Management Fund accounts for the costs of operating, maintaining, and acquiring all of the city's vehicles and other rolling stock. User divisions are assessed operating (\$7.9 million), replacement costs (\$6.2 million), and fuel costs (\$5.3 million). Fleet Management establishes, collects, and manages replacement funds to provide replacement of approved City of Scottsdale fleet assets based on life cycle cost analysis performed on each equipment class. Fleet Management, in cooperation with the using division, estimates the replacement for each individual asset based on condition, suitability for the service, current economy, the repair history, the actual utilization rate of each asset and other applicable factors. The fund balance of about \$8.0 million as of June 30, 2014 represents funds previously collected for maintenance/operations and vehicle replacements that will be expended in future years.

The PC Replacement Fund accounts for the expenditures associated with purchasing computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. For FY 2013/14, user divisions are assessed estimated costs of \$1.0 million – leaving an ending fund balance of \$1.0 million on June 30, 2014.

The Risk Management Self-Insurance Fund accounts for the activity related to the city's property, liability, and workers compensation programs. User divisions are assessed estimated costs of \$7.0 million. The ending fund balance as of June 30, 2014 of about \$12.4 million is within the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

The Healthcare Self-Insurance Fund accounts for the activity related to employee healthcare programs (medical and dental). The estimated \$27.1 million in healthcare costs is shared by the city, its employees and retirees. For FY 2013/14, there was a 6 percent overall healthcare premium rate increase for active employees and no change to dental premiums. The ending fund balance as of June 30, 2014 of \$5.4 million is the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

## Grants, Trusts and Special Districts Budgets

---

Each year the city receives Grant Funds from a variety of federal, state, regional and local agencies. Within the \$17.1 million total grants are two larger grants – Section 8 Housing at \$7.0 million and the Community Development Block Grants (CDBG) \$3.1 million. In addition to numerous identified smaller grants, the city includes \$7.0 million in the grant budget for unidentified future grants. This gives the City Council the budget authority to accept and spend grant funds that are not specifically known at the time the budget is adopted. This practice also allows the city to comply with state budget laws regarding annual expenditure limits. The ending fund balance of the individual grants is carried forward to future periods and is available to be spent solely for the intended purposes.

The Trust Fund consists solely of the Mayor's Committee for Employment of the Handicapped, which has FY 2013/14 revenues and expenditures of \$6,000. Revenues for this fund come from citizens and businesses and the proceeds are used to provide educational scholarships to handicapped individuals. The goal is to provide the individuals with skills that increase their opportunities for future employment. The ending fund balance of the Trust Fund is carried forward to future periods and is available to be spent solely for the intended purposes.

A Special Districts Fund is used to account for the proceeds received from property owners in the city's 355 street light districts. The intention is that only the amount needed to provide the service is assessed to the customer. Revenues and expenses are estimated at \$0.6 million. The ending fund balance of all Special

Districts Fund is carried forward to future periods and is available to be spent solely for the intended purposes and could be used to lower assessments.

## Capital Improvement Plan

A separate, key component of the city's annual financial plan is the five-year Capital Improvement Plan for infrastructure and public facilities – including roads, water and sewer improvements, parks, buildings and information technology. Projects listed in the capital budget are funded by a combination of sources and typically take multiple years to complete. Some of the various funding sources include the city's transportation sales tax, voter approved general obligation bond funds, user fees, grants, Proposition 400 regional transportation sales tax, voter-approved preservation sales tax, development impact fees and General Fund transfers. The city uses a variety of CIP specific funds to appropriately account for the diverse CIP financial resources used to fund the acquisition or construction of major capital facilities. The CIP funds are needed to ensure legal compliance and financial management for various restricted revenues. Some examples of restricted revenues are: bond funds, transportation sales tax, grants, development impact fees, contributions and enterprise funds.

The CIP appropriations for FY 2013/14 total \$517.4 million and consist of the following:

\$335.3 million (or 65 percent of the total CIP budget) is needed for carryover re-authorization from prior years for projects not yet completed. Under Arizona law, the city must re-authorize a capital project's total budget until it is completed and capitalized.

\$182.1 million (or 35 percent of the total CIP budget) of new funding for new and existing projects.

Below is a brief summary of the \$517.4 million capital budget highlights by program, along with some notable examples in each capital program area:

Community Facilities (\$69.5 million) – this program focuses on providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities and senior centers. Approximately 13.4 percent of the CIP addresses the needs of this program. Significant proposed Community Facilities projects include the completion of the Tony Nelssen Equestrian Center Expansion and the TPC Clubhouse and Stadium Course Renovations.

Preservation (\$106.7 million) – this program addresses the goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the Scottsdale McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving native plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. Approximately 20.6 percent of the CIP addresses this program. Significant proposed preserve projects include the North Area Access Control and Stabilization, the North Area Trail Construction, the South Area Access Control and South Area Trail Construction.

Drainage and Flood Control (\$29.4 million) – this program addresses flood plain mapping, meeting regulatory requirements, and identifying and correcting hazards to reduce future flood damage potential. This is accomplished through the use of detention basins, culvert and channel projects, and a program of neighborhood drainage improvements. Approximately 5.7 percent of the CIP addresses the drainage and flood control needs of the city. Major Drainage and Flood Control projects include Upper Camelback Wash Watershed, Granite Reef Watershed, and East Union Hills Interceptor Channel.

Public Safety (\$8.1 million) – this program addresses the construction, acquisition, and purchase of capital assets for the Police and Fire Departments, such as fire and police stations, training facilities and automation systems related to fire and police operations. Approximately 1.6 percent of the CIP addresses the public safety needs of the city. The proposed Public Safety budget includes key projects such as the Special Investigations Section Buildout and the 9-1-1 Communication Equipment Replacement.

Service Facilities (\$16.2 million) – this program addresses the goal of coordinating land use and infrastructure planning. These programs achieve this goal through the renovation of current facilities and technology necessary for the efficient and effective operations of the city. Approximately 3.1 percent of the CIP addresses this program. Service Facilities projects include Facilities Repair and Maintenance Program, Network and Server Infrastructure replacement program and Solid Waste Vehicle Monitoring System.

Transportation (\$151.5 million) – this program addresses the multi-modal transportation needs. Approximately 29.3 percent of the CIP addresses the transportation needs of the city. Significant proposed Transportation projects include Aviation Land Acquisition of East Parcel, Reconstruction and Strengthening of Taxiways “A”, “B” and Exits, Pima Road – McDowell to 90<sup>th</sup> Street, Bikeways Program and Pavement Overlay Program.

Water Management (\$136.0 million) – this program focuses on the capital needs required to deliver safe, reliable water and providing wastewater services. This program also addresses the requirement to achieve federal and state regulations. Approximately 26.3 percent of the CIP addresses the water and wastewater needs of the city. Significant proposed projects such as Reclaimed Water Distribution System (RWDS), SROG Salt River Outfall/Southern Avenue Interceptor Odor Control and Chaparral Water Treatment Plant Pretreatment are included in the Water Management program.

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

The budget continues the practice of leveraging one-time elastic revenue from the General Fund (e.g., construction sales tax and development fees) to help pay for capital projects. The municipal bond rating agencies view this as a sound fiscal practice. The slower economy has greatly limited the amount of anticipated year-end General Fund resources available to transfer to the CIP fund. In FY 2013/14, the budget assumes the General Fund will transfer a total of \$5.5 million to the CIP.

## The City of Scottsdale's FY 2013/14 budget is comprised of two Volumes:

**Volume One – Operating Budget** includes 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.

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, 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.

The **Budget by Fund and Divisions** sections of Volume One represent the core of the City of Scottsdale's FY 2013/14 adopted budget.

The first part of the **Budget by Fund** section, entitled *Fund Accounting-Fund Types* provides a description of the generic governmental fund types used by the city. The remainder of this section provides a fund summary and Five Year Financial Forecast as well as information on the sources and uses for each of the funds, including a *Five-Year Debt Service Schedule*, *Schedule of Long-Term Debt Outstanding*, and a *Computation of the Legal Debt Margin as of June 30, 2013*.

The **Divisions** section begins with a summary of authorized full-time and part-time FTEs by division and fund type. This section also includes the following:

- A listing of all authorized personnel positions by division, program and title and the city's FY 2013/14 adopted classification / compensation plan.
- Summaries of the operating budget by division, department and account category/funding source.
- A summary of each department's relationship with the city's strategic goals.
- Charted staffing and expenditure summaries, descriptions of services provided by each division and department, 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.
- Department operating budgets and their relationship with the broad goals, General Plan and CityShape 2020.

Volume One concludes with the **Appendix**, which includes a list of operating projects. The Appendix 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 2013/14 budget and property tax levy.

**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 2013/14 Adopted Budget



## City of Scottsdale's Budget Process

### Recommended Budget Practices

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

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

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

### Budget Definition

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

A good budget process is characterized by several essential features:

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

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

### Mission of the Budget Process

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

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.

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 budget process attempts to incorporate all of the NACSLB's recommended practices.

### Budget Roles and Responsibilities

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

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

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

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

directors, city manager, City Council, media and citizens.

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

The **CIP technology review team** and **CIP construction review team** are comprised of supervisors and managers from various city divisions. These cross-divisional teams are responsible for the initial review of all of the city's capital projects. Their reviews are focused on timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the 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 program data into a cohesive budget information package. 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, and administrative direction and program objectives are to be submitted to the budget staff.

The **senior budget analysts** are responsible for preparing the multi-fund short-range and long-range revenue and expenditure forecasts, coordinating with budget liaisons in calculating user fees, calculating the indirect cost rate, developing the process and related forms for preparing and monitoring the budget, coordinating the compilation of budget data, analyzing operating and capital budget requests, supporting the Accounting Office 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, 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 responsible for reviewing the program operating budget and capital budget requests and working with program managers to develop service recommendations that are consistent with City Council's broad goals, management strategies and the city's adopted comprehensive financial policies.

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

The **Mayor and City Council** set the direction for staff related to the forthcoming budget by establishing broad goals for the organization, to serve as a basis for decision-making. The City Council reviews key aspects of the city manager's proposed budget such as -- the city's multi-year financial plan including an examination of the revenue forecast and related assumptions, employee compensation including healthcare and retirement costs, changes to rates and fees, comprehensive financial policies, debt schedules, property tax rate and the capital budget. During the spring, the City Council 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. The budget process culminates in late spring with the Mayor and City Council holding public budget hearings. The Mayor and City Council are ultimately responsible for the review of the city manager's proposed

budget, tentative budget adoption (mid-May) and final adoption of the budget (early June). All City Council budget hearings are open to the public for comment and are broadcast on CityCable 11 and the city's web page.

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 City Council typically reviews the city's proposed budget in detail from March through the early June adoption, they also provide input to the city manager and staff throughout the year in a series of work study sessions and regular City Council meetings. In these sessions, the City 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 program operating budget and the capital project budget.

### **Needs Assessment and Financial Capacity Phase**

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

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

## **Policy/Strategy Development and Prioritization Process Phase**

In the fall and winter, City Council typically reviews citizen input, citizen board and commission feedback, financial policies, 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 City Council establishes broad goals and strategic directives, which are the cornerstone for the development of the budget. These broad goals provide the overall direction for Scottsdale and serve as a basis for decision-making. The executive directors and senior management staff updates city financial policies, plans, programs, and management strategies to define how the city will achieve the broad goals. It is within this framework that the city staff formulates the proposed operating and capital budgets.

## **Budget Development and Prioritization Process Phase**

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

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

Under the city's modified zero-based budget approach, any proposed changes in service levels, new programs, population/service growth, additional staff, and program trade-offs resulting in service level reductions/increases must be submitted to the Budget Office in 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, remedies may include one or more of the following: reduce the base budget, identify new revenues, employ process management tools, and/or form partnerships with other city programs or non-profit organizations.

## City Management Review and Modification Phase

In the early winter, the divisions submit their proposed operating budget and capital project budget requests to the Budget Office. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Office's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget and capital project requests, and any 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 forecasted resources/limits).

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

## City Council Budget Review and Adoption Phase

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

The City Council holds public hearings to review each division's proposed budget and the city's five-year financial plan. This review focuses on how the division's program operating and capital budgets address citizens' priorities and City Council's broad goals. Additionally, the City Council holds meetings to review rates and fees, financial policies and compensation, including benefits.

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

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

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

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

Under Arizona state law "all-inclusive" means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation and contingency provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the city to comply with the Arizona state law and to pro-actively pursue emerging revenue sources as the budget year unfolds. Expenditures (i.e., appropriations)

associated with items such as possible future grants/revenues may not be spent without City Council's prior approval at a public meeting.

Arizona State Revised Statutes only requires communities to prepare budgets for two funds — the General Fund (ARS 42-17101) and Highway User 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. Sources and uses 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 operating budget and the capital improvement plan. The final operating budget and capital improvement plan books are typically published by September.

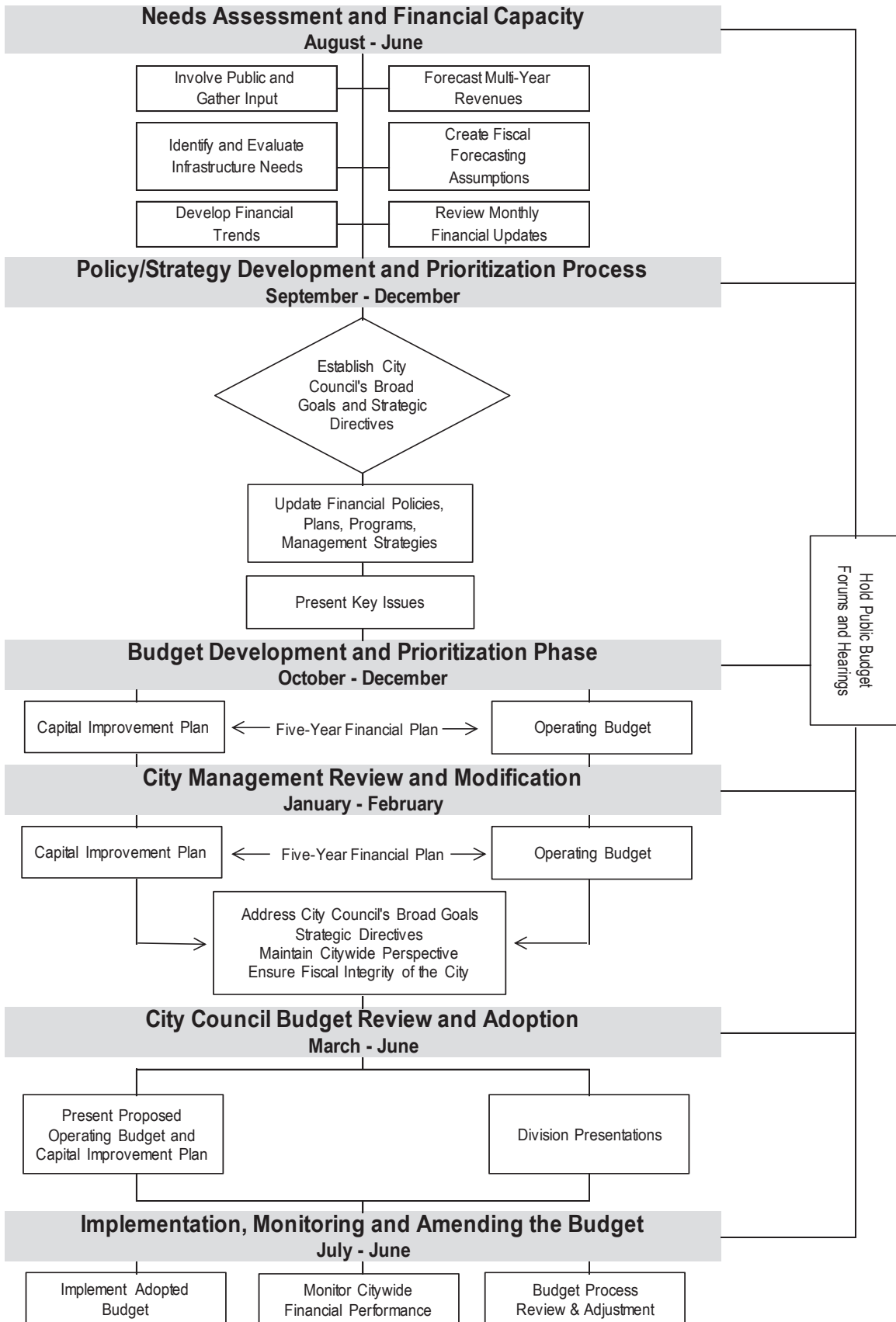
Scottsdale's programs and activities are periodically reviewed to determine if they are achieving City Council's broad goals, accomplishing strategic objectives and making efficient use of limited resources. City values of "plan and innovate for the future" and "focus on quality customer service" along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

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

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

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

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





## Use of Contingency/Reserve Funds

Contingency/Reserve Funds are strictly defined in the city's financial policies adopted by City Council annually and used when additional funds are necessary to offset 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 division 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 basis generally consistent with Generally Accepted Accounting Principles (GAAP). The City's Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

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

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

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

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

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

## Operating and Capital Budget Relationship

The City of Scottsdale's Budget for FY 2013/14 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, executive summary, and adopted financial policies. Volume One also contains a budget by fund section which includes five-year financial forecasts that cover the period FY 2013/14 through FY 2017/18. This section also provides five-year historical summaries for revenues and expenditures by fund. A summary by division section is included and contains

descriptions of services provided by each division and department, staffing summaries, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures. In addition, included are department operating budgets and their relationship with the broad goals, 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 a budget basis, except for cash transfers in from the operating budget, which are presented on a purely cash basis. These resources are presented in the period that the cash funding will be transferred in order to provide continuity between the operating budget and the capital improvement plan. As a result of presenting the cash transfers in on a purely cash basis, the funding sources may not equal the budgeted expenditures in each period, creating a fund balance as

cash accumulates each year for planned larger capital expenditures in later fiscal years.

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

### **Five-Year Financial Plan**

The city's five-year financial planning process used to develop the proposed budget is a year-round process. The budget process begins in the early fall with the 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, Tourism Development, Special Districts, Debt Service, Water & Sewer, Solid Waste, Aviation, Fleet, PC Replacement, Risk Management, and Healthcare. Using the latest fiscal, operational, and legislative information, the staff works collaboratively with the city divisions to update the forecast for the current fiscal year related to the most recently adopted budget and to create a forecast for the coming budget year. The forecasts serve as the basis for the development of the city's proposed five-year financial plan.

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

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

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

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

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

## Revenue Forecasting

The City of Scottsdale uses both qualitative and quantitative methods for forecasting revenues, blending various techniques to develop conservative and prudent revenue projections. Qualitative revenue forecasting methods used by staff to develop multi-year financial plans include consensus, judgmental, and expert forecasting, while trend analysis is used as a quantitative technique. This balanced approach to revenue

forecasting is strongly encouraged by the Government Finance Officers Association (GFOA), since research shows that forecasting accuracy is improved by combining qualitative and quantitative techniques. According to the GFOA, each method by itself has inherent weaknesses: qualitative methods can be too subjective at times and may be subject to wishful thinking and selective perception on behalf of the forecasters; quantitative methods may fail to consider changing conditions inside and outside a jurisdiction and also tend to discount important historical events. By combining qualitative and quantitative methods, forecasters integrate judgmental assumptions within the forecasting framework to produce more realistic revenue projections.

To enhance the revenue forecasting process and gain the broader input into the planning process, the Budget Office staff works collaboratively with the city divisions throughout the year to prepare the revenue estimates. This multi-disciplinary approach and continual reassessment creates a synergy between the central 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 Budget Office staff works with the city divisions to monitor year-to-date actual expenditures against the year-to-date approved budget and prior year actual expenditures. Each division is also required to forecast their year-end expenditures and related expenditure savings. All significant actual or forecasted variances are researched and a reason for the likely variance as well as possible alternatives to resolve the variance is considered by the staff. Pro-active management of the budget to actual/forecasted expenditures allows staff the opportunity to promptly notify city management and the City Council of potential budget concerns.



FY 2013/14 Adopted Budget

**BUDGET PLANNING AND DEVELOPMENT  
FISCAL YEAR 2013/14 CALENDAR**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Strategic Planning Process</b>															
Needs Assessment and Financial Capacity															
Forecast Multi-year Revenues															
Evaluate Infrastructure Needs															
Create Fiscal Forecasting Assumptions															
Develop Financial Trends															
Developing Broad Goals & Strategic Directives															
Citizen Input															
Update Financial Policies															
Develop Management Strategies															
<b>Capital Improvement Program</b>															
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															
City Council Review & Adoption															
Tentative/Final Budget Public Hearings															
Final CIP Adoption															
<b>Budget Process</b>															
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															
Division Budget Review Sessions With Council															
Tentative/Final Budget Public Hearings															
Final Budget Adoption															
Implement Adopted Budget															
Monitor Citywide Financial Performance															
Budget Process Review & Adjustment															

**Budget Liaisons** and **CIP Liaisons** coordinate the budget within their respective divisions. The Budget Liaisons serve 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 .....	Rachel Smetana	Administrative Services.....	Jennifer Jensen*
City Attorney .....	Jane Callahan*	Community Services .....	Bryan Bundy/Tim Barnard*
City Auditor .....	Sharron Walker	Community & Economic Development...	Dan VandenHam*
City Clerk .....	Karen Dingman	Public Safety – Fire .....	Teresa Martin
City Court.....	Jack Miller*	Public Safety – Police .....	Christy Alonzo*
City Manager .....	Brent Stockwell	Public Works .....	Monica Staats*
Finance and Accounting .....	Ryan Fielder*	Water Resources .....	Gina Kirklin/Ron Dolan*

## Operating Management

1. All divisions will participate in the responsibility of meeting policy goals and ensuring long-term financial health. 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. *(On August 29, 2011 the City Council decommissioned the Budget Review Commission.)*
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, Water Reclamation, Solid Waste Management, and Aviation) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, debt service, provide adequate funding for future capital needs and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be developed pursuant to a multi-year financial plan that levels the impact of user rate changes.
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.
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.
  - 21A. One hundred percent (100%) of the transient lodging (bed) taxes received by the City shall be deposited into the Special Revenue Fund for Tourism Development. Additionally, the Special Revenue Fund for Tourism Development shall receive one hundred percent (100%) of Princess Hotel lease revenues.
 

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

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



At the end of each fiscal year, any unused funds in the Special Revenue Fund for Tourism Development will be available for use in following years for any of the non-marketing tourism categories (except the general fund category) and may be allocated without limitations, except that they may not be leveraged for multi-year annual commitments, such as debt service payments.

### 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.

### 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.
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%).

### 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.
  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.
  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.
- ### 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.



FY 2013/14 Adopted Budget

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.

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

### **General Fund**

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

### **Special Revenue**

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

### **Debt Service**

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**

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

### **Internal Service**

Internal Service Funds are used to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the city. The city maintains 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 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. Examples of restricted revenue funds are:

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

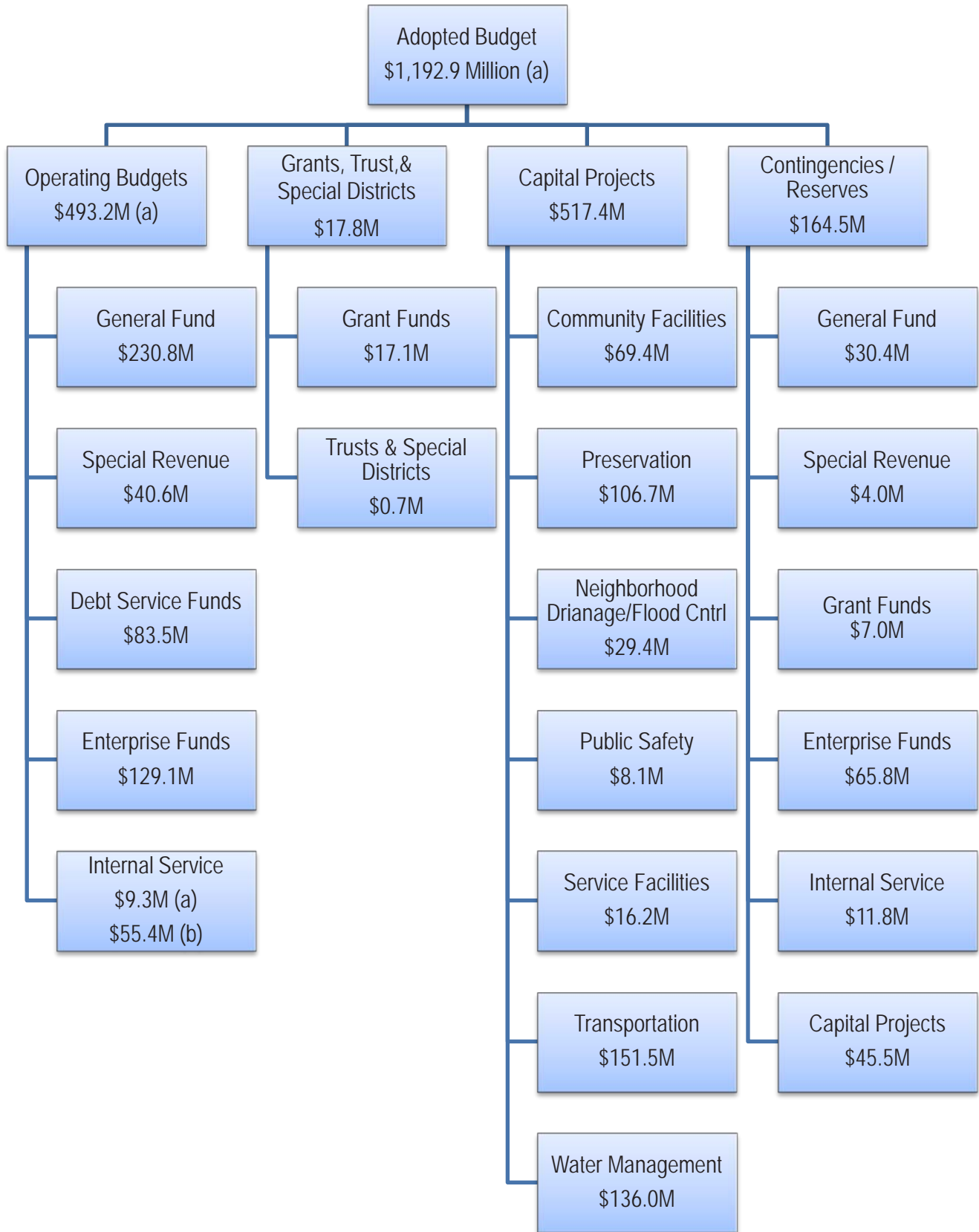
*Transportation Privilege Tax Capital Fund* – used to account solely for transportation projects.

*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.



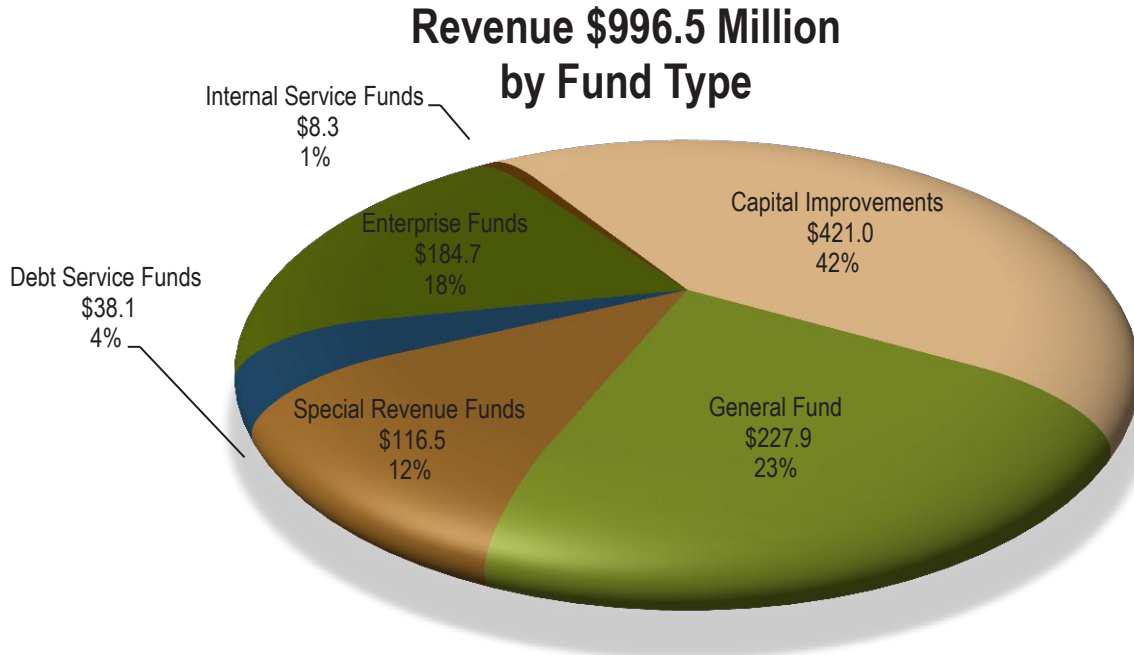
FY 2013/14 Adopted Budget



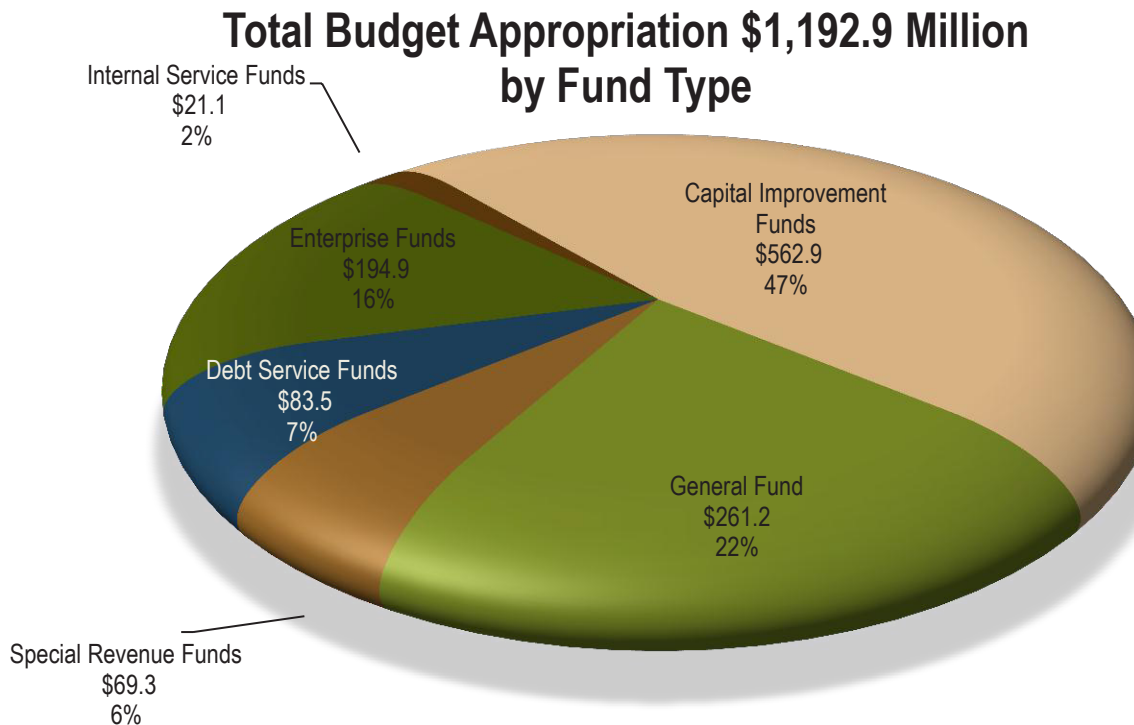
(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

The total Scottsdale budget consists of \$996.5 million in revenue, \$242.6 million in prior year CIP unexpended funds, \$133.0 million in anticipated bond proceeds, \$62.4 million in property taxes, and \$558.5 million in operating, capital, and contingent revenues. A complete detail of sources can be found on the Total Budget Appropriation schedule. Below are the sources breakdown by fund type.



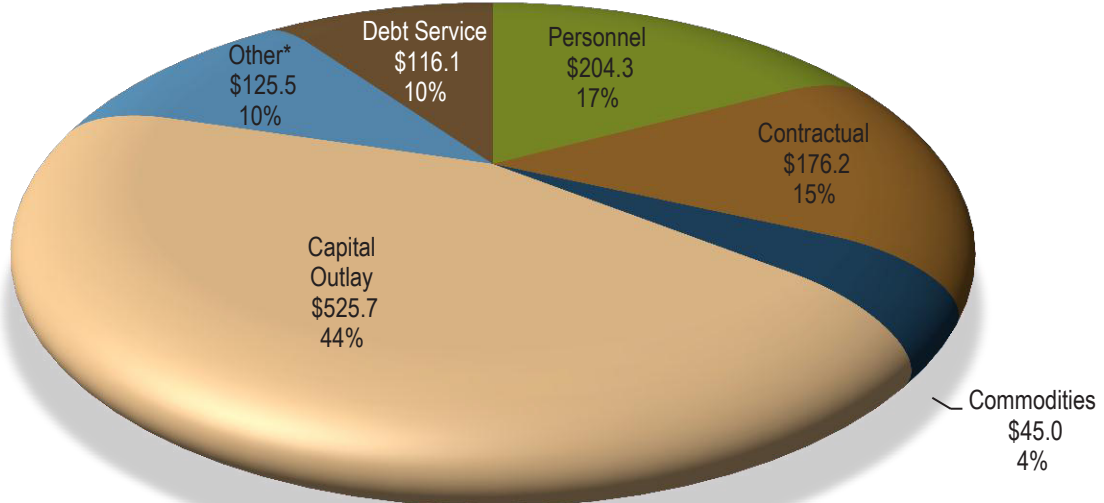
The total Scottsdale adopted budget appropriates \$1,192.9 million in uses, with the Capital Improvement Funds accounting for the largest portion of the annual budget appropriation. This is a decrease of approximately \$93 million or 7 percent from the FY 2012/13 adopted budget.





The largest expense category in the FY 2013/14 budget is for Capital Outlay/Improvements. Expenses for Personnel Services, Contractual, and Commodities together account for \$425.5 million, or approximately 36 percent of the total authorized budget.

### Total Budget Appropriation \$1,192.9 million by Expense Type



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

	Sources			Uses					Ending Balance	
	Beginning Balance	Revenue	Transfers In	Personnel	Contractual & Debt Service	Commodities	Capital Outlay	Other*		Transfers Out
<b>General Fund</b>	\$ 41,870,630	227,913,086	10,912,512	\$ 165,138,987	57,347,996	7,895,314	371,900	30,435,026	17,455,758	\$ 2,051,247
<b>Special Revenue Funds</b>										
Transportation	\$ 5,067,320	32,255,965	-	\$ 5,724,570	16,929,939	871,557	70,000	-	8,704,693	\$ 5,022,526
Grants	\$ -	24,110,857	-	\$ 1,064,941	15,608,761	434,355	-	7,000,000	2,800	\$ -
Special Districts	\$ 257,570	647,219	-	\$ -	647,219	-	-	-	-	\$ 257,570
Preservation	\$ 18,970,495	31,421,232	-	\$ -	2,200	-	-	-	34,691,708	\$ 15,697,819
Special Programs	\$ 9,116,524	12,351,994	60,000	\$ 2,036,541	4,072,252	1,450,910	60,000	1,500,000	5,253,778	\$ 7,155,037
Tourism Development	\$ 6,872,180	15,674,000	-	\$ 240,395	8,630,975	3,130	500,000	2,500,000	6,100,739	\$ 4,570,941
<b>Debt Service Funds</b>	\$ 15,614,202	38,096,269	45,152,632	\$ -	83,455,841	-	-	-	-	\$ 15,407,262
<b>Enterprise Funds</b>										
Water/Water Reclamation	\$ 57,341,654	161,090,897	16,855,088	\$ 17,925,326	58,603,240	25,219,636	155,000	63,053,730	56,462,100	\$ 13,868,607
Solid Waste	\$ 11,266,792	20,269,440	-	\$ 6,747,765	10,736,432	602,397	1,175	5,821,143	843,600	\$ 6,783,720
Aviation	\$ 1,919,943	3,357,675	754,387	\$ 1,089,348	782,872	58,750	85,000	4,010,935	5,100	\$ -
<b>Internal Service Funds</b>										
PC Replacement	\$ 861,575	-	-	\$ -	-	-	842,633	(512,856)	-	\$ 531,798
Fleet	\$ 8,934,157	267,300	-	\$ 3,244,774	1,461,028	8,413,617	6,194,700	(12,878,634)	1,013,887	\$ 1,752,085
Risk	\$ 13,429,254	449,734	-	\$ 765,279	7,242,029	84,571	-	(4,100,000)	2,800	\$ 9,884,309
Health Self Insurance	\$ 5,696,767	7,589,710	-	\$ 309,159	26,746,324	10,500	50,000	(16,771,240)	-	\$ 2,941,734
<b>Trusts</b>	\$ 4,021	16,000	-	\$ -	6,000	-	-	10,000	-	\$ 4,021
<b>Capital Improvements</b>	\$ 162,096,655	420,956,046	73,657,432	\$ -	-	-	517,417,500	45,450,000	16,855,088	\$ 76,987,545
<b>Total All Funds</b>	<b>\$ 359,319,739</b>	<b>\$ 996,467,424</b>	<b>\$ 147,392,051</b>	<b>\$ 204,287,085</b>	<b>\$ 292,273,108</b>	<b>\$ 45,044,737</b>	<b>\$ 525,747,908</b>	<b>\$ 125,518,104</b>	<b>\$ 147,392,051</b>	<b>\$ 162,916,221</b>

Total Budget Appropriation\*\* \$1,192,870,942

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

\*\*Total Budget Appropriation excludes Transfers Out

Budget by Fund

Total Appropriation

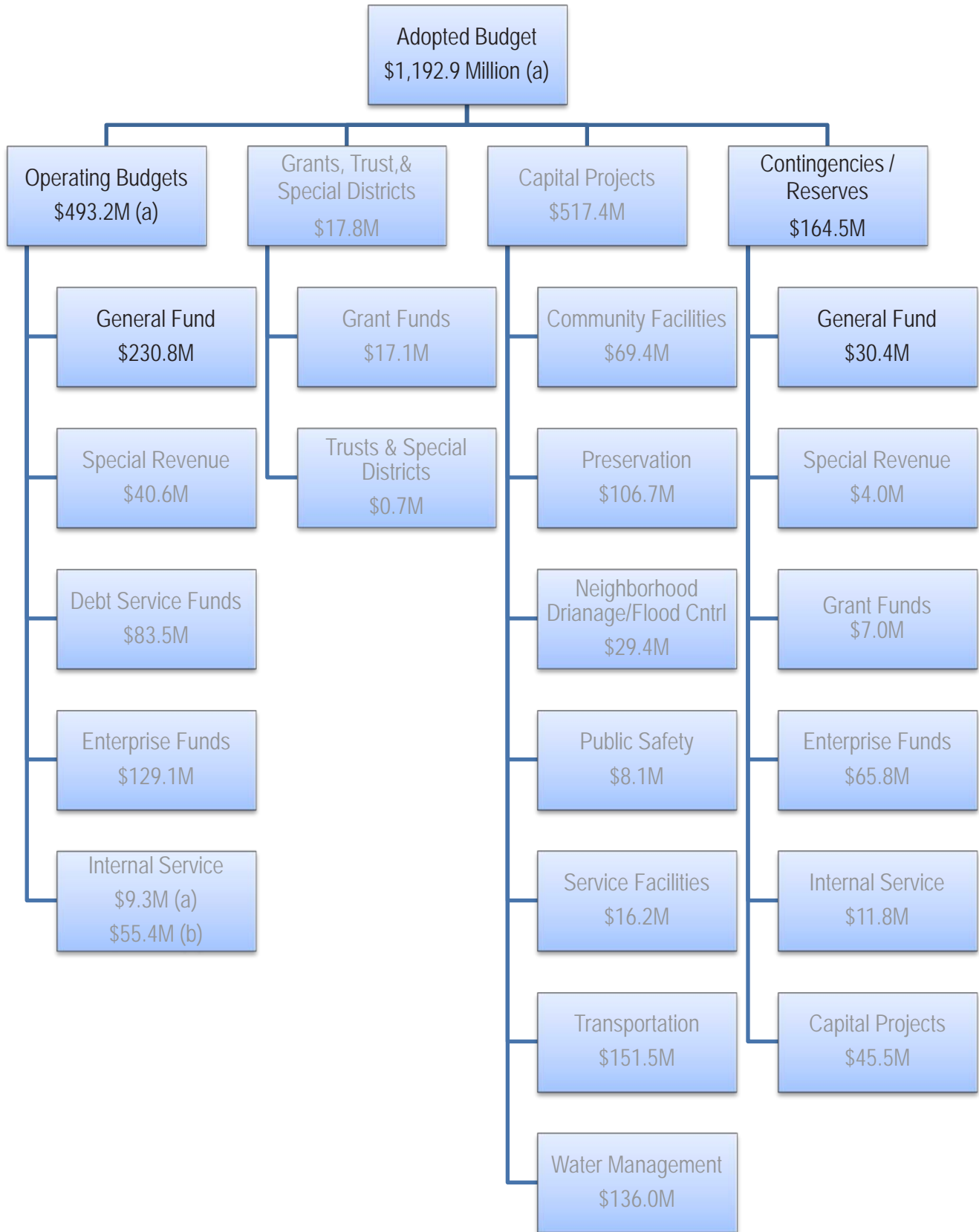
	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
<b>Beginning Fund Balance</b>	<b>41,870,630</b>	<b>40,284,089</b>	<b>15,614,202</b>	<b>70,528,389</b>	<b>28,921,753</b>	<b>4,021</b>	<b>162,096,655</b>	<b>359,319,739</b>
<b>Revenues</b>								
Taxes - Local								
Privilege Tax (1.0%)	91,547,240							91,547,240
Privilege Tax - Transportation (.20%)		17,332,585						17,332,585
Privilege Tax - McDowell Preserve (.20%)		17,868,644						17,868,644
Privilege Tax - Preservation (.15%)		13,401,483						13,401,483
Privilege Tax - Public Safety (.10%)	8,934,324							8,934,324
Property Tax	25,510,031		36,712,519		144,734			62,367,284
Transient Occupancy Tax	-	13,989,000						13,989,000
Electric & Gas Franchise	8,412,000							8,412,000
Cable TV License Fee	3,023,984							3,023,984
Salt River Project Lieu Tax	274,000							274,000
Stormwater Water Quality Charge	894,540							894,540
Taxes - From Other Agencies								
State Shared Sales Tax	18,783,710							18,783,710
State Revenue Sharing	24,252,542							24,252,542
AZ STA/MCSD Revenue			1,238,750					1,238,750
Transportation								
Highway User Revenue Tax		12,262,558						12,262,558
Auto Lieu Tax	7,246,102							7,246,102
Proposition 400 Regional Sales Tax		643,370					21,800,600	22,443,970
Internal Service Charges								
Fleet Management					19,432,320			19,432,320
PC Replacement Charges					1,012,856			1,012,856
Self-Insurance					33,765,950			33,765,950
Licenses, Permits & Fees								
Building Permit Fees & Charges	9,900,000							9,900,000
Recreation Fees	3,623,879							3,623,879
WestWorld	3,167,710							3,167,710
Fire Service Charges	660,344							660,344
Business Licenses & Fees	1,765,875							1,765,875
Fines & Forfeitures								
Court Fines	4,035,165							4,035,165
Photo Enforcement	2,330,443							2,330,443
Parking Fines	236,268							236,268
Library Fines & Fees	357,011							357,011
Interest Earnings/Property Rental								
Interest Earnings	1,000,000	151,105		608,768			1,064,389	2,824,262
Property Rental	1,969,068	1,600,000						3,569,068
Utilities & Enterprises								
Water Charges				91,819,196				91,819,196
Effluent Sales				10,649,421				10,649,421
Sewer Charges				36,887,303				36,887,303
Refuse/Recycling				19,361,737				19,361,737
Airport				3,327,526				3,327,526
Other Revenue								
Indirect/Direct Cost Allocation	6,502,362	545,505						7,047,867
In-Lieu Fees							110,000	110,000
Grant & Trust		18,491,604				6,000	36,894,100	55,391,704
Streetlight Districts		647,219						647,219
Intergovernmental Revenue	1,221,208							1,221,208
Miscellaneous	863,119	91,200		2,064,061			5,534,800	8,553,180
Reimbursements	1,402,161	85,000						1,487,161
Special Programs Revenue		10,851,994						10,851,994
Bond Proceeds/MPC				20,000,000			113,000,000	133,000,000
Spring Exhibition Surcharge			145,000					145,000
CIP Unexpended Year End							242,552,157	242,552,157
Less Internal Service Funds Offset					(46,049,116)			(46,049,116)
<b>Subtotal</b>	<b>227,913,086</b>	<b>107,961,267</b>	<b>38,096,269</b>	<b>184,718,012</b>	<b>8,306,744</b>	<b>6,000</b>	<b>420,956,046</b>	<b>987,957,424</b>
<b>Transfers In</b>								
Operating Transfers								
From General Fund		60,000	11,878,185				5,517,573	17,455,758
From Special Revenue Funds	3,862,800		33,274,447				17,616,471	54,753,718
From Enterprise Funds	7,049,712						50,261,088	57,310,800
From Internal Service Funds				754,387			262,300	1,016,687
From Capital Improvement Fund				16,855,088				16,855,088
<b>Subtotal</b>	<b>10,912,512</b>	<b>60,000</b>	<b>45,152,632</b>	<b>17,609,475</b>	<b>-</b>	<b>-</b>	<b>73,657,432</b>	<b>147,392,051</b>
<b>Other Activity</b>								
Reserve Appropriations								
Operating Contingency / Reserves		8,500,000				10,000		8,510,000
<b>Subtotal</b>	<b>-</b>	<b>8,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>8,510,000</b>
<b>Total Sources</b>	<b>238,825,598</b>	<b>116,521,267</b>	<b>83,248,902</b>	<b>202,327,487</b>	<b>8,306,744</b>	<b>16,000</b>	<b>494,613,478</b>	<b>1,143,859,475</b>

Budget by Fund

Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
<b>Expenditures</b>								
<b>Divisions</b>								
Mayor and City Council	811,892			110,000				921,892
City Attorney	5,707,884							5,707,884
City Auditor	750,053							750,053
City Clerk	1,217,619							1,217,619
City Court	3,896,081	2,047,556						5,943,637
City Manager	887,235							887,235
Finance and Accounting	5,687,153			2,989,186	8,083,732			16,760,071
Administrative Services	15,679,662			-	27,948,215			43,627,877
Community and Economic Development	22,826,306	22,112,014		1,997,150				46,935,470
Community Services	33,689,227	1,050,671						34,739,898
Public Safety	13,023,731							13,023,731
Public Safety - Fire	27,927,821	300						27,928,121
Public Safety - Police	73,790,741	1,461,247						75,251,988
Public Works	18,525,257	13,888,668		17,085,234	19,423,279			68,922,438
Water Resources				69,892,586				69,892,586
Planning, Neighborhoods, & Transportation								-
Economic Vitality		-						-
One Time Public Safety Compensation	2,500,000							2,500,000
Leave Accrual Payments	1,800,000	49,900			33,200			1,883,100
Estimated Personnel Savings from Vacant Positions	(3,900,000)	(156,300)			(199,500)			(4,255,800)
Merit Program	2,773,632	136,213		427,921	75,688			3,413,454
Indirect/Direct Cost Allocation				7,047,867				7,047,867
Less Internal Service Fund Offsets					(46,049,116)			(46,049,116)
<b>Subtotal</b>	<b>227,594,294</b>	<b>40,590,269</b>	<b>-</b>	<b>99,549,944</b>	<b>9,315,498</b>	<b>-</b>	<b>-</b>	<b>377,050,005</b>
<b>Grant and Trust Activity</b>								
Grants		17,108,057						17,108,057
Trust and Special Districts		647,219				6,000		653,219
<b>Subtotal</b>	<b>-</b>	<b>17,755,276</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>17,761,276</b>
<b>Capital Improvements</b>								
Community Facilities							69,444,300	69,444,300
Preservation							106,704,100	106,704,100
Neighborhood Drainage and Flood Control							29,419,000	29,419,000
Public Safety							8,079,300	8,079,300
Service Facilities							16,207,100	16,207,100
Transportation Improvements							151,534,300	151,534,300
Water and Wastewater							136,029,400	136,029,400
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>517,417,500</b>	<b>517,417,500</b>
<b>Debt Service</b>								
Misc Operating Expenses			-					-
General Obligation Bonds			36,712,519					36,712,519
General Obligation Bonds-Preserve			24,396,795					24,396,795
Preserve Authority Revenue Bonds			6,474,913					6,474,913
Revenue Bonds				4,978,137				4,978,137
MPC Bonds			15,871,613	24,526,727				40,398,340
Certificates of Participation - Radio Financing	2,548,679							2,548,679
Contracts Payable	611,224	2,200						613,424
<b>Subtotal</b>	<b>3,159,903</b>	<b>2,200</b>	<b>83,455,841</b>	<b>29,504,864</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>116,122,807</b>
<b>Other Activity</b>								
Reserve Appropriations								
Operating Contingency	30,435,026	11,000,000				10,000	45,450,000	86,895,026
Solid Waste				4,181,282				4,181,282
Aviation				3,612,532				3,612,532
Self-Insurance					11,786,386			11,786,386
Water/Sewer				58,044,127				58,044,127
<b>Subtotal</b>	<b>30,435,026</b>	<b>11,000,000</b>	<b>-</b>	<b>65,837,941</b>	<b>11,786,386</b>	<b>10,000</b>	<b>45,450,000</b>	<b>164,519,353</b>
<b>TOTAL BUDGET</b>	<b>261,189,223</b>	<b>69,347,745</b>	<b>83,455,841</b>	<b>194,892,749</b>	<b>21,101,884</b>	<b>16,000</b>	<b>562,867,500</b>	<b>1,192,870,942</b>
<b>Transfers Out</b>								
Capital Improvement Program	5,517,573	17,616,471		50,261,088	262,300			73,657,432
Operating Transfers								
To General Fund		3,862,800						3,862,800
To Special Revenue Fund	60,000							60,000
To Debt Service Fund	11,878,185	33,274,447						45,152,632
To Enterprise Fund					754,387		16,855,088	17,609,475
Enterprise Transfers								
Franchise Fee				7,049,712				7,049,712
<b>Subtotal</b>	<b>17,455,758</b>	<b>54,753,718</b>	<b>-</b>	<b>57,310,800</b>	<b>1,016,687</b>	<b>-</b>	<b>16,855,088</b>	<b>147,392,051</b>
<b>Total Uses</b>	<b>278,644,981</b>	<b>124,101,463</b>	<b>83,455,841</b>	<b>252,203,549</b>	<b>22,118,571</b>	<b>16,000</b>	<b>579,722,588</b>	<b>1,340,262,993</b>
<b>Ending Fund Balance*</b>	<b>2,051,247</b>	<b>32,703,893</b>	<b>15,407,263</b>	<b>20,652,327</b>	<b>15,109,926</b>	<b>4,021</b>	<b>76,987,545</b>	<b>162,916,221</b>

\* Assuming Use of Reserve Appropriations



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

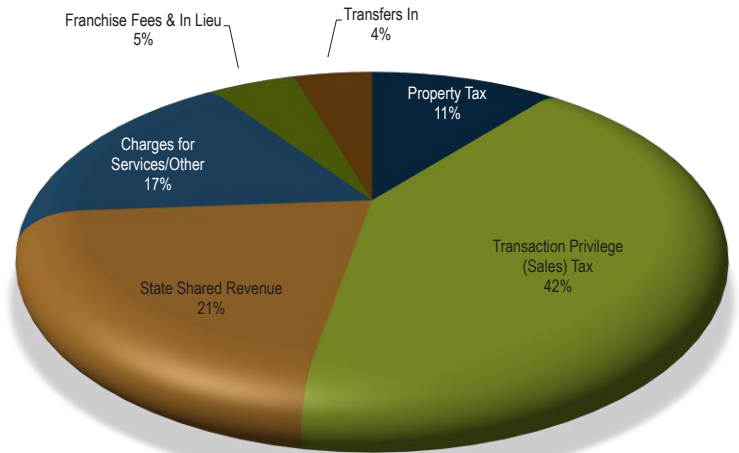
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

**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.

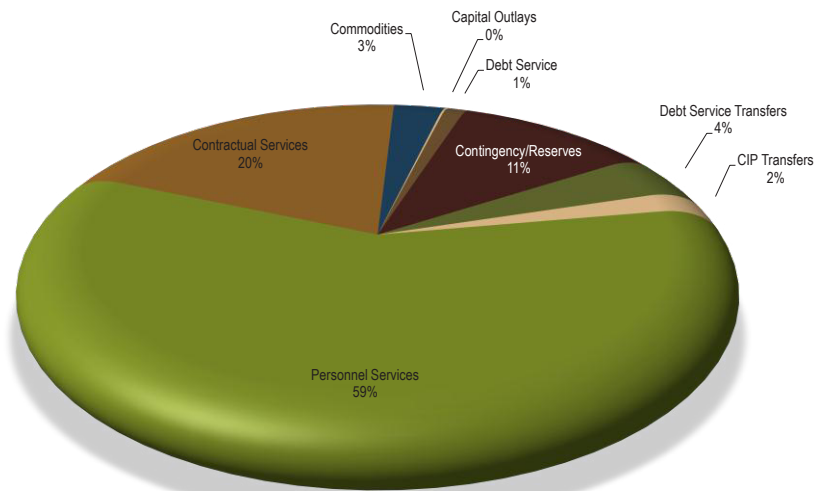
**General Fund Sources (in millions)**

Property Tax	\$	25.5
Transaction Privilege (Sales) Tax		100.5
State Shared Revenue		50.3
Charges for Services/Other		39.9
Franchise Fees & In Lieu		11.7
<b>Total Revenue</b>	<b>\$</b>	<b>227.9</b>
Transfers In		10.9
<b>Total Sources</b>	<b>\$</b>	<b>238.8</b>



**General Fund Uses (in millions)**

Personnel Services	\$	165.1
Contractual Services		54.2
Commodities		7.9
Capital Outlays		0.4
Debt Service		3.2
Contingency/Reserves		30.4
<b>Adopted Budget</b>	<b>\$</b>	<b>261.2</b>
Transfers Out		
Debt Service Transfers		11.9
CIP Transfers		5.5
Other Transfers		0.1
<b>Total Uses</b>	<b>\$</b>	<b>278.6</b>



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

# Budget by Fund

# General Fund Summary

	Actuals 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
General Fund Reserve	24,468,947	23,950,322	23,711,113	24,298,045
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	15,158,354	10,481,267	16,073,841	12,572,586
<b>Total Beginning Fund Balance <sup>(b)</sup></b>	<b>44,627,301</b>	<b>39,431,589</b>	<b>44,784,954</b>	<b>41,870,630</b>
<b>Revenues</b>				
<b>Sales Taxes</b>				
1.00% General Purpose Sales Tax	84,633,458	88,730,925	87,900,692	91,547,240
0.10% Public Safety Sales Tax	8,230,630	8,598,027	8,571,638	8,934,324
<b>State-Shared Revenues</b>				
State Shared Sales Tax	16,986,529	18,177,784	17,977,784	18,783,710
State Revenue Sharing	18,347,454	22,203,397	22,203,397	24,252,542
Auto Lieu Tax	6,976,852	7,206,645	7,006,645	7,246,102
<b>Charges for Services/Other</b>				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	859,066	859,623	859,623	894,540
<i>Licenses, Permits &amp; Fees</i>				
Building Permit Fees & Charges	8,420,935	8,730,000	10,530,000	9,900,000
Recreation Fees	3,795,627	3,657,834	3,657,834	3,623,879
WestWorld	2,635,420	2,729,195	2,729,195	3,167,710
Fire Service Charges	525,502	466,130	466,130	660,344
Business Licenses & Fees	1,786,270	1,780,382	1,780,382	1,765,875
<i>Fines &amp; Forfeitures</i>				
Court Fines	4,206,419	4,314,501	4,314,501	4,035,165
Photo Enforcement Revenue	2,337,093	2,109,592	2,109,592	2,330,443
Parking Fines	305,876	259,856	259,856	236,268
Library Fines & Fees	350,645	318,963	318,963	357,011
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	1,522,061	1,116,000	1,116,000	1,000,000
Property Rental <sup>(a)</sup>	3,632,211	3,275,345	1,872,145	1,969,068
<i>Other Revenue</i>				
Indirect/Direct (Fire) Cost Allocation	8,212,535	6,721,286	7,059,120	6,502,362
Out of Jurisdiction Confinement Program	318,479	-	-	-
Intergovernmental Revenue	803,880	876,637	976,637	1,221,208
Miscellaneous	1,123,969	838,375	1,802,924	863,119
Reimbursements	3,244,868	1,793,464	1,793,464	1,402,161
ASRS Settlement	-	-	1,256,383	-
Bond Proceeds	-	-	31,266,002	-
<b>Property Tax</b>				
Property Tax	24,803,074	25,271,870	25,271,870	25,510,031
<b>Franchise Fees and In-Lieu Taxes</b>				
Electric and Gas Franchise	8,114,671	8,210,000	7,960,000	8,412,000
Cable TV Franchise	3,444,522	3,023,984	3,023,984	3,023,984
Salt River Project Lieu Tax	226,567	226,142	226,142	274,000
<b>Bed Tax</b>				
Bed Tax <sup>(a)</sup>	13,430,350	13,385,000	-	-
<b>Subtotal</b>	<b>229,274,963</b>	<b>234,880,957</b>	<b>254,310,903</b>	<b>227,913,086</b>
<b>Transfers In</b>				
CIP Funds - Operating Projects	868,848	-	-	-
Special Programs Fund (30-Day Tow Program)	309,297	314,804	314,804	314,800
Special Programs Fund (Green Building)	64,592	-	-	-
Special Programs Fund / Other	137,192	-	318,941	-
Tourism Development Fund	-	-	1,500,000	3,548,000
Enterprise In Lieu Property Tax	874,782	-	-	-
Enterprise Franchise Fees	6,704,153	6,441,159	6,689,085	7,049,712
Direct Cost Allocation (Fire)	400,241	337,834	-	-
Fleet Fund	968,724	-	-	-
<b>Subtotal</b>	<b>10,327,829</b>	<b>7,093,797</b>	<b>8,822,830</b>	<b>10,912,512</b>
<b>Total Sources</b>	<b>239,602,792</b>	<b>241,974,754</b>	<b>263,133,733</b>	<b>238,825,598</b>

# Budget by Fund

# General Fund Summary

	Actuals 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Expenditures</b>				
<b>Divisions</b>				
Mayor and City Council	739,684	778,585	783,371	811,892
City Attorney	5,321,844	5,582,195	5,687,434	5,707,884
City Auditor	609,505	753,386	761,438	750,053
City Clerk	1,111,652	998,146	1,007,374	1,217,619
City Court	3,670,423	3,745,787	3,758,924	3,896,081
City Manager	938,046	879,946	796,037	887,235
City Treasurer - Finance & Accounting	4,875,974	5,453,215	5,486,974	5,687,153
Administrative Services	13,996,273	14,742,300	14,787,680	15,679,662
Community & Economic Development <sup>(a)</sup>	22,875,163	23,704,234	22,137,621	22,826,306
Community Services	31,599,122	33,818,807	33,979,905	33,689,227
Public Safety	-	-	11,865,391	13,023,731
Public Safety - Fire	26,821,736	29,231,484	25,989,153	27,927,821
Public Safety - Police	78,412,354	79,541,812	72,108,928	73,790,741
Public Works	15,942,772	17,685,952	17,635,968	18,525,257
Leave Accrual Payments	-	1,873,529	449,365	1,800,000
Estimated Personnel Savings from Vacant Positions	-	(3,307,500)	(1,818,466)	(3,900,000)
Estimated Division Savings	-	-	(2,000,000)	-
Citywide Pay Program	-	-	-	2,773,632
One-Time Public Safety Compensation	-	-	-	2,500,000
2% Pay-for-Performance	-	2,695,000	-	-
Compensation Adjustments	-	649,210	649,210	-
Healthcare - Assumed Migration Savings	-	(500,000)	(250,000)	-
<b>Subtotal</b>	<b>206,914,548</b>	<b>218,326,088</b>	<b>213,816,307</b>	<b>227,594,294</b>
<b>Contracts Payable &amp; Certificates of Participation (COPs)</b>				
Contracts Payable	3,550,287	3,689,342	32,889,342	611,224
Certificates of Participation - Radio Financing	2,548,680	2,548,679	2,548,679	2,548,679
Certificates of Participation - Police/Fire HQ	3,465,740	-	-	-
<b>Subtotal</b>	<b>9,564,707</b>	<b>6,238,021</b>	<b>35,438,021</b>	<b>3,159,903</b>
<b>TOTAL OPERATING BUDGET</b>	<b>216,479,255</b>	<b>224,564,109</b>	<b>249,254,328</b>	<b>230,754,197</b>
<b>Transfers Out</b>				
Debt Service Fund - MPC Excise Debt	7,594,863	10,250,971	8,363,270	11,878,185
Debt Service Fund - MPC Debt - Bed Tax <sup>(a)</sup>	600,000	1,500,000	-	-
CIP - Stadium	250,000	-	63,422	67,400
CIP - PAYGO	2,000,000	5,421,530	5,237,043	5,450,173
CIP - Bed Tax	519,562	1,846,250	-	-
Healthcare Fund	3,000,000	-	-	-
Special Programs Fund - Art in Public Places	898,694	-	-	-
Special Programs Fund - Bed Tax <sup>(a)</sup>	6,714,943	6,692,500	-	-
Special Programs Fund - Community Services	120,728	-	-	-
Special Programs Fund - SW Gas	-	-	51,702	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Special Programs Fund - Police	5,008	-	-	-
Tourism Development Fund <sup>(a)</sup>	-	-	3,018,292	-
Grants Fund - Police	2,086	-	-	-
PC Replacement Fund	1,200,000	-	-	-
<b>Subtotal</b>	<b>22,965,884</b>	<b>25,771,251</b>	<b>16,793,729</b>	<b>17,455,758</b>
<b>Total Uses</b>	<b>239,445,139</b>	<b>250,335,360</b>	<b>266,048,057</b>	<b>248,209,955</b>
<b>Sources Over/(Under) Uses</b>	<b>157,653</b>	<b>(8,360,606)</b>	<b>(2,914,324)</b>	<b>(9,384,357)</b>
<b>Ending Fund Balance</b>				
General Fund Reserve	23,711,113	24,739,686	24,298,045	25,435,026
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	16,073,841	1,331,297	12,572,586	2,051,247
<b>Total Ending Fund Balance <sup>(b)</sup></b>	<b>44,784,954</b>	<b>31,070,983</b>	<b>41,870,630</b>	<b>32,486,274</b>

(a) Effective in FY 2012/13, bed tax related revenues and expenses are now reported in the Tourism Development Fund.

(b) Excludes revenue accruals of \$8.6 million in FY 2011/12 and unknown revenue accrual amount in current and future years.

# Budget by Fund

# General Fund Five-Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
General Fund Reserve	24,298,045	25,435,026	25,538,400	26,102,170	27,310,070
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	12,572,586	2,051,247	1,893,474	4,627,704	4,231,404
<b>Total Beginning Fund Balance <sup>(b)</sup></b>	<b>41,870,630</b>	<b>32,486,274</b>	<b>32,431,874</b>	<b>35,729,874</b>	<b>36,541,474</b>
<b>Revenues</b>					
<b>Sales Taxes</b>					
1.00% General Purpose Sales Tax	91,547,240	95,085,300	97,934,600	101,377,700	104,961,200
0.10% Public Safety Sales Tax	8,934,324	9,283,700	9,564,200	9,903,900	10,257,600
<b>State-Shared Revenues</b>					
State Shared Sales Tax	18,783,710	20,000,000	21,300,000	22,300,000	23,500,000
State Revenue Sharing	24,252,542	25,500,000	27,100,000	28,600,000	30,300,000
Auto Lieu Tax	7,246,102	7,634,000	8,137,900	8,601,700	9,133,600
<b>Charges for Services/Other</b>					
<i>Taxes - Local</i>					
Stormwater Water Quality Charge	894,540	894,500	894,500	894,500	894,500
<i>Licenses, Permits &amp; Fees</i>					
Building Permit Fees & Charges	9,900,000	10,129,700	10,298,700	10,438,600	10,580,500
Recreation Fees	3,623,879	3,636,100	3,636,100	3,636,300	3,636,300
WestWorld	3,167,710	5,176,900	5,176,900	5,176,900	5,176,900
Fire Service Charges	660,344	618,600	620,900	602,300	623,700
Business Licenses & Fees	1,765,875	1,801,200	1,837,100	1,873,900	1,911,500
<i>Fines &amp; Forfeitures</i>					
Court Fines	4,035,165	4,109,500	4,192,500	4,279,900	4,368,700
Photo Enforcement Revenue	2,330,443	2,428,000	2,476,500	2,526,000	2,576,500
Parking Fines	236,268	246,400	253,700	262,000	266,600
Library Fines & Fees	357,011	359,500	362,600	366,600	370,100
<i>Interest Earnings/Property Rental</i>					
Interest Earnings	1,000,000	1,050,000	1,160,000	1,281,000	1,748,200
Property Rental <sup>(a)</sup>	1,969,068	1,752,500	2,026,000	2,056,500	2,074,100
<i>Other Revenue</i>					
Indirect/Direct (Fire) Cost Allocation	6,502,362	6,052,900	5,887,200	6,063,900	6,245,700
Out of Jurisdiction Confinement Program	-	-	-	-	-
Intergovernmental Revenue	1,221,208	1,221,300	1,221,300	1,221,300	1,221,300
Miscellaneous	863,119	862,300	862,600	861,100	861,800
Reimbursements	1,402,161	1,416,400	1,441,800	1,467,100	1,492,900
ASRS Settlement	-	-	-	-	-
Bond Proceeds	-	-	-	-	-
<b>Property Tax</b>					
Property Tax	25,510,031	26,530,600	27,718,200	29,088,200	30,517,800
<b>Franchise Fees and In-Lieu Taxes</b>					
Electric and Gas Franchise	8,412,000	8,500,000	8,620,000	8,750,000	8,840,000
Cable TV Franchise	3,023,984	3,024,000	3,024,000	3,024,000	3,024,000
Salt River Project Lieu Tax	274,000	269,000	246,000	238,000	226,000
<b>Bed Tax</b>					
Bed Tax <sup>(a)</sup>	-	-	-	-	-
<b>Subtotal</b>	<b>227,913,086</b>	<b>237,582,400</b>	<b>245,993,300</b>	<b>254,891,400</b>	<b>264,809,500</b>
<b>Transfers In</b>					
CIP Funds - Operating Projects	-	-	-	-	-
Special Programs Fund (30-Day Tow Program)	314,800	314,800	314,800	314,800	314,800
Special Programs Fund (Green Building)	-	-	-	-	-
Special Programs Fund / Other	-	-	-	-	-
Tourism Development Fund	3,548,000	1,500,000	1,500,000	1,500,000	1,500,000
Enterprise In Lieu Property Tax	-	-	-	-	-
Enterprise Franchise Fees	7,049,712	7,097,300	7,169,700	7,244,400	7,329,600
Direct Cost Allocation (Fire)	-	-	-	-	-
Fleet Fund	-	-	-	-	-
<b>Subtotal</b>	<b>10,912,512</b>	<b>8,912,100</b>	<b>8,984,500</b>	<b>9,059,200</b>	<b>9,144,400</b>
<b>Total Sources</b>	<b>238,825,598</b>	<b>246,494,500</b>	<b>254,977,800</b>	<b>263,950,600</b>	<b>273,953,900</b>



# Budget by Fund

# General Fund Five-Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Expenditures</b>					
<b>Divisions</b>					
Mayor and City Council	811,892	830,700	850,300	888,000	889,400
City Attorney	5,707,884	5,857,100	6,012,900	6,361,900	6,316,600
City Auditor	750,053	769,500	789,600	835,600	828,800
City Clerk	1,217,619	736,200	1,105,500	796,100	1,143,100
City Court	3,896,081	3,957,100	4,065,000	4,286,600	4,278,000
City Manager	887,235	908,600	930,700	978,500	974,100
City Treasurer - Finance & Accounting	5,687,153	5,836,900	5,994,400	6,306,000	6,303,000
Administrative Services	15,679,662	15,636,200	16,032,300	16,843,400	16,808,500
Community & Economic Development <sup>(a)</sup>	22,826,306	23,239,600	23,779,300	24,847,400	24,907,800
Community Services	33,689,227	33,989,300	34,873,500	36,617,100	36,621,600
Public Safety	13,023,731	13,324,800	13,652,300	14,206,600	14,305,600
Public Safety - Fire	27,927,821	27,868,500	28,775,600	30,536,300	30,529,900
Public Safety - Police	73,790,741	75,851,300	78,062,800	82,590,300	82,373,100
Public Works	18,525,257	17,967,700	18,354,900	18,663,100	18,887,400
Leave Accrual Payments	1,800,000	1,836,000	1,872,700	1,910,200	1,948,400
Estimated Personnel Savings from Vacant Positions	(3,900,000)	(4,095,000)	(4,299,800)	(4,514,800)	(4,740,500)
Estimated Division Savings	-	-	-	-	-
Citywide Pay Program	2,773,632	2,113,500	2,113,500	2,113,500	2,113,500
One-Time Public Safety Compensation	2,500,000	-	-	-	-
2% Pay-for-Performance	-	-	-	-	-
Compensation Adjustments	-	-	-	-	-
Healthcare - Assumed Migration Savings	-	-	-	-	-
<b>Subtotal</b>	<b>227,594,294</b>	<b>226,628,000</b>	<b>232,965,500</b>	<b>244,265,800</b>	<b>244,488,300</b>
<b>Contracts Payable &amp; Certificates of Participation (COPs)</b>					
Contracts Payable	611,224	2,116,600	872,000	900,500	930,400
Certificates of Participation - Radio Financing	2,548,679	2,548,700	2,548,700	2,548,700	2,548,700
Certificates of Participation - Police/Fire HQ	-	-	-	-	-
<b>Subtotal</b>	<b>3,159,903</b>	<b>4,665,300</b>	<b>3,420,700</b>	<b>3,449,200</b>	<b>3,479,100</b>
<b>TOTAL OPERATING BUDGET</b>	<b>230,754,197</b>	<b>231,293,300</b>	<b>236,386,200</b>	<b>247,715,000</b>	<b>247,967,400</b>
<b>Transfers Out</b>					
Debt Service Fund - MPC Excise Debt	11,878,185	12,675,200	12,797,300	12,904,000	13,027,300
Debt Service Fund - MPC Debt - Bed Tax <sup>(a)</sup>	-	-	-	-	-
CIP - Stadium	67,400	67,400	67,400	67,400	67,400
CIP - PAYGO	5,450,173	2,453,000	2,368,900	2,392,600	2,416,500
CIP - Bed Tax	-	-	-	-	-
Healthcare Fund	-	-	-	-	-
Special Programs Fund - Art in Public Places	-	-	-	-	-
Special Programs Fund - Bed Tax <sup>(a)</sup>	-	-	-	-	-
Special Programs Fund - Community Services	-	-	-	-	-
Special Programs Fund - SW Gas	-	-	-	-	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000	60,000
Special Programs Fund - Police	-	-	-	-	-
Tourism Development Fund <sup>(a)</sup>	-	-	-	-	-
Grants Fund - Police	-	-	-	-	-
PC Replacement Fund	-	-	-	-	-
<b>Subtotal</b>	<b>17,455,758</b>	<b>15,255,600</b>	<b>15,293,600</b>	<b>15,424,000</b>	<b>15,571,200</b>
<b>Total Uses</b>	<b>248,209,955</b>	<b>246,548,900</b>	<b>251,679,800</b>	<b>263,139,000</b>	<b>263,538,600</b>
<b>Sources Over/(Under) Uses</b>	<b>(9,384,357)</b>	<b>(54,400)</b>	<b>3,298,000</b>	<b>811,600</b>	<b>10,415,300</b>
<b>Ending Fund Balance</b>					
General Fund Reserve	25,435,026	25,538,400	26,102,170	27,310,070	27,370,530
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	2,051,247	1,893,474	4,627,704	4,231,404	14,586,244
<b>Total Ending Fund Balance <sup>(b)</sup></b>	<b>32,486,274</b>	<b>32,431,874</b>	<b>35,729,874</b>	<b>36,541,474</b>	<b>46,956,774</b>

(a) Effective in FY 2012/13, bed tax related revenues and expenses are now reported in the Tourism Development Fund

(b) Excludes revenue accruals of \$8.6 million in FY 2011/12 and unknown revenue accrual amount in current and future years.

**General Fund Revenues and Transfers-In**

General Fund sources include both revenues and transfers-in from other fund types such as the Special Programs, Tourism and Enterprise Funds. For FY 2013/14 estimated General Fund revenues and transfers-in equal \$238.8 million, a decrease of approximately \$3.1 million, or 1 percent, from the FY 2012/13 adopted budget of \$242.0 million. This decrease is driven by the accounting change related to tourism related revenues. Tourism related revenues (as well as expenses) are now recorded in the Tourism Development Fund. Excluding this change, revenue in the General Fund is anticipated to increase approximately \$4.8 million from FY 2012/13 adopted. These increases are attributed to a 3 percent increase in local sales tax revenues as well as a 6 percent increase in State Shared Tax Revenues. Transfers-in are anticipated to increase by \$3.8 million from the FY 2012/13 adopted budget, of which \$1.2 million is a one-time transfer in for support from the Tourism Development Fund, along with the \$1.5 million General Fund portion of bed tax from the Tourism Development Fund. 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 \$138.6 million represent 61 percent of the General Fund total operating resources and are the fund's largest category of revenues. This category includes revenues received from property tax, local sales 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. 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 is showing slight recovery from the recent economic downturn; privilege tax is expected to grow moderately in the five-year revenue forecast.

---

**Privilege (Sales) Tax - General Purpose**

Privilege (Sales) Tax -General Purpose 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 2013/14, the anticipated revenue budget is \$91.5 million, which is approximately a \$3.6 million or a 4 percent increase over the FY 2012/13 year-end forecast of \$87.9 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	91.5	91.5 *
2012/13	88.7	87.9 *
2011/12	80.9	84.6
2010/11	80.5	80.1
2009/10	75.9	78.3

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

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

Revenue Category	FY 2011/12	% of	FY 2012/13	% of	FY 2013/14	% of	FY 2014/15	% of
	Actual	Total	Forecast	Total	Adopted	Total	Forecast	Total
Automotive	9,793,520	12%	10,893,812	12%	11,823,067	13%	12,887,143	14%
Construction	8,416,186	10%	8,948,171	10%	9,800,691	11%	9,812,145	10%
Food	6,374,882	8%	6,453,200	7%	6,582,273	7%	6,713,918	7%
Hotel/Motel	4,310,149	5%	4,435,209	5%	4,612,617	5%	4,850,539	5%
Major Dept Stores	9,070,270	11%	9,165,397	10%	9,532,013	10%	9,913,293	10%
Misc. Retail	14,096,104	17%	14,559,284	17%	15,287,248	17%	16,051,610	17%
Other Taxable	6,237,012	7%	6,465,512	7%	6,616,305	7%	6,748,631	7%
Rental	11,894,673	14%	12,401,109	14%	12,286,969	13%	12,636,061	13%
Restaurants	7,738,723	9%	7,973,071	9%	8,291,994	9%	8,623,674	9%
Utilities	4,385,382	5%	4,421,613	5%	4,510,046	5%	4,600,247	5%
Other	2,316,558	3%	2,184,315	2%	2,204,000	2%	2,248,081	2%
<b>Total</b>	<b>84,633,461</b>	<b>100%</b>	<b>87,900,692</b>	<b>100%</b>	<b>91,547,222</b>	<b>100%</b>	<b>95,085,342</b>	<b>100%</b>

Revenue Category	FY 2015/16	% of	FY 2016/17	% of	FY 2017/18	% of
	Forecast	Total	Forecast	Total	Forecast	Total
Automotive	13,531,500	14%	14,208,075	14%	14,918,479	14%
Construction	9,475,471	10%	9,570,225	9%	9,665,928	9%
Food	6,848,196	7%	6,985,160	7%	7,124,864	7%
Hotel/Motel	5,062,712	5%	5,315,848	5%	5,581,640	5%
Major Dept Stores	10,309,825	11%	10,722,218	11%	11,151,107	11%
Misc. Retail	16,854,191	17%	17,696,900	17%	18,581,745	18%
Other Taxable	6,883,603	7%	7,021,275	7%	7,161,701	7%
Rental	13,015,143	13%	13,405,597	13%	13,807,765	13%
Restaurants	8,968,621	9%	9,327,366	9%	9,700,460	9%
Utilities	4,692,251	5%	4,786,097	5%	4,881,818	5%
Other	2,293,043	2%	2,338,904	2%	2,385,681	2%
<b>Total</b>	<b>97,934,557</b>	<b>100%</b>	<b>101,377,666</b>	<b>100%</b>	<b>104,961,188</b>	<b>100%</b>

**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. The Public Safety sales tax revenue budget for FY 2013/14 revenues is \$8.9 million versus an expected FY 2012/13 year-end forecast of approximately \$8.6 million. This designated sales tax only covers 7.8 percent of the FY 2013/14 Public Safety Police and Fire General Fund budgets.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	8.9	8.9 *
2012/13	8.6	8.6 *
2011/12	7.8	8.2
2010/11	7.8	7.8
2009/10	7.4	7.6

The same business category analysis used for the General Fund 1.0 percent tax was applied when forecasting the Public Safety Privilege Tax

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

Revenue Category	FY 2011/12 Actual	% of Total	FY 2012/13 Forecast	% of Total	FY 2013/14 Adopted	% of Total	FY 2014/15 Forecast	% of Total
Automotive	978,181	12%	1,089,381	13%	1,182,307	13%	1,288,714	14%
Construction	841,632	10%	894,817	10%	980,069	11%	981,215	11%
Food	637,480	8%	645,320	8%	658,227	7%	671,392	7%
Hotel/Motel	431,014	5%	443,521	5%	461,262	5%	485,054	5%
Major Dept Stores	907,026	11%	916,540	11%	953,201	11%	991,329	11%
Misc. Retail	1,409,608	17%	1,455,928	17%	1,528,725	17%	1,605,161	17%
Other Taxable	624,492	8%	646,551	8%	661,630	7%	674,863	7%
Rental	1,188,788	14%	1,240,111	14%	1,228,697	14%	1,263,606	14%
Restaurants	773,872	9%	797,307	9%	829,200	9%	862,367	9%
Utilities	438,537	5%	442,161	5%	451,006	5%	460,025	5%
Other	-	0%	-	0%	-	0%	-	0%
<b>Total</b>	<b>8,230,630</b>	<b>100%</b>	<b>8,571,638</b>	<b>100%</b>	<b>8,934,324</b>	<b>100%</b>	<b>9,283,726</b>	<b>100%</b>

Revenue Category	FY 2015/16 Forecast	% of Total	FY 2016/17 Forecast	% of Total	FY 2017/18 Forecast	% of Total
Automotive	1,353,150	14%	1,420,808	14%	1,491,848	15%
Construction	947,547	10%	957,023	10%	966,593	9%
Food	684,820	7%	698,516	7%	712,486	7%
Hotel/Motel	506,271	5%	531,585	5%	558,164	5%
Major Dept Stores	1,030,982	11%	1,072,222	11%	1,115,111	11%
Misc. Retail	1,685,419	18%	1,769,690	18%	1,858,174	18%
Other Taxable	688,360	7%	702,128	7%	716,170	7%
Rental	1,301,514	14%	1,340,560	14%	1,380,776	13%
Restaurants	896,862	9%	932,737	9%	970,046	9%
Utilities	469,225	5%	478,611	5%	488,183	5%
Other	-	0%	-	0%	-	0%
<b>Total</b>	<b>9,564,150</b>	<b>100%</b>	<b>9,903,880</b>	<b>100%</b>	<b>10,257,551</b>	<b>100%</b>

**Property Tax (Primary)**

Property Tax (Primary) represents the General Fund's portion of the Property Tax which is levied on the assessed value of all property within the city to help pay for city general governmental operation costs. By Arizona State Statute, the primary property levy is limited to a 2 percent increase per year, plus an allowance for annexations and new construction. For the third year in a row, Scottsdale is not imposing a levy increase for FY 2013/14. Primary property tax accounts for approximately 10 percent of the total adopted FY 2013/14 General Fund sources. The FY 2013/14 revenue forecast of \$25.5 million represents an increase of \$0.2 million from the FY 2012/13 year-end forecast of \$25.3 million, attributable to valuations of new construction. The proposed primary property tax rate of approximately 53 cents per \$100 of assessed valuation represents a 3 cent increase from the FY 2012/13 rate.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	25.5	25.5 *
2012/13	25.3	25.3 *
2011/12	25.0	24.8
2010/11	24.7	24.6
2009/10	23.7	23.3

**Transient Occupancy ("Bed") Tax**

Transient Occupancy ("Bed") Tax forecast reflects a voter approved Transient Occupancy Tax increase from three percent to five 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 three percent to five percent, effective July 1, 2010. During FY 2012/13 Bed Tax revenue was moved to a newly created Tourism Development Fund, with a transfer-out to the General Fund of \$1.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	13.4	- *
2011/12	12.2	13.4
2010/11	10.6	13.1
2009/10	8.2	7.1

**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 2013/14.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.9	0.9 *
2012/13	0.9	0.9 *
2011/12	0.9	0.9
2010/11	0.9	0.8
2009/10	0.9	0.8

**Franchise Fees and In-Lieu Taxes**

Franchise Fees and In-Lieu Taxes include franchise taxes charged on revenues from utility and cable companies for use of city right-of-ways and in-lieu property tax for municipal utilities. Of the \$11.7 million budgeted for FY 2013/14, the electric and gas franchise tax revenue budget is \$8.4 million which is approximately \$0.5 million higher than the FY 2012/13 year-end forecast. Another component of the \$11.7 million budgeted for FY 2013/14 is the cable TV franchise fees, which are remaining relatively flat with the FY 2012/13 year-end forecast of \$3.0 million. The final component of the \$11.7 million is the Salt River Project In-Lieu Tax of \$0.3 million, which is slightly higher than the FY 2012/13 year-end forecast of \$0.2 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	11.7	11.7 *
2012/13	11.5	11.2 *
2011/12	11.1	11.8
2010/11	11.6	11.2
2009/10	12.1	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 these distribution methods, mature cities reaching build-out will see their portion of shared tax revenues decrease, as rapidly growing cities receive a greater share of the revenue distribution. The 2010 US census had an adverse effect on the city's share, as faster growing cities and towns within the region received an increased proportion of the overall pool of shared revenues. The State Department of Revenue collects and distributes funds and provides revenue forecasts to cities and towns for these revenue sources.

**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 FY 2013/14 revenue budget is \$18.8 million versus the FY 2012/13 year-end forecast of \$18.0 million, an increase of \$0.8 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	18.8	18.8 *
2012/13	18.2	18.0 *
2011/12	16.4	17.0
2010/11	17.6	17.8
2009/10	18.0	17.3

**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. There is a two-year lag between the time citizens report income to the State and when the State remits shared income tax revenues to cities and towns. Revenue from State Shared Income Tax is budgeted at \$24.3 million for FY 2013/14, an increase of \$2.0 million from the FY 2012/13 year-end forecast of \$22.2 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	24.2	24.2 *
2012/13	22.2	22.2 *
2011/12	18.3	18.3
2010/11	22.8	22.8
2009/10	30.3	30.3

**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 to the cities and towns based on population. The only stipulation on the use of this revenue is that it must be spent on a public purpose. The revenue budget for FY 2013/14 is \$7.2 million, which is \$0.2 million more than the FY 2012/13 year-end forecast of \$7.0 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	7.2	7.2 *
2012/13	7.2	7.0 *
2011/12	7.3	7.0
2010/11	8.2	7.7
2009/10	8.0	7.9

**Licenses, Permits & Fees Revenue**

Licenses, Permits and 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. The attractiveness of Scottsdale, low commercial vacancy rates and low mortgage interest rates are major contributors to the Licenses, Permits and Fees Revenue.

**Building Permits Fees & Charges**

Building Permits Fees and 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 2013/14 revenue budget is \$9.9 million, a decrease of \$0.6 million from the FY 2012/13 year-end forecast. FY 2012/13 favorable activity was attributed to large multi-family residential projects.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	9.9	9.9 *
2012/13	8.7	10.5 *
2011/12	8.4	8.4
2010/11	8.2	6.9
2009/10	8.1	6.9

**Recreation Fees**

Recreation Fees are budgeted at \$3.6 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*
2013/14	3.6	3.6 *
2012/13	3.7	3.7 *
2011/12	3.8	3.8
2010/11	3.4	3.6
2009/10	3.0	3.3

**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 \$3.2 million are budgeted in FY 2013/14 versus the FY 2012/13 year-end forecast of \$2.7 million. The FY 2012/13 revenue budget is based on future confirmed bookings for WestWorld, feed and bedding as well as historical activity and fee increases effective July 1, 2013. In addition, the completion of the Tony Nelssen Equestrian Center WestWorld expansion is anticipated during FY 2013/14, which will produce additional revenue that has been included in the FY 2013/14 budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	3.2	3.2 *
2012/13	2.7	2.7 *
2011/12	2.5	2.6
2010/11	2.6	2.6
2009/10	2.9	2.5

**Fire Service Charges**

Fire Service Charges include service fees for the cost recovery of fire and medical standbys at special events, after hour inspections, ambulance staffing, and medical enhancement costs associated with the ambulance agreement. In addition, the department collects fees for CPR classes, permits and incident reports. For FY 2013/14 revenues are budgeted at \$0.7 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.7	0.7 *
2012/13	0.5	0.5 *
2011/12	0.4	0.5
2010/11	0.6	0.8
2009/10	2.4	1.8

**Business Licenses & Fees**

Business Licenses and Fees include the licensing of business activity and the associated fees relating to the licensure and regulation of specific activity. Revenues of \$1.8 million are budgeted for FY 2013/14, which is flat with the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.8	1.8 *
2012/13	1.8	1.8 *
2011/12	1.7	1.8
2010/11	1.7	1.7
2009/10	1.7	1.8



### Fines and Forfeiture Revenues

Fines and Forfeiture Revenues include court, photo enforcement, parking and library fines. In aggregate, the revenue for these items in FY 2013/14 is budgeted at \$7.0 million, which is flat with the FY 2012/13 year-end forecast.

#### Court Fines

Court Fines are the General Fund portion of penalties or fees assessed by state statute, city ordinance or the Presiding Judge. Examples include: fines, a portion of the registration fee to attend Defensive Driving School, bonds forfeited to the city and collection fees. Revenues of \$4.0 million are budgeted for FY 2013/14, which reflects a \$0.3 million decrease from the FY 2012/13 year-end forecast of \$4.3 million. This decrease is the result of a decline in civil filings.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	4.0	4.0 *
2012/13	4.3	4.3 *
2011/12	6.2	4.2
2010/11	7.3	4.3
2009/10	7.2	7.5

#### Photo Enforcement Fines

Photo Enforcement Fines are the General Fund's portion of Photo Enforcement penalties as assessed by the Presiding Judge. Examples include: red light and speeding fines and a portion of the registration fee to attend Defensive Driving School. Revenues are budgeted at \$2.3 million for FY 2013/14, which is an increase of \$0.2 million from the FY 2012/13 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*
2013/14	2.3	2.3 *
2012/13	2.1	2.1 *
2011/12	1.9	2.3
2010/11	1.8	2.0
2009/10	1.7	1.8

#### Parking Fines

Parking Fines are the General Fund portion of parking fees assessed per city ordinance and are budgeted at \$0.2 million for FY 2013/14. The revenue budget is developed based on historical trends.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.2	0.2 *
2012/13	0.3	0.3 *
2011/12	0.2	0.3
2010/11	0.4	0.3
2009/10	0.5	0.3

**Library Fines & Fees**

Library Fines and Fees are monies collected when library materials are returned after their due date, lost and/or damaged. The FY 2013/14 revenues are budgeted at \$0.4 million, which is a slight decrease from the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.4	0.4 *
2012/13	0.3	0.3 *
2011/12	0.4	0.4
2010/11	0.3	0.4
2009/10	0.4	0.4

**Other Revenues**

Other Revenues include revenue from interest earnings, property rentals, indirect cost allocations received from the Enterprise operations, reimbursements from outside sources, expense recovery, Intergovernmental Agreements and miscellaneous non-operating revenue such as copies of materials and passport fees. In aggregate, the revenue for these items in FY 2013/14 is budgeted at \$13.0 million, which is a decrease of approximately \$1.6 million from the FY 2012/13 adopted budget. The FY 2012/13 year-end forecast does not serve as a valid comparison since it includes receipt of one-time unanticipated revenues related to a settlement with the Arizona State Retirement System of \$1.3 million, bond proceeds of \$31.2 million related to the Nordstrom Garage payoff and other one-time reimbursements totaling \$0.9 million.

**Interest Earnings**

Interest Earnings are generated on General Fund cash balances throughout the year. This revenue is a function of the relationship between the city's available cash balance and the interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, high-grade corporate notes and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan (CIP) accrue to the CIP funds and are not included in General Fund revenues. Interest Earnings Revenue is budgeted at \$1.0 million for FY 2013/14.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.0	1.0 *
2012/13	1.1	1.1 *
2011/12	0.4	1.5
2010/11	1.0	1.2
2009/10	1.7	2.1

**Property Rental**

Property rental revenues are rental fees on facilities such as the Scottsdale Stadium, as well as amounts received from the Tournament Players Club for percent of revenue on gross sales agreements. The FY 2013/14 revenue of \$2.0 million is slightly more than the FY 2012/13 year-end forecast of \$1.9 million. The adopted FY 2012/13 budget included amounts received from the Princess Hotel based on a percent of gross sales; those amounts have been moved to the Tourism Development Fund.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	2.0	2.0 *
2012/13	3.3	1.9 *
2011/12	2.8	3.6
2010/11	2.8	3.2
2009/10	3.2	2.9

**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 2013/14 miscellaneous revenue is \$0.9 million, which is slightly higher than the FY 2012/13 adopted budget of \$0.8 million. The FY 2012/13 year-end forecast includes a one-time utility sales tax refund for water consumption on government activities, as well as well as a recovery on a bad investment.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.9	0.9 *
2012/13	0.8	1.8 *
2011/12	0.8	1.1
2010/11	0.5	0.6
2009/10	1.0	0.6

**Out of Jurisdiction Confinement Program**

Presently, non-violent-misdemeanor defendants sentenced in Scottsdale City Court can serve their mandated sentences in the Scottsdale city jail. This program was expanded to include defendants from not only Scottsdale City Court but from any jurisdiction in the State with the respective Court's approval. This alternative, amongst other things, provided 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. This program was only in place for FY 2011/12. This program was re-evaluated for FY 2012/13 and it was determined that utilization of the facility was not enough to warrant continued service of this program.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	-	- *
2011/12	0.5	0.3
2010/11	-	-
2009/10	-	-

**Reimbursements**

This category represents General Fund reimbursements from outside sources. FY 2013/14 revenues are budgeted at \$1.4 million. The most significant reimbursement revenue is related to jail fees. Reimbursements from defendants for jail housing and booking fees is approximately \$1.1 million for FY 2013/14. The FY 2012/13 forecast includes an Arizona State Retirement settlement of \$1.3 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.4	1.4 *
2012/13	1.8	3.0 *
2011/12	0.4	3.2
2010/11	0.4	3.4
2009/10	1.0	2.1

**Intergovernmental Revenue**

Intergovernmental Revenue is related to School Resource Officers from the Scottsdale Police Department servicing local area schools, an intergovernmental agreement with the Scottsdale Unified School District for shared use of Palomino Library and revenue received from the County Library District for reciprocal inter-library use. FY 2013/14 revenues are budgeted at \$1.2 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.2	1.2 *
2012/13	0.9	1.0 *
2011/12	0.8	0.8
2010/11	0.9	0.9
2009/10	1.0	1.1

**Indirect/Direct Cost Allocation**

The indirect component of this revenue is 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 indirect cost allocation methodology has been revised over the course of the past three fiscal years to capture more accurately the cost of services. Factors such as full-time equivalents (FTE) for Human Resources overhead, Information Technology (IT) equipment counts for the IT overhead calculations and square footage calculations to determine building maintenance costs are now utilized.

The direct component of this revenue is a reimbursement from the Aviation Fund for the direct cost of fire service at the Scottsdale Airport. During FY 2012/13, this cost reimbursement was realigned to be reported in this revenue grouping with the indirect costs. This direct cost reimbursement was previously reported as a transfer-in to the General Fund from the Aviation Fund.

**Indirect/Direct Cost Allocation**

Of the \$6.5 million budgeted for FY 2013/14 for this revenue group, the indirect cost allocation component is \$6.2 million, which reflects a \$0.5 million decrease from the FY 2012/13 year-end forecast of \$6.7 million.

The FY 2013/14 budgeted revenue for the direct cost of fire services at the Scottsdale Airport is \$0.3 million, which is relatively flat with the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	6.5	6.5 *
2012/13	6.7	7.1 *
2011/12	8.2	8.2
2010/11	12.3	12.3
2009/10	14.8	11.7

**Transfers-In**

The budget for Transfers-In to the General Fund includes ongoing franchise fees from the Enterprise Funds, reimbursement of Police Tow costs from the Special Programs Fund and bed tax from the Tourism Development Fund. Franchise fees charged to the Enterprise Funds represent an estimate of the fees a private utility organization would incur while conducting business within the city. There is also a \$1.2 million one-time transfer- in to the General Fund from the Tourism Development Fund for anticipated revenue shortfalls at WestWorld during the construction of the Tony Nelssen Equestrian Center. In total, the transfers-in for FY 2013/14 are budgeted at \$3.5 million.

---

### General Fund Expenditures By Expenditure Type

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 and healthcare. The FY 2013/14 adopted budget of \$165.1 million is \$7.4 million more than the FY 2012/13 adopted budget. Of this increase, \$2.7 million is driven by increases in healthcare and retirement rates. The remaining increase is driven by changes in employee compensation which includes \$2.7 million allocated for a pay for performance program, which is partially offset by an allowance for vacancy savings.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	165.1	165.1 *
2012/13	157.8	157.2 *
2011/12	153.8	154.2
2010/11	162.5	158.0
2009/10	171.9	167.5

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals or other city divisions. The FY 2013/14 adopted budget of \$52.2 million is \$2.7 million, or 5 percent, greater than the FY 2012/13 adopted budget. Major contractual expenses include software maintenance and licensing, fleet maintenance and operations, utilities and property, liability and Worker's Compensation coverage. The most significant increases in this category are related to property, liability and worker's compensation, as well as utilities and building maintenance.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	52.2	52.2 *
2012/13	49.6	45.8 *
2011/12	45.4	43.9
2010/11	54.8	46.4
2009/10	53.8	48.8

#### Commodities

Commodities are expendable items including supplies, repair and replacement parts, small tools and maintenance and repair materials that are not of a capital nature. The FY 2013/14 adopted budget of \$7.7 million is slightly less than the FY 2012/13 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	7.7	7.7 *
2012/13	7.8	7.7 *
2011/12	7.3	7.2
2010/11	8.9	7.2
2009/10	9.3	7.7

**Capital Outlay**

Capital Outlay includes the purchase of land, the 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 \$10,000 or more and must be a betterment or improvement. The FY 2013/14 adopted budget of \$0.2 million has been identified for ongoing replacement of office furniture and equipment, as well as one-time vehicle purchases for new positions in Facilities- HVAC Maintenance and Fire and Life Safety Services.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	156,900	156,900 *
2012/13	53,400	53,400 *
2011/12	20,450	169,129
2010/11	348,905	193,566
2009/10	353,602	509,342

**Capital - Operating Projects**

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non-capital assets, master plans, studies and all other project type costs that do not result in the acquisition or construction of a capital asset. The FY 2013/14 adopted budget is \$2.3 million. Of this budget, \$1.9 million is allocated for contractual expenses, \$0.2 million is allocated for commodities and \$0.2 million is allocated for capital outlay.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	2.3	2.3 *
2012/13	3.2	3.2 *
2011/12	1.8	2.5
2010/11	3.9	2.8
2009/10	-	-

**Debt Service - Contracts Payable**

Contracts Payable is paid from the General Fund, 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 2013/14 Contracts Payable budget of \$0.6 million is related to sales tax development agreements such as the Hotel Valley Ho.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.6	0.6 *
2012/13	3.7	32.9 *
2011/12	3.1	3.6
2010/11	3.1	3.5
2009/10	2.7	1.5

**Debt Service - Certificates of Participation**

Certificates of Participation (COPs) are instruments whereby the city enters into a lease-purchase agreement for the acquisition, operation and/or maintenance of a project. COPs are secured by a budgeted appropriation made each year by the city. At the completion of the lease period, the city owns the project. In FY 2010/11 the city issued \$20.0 million of COPs for a public safety radio system. The FY 2013/14 budget of \$2.5 million is related to the FY 2010/11 COPs issuance.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	2.5	2.5 *
2012/13	2.5	2.5 *
2011/12	5.9	6.0
2010/11	1.4	1.5
2009/10	2.0	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 2013/14 total \$17.5 million and include: \$11.8 million to the MPC Excise Debt Fund, \$5.5 million to the Capital Improvement Plan to cover the cost of on-going capital maintenance and \$60,000 to the Special Programs Fund for neighborhood revitalization (\$50,000) and for the preservation and maintenance of properties on Scottsdale's Historic Register (\$10,000).

---

**General Fund Balance/Reserve/Operating Contingency**

Fund Balance/Reserve/Operating Contingency protects the city's financial condition and provides for unexpected economic challenges. 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 they are 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 Reserve**

General Fund Reserve continues the city's adopted financial policy of setting aside a reserve to protect Scottsdale in times of emergency. It is considered financially prudent to have a minimum General Fund Reserve of 10 percent of the General and Transportation Funds total annual operating costs. Based on the revenue and expenditure estimates included in the adopted budget, the ending FY 2013/14 General Fund Reserve is \$24.4 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.

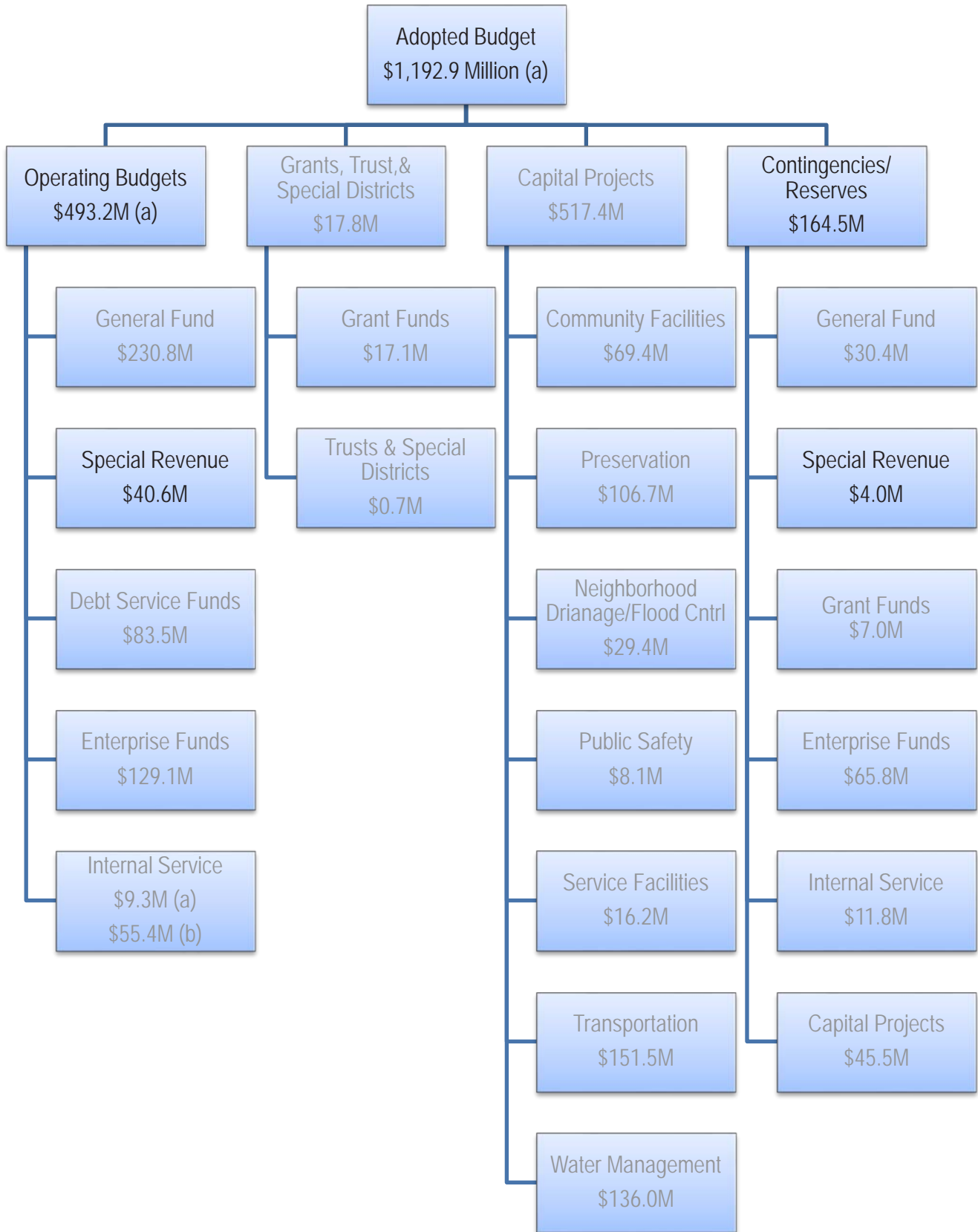
---

**Unreserved Fund Balance**

Unreserved Fund Balance accounts for any funds remaining after the designation of all other reserves/uses. The FY 2013/14 ending unreserved fund balance is \$2.1 million, which represents the cumulative General Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

---





(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

**Special Revenue Funds Description**

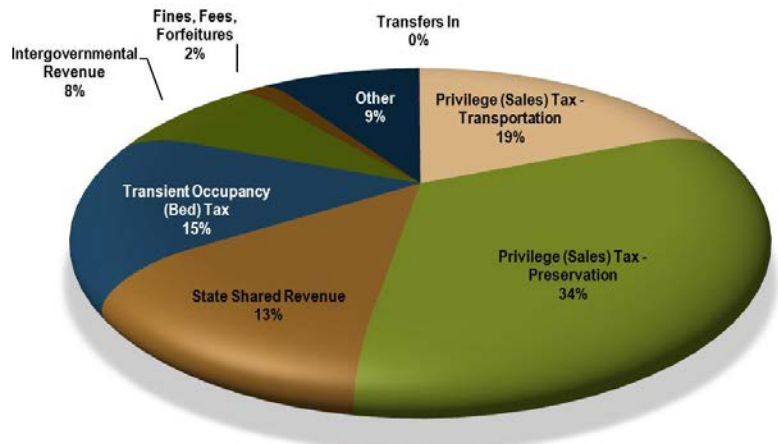
Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, Preserve Sales Tax, Transportation Sales Tax,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

**Economic Overview**

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

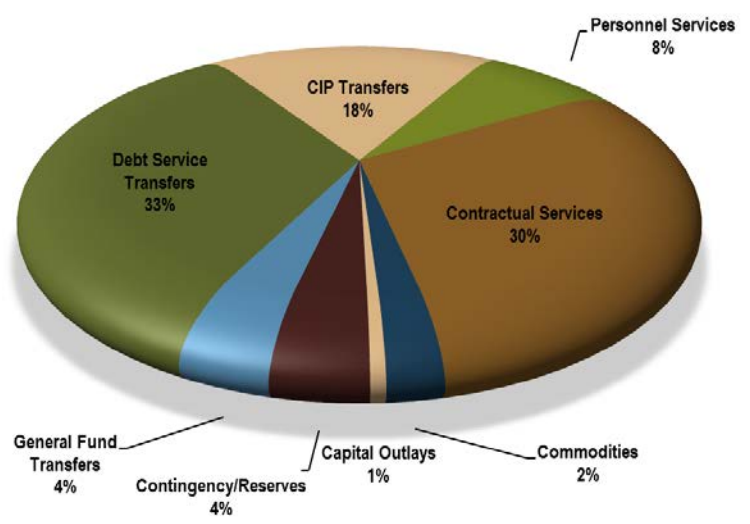
Special Revenue Funds Sources (in millions)

Privilege (Sales) Tax - Transportation	\$	17.3
Privilege (Sales) Tax - Preservation		31.3
State Shared Revenue		12.3
Transient Occupancy (Bed) Tax		14.0
Intergovernmental Revenue		7.5
Fines, Fees, Forfeitures		1.5
Other		8.5
<b>Total Revenues</b>	<b>\$</b>	<b>92.4</b>
Transfers In		0.1
<b>Total Sources</b>	<b>\$</b>	<b>92.4</b>



Special Revenue Funds Uses (in millions)

Personnel Services	\$	8.0
Contractual Services		30.3
Commodities		2.3
Capital Outlays		0.6
Debt Service		-
Contingency/Reserves		4.0
<b>Adopted Budget</b>	<b>\$</b>	<b>45.2</b>
Transfers Out		
General Fund Transfers		3.9
Debt Service Transfers		33.3
CIP Transfers		17.6
<b>Total Uses</b>	<b>\$</b>	<b>100.0</b>



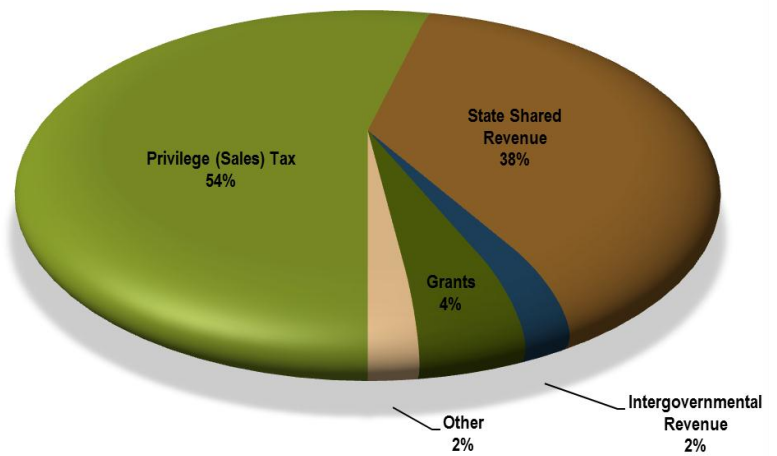
Note: Amounts are rounded in millions; therefore, differences may occur.

**Fund Purpose**

The State of Arizona requires the city to establish and maintain an accounting for Highway User Revenue funds. The Transportation Fund receives and expends the city's allocation of the Arizona Highway User Revenue 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.

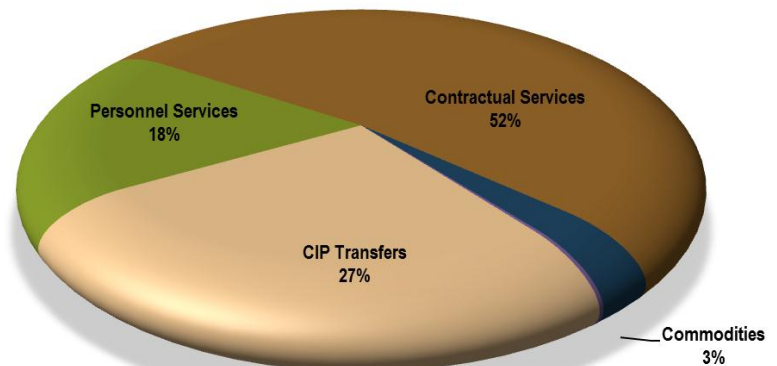
Transportation Fund Sources (in millions)

Privilege (Sales) Tax	\$	17.3
State Shared Revenue		12.3
Intergovernmental Revenue		0.6
Grants		1.4
Other		0.6
<b>Total Revenues</b>	<b>\$</b>	<b>32.3</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>32.3</b>



Transportation Fund Uses (in millions)

Personnel Services	\$	5.7
Contractual Services		16.9
Commodities		0.9
Capital Outlays		0.1
Contingency/Reserves		-
<b>Adopted Budget</b>	<b>\$</b>	<b>23.6</b>
Transfers Out		
CIP Transfers		8.7
<b>Total Uses</b>	<b>\$</b>	<b>32.3</b>



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

# Budget by Fund

# Transportation Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Unreserved Fund Balance	2,297,552	4,331,863	5,045,188	5,067,320
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>2,297,552</b>	<b>4,331,863</b>	<b>5,045,188</b>	<b>5,067,320</b>
<b>Revenues</b>				
Highway User Revenue Tax	10,884,619	12,233,886	12,233,886	12,262,558
Transportation Privilege Tax (0.2%)	15,984,956	16,787,891	16,628,977	17,332,585
Proposition 400 Regional Sales Tax	2,106,259	500,000	500,000	643,370
Federal Grants	2,114	700,000	700,000	737,377
State Grants	637,841	610,000	610,000	643,370
Solid Waste - Alley Maintenance	-	-	557,776	545,505
Miscellaneous	88,883	50,000	50,000	91,200
<i>Subtotal</i>	<b>29,704,672</b>	<b>30,881,777</b>	<b>31,280,639</b>	<b>32,255,965</b>
<b>Transfers In</b>				
Transportation CIP Fund Savings	1,033,144	-	-	-
Fleet Fund	179,429	-	-	-
Solid Waste - Alley Maintenance	482,867	557,776	-	-
<i>Subtotal</i>	<b>1,695,440</b>	<b>557,776</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>31,400,112</b>	<b>31,439,553</b>	<b>31,280,639</b>	<b>32,255,965</b>
<b>Expenditures</b>				
<b>Divisions</b>				
Community & Economic Development	8,737,433	9,250,167	9,357,442	8,916,082
Public Works	11,154,465	12,508,773	12,560,836	13,638,668
Community Services	739,976	1,052,426	1,052,426	1,050,671
Leave Accrual Payments	-	47,518	-	49,900
Estimated Personnel Savings from Vacant Positions	-	(148,838)	(72,339)	(156,300)
Merit Program	-	-	-	97,045
2% Pay-for-Performance	-	94,954	-	-
Compensation Adjustments	-	27,754	27,754	-
<i>Subtotal</i>	<b>20,631,874</b>	<b>22,832,754</b>	<b>22,926,119</b>	<b>23,596,066</b>
<b>TOTAL OPERATING BUDGET</b>	<b>20,631,874</b>	<b>22,832,754</b>	<b>22,926,119</b>	<b>23,596,066</b>
<b>Transfers Out</b>				
CIP Fund - Privilege Tax Allocation	7,996,902	8,393,946	8,314,489	8,666,293
CIP Fund - Tech. Replacement	23,700	17,900	17,900	38,400
<i>Subtotal</i>	<b>8,020,602</b>	<b>8,411,846</b>	<b>8,332,389</b>	<b>8,704,693</b>
<b>Total Uses</b>	<b>28,652,476</b>	<b>31,244,600</b>	<b>31,258,508</b>	<b>32,300,759</b>
Sources Over/(Under) Uses	2,747,636	194,953	22,132	(44,794)
<b>Ending Fund Balance</b>				
Unreserved Fund Balance	5,045,188	4,526,816	5,067,320	5,022,526
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>5,045,188</b>	<b>4,526,816</b>	<b>5,067,320</b>	<b>5,022,526</b>

# Budget by Fund

# Transportation Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Unreserved Fund Balance	5,067,320	5,022,526	5,255,426	5,650,576	6,041,026
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>5,067,320</b>	<b>5,022,526</b>	<b>5,255,426</b>	<b>5,650,576</b>	<b>6,041,026</b>
<b>Revenues</b>					
Highway User Revenue Tax	12,262,558	12,630,400	13,009,300	13,399,600	13,801,600
Transportation Privilege Tax (0.2%)	17,332,585	18,010,400	18,554,500	19,213,500	19,899,600
Proposition 400 Regional Sales Tax	643,370	675,500	709,300	709,300	709,300
Federal Grants	737,377	752,100	752,100	752,100	752,100
State Grants	643,370	649,800	656,300	656,300	656,300
Solid Waste - Alley Maintenance	545,505	558,900	572,800	593,800	600,800
Miscellaneous	91,200	91,200	91,200	91,200	91,200
<b>Subtotal</b>	<b>32,255,965</b>	<b>33,368,300</b>	<b>34,345,500</b>	<b>35,415,800</b>	<b>36,510,900</b>
<b>Transfers In</b>					
Transportation CIP Fund Savings	-	-	-	-	-
Fleet Fund	-	-	-	-	-
Solid Waste - Alley Maintenance	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>32,255,965</b>	<b>33,368,300</b>	<b>34,345,500</b>	<b>35,415,800</b>	<b>36,510,900</b>
<b>Expenditures</b>					
<b>Divisions</b>					
Community & Economic Development	8,916,082	9,100,300	9,299,800	9,556,000	9,706,200
Public Works	13,638,668	13,955,500	14,283,800	14,760,600	14,945,300
Community Services	1,050,671	1,072,700	1,095,300	1,118,300	1,141,700
Leave Accrual Payments	49,900	52,400	55,000	57,800	60,700
Estimated Personnel Savings from Vacant Positions	(156,300)	(164,100)	(172,300)	(180,900)	(189,900)
Merit Program	97,045	73,900	73,900	73,900	73,900
2% Pay-for-Performance	-	-	-	-	-
Compensation Adjustments	-	-	-	-	-
<b>Subtotal</b>	<b>23,596,066</b>	<b>24,090,700</b>	<b>24,635,500</b>	<b>25,385,700</b>	<b>25,737,900</b>
<b>TOTAL OPERATING BUDGET</b>	<b>23,596,066</b>	<b>24,090,700</b>	<b>24,635,500</b>	<b>25,385,700</b>	<b>25,737,900</b>
<b>Transfers Out</b>					
CIP Fund - Privilege Tax Allocation	8,666,293	9,005,200	9,277,250	9,606,750	9,949,800
CIP Fund - Tech. Replacement	38,400	39,500	37,600	32,900	23,500
<b>Subtotal</b>	<b>8,704,693</b>	<b>9,044,700</b>	<b>9,314,850</b>	<b>9,639,650</b>	<b>9,973,300</b>
<b>Total Uses</b>	<b>32,300,759</b>	<b>33,135,400</b>	<b>33,950,350</b>	<b>35,025,350</b>	<b>35,711,200</b>
Sources Over/(Under) Uses	(44,794)	232,900	395,150	390,450	799,700
<b>Ending Fund Balance</b>					
Unreserved Fund Balance	5,022,526	5,255,426	5,650,576	6,041,026	6,840,726
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>5,022,526</b>	<b>5,255,426</b>	<b>5,650,576</b>	<b>6,041,026</b>	<b>6,840,726</b>

### Transportation Fund Revenues and Transfers-In

Transportation Fund sources include both revenues and transfers-in from other funds. Sources for FY 2013/14 equal \$32.3 million, which is an increase of \$1.0 million from the FY 2012/13 year-end forecast. The General Fund will transfer funds to eliminate deficits any fiscal year where Transportation Fund revenues are not sufficient to cover expenditures. Even though Transportation revenues are slightly less than budgeted expenditures, there is no transfer from the General Fund budgeted for FY 2013/14 since the Transportation Fund balance is sufficient to bridge the gap. 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 "county of origin" of gasoline sales and the relation of Scottsdale's population to the total incorporated population of Maricopa County. The adopted FY 2013/14 budget of \$12.3 million represents a negligible increase from the FY 2012/13 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	12.3	12.3 *
2012/13	12.2	12.2 *
2011/12	10.9	10.9
2010/11	13.8	13.4
2009/10	14.2	13.4

#### Privilege (Sales) Tax - Transportation

Privilege (Sales) Tax - Transportation represents the 0.20 percent of the city's privilege (sales) tax dedicated solely to transportation. Please note there is a difference between the transportation and preservation privilege tax revenue amounts, which is attributable to differences in the taxing provisions for each of the revenues. The adopted FY 2013/14 budget of \$17.3 million represents an increase of \$0.7 million or 4 percent over the FY 2012/13 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	17.3	17.3 *
2012/13	16.8	16.6 *
2011/12	15.3	16.0
2010/11	15.2	15.0
2009/10	14.3	14.6

#### Local Transportation Assistance Fund (LTAF) Revenue ("State Lottery")

Local Transportation Assistance Fund (LTAF) Revenue ("State Lottery") was distributed by the State of Arizona based upon population as well as city and town participation in the lottery. These state shared revenues were eliminated as of February 2010.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	-	- *
2011/12	-	-
2010/11	-	-
2009/10	1.1	0.9

**Proposition 400 Regional Sales Tax**

Proposition 400 Regional Sales Tax represents the city's allocation of the 1.0 percent regional sales tax approved by Maricopa County voters in November 2004 for transportation and transit enhancements. This revenue is dedicated for construction of or reimbursement for street and highway projects within the city. Based on information from regional agencies, the city will receive \$0.6 million from this regional sales tax in the FY 2013/14, which is slightly higher than the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.6	0.6 *
2012/13	0.5	0.5 *
2011/12	0.5	2.1
2010/11	0.3	0.6
2009/10	0.3	0.8

**Grants/Other Revenue**

Revenue for Federal and State Grants and Miscellaneous Reimbursements for FY 2013/14 is \$1.5 million. Scottsdale is able to leverage grants received to offset transportation fund operating expenditures.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.5	1.5 *
2012/13	1.4	1.4 *
2011/12	0.9	0.7
2010/11	2.0	4.6
2009/10	-	0.4

**Direct Cost Allocation - Alley Maintenance**

Solid Waste transfers funds to cover the cost associated with alley maintenance performed by the Transportation Department for the benefit of Solid Waste operations. Prior to FY 2012/13, this revenue was recorded as a transfer-in to the Transportation Fund. During FY 2012/13, this funding source was realigned to be captured as Direct Cost Allocation. The budget for this revenue for FY 2013/14 is \$0.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.5	0.5 *
2012/13	-	0.6 *
2011/12	-	-
2010/11	-	-
2009/10	-	-

**Transfers-In**

Historically, transfers-in have occurred from the Solid Waste Fund to cover the cost associated with alley maintenance performed by the Transportation Division for the benefit of Solid Waste operations. Starting with FY 2012/13, this transaction is now recorded as revenue (see Direct Cost Allocation – Alley Maintenance).

### Transportation Fund Expenditures by Expenditure Type

The Transportation Fund expenditures are presented by four major expenditure categories: personnel services, contractual services, commodities, and 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, and healthcare. The adopted FY 2013/14 personnel services budget of \$5.7 million is an increase of \$0.3 million, or approximately 6 percent, from the FY 2012/13 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	5.7	5.7 *
2012/13	5.4	5.4 *
2011/12	5.3	5.1
2010/11	6.2	6.3
2009/10	6.5	6.5

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals or other city divisions. Supplies are not included in the contractual services account. The adopted FY 2013/14 contractual services budget of \$16.9 million is an increase of \$0.3 million, or approximately 2 percent, from the FY 2012/13 adopted budget. The most significant increase in this category is related to streets overlay.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	16.9	16.9 *
2012/13	16.6	16.6 *
2011/12	15.3	14.7
2010/11	19.7	15.4
2009/10	23.9	18.7

#### 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 2013/14 commodities budget of \$0.9 million is an increase of \$0.1 million from the FY 2012/13 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.9	0.9 *
2012/13	0.7	0.7 *
2011/12	0.8	0.6
2010/11	0.8	0.6
2009/10	0.8	0.6



**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 \$10,000 or more, and be a betterment or improvement. The adopted FY 2013/14 of \$0.1 million is related to capital contractual engineering and computer equipment.

**Adopted Budget to Actual/Forecast\***

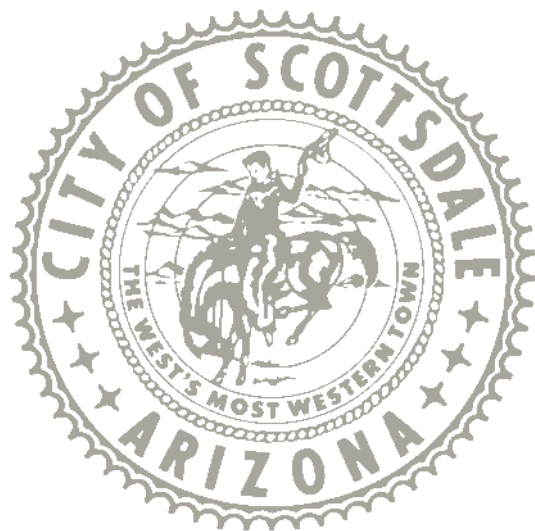
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	70,000	70,000 *
2012/13	60,000	60,000 *
2011/12	100,500	168,129
2010/11	256,975	2,970,259
2009/10	18,235	1,396,330

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments and/or capital projects. The FY 2013/14 budget includes approximately \$8.7 million of the Transportation Privilege Tax revenue (50 percent of budgeted revenue) as a transfer to the Capital Projects Fund to fund transportation system improvement costs.

**Transportation Fund Balance**

The adopted FY 2013/14 Transportation Fund ending balance is projected to be just over \$5.0 million.



FY 2013/14 Adopted Budget

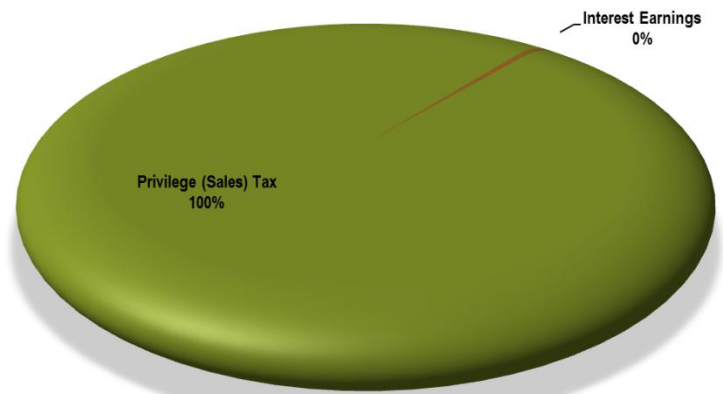
**Fund Purpose**

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.

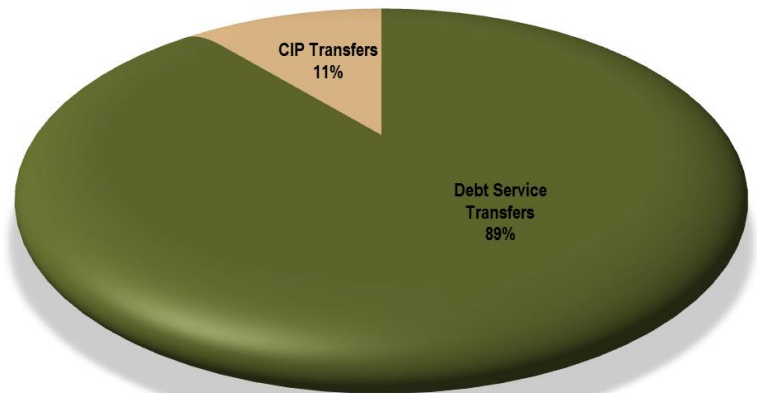
Preservation Fund Sources (in millions)

Privilege (Sales) Tax	\$	31.3
Interest Earnings		0.2
<b>Total Revenue</b>	<b>\$</b>	<b>31.4</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>31.4</b>



Preservation Fund Uses (in millions)

Personnel Services	\$	-
Contractual Services		-
Commodities		-
Capital Outlay		-
Other		-
<b>Adopted Budget</b>	<b>\$</b>	<b>-</b>
Transfers Out		
Debt Service Transfers		30.9
CIP Transfers		3.8
<b>Total Uses</b>	<b>\$</b>	<b>34.7</b>



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

## Budget by Fund

## Preservation Privilege Tax Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Unreserved Fund Balance	22,219,679	20,206,045	24,093,557	18,970,495
<b>Total Beginning Fund Balance</b> <sup>(a)</sup>	<b>22,219,679</b>	<b>20,206,045</b>	<b>24,093,557</b>	<b>18,970,495</b>
<b>Revenues</b>				
Privilege Tax (0.20%)	16,463,065	17,284,784	17,143,276	17,868,644
Privilege Tax (0.15%)	12,345,959	12,901,477	12,857,457	13,401,483
Interest Earnings	284,077	250,000	250,000	151,105
<b>Subtotal</b>	<b>29,093,101</b>	<b>30,436,261</b>	<b>30,250,733</b>	<b>31,421,232</b>
<b>Total Sources</b>	<b>29,093,101</b>	<b>30,436,261</b>	<b>30,250,733</b>	<b>31,421,232</b>
<b>Expenditures</b>				
<b>Operating</b>				
Miscellaneous	6,867	2,200	2,200	2,200
<b>Subtotal</b>	<b>6,867</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Debt Service</b>				
McDowell Sonoran Contract	-	955,500	-	-
<b>Subtotal</b>	<b>-</b>	<b>955,500</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING BUDGET</b>	<b>6,867</b>	<b>957,700</b>	<b>2,200</b>	<b>2,200</b>
<b>Transfers Out</b>				
Debt Service Fund (Preserve GO Bonds)	14,716,658	22,139,617	19,332,030	24,396,795
Debt Service Fund (Preserve Revenue Bonds)	6,464,623	6,486,113	6,486,113	6,474,913
Debt Service Fund (McDowell Sonoran Contract)	953,750	-	-	-
CIP Fund (General Capital Projects)	5,077,325	3,650,800	9,553,452	3,820,000
<b>Subtotal</b>	<b>27,212,356</b>	<b>32,276,530</b>	<b>35,371,595</b>	<b>34,691,708</b>
<b>Total Uses</b>	<b>27,219,223</b>	<b>33,234,230</b>	<b>35,373,795</b>	<b>34,693,908</b>
<b>Sources Over/(Under) Uses</b>	<b>1,873,878</b>	<b>(2,797,969)</b>	<b>(5,123,062)</b>	<b>(3,272,676)</b>
<b>Ending Fund Balance</b>				
Unreserved Fund Balance	24,093,557	17,408,076	18,970,495	15,697,819
<b>Total Ending Fund Balance</b> <sup>(a)</sup>	<b>24,093,557</b>	<b>17,408,076</b>	<b>18,970,495</b>	<b>15,697,819</b>

<sup>(a)</sup> Excludes revenue accruals of \$2.2 million in FY 2011/12 and unknown revenue accrual amount in current and future years.

## Budget by Fund

## Preservation Privilege Tax Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Unreserved Fund Balance	18,970,495	15,697,819	15,173,072	13,980,666	14,620,585
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>18,970,495</b>	<b>15,697,819</b>	<b>15,173,072</b>	<b>13,980,666</b>	<b>14,620,585</b>
<b>Revenues</b>					
Privilege Tax (0.20%)	17,868,644	18,567,500	19,128,300	19,807,800	20,515,100
Privilege Tax (0.15%)	13,401,483	13,903,600	14,324,400	14,834,300	15,365,100
Interest Earnings	151,105	78,800	111,800	179,300	241,100
<b>Subtotal</b>	<b>31,421,232</b>	<b>32,549,900</b>	<b>33,564,500</b>	<b>34,821,400</b>	<b>36,121,300</b>
<b>Total Sources</b>	<b>31,421,232</b>	<b>32,549,900</b>	<b>33,564,500</b>	<b>34,821,400</b>	<b>36,121,300</b>
<b>Expenditures</b>					
<b>Operating</b>					
Miscellaneous	2,200	2,200	2,200	2,200	2,200
<b>Subtotal</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Debt Service</b>					
McDowell Sonoran Contract	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Transfers Out</b>					
Debt Service Fund (Preserve GO Bonds)	24,396,795	25,446,147	25,485,606	24,782,881	26,210,843
Debt Service Fund (Preserve Revenue Bonds)	6,474,913	6,476,300	6,489,100	6,116,400	6,130,500
Debt Service Fund (McDowell Sonoran Contract)	-	-	-	-	-
CIP Fund (General Capital Projects)	3,820,000	1,150,000	2,780,000	3,280,000	3,280,000
<b>Subtotal</b>	<b>34,691,708</b>	<b>33,072,447</b>	<b>34,754,706</b>	<b>34,179,281</b>	<b>35,621,343</b>
<b>Total Uses</b>	<b>34,693,908</b>	<b>33,074,647</b>	<b>34,756,906</b>	<b>34,181,481</b>	<b>35,623,543</b>
<b>Sources Over/(Under) Uses</b>	<b>(3,272,676)</b>	<b>(524,747)</b>	<b>(1,192,406)</b>	<b>639,919</b>	<b>497,757</b>
<b>Ending Fund Balance</b>					
Unreserved Fund Balance	15,697,819	15,173,072	13,980,666	14,620,585	15,118,342
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>15,697,819</b>	<b>15,173,072</b>	<b>13,980,666</b>	<b>14,620,585</b>	<b>15,118,342</b>

### Preservation Fund Revenues

The Preservation Privilege Tax Fund revenues for FY 2013/14 are budgeted at \$31.4 million, an increase of \$1.2 million from the FY 2012/13 year-end forecast. The same methodology for developing the transaction privilege (sales) tax budgeted in the General Fund is also used for the Preservation Fund.

#### 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 2013/14 budget of \$17.9 million represents an increase of \$0.7 million from the FY 2012/13 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	17.9	17.9 *
2012/13	17.3	17.1 *
2011/12	15.8	16.5
2010/11	15.6	15.5
2009/10	14.7	15.2

#### 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 land within the McDowell Sonoran Preserve, plus construction of essential preserve related necessities such as proposed trailheads. The FY 2013/14 budget of \$13.4 million represents an increase of \$0.5 million from the FY 2012/13 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	13.4	13.4 *
2012/13	12.9	12.9 *
2011/12	11.8	12.3
2010/11	12.1	11.7
2009/10	11.4	11.3

#### Interest Earnings

Interest Earnings is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investments in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield. The FY 2013/14 budget of \$0.2 million is developed by staff based on current interest rates and the available cash balance.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.2	0.2 *
2012/13	0.3	0.3 *
2011/12	0.1	0.3
2010/11	0.2	0.3
2009/10	0.3	0.8

### Preservation Privilege Tax Special Revenue Fund Expenditures

All of the expenditures in this fund are 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 assets such as proposed trailheads.

#### Contracts Payable

The last payment for the contractual debt for the purchase of land in the McDowell Sonoran Preserve was adopted in FY 2012/13 for \$1.0 million.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	1.0	1.0 *
2011/12	1.0	1.0
2010/11	1.0	1.0
2009/10	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 2013/14 adopted budget of \$34.7 million consists of \$30.9 million in transfers-out to the Debt Service Fund for debt payments on Preservation bonds and \$3.8 million in transfers-out to the Capital Project Fund.

#### Preservation Privilege Tax Fund Balance

The projected ending fund balance for FY 2013/14 is \$15.7 million.



FY 2013/14 Adopted Budget

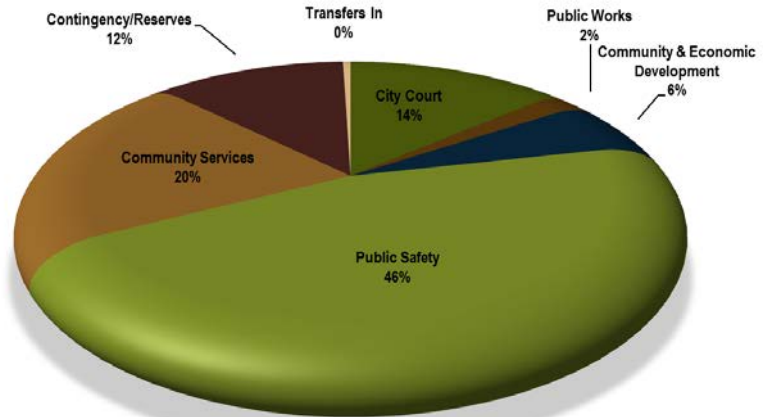


**Fund Purpose**

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

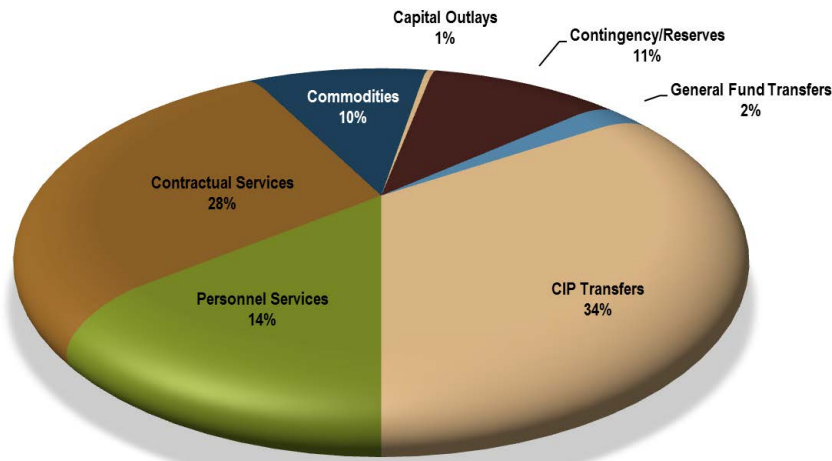
Special Programs Sources by Program Area (in millions)

City Court	\$	1.7
Public Works		0.3
Community & Economic Development		0.7
Public Safety		5.7
Community Services		2.5
Contingency/Reserves		1.5
<b>Total Revenue</b>	<b>\$</b>	<b>12.4</b>
Transfers In		0.1
<b>Total Sources</b>	<b>\$</b>	<b>12.4</b>



Special Programs Fund Uses (in millions)

Personnel Services	\$	2.0
Contractual Services		4.1
Commodities		1.5
Capital Outlays		0.1
Contingency/Reserves		1.5
<b>Adopted Budget</b>	<b>\$</b>	<b>9.1</b>
Transfers Out		
General Fund Transfers		0.3
CIP Transfers		4.9
<b>Total Uses</b>	<b>\$</b>	<b>14.4</b>



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

## Budget by Fund

## Special Programs Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
Operating Contingency (a)	1,500,000	1,500,000	1,500,000	1,500,000
<b>Beginning Fund Balance</b>				
City Court	4,176,190	3,991,647	4,013,506	3,703,004
Community & Ec. Development - EV (CVB) (b)	-	-	318,941	-
Community & Ec. Development (DT Cultural/Comm. Arts)	293,506	267,356	422,834	396,684
Community and Economic Development	392,912	300,115	382,381	382,381
Admin. Services - HR (Cultural Diversity)	6,101	6,100	-	-
Community Services	3,990,411	2,006,712	1,512,097	1,785,113
Public Safety - Police (c)	(625,102)	1,491,125	89,913	38,496
Public Safety - Fire	7,336	1,095	1,980	885
Community & Economic Development - WestWorld	-	-	50,000	50,000
Community & Economic Development - AIPP	-	721,542	898,694	1,328,182
Public Works - AIPP	-	-	-	1,380,078
Public Works - SW Gas Franchise Fee Agreement	-	-	-	51,702
<b>Total Beginning Fund Balance (d)</b>	<b>8,241,354</b>	<b>8,785,692</b>	<b>7,690,346</b>	<b>9,116,525</b>
<b>Revenues</b>				
City Court	1,777,427	1,627,369	1,627,369	1,691,962
Community & Ec. Development (DT Cultural/Comm. Arts)	141,554	150,000	150,000	150,000
Community & Ec. Development Operation Fix It	-	-	75,000	75,000
Community Services	2,335,506	2,940,911	2,940,911	2,544,292
Public Safety - Police	3,025,120	6,123,921	6,123,921	5,700,440
Public Safety - Fire	925	400	400	300
Public Safety - Fire (Heart Monitors)	-	-	449,291	-
Community & Economic Development - WestWorld	60,496	500,000	500,000	440,000
Public Works - SW Gas Franchise Agreement	-	-	250,000	250,000
<b>Subtotal</b>	<b>7,341,028</b>	<b>11,342,601</b>	<b>12,116,892</b>	<b>10,851,994</b>
<b>Transfers In</b>				
GF - Community & Ec. Development - EV (CVB)	6,714,943	6,692,500	-	-
GF - Community & Economic Development	60,000	60,000	60,000	60,000
GF - Community Services	120,728	-	-	-
GF - Community & Economic Development - AIPP	898,694	-	-	-
GF - Public Works SW Gas Franchise Agreement	-	-	51,702	-
CIP Fund - Court Enhancement Fund	5,225	-	-	-
CIP Fund - Community & Economic Development - AIPP	-	429,488	429,488	-
CIP Fund - Public Works - AIPP	-	1,380,078	1,380,078	-
<b>Subtotal</b>	<b>7,799,590</b>	<b>8,562,066</b>	<b>1,921,268</b>	<b>60,000</b>
<b>Total Sources</b>	<b>15,140,618</b>	<b>19,904,667</b>	<b>14,038,160</b>	<b>10,911,994</b>

# Budget by Fund

# Special Programs Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Expenditures</b>				
<b>Programs</b>				
City Court	1,934,236	1,921,341	1,937,871	2,047,556
Community & Ec. Development - EV (CVB)	6,714,943	6,692,500	-	-
Community & Economic Development	5,938	60,000	60,000	60,000
Community & Ec. Development - DT Cultural/Comm. Arts	12,225	176,150	176,150	176,150
Community & Ec. Development - Operation Fix It	-	-	75,000	75,000
Admin Services - HR (Cultural Diversity)	6,101	-	-	-
Community Services	2,279,128	2,658,998	2,667,595	2,681,345
Public Safety - Police	1,420,073	1,830,073	1,834,368	1,461,247
Public Safety - Fire	6,281	1,495	1,495	300
Public Safety - Fire (Heart Monitors)	-	-	449,291	-
Community & Economic Development - WestWorld	10,496	500,000	500,000	350,000
Community & Economic Development - AIPP	-	482,948	-	482,948
Public Works - AIPP	-	1,380,078	-	-
Public Works - SW Gas Franchise Agreement	-	-	250,000	250,000
Merit Program	-	-	-	35,157
Market Adjustment / Pay for Performance	-	46,222	-	-
<b>Subtotal</b>	<b>12,389,421</b>	<b>15,749,805</b>	<b>7,951,770</b>	<b>7,619,703</b>
<b>TOTAL OPERATING BUDGET</b>	<b>12,389,421</b>	<b>15,749,805</b>	<b>7,951,770</b>	<b>7,619,703</b>
<b>Transfers Out</b>				
GF - Community & Ec. Development (Green Building)	64,592	-	-	-
GF - Community Services (Parks)	59,000	-	-	-
GF - Public Safety - Police (30-Day Tow)	309,797	314,804	314,804	314,800
GF - Community & Economic Development - EV	-	-	318,941	-
CIP Fund - City Court	11,100	-	-	115,000
CIP Fund - Community Services	2,596,420	300	300	800
CIP Fund - Public Safety - Police	77,237	113,500	110,000	100,000
CIP Fund - Public Safety - Police (RICO)	502,998	2,930,700	3,916,166	3,343,100
CIP Fund - Public Works - AIPP	-	-	-	1,380,078
<b>Subtotal</b>	<b>3,621,145</b>	<b>3,359,304</b>	<b>4,660,211</b>	<b>5,253,778</b>
<b>Total Uses</b>	<b>16,010,566</b>	<b>19,109,109</b>	<b>12,611,981</b>	<b>12,873,481</b>
<b>Sources Over/(Under) Uses</b>	<b>(869,949)</b>	<b>795,558</b>	<b>1,426,179</b>	<b>(1,961,487)</b>
<b>Ending Fund Balance</b>				
Operating Contingency (a)	1,500,000	1,500,000	1,500,000	1,500,000
<b>Reserved</b>				
City Court	4,013,506	3,697,675	3,703,004	3,232,410
Community & Ec. Development - EV (CVB) (b)	0	-	-	-
Community & Ec. Development - DT Cultural/Comm. Arts	422,834	241,206	396,684	370,534
Community & Ec. Development - Operation Fix It	-	-	-	-
Community & Economic Development	382,381	300,115	382,381	382,381
Admin Services - HR (Cultural Diversity)	-	6,100	-	-
Community Services	1,512,097	2,288,325	1,785,113	1,647,260
Public Safety - Police (c)	89,913	2,425,969	38,496	519,789
Public Safety - Fire	1,980	-	885	885
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	50,000	-	50,000	140,000
Community & Economic Development - AIPP	898,694	668,082	1,328,182	845,234
Public Works - AIPP	-	-	1,380,078	-
Public Works - SW Gas Franchise Agreement	-	-	51,702	51,702
<b>Total Ending Fund Balance (d)</b>	<b>7,371,405</b>	<b>9,581,250</b>	<b>9,116,525</b>	<b>7,155,038</b>

(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.

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

(c) Negative balances result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

(d) Excludes revenue accruals of \$0.1 million in FY 2011/12 and unknown revenue accrual amount in current and future years.

## Budget by Fund

## Special Programs Fund Five-Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
Operating Contingency (a)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Beginning Fund Balance</b>					
City Court	3,703,004	3,232,410	2,982,010	2,764,710	2,532,310
Community & Ec. Development - EV (CVB) (b)	-	-	-	-	-
Community & Ec. Development (DT Cultural/Comm. Arts)	396,684	370,534	345,034	319,534	294,034
Community and Economic Development	382,381	382,381	382,381	382,381	382,381
Admin. Services - HR (Cultural Diversity)	-	-	-	-	-
Community Services	1,785,113	1,647,260	1,606,160	1,548,660	1,389,760
Public Safety - Police (c)	38,496	519,789	496,389	178,189	191,789
Public Safety - Fire	885	885	885	885	885
Community & Economic Development - WestWorld	50,000	140,000	180,000	220,000	260,000
Community & Economic Development - AIPP	1,328,182	845,234	845,234	845,234	845,234
Public Works - AIPP	1,380,078	-	-	-	-
Public Works - SW Gas Franchise Fee Agreement	51,702	51,702	51,702	51,702	51,702
<b>Total Beginning Fund Balance (d)</b>	<b>9,116,525</b>	<b>7,190,195</b>	<b>6,889,795</b>	<b>6,311,295</b>	<b>5,948,095</b>
<b>Revenues</b>					
City Court	1,691,962	1,716,000	1,777,500	1,844,500	1,920,800
Community & Ec. Development (DT Cultural/Comm. Arts)	150,000	150,700	150,700	150,700	150,700
Community & Ec. Development Operation Fix It	75,000	75,000	75,000	75,000	75,000
Community Services	2,544,292	2,574,000	2,606,000	2,574,200	2,609,900
Public Safety - Police	5,700,440	1,834,700	1,841,600	1,841,600	1,851,500
Public Safety - Fire	300	300	300	300	300
Public Safety - Fire (Heart Monitors)	-	-	-	-	-
Community & Economic Development - WestWorld	440,000	390,000	390,000	390,000	390,000
Public Works - SW Gas Franchise Agreement	250,000	250,000	250,000	250,000	250,000
	<b>10,851,994</b>	<b>6,990,700</b>	<b>7,091,100</b>	<b>7,126,300</b>	<b>7,248,200</b>
<b>Transfers In</b>					
GF - Community & Ec. Development - EV (CVB)	-	-	-	-	-
GF - Community & Economic Development	60,000	60,000	60,000	60,000	60,000
GF - Community Services	-	-	-	-	-
GF - Community & Economic Development - AIPP	-	-	-	-	-
GF - Public Works SW Gas Franchise Agreement	-	-	-	-	-
CIP Fund - Court Enhancement Fund	-	-	-	-	-
CIP Fund - Community & Economic Development - AIPP	-	-	-	-	-
CIP Fund - Public Works - AIPP	-	-	-	-	-
	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total Sources</b>	<b>10,911,994</b>	<b>7,050,700</b>	<b>7,151,100</b>	<b>7,186,300</b>	<b>7,308,200</b>

Budget by Fund

Special Programs Fund Five-Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Expenditures</b>					
<b>Programs</b>					
City Court	2,047,556	1,966,400	1,994,800	2,076,900	2,067,700
Community & Ec. Development - EV (CVB)	-	-	-	-	-
Community & Economic Development	60,000	60,000	60,000	60,000	60,000
Community & Ec. Development - DT Cultural/Comm. Arts	176,150	176,200	176,200	176,200	176,200
Community & Ec. Development - Operation Fix It	75,000	75,000	75,000	75,000	75,000
Admin Services - HR (Cultural Diversity)	-	-	-	-	-
Community Services	2,681,345	2,614,300	2,662,700	2,732,400	2,761,600
Public Safety - Police	1,461,247	1,473,300	1,395,000	1,489,700	1,439,700
Public Safety - Fire	300	300	300	300	300
Public Safety - Fire (Heart Monitors)	-	-	-	-	-
Community & Economic Development - WestWorld	350,000	350,000	350,000	350,000	350,000
Community & Economic Development - AIPP	482,948	-	-	-	-
Public Works - AIPP	-	-	-	-	-
Public Works - SW Gas Franchise Agreement	250,000	250,000	250,000	250,000	250,000
Merit Program	35,157	26,800	26,800	26,800	26,800
Market Adjustment / Pay for Performance	-	-	-	-	-
	<b>7,619,703</b>	<b>6,992,300</b>	<b>6,990,800</b>	<b>7,237,300</b>	<b>7,207,300</b>
<b>TOTAL OPERATING BUDGET</b>	<b>7,619,703</b>	<b>6,992,300</b>	<b>6,990,800</b>	<b>7,237,300</b>	<b>7,207,300</b>
<b>Transfers Out</b>					
GF - Community & Ec. Development (Green Building)	-	-	-	-	-
GF - Community Services (Parks)	-	-	-	-	-
GF - Public Safety - Police (30-Day Tow)	314,800	314,800	314,800	314,800	314,800
GF - Community & Economic Development - EV	-	-	-	-	-
CIP Fund - City Court	115,000	-	-	-	-
CIP Fund - Community Services	800	800	800	700	500
CIP Fund - Public Safety - Police	100,000	70,000	50,000	23,500	20,000
CIP Fund - Public Safety - Police (RICO)	3,343,100	-	400,000	-	-
CIP Fund - Public Works - AIPP	1,380,078	-	-	-	-
	<b>5,253,778</b>	<b>385,600</b>	<b>765,600</b>	<b>339,000</b>	<b>335,300</b>
<b>Total Uses</b>	<b>12,873,481</b>	<b>7,377,900</b>	<b>7,756,400</b>	<b>7,576,300</b>	<b>7,542,600</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,961,487)</b>	<b>(327,200)</b>	<b>(605,300)</b>	<b>(390,000)</b>	<b>(234,400)</b>
<b>Ending Fund Balance</b>					
Operating Contingency (a)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Reserved</b>					
City Court	3,232,410	2,982,010	2,764,710	2,532,310	2,385,410
Community & Ec. Development - EV (CVB) (b)	-	-	-	-	-
Community & Ec. Development - DT Cultural/Comm. Arts	370,534	345,034	319,534	294,034	268,534
Community & Ec. Development - Operation Fix It	-	-	-	-	-
Community & Economic Development	382,381	382,381	382,381	382,381	382,381
Admin Services - HR (Cultural Diversity)	-	-	-	-	-
Community Services	1,647,260	1,606,160	1,548,660	1,389,760	1,237,560
Public Safety - Police (c)	519,789	496,389	178,189	191,789	268,789
Public Safety - Fire	885	885	885	885	885
Public Safety - Fire (Heart Monitors)	-	-	-	-	-
Community & Economic Development - WestWorld	140,000	180,000	220,000	260,000	300,000
Community & Economic Development - AIPP	845,234	845,234	845,234	845,234	845,234
Public Works - AIPP	-	-	-	-	-
Public Works - SW Gas Franchise Agreement	51,702	51,702	51,702	51,702	51,702
<b>Total Ending Fund Balance (d)</b>	<b>7,155,038</b>	<b>6,862,995</b>	<b>6,284,495</b>	<b>5,921,295</b>	<b>5,713,695</b>

(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.

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

(c) Negative balances result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

(d) Excludes revenue accruals of \$0.1 million in FY 2011/12 and unknown revenue accrual amount in current and future years.

### Special Programs Revenues

Revenues received in the Special Programs Fund consist of various Fines, Fees, Forfeitures and Permits of approximately \$3.3 million, Racketeering Influenced Corrupt Organization (RICO) revenue of \$4.9 million, Contributions/Donations of \$0.8 million, and Other Revenues of \$3.4 million. The revenue by program area is detailed in the following sections.

#### City Court

Court Revenue originates from three sources: Court Enhancement, Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG). The Court Enhancement is established by Scottsdale City Ordinance 2570 section 9-7.2 and provides funding to enhance the technological, operational, and security facilities of the Court. JCEF and FTG were established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, which provide funding for maintaining and enhancing the Court's ability to collect and manage monies. The FY 2013/14 budget for restricted Court Revenue is \$1.7 million, which is \$0.1 million more than the FY 2012/13 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.7	1.7 *
2012/13	1.6	1.6 *
2011/12	1.7	1.8
2010/11	1.1	1.1
2009/10	1.1	1.2

#### Downtown Cultural/Community Arts (CED)

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 2013/14 budget for this revenue source is \$63,250.

Community Arts Trust Revenue - This account hold funds that are generated by the lease agreement with the Scottsdale Artists' School at Loloma. The FY 2013/14 budget for this revenue source is \$86,750.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.2	0.2 *
2012/13	0.2	0.2 *
2011/12	0.2	0.2
2010/11	0.2	-
2009/10	0.2	0.1

**Public Safety - Police**

Revenue estimated through restricted revenue sources for FY 2013/14 is \$5.7 million, a decrease from the previous fiscal year. The decrease is primarily attributed to the decrease in anticipated Racketeering Influenced Corrupt Organization (RICO) funds from Federal Forfeitures.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	5.7	5.7 *
2012/13	6.1	6.1 *
2011/12	2.8	3.0
2010/11	3.6	1.9
2009/10	3.4	1.1

Police revenue is generated from the following seven (7) sources: 1) Racketeering Influenced Corrupt Organization (RICO) funds, which are strictly regulated for law enforcement purposes only; 2) Forensic Services Intergovernmental Agreements (IGA) with communities neighboring Scottsdale for full cost recovery of services provided at the crime laboratory; 3) donations made specifically for the Mounted Unit and Family Advocacy Center, as well as general donations to the Police Department that includes the Canine Unit; 4) drug conviction assessments, for the purpose of crime laboratory analysis; 5) Police 30-Day Tow Program that enforces and enhances the State Statute related to suspended driver's licenses, driving under the influence offenses, and driving without insurance; 6) Officer Safety Equipment established by Senate Bill 1398 that imposes a \$13 assessment, (\$4 to the investigating/arresting agency) on all criminal charges, civil traffic and parking charges to purchase additional safety equipment for officers, and 7) Second Hand and Pawn Transaction Fee established by Ordinance 3966 in May 2012 that requires electronically processed pawn tickets and related fees that will be used to recover costs related the administration of the program.

**Community Services**

Community Services special revenues include donations, contributions, user fees and charges that are restricted to specific uses per the revenue source. Restricted uses of special revenue include library and human services, enhancing parks, youth sports field and pool sponsored team allocations, Handlebar Helpers, Silverado Golf Surcharge, 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 2013/14 special revenues are estimated at \$2.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	2.5	2.5 *
2012/13	2.9	2.9 *
2011/12	2.2	2.3
2010/11	1.7	2.1
2009/10	2.0	1.9

**Public Safety - Fire**

Fire revenue includes donations and contributions that are to be used for the specific purpose indicated by the donors. Categories include public education support, equipment acquisition, and fire station enhancements. The FY 2013/14 budget for this restricted revenue source is \$300.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	300	300 *
2012/13	400	400 *
2011/12	400	925
2010/11	500	395
2009/10	500	265

**Community & Economic Development - WestWorld**

WestWorld Special Revenue reflects revenues from Bureau of Reclamation for Sanctuary Golf Course reimbursements and Tournament Players Club reimbursements to be used for specific projects. The FY 2013/14 budget for this restricted revenue source is \$0.4 million.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	440,000	440,000 *
2012/13	500,000	500,000 *
2011/12	1,200,000	60,496
2010/11	200,000	10,000
2009/10	-	-

**Transfers-In**

Transfers-in to the Special Programs Fund represent support for specific programs from the General Fund. The FY 2013/14 budget includes a transfer in of \$60,000 which consists of \$50,000 for the General Fund match related to WestWorld BOR funded projects, as well as \$10,000 for the preservation and maintenance of properties on Scottsdale's Historic Register.



**Special Programs Fund Expenditures**

The expenditures by Program area are as follows:

**Community & Economic Development - EV (CVB)**

Prior to July 2010 the use of bed tax was restricted for tourism and hospitality purposes and to pay for contracts to increase tourism and pay debt service for destination attractions. Beginning in July 2010 the use of this tax is strictly used for destination marketing purposes. During FY 2012/13 this budget was moved to a new fund to provide more transparent reporting of tourism related expenditures. Please see the Tourism Development Fund section located after the Special Programs Fund section.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	6.7	- *
2011/12	6.1	6.7
2010/11	5.0	6.3
2009/10	6.0	5.8

**City Court**

Court Expenditure budget for FY 2013/14 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*
2013/14	2.0	2.0 *
2012/13	1.9	1.9 *
2011/12	2.0	1.9
2010/11	1.4	1.3
2009/10	1.4	1.2

**Downtown Cultural/Community Arts (CED)**

The adopted budget for FY 2013/14 Downtown Cultural/Community Arts Expenditures special programs is \$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*
2013/14	0.2	0.2 *
2012/13	0.2	0.2 *
2011/12	0.2	-
2010/11	0.2	-
2009/10	0.2	0.1

**Public Safety - Police**

Police expenditures budget for FY 2013/14 is \$1.5 million and includes the following specific uses: 1) Law enforcement enhancements through the use of Racketeering Influenced Corrupt Organization (RICO) funds; 2) Expenses incurred by the city for Crime Laboratory Services provided to surrounding communities. The city recovers the full cost of the crime laboratory service through Forensic Services Intergovernmental Agreements (IGA's); 3) Crime laboratory analysis as outlined in drug conviction assessments; 4) Veterinary costs, specific training, education and supplies as specified by the donor for the Mounted Unit, Canine Unit, School Resource Education and Family Advocacy Center; 5) Administrative costs including transportation, associated with administering the 30-Day Tow Program that enforces ARS §28-3511, 6) Equipment that enhances officer's safety while on duty; and 7) Cost recovery for administration and enforcement of City Ordinance 3966 (Second Hand and Pawn Transaction Fees). 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*
2013/14	1.5	1.5 *
2012/13	1.8	1.8 *
2011/12	1.6	1.4
2010/11	1.9	1.4
2009/10	1.2	1.0

**Community Services**

Community Services expenditures budget for FY 2013/14 is \$2.7 million. Expenditures include youth sports field and pool maintenance, Silverado golf course maintenance/improvements, Handlebar Helpers program, special events, providing memorials, 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*
2013/14	2.7	2.7 *
2012/13	2.7	2.7 *
2011/12	2.3	2.3
2010/11	2.3	1.9
2009/10	2.6	2.0

**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 and the Operation Fix It program. The FY 2013/14 adopted budget is \$135,000. 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*
2013/14	135,000	135,000 *
2012/13	60,000	135,000 *
2011/12	152,797	5,938
2010/11	125,000	21,459
2009/10	140,000	41,344

**Public Safety - Fire**

Fire expenditures include public education support, equipment acquisition, and fire station enhancements. The FY 2013/14 adopted budget is \$300.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	300	300 *
2012/13	1,495	1,495 *
2011/12	6,900	6,281
2010/11	-	-
2009/10	500	-

**Community & Economic Development - WestWorld**

WestWorld expenditure budget for FY 2013/14 is \$0.4 million. Expenditures made from this fund are to be used for projects related to maintaining and preserving the assets at the Sanctuary and TPC golf courses. Emergency issues that arise can also be funded. Approval must be obtained from the Bureau of Reclamation prior to any funds being used.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	350,000	350,000 *
2012/13	500,000	500,000 *
2011/12	1,200,000	10,496
2010/11	200,000	10,000
2009/10	-	6,344

**Community & Economic Development - AIPP**

Art In Public Places (AIPP) supports vendors and exhibits of Public Art. The \$0.5 million budget represents the former program for AIPP that Community & Economic Development will administer until funds are depleted. Effective FY 2012/13, the Art in Public Places (AIPP) was moved to the Capital Improvement Plan.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.5	0.5 *
2012/13	0.5	- *
2011/12	-	-
2010/11	-	-
2009/10	-	-

**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 2013/14 budget for transfers-out of \$5.3 million consists of \$3.4 million to the Capital Improvement Fund for Police and RICO projects; \$1.4 million is to fund Arts in Public Places program in the CIP; \$0.3 million goes to the General Fund Police for the 30-Day Tow program support; \$0.1 million to the CIP program for Courts related improvements.

**Special Programs Fund Balance**

Special Programs Fund ending balance of \$7.2 million for FY 2013/14 represents the following individual ending fund balances: \$3.2 million for City Court, \$0.4 million for Downtown Cultural/Community Arts (CED), \$0.5 million for Public Safety - Police, \$1.6 million for Community Services, \$0.8 million for Community & Economic Development - AIPP, \$0.5 million for Community & Economic Development, and \$0.1 million for Public Works - Southwest Gas Franchise Capital Program.

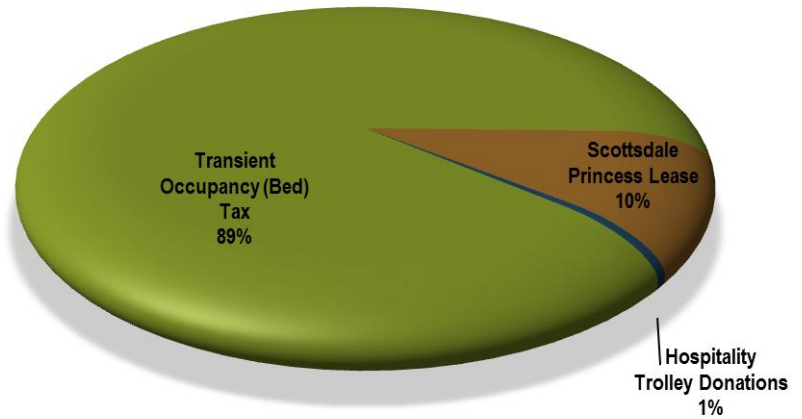
---

**Fund Purpose**

The Tourism Development Fund is a special revenue fund created to account for transient lodging (bed) tax revenues, Princess Hotel lease payments and Trolley sponsorship revenues all of which are to be used for tourism related activities and General Fund support. Ordinance 4018, approved by Scottsdale City Council in May 2012, identifies the authorized expenditures to be made from this fund. This fund became active after the start of FY 2012/13.

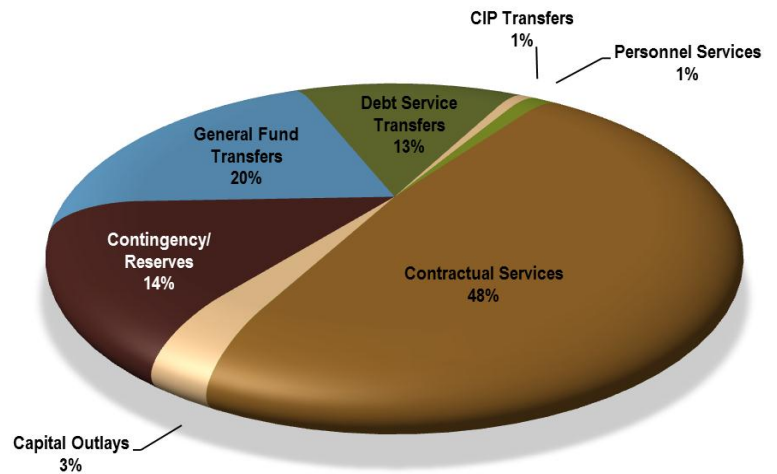
Tourism Development Fund Sources (in millions)

Transient Occupancy (Bed) Tax	\$	14.0
Scottsdale Princess Lease		1.6
Hospitality Trolley Donations		0.1
<b>Total Revenue</b>	<b>\$</b>	<b>15.7</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>15.7</b>



Tourism Development Fund Uses (in millions)

Personnel Services	\$	0.2
Contractual Services		8.6
Commodities		0.0
Capital Outlays		0.5
Contingency/Reserves		2.5
<b>Adopted Budget</b>	<b>\$</b>	<b>11.9</b>
Transfers Out		
General Fund Transfers		3.5
Debt Service Transfers		2.4
CIP Transfers		0.2
<b>Total Uses</b>	<b>\$</b>	<b>18.0</b>



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

## Budget by Fund

## Tourism Development Fund Summary

	Actuals 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
Beginning Fund Balance <sup>(a)</sup>	-	-	-	6,872,180
<b>Revenues</b>				
Bed Tax	-	-	13,385,000	13,989,000
Hospitality Trolley	-	-	90,000	85,000
Scottsdale Fairmont-Princess Hotel	-	-	1,503,200	1,600,000
<i>Subtotal</i>	-	-	14,978,200	15,674,000
<b>Transfers In</b>				
General Fund	-	-	3,018,292	-
<i>Subtotal</i>	-	-	3,018,292	-
<b>Total Sources</b>	-	-	17,996,492	15,674,000
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development				
Marketing - SCVB	-	-	6,692,500	6,994,500
Events & Event Development	-	-	1,063,309	1,200,000
Hospitality Trolley	-	-	180,000	180,000
Administration and Research	-	-	500,000	495,989
Capital - Undesignated	-	-	-	500,000
Merit Program	-	-	-	4,011
<i>Subtotal</i>	-	-	8,435,809	9,374,500
<b>TOTAL OPERATING BUDGET</b>	-	-	8,435,809	9,374,500
<b>Transfers Out</b>				
General Fund	-	-	1,500,000	3,548,000
Debt Service Fund	-	-	1,188,503	2,402,739
CIP - Tourism Projects	-	-	-	150,000
<i>Subtotal</i>	-	-	2,688,503	6,100,739
<b>Total Uses</b>	-	-	11,124,312	15,475,239
Sources Over / (Under) Uses	-	-	6,872,180	198,761
<b>Ending Fund Balance</b>				
Operating Contingency	-	-	-	2,500,000
Unreserved Fund Balance	-	-	-	4,570,941
<b>Total Ending Fund Balance</b>	-	-	6,872,180	7,070,941

<sup>(a)</sup> This was a new fund beginning in FY 2012/13.

## Budget by Fund

## Tourism Development Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance <sup>(a)</sup></b>	6,872,180	7,070,941	8,687,741	10,587,441	12,867,341
<b>Revenues</b>					
Bed Tax	13,989,000	14,716,000	15,364,000	16,132,000	16,939,000
Hospitality Trolley	85,000	85,000	85,000	85,000	85,000
Scottsdale Fairmont-Princess Hotel	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
<b>Subtotal</b>	<b>15,674,000</b>	<b>16,401,000</b>	<b>17,049,000</b>	<b>17,817,000</b>	<b>18,624,000</b>
<b>Transfers In</b>					
General Fund	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>15,674,000</b>	<b>16,401,000</b>	<b>17,049,000</b>	<b>17,817,000</b>	<b>18,624,000</b>
<b>Expenditures</b>					
<b>Division</b>					
Community & Economic Development					
Marketing - SCVB	6,994,500	7,358,000	7,682,000	8,066,000	8,469,500
Events & Event Development	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Hospitality Trolley	180,000	180,000	180,000	180,000	180,000
Administration and Research	495,989	496,900	496,900	496,900	496,900
Capital - Undesignated	500,000	500,000	500,000	500,000	500,000
Merit Program	4,011	3,100	3,100	3,100	3,100
<b>Subtotal</b>	<b>9,374,500</b>	<b>9,738,000</b>	<b>10,062,000</b>	<b>10,446,000</b>	<b>10,849,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>9,374,500</b>	<b>9,738,000</b>	<b>10,062,000</b>	<b>10,446,000</b>	<b>10,849,500</b>
<b>Transfers Out</b>					
General Fund	3,548,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service Fund	2,402,739	3,546,200	3,587,300	3,591,100	3,593,800
CIP - Tourism Projects	150,000	-	-	-	-
<b>Subtotal</b>	<b>6,100,739</b>	<b>5,046,200</b>	<b>5,087,300</b>	<b>5,091,100</b>	<b>5,093,800</b>
<b>Total Uses</b>	<b>15,475,239</b>	<b>14,784,200</b>	<b>15,149,300</b>	<b>15,537,100</b>	<b>15,943,300</b>
<b>Sources Over / (Under) Uses</b>	<b>198,761</b>	<b>1,616,800</b>	<b>1,899,700</b>	<b>2,279,900</b>	<b>2,680,700</b>
<b>Ending Fund Balance</b>					
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	4,570,941	6,187,741	8,087,441	10,367,341	13,048,041
<b>Total Ending Fund Balance</b>	<b>7,070,941</b>	<b>8,687,741</b>	<b>10,587,441</b>	<b>12,867,341</b>	<b>15,548,041</b>

<sup>(a)</sup> This was a new fund beginning in FY 2012/13.

### Tourism Development Revenues

There are three main revenue sources for the Tourism Development Fund: Transient Occupancy (Bed) Tax, lease revenue from the Scottsdale Fairmont-Princess Hotel and Hospitality Trolley sponsorship revenue. More specific information on these revenues is detailed below.

#### Transient Occupancy (Bed) Tax

Transient Occupancy ("Bed") Tax 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. Prior to FY 2012/13 Bed Tax revenue was accounted for in the General Fund. More detailed history on bed tax receipts can be found in the General Fund section.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	14.0	14.0 *
2012/13	-	13.4 *
2011/12	-	-
2010/11	-	-
2009/10	-	-

#### Scottsdale Fairmont - Princess Hotel Lease

The Fairmont Scottsdale Princess Hotel has a ground lease agreement with the City of Scottsdale. During the current period of the lease, the Princess Hotel shall pay a rate of 1.25 percent of all hotel gross sales at or above seventy five million dollars in addition to a set amount of \$1.5 million annually.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.6	1.6 *
2012/13	-	1.5 *
2011/12	-	-
2010/11	-	-
2009/10	-	-

#### Hospitality Trolley Donations

This revenue comes from businesses who participate in the Hospitality Trolley route. In exchange for payment, advertising is available on the trolleys. Prior to FY 2012/13 this revenue was captured in the General Fund as part of Other Miscellaneous Revenue

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.1	0.1 *
2012/13	-	0.1 *
2011/12	-	-
2010/11	-	-
2009/10	-	-



### Tourism Development Expenses

Tourism Development Fund expenditures are presented by four major expenditure categories: personnel services, contractual services, commodities, and capital outlay. In addition, there are also 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, and healthcare. The adopted FY 2013/14 personnel services budget of \$0.2 million is unchanged from the FY 2012/13 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.2	0.2 *
2012/13	-	0.2 *
2011/12	-	-
2010/11	-	-
2009/10	-	-

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city divisions. The adopted FY 2013/14 contractual services budget of \$8.6 million is an increase of \$0.4 million, or 5 percent from the FY 2012/13 year-end forecast. Of this budgeted amount, \$7.0 million is for the Destination Marketing Contract with the Scottsdale Convention and Visitors Bureau, which is an increase of \$0.3 million from the FY 2012/13 year-end forecast. The amount of this contract is equal to 50 percent of the annual bed tax receipts.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	8.6	8.6 *
2012/13	-	8.2 *
2011/12	-	-
2010/11	-	-
2009/10	-	-

#### Capital Outlay

Capital Outlays are typically one-time expenses and include 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 \$10,000 or more, and be a betterment or improvement. The FY 2013/14 adopted budget includes an allowance of \$500,000 in the event that capital purchases arise over the course of the fiscal year.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.5	0.5 *
2012/13	-	- *
2011/12	-	-
2010/11	-	-
2009/10	-	-

**Transfers-Out**

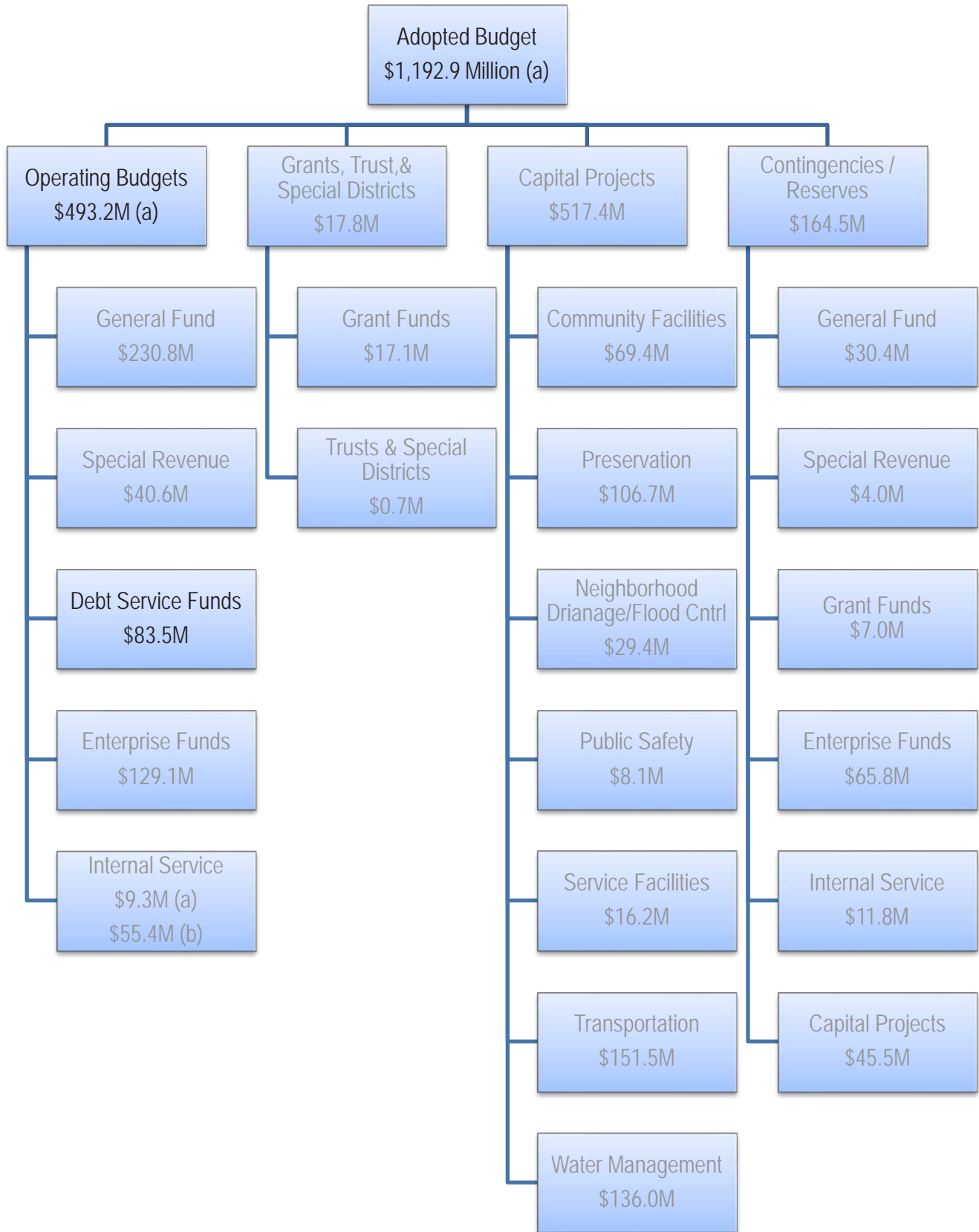
Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2013/14 budget includes \$6.1 million in transfers out, of which \$1.5 million is a transfer to the General Fund for bed tax support, \$2.0 million is a transfer to the General Fund to cover an anticipated shortfall in WestWorld revenues based on the disruption anticipated from the final construction of the Tony Nelssen Equestrian Center, \$2.4 million is a transfer to the Debt Service Fund to cover debt expenses related to tourism funded projects, and \$0.1 million is a transfer to the CIP fund to fund tourism projects.

---

**Tourism Fund Balance**

The adopted FY 2013/14 Tourism Fund ending balance is \$7.1 million.

---



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M



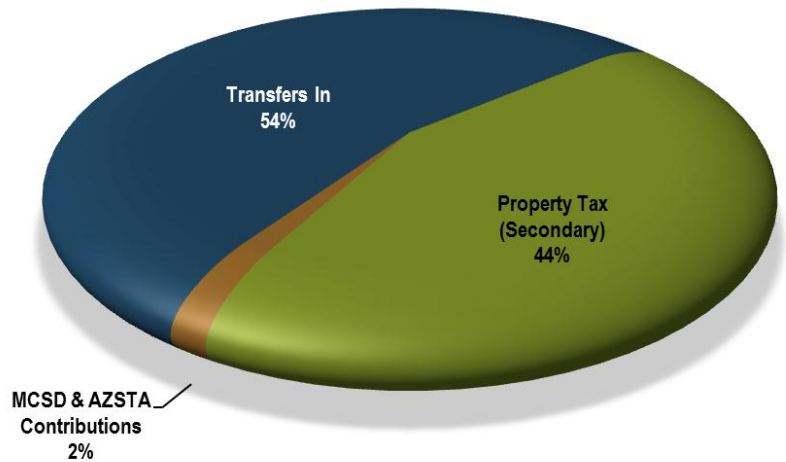
FY 2013/14 Adopted Budget

**Fund Purpose**

This fund accounts for the accumulation of resources for, and the payment of, long-term debt principal and interest not serviced by the proprietary funds, with the exception of the General Fund. The General Fund includes Contracts Payable 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.

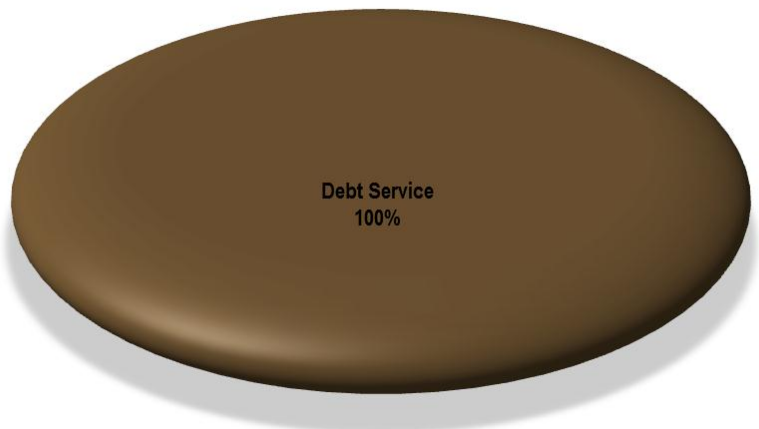
**Debt Service Fund Sources (in millions)**

Property Tax (Secondary)	\$	36.7
MCS&D & AZSTA Contributions		1.4
<b>Total Revenue</b>	<b>\$</b>	<b>38.1</b>
Transfers In		45.2
<b>Total Sources</b>	<b>\$</b>	<b>83.2</b>



**Debt Service Fund Uses (in millions)**

Personnel Services	\$	-
Contractual Services		-
Commodities		-
Capital Outlay		-
Debt Service		83.5
<b>Adopted Budget</b>	<b>\$</b>	<b>83.5</b>
Transfers Out		
General Fund Transfers		-
CIP Transfers		-
Other Transfers		-
<b>Total Uses</b>	<b>\$</b>	<b>83.5</b>



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

## Budget by Fund

## Debt Service Funds Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
G.O. Debt Service	6,787,124	6,787,124	5,789,012	5,930,653
MPC Excise Debt	9,357,028	8,372,989	9,087,891	9,477,232
SPA Debt Service	36,644	36,644	-	-
Special Assessment Debt	516,705	516,705	429,351	206,316
<b>Total Beginning Fund Balance</b>	<b>16,697,501</b>	<b>15,713,462</b>	<b>15,306,255</b>	<b>15,614,202</b>
<b>Revenues and Other Sources</b>				
Property Tax (Secondary)	36,567,777	36,701,738	36,701,738	36,712,519
Special Assessments	719,994	771,321	548,286	-
MCSD and AZSTA Contributions	708,254	678,167	1,106,485	1,238,750
Spring Exhibition Surcharge	158,555	145,000	145,000	145,000
Miscellaneous - GO Preserve	2,522,663	-	2,427,084	-
Miscellaneous - MPC	43	-	-	-
Miscellaneous - Special Assessment	5	-	-	-
Miscellaneous - SPA	16	-	-	-
<b>Subtotal</b>	<b>40,677,308</b>	<b>38,296,226</b>	<b>40,928,593</b>	<b>38,096,269</b>
<b>Transfers In</b>				
Preservation Privilege Tax Fund - G.O. Bonds	14,716,658	22,139,617	19,332,030	24,396,795
Preservation Privilege Tax Fund - Rev Bonds	6,464,623	6,486,113	6,486,113	6,474,913
General Fund - MPC Bonds	7,594,863	10,250,971	8,097,268	11,878,185
Tourism Fund - MPC Bonds	600,000	1,500,000	1,188,503	2,402,739
<b>Subtotal</b>	<b>29,376,144</b>	<b>40,376,701</b>	<b>35,103,913</b>	<b>45,152,632</b>
<b>Total Sources</b>	<b>70,053,452</b>	<b>78,672,927</b>	<b>76,032,506</b>	<b>83,248,902</b>
<b>Debt Service by Type</b>				
General Obligation Bonds	37,011,030	36,710,417	36,560,097	36,712,519
Preserve G. O. Bonds	17,794,180	22,139,617	19,332,030	24,396,795
Special Assessment Bonds	801,075	767,325	767,325	-
Special Assessment - Series 104	6,278	3,996	3,996	-
Preserve Revenue Bonds (SPA)	6,501,283	6,486,113	6,486,113	6,474,913
MPC Bonds	9,330,852	12,613,115	10,147,915	15,871,613
<b>Subtotal</b>	<b>71,444,698</b>	<b>78,720,583</b>	<b>73,297,476</b>	<b>83,455,841</b>
<b>Total Operating Budget</b>	<b>71,444,698</b>	<b>78,720,583</b>	<b>73,297,476</b>	<b>83,455,841</b>
<b>Transfers Out</b>				
GO Bond Premium to Preserve Fund	-	-	2,427,084	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>2,427,084</b>	<b>-</b>
<b>Total Uses</b>	<b>71,444,698</b>	<b>78,720,583</b>	<b>75,724,560</b>	<b>83,455,841</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,391,246)</b>	<b>(47,656)</b>	<b>307,947</b>	<b>(206,939)</b>
<b>Ending Fund Balance</b>				
G.O. Debt Service	5,789,012	6,778,445	5,930,653	5,930,653
MPC Excise Debt	9,087,891	8,334,012	9,477,232	9,270,293
SPA	-	36,644	-	-
Special Assessment Debt	429,351	516,705	206,316	206,316
<b>Total Ending Fund Balance</b>	<b>15,306,255</b>	<b>15,665,806</b>	<b>15,614,202</b>	<b>15,407,263</b>

# Budget by Fund

# Debt Service Funds Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
G.O. Debt Service	5,930,653	5,930,653	5,930,653	5,930,653	5,930,653
MPC Excise Debt	9,477,232	9,270,293	9,367,493	8,140,993	8,753,393
SPA Debt Service	-	-	-	-	-
Special Assessment Debt	206,316	206,316	206,316	206,316	206,316
<b>Total Beginning Fund Balance</b>	<b>15,614,202</b>	<b>15,407,263</b>	<b>15,504,463</b>	<b>14,277,963</b>	<b>14,890,363</b>
<b>Revenues and Other Sources</b>					
Property Tax (Secondary)	36,712,519	35,566,900	33,956,800	34,832,000	34,910,100
Special Assessments	-	-	-	-	-
MCS D and AZSTA Contributions	1,238,750	1,269,700	1,301,500	4,148,800	4,622,300
Spring Exhibition Surcharge	145,000	145,000	145,000	145,000	145,000
Miscellaneous - GO Preserve	-	-	-	-	-
Miscellaneous - MPC	-	-	-	-	-
Miscellaneous - Special Assessment	-	-	-	-	-
Miscellaneous - SPA	-	-	-	-	-
<b>Subtotal</b>	<b>38,096,269</b>	<b>36,981,600</b>	<b>35,403,300</b>	<b>39,125,800</b>	<b>39,677,400</b>
<b>Transfers In</b>					
Preservation Privilege Tax Fund - G.O. Bonds	24,396,795	25,446,100	25,485,600	24,782,900	26,210,800
Preservation Privilege Tax Fund - Rev Bonds	6,474,913	6,476,300	6,489,100	6,116,400	6,130,500
General Fund - MPC Bonds	11,878,185	12,675,200	12,797,300	12,904,000	13,027,300
Tourism Fund - MPC Bonds	2,402,739	3,546,200	3,587,300	3,591,100	3,593,800
<b>Subtotal</b>	<b>45,152,632</b>	<b>48,143,800</b>	<b>48,359,300</b>	<b>47,394,400</b>	<b>48,962,400</b>
<b>Total Sources</b>	<b>83,248,902</b>	<b>85,125,400</b>	<b>83,762,600</b>	<b>86,520,200</b>	<b>88,639,800</b>
<b>Debt Service by Type</b>					
General Obligation Bonds	36,712,519	35,566,900	33,956,800	34,832,000	34,910,100
Preserve G. O. Bonds	24,396,795	25,446,100	25,485,600	24,782,900	26,210,800
Special Assessment Bonds	-	-	-	-	-
Special Assessment - Series 104	-	-	-	-	-
Preserve Revenue Bonds (SPA)	6,474,913	6,476,300	6,489,100	6,116,400	6,130,500
MPC Bonds	15,871,613	17,538,900	19,057,600	20,176,500	21,058,500
<b>Subtotal</b>	<b>83,455,841</b>	<b>85,028,200</b>	<b>84,989,100</b>	<b>85,907,800</b>	<b>88,309,900</b>
<b>Total Operating Budget</b>	<b>83,455,841</b>	<b>85,028,200</b>	<b>84,989,100</b>	<b>85,907,800</b>	<b>88,309,900</b>
<b>Transfers Out</b>					
GO Bond Premium to Preserve Fund	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>83,455,841</b>	<b>85,028,200</b>	<b>84,989,100</b>	<b>85,907,800</b>	<b>88,309,900</b>
<b>Sources Over/(Under) Uses</b>	<b>(206,939)</b>	<b>97,200</b>	<b>(1,226,500)</b>	<b>612,400</b>	<b>329,900</b>
<b>Ending Fund Balance</b>					
G.O. Debt Service	5,930,653	5,930,653	5,930,653	5,930,653	5,930,653
MPC Excise Debt	9,270,293	9,367,493	8,140,993	8,753,393	9,083,293
SPA	-	-	-	-	-
Special Assessment Debt	206,316	206,316	206,316	206,316	206,316
<b>Total Ending Fund Balance</b>	<b>15,407,263</b>	<b>15,504,463</b>	<b>14,277,963</b>	<b>14,890,363</b>	<b>15,220,263</b>

**Debt Service Fund Sources****Property Tax (Secondary)**

Property Tax (Secondary) represents the portion of the property tax that is limited to pay debt service. While the growth is unlimited, the city's use of this portion of the property tax is restricted by State Statute to solely pay debt service on voter-approved general obligation bonds. The FY 2013/14 revenue of \$36.7 million is flat with the FY 2012/13 year-end forecast of \$36.7 million, since General Obligation debt service will remain relatively consistent with FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	36.7	36.7 *
2012/13	36.7	36.7 *
2011/12	37.0	36.6
2010/11	37.9	37.5
2009/10	31.8	31.6

**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. Expenditure appropriations to construct the specific capital improvements and to pay the debt service on bonds is included as part of the city's budget. The property owners repay the debt service 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 Assessments**

Scottsdale currently has improvement districts with special assessments levied on property owners to pay debt associated with improvements. There will be no assessments levied to collect payments towards debt service for FY 2013/14, since debt associated with improvement district has been fully paid effective FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	0.8	0.8 *
2011/12	0.8	0.5
2010/11	0.8	0.7
2009/10	0.9	0.7



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

Maricopa County Stadium District (MCSD) and Arizona Sports and Tourism Authority (AZSTA) contributions are made to the city to pay debt service associated with the Cactus League spring training facilities (San Francisco Giants professional baseball practice facility). MCSD contributions are derived from a \$2.50 surcharge on car rentals in Maricopa County 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).

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.2	1.2 *
2012/13	0.7	1.1 *
2011/12	1.1	0.7
2010/11	0.3	-
2009/10	0.6	0.1

**Spring Exhibition Surcharge**

Spring Exhibition Surcharge represents the \$1 ticket surcharge assessed on San Francisco Giants spring training games held in Scottsdale. The FY 2013/14 budgeted revenue is \$0.1 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*
2013/14	0.1	0.1 *
2012/13	0.1	0.1 *
2011/12	0.2	0.2
2010/11	0.1	0.2
2009/10	0.1	0.1

**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 Tourism Development Fund for MPC debt service payments, 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 2013/14 equal \$45.2 million, consisting of \$24.4 million from Preservation Privilege Tax Fund-G.O. Bonds, \$6.5 million from Preservation Privilege Tax Fund-Revenue Bonds, \$11.9 million from General Fund-MPC Bonds, and \$2.4 million from Tourism Development-MPC Bonds/Bed Tax Funds.

**Debt Service Fund Expenditures by Debt Type****General Obligation (GO)/Preserve GO**

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 debt is repaid by a dedicated 0.20 percent sales tax authorized by voters in 1995 and a 0.15 percent sales tax authorized in 2004. The FY 2013/14 budget totals \$61.1 million, which represents an increase of approximately \$5.2 million from the FY 2012/13 year-end forecast of \$55.9 million. The increase in debt service can be attributed to the inclusion of a full year of debt service payments for the 2013 GO Preserve bond issuance, principal payments due for the 2005 GO Preserve Refunding bonds, and the planned 2014 issuance of GO Preserve debt to finance Preserve land acquisitions

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	61.1	61.1 *
2012/13	58.9	55.9 *
2011/12	57.2	54.8
2010/11	57.5	53.5
2009/10	51.3	50.1

**Special Assessment Bonds**

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 appropriation to construct the specific capital improvements and to pay the debt service on bonds is included as part of the City's budget. The property owners repay the debt service through a special assessment on their improved property. The last debt service payments occurred in FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	0.8	0.8 *
2011/12	0.8	0.8
2010/11	0.8	0.8
2009/10	0.9	0.9

**Preserve Authority Revenue Bonds**

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 2013/14 total \$6.5 million which is unchanged from the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	6.5	6.5 *
2012/13	6.5	6.5 *
2011/12	6.5	6.5
2010/11	6.7	5.9
2009/10	6.7	6.7

**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 and Tourism Development Fund bed tax receipts. Obligations for FY 2013/14 total \$15.9 million, a \$5.7 million increase over FY 2012/13 year-end forecast due to the full year debt service related to the debt to pay off the Scottsdale Fashion Square Garage and the Tony Nelssen Equestrian Center project as well as a proposed new bond issuance for the Western Art Museum in FY 2013/14.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	15.9	15.9 *
2012/13	12.6	10.1 *
2011/12	9.9	9.3
2010/11	7.9	7.6
2009/10	7.9	7.9

**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 2013/14 fund balance is approximately \$15.4 million, which is slightly lower than the FY 2012/13 forecasted ending balance of \$15.6 million.

# Budget by Fund

# Debt Service Expense - All Funds

## Debt Service Expense - All Funds

	Budget 2012/13	Forecast 2012/13	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Final Payment Date
<b>General Fund</b>								
<b>Contracts Payable</b>								
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	231,166	231,166	2032
BOR Administration/Westworld	127,628	127,628	134,010	140,710	147,746	155,133	162,889	2033
BOR Administration/TPC	127,628	127,628	134,010	140,710	147,746	155,133	162,889	2035
Nordstrom Garage Lease	3,024,267	1,263,370	-	-	-	-	-	2013
Nordstrom Garage Sales Tax	65,022	27,163	-	-	-	-	-	2013
Hotel Valley Ho	113,631	113,631	112,038	116,500	121,200	126,000	131,000	2019
Stacked 40's/Lund - Retail Sales Tax Rebate	-	-	-	1,437,561	224,228	233,197	242,525	2024
Stacked 40's/Lund - Construction Sales Tax Rebate	-	-	-	50,000	-	-	-	2024
<b>Total General Fund Contracts Payable</b>	<b>3,689,342</b>	<b>1,890,586</b>	<b>611,224</b>	<b>2,116,647</b>	<b>872,086</b>	<b>900,629</b>	<b>930,469</b>	
<b>Leases</b>								
Police/Fire Radio Communication	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2020
<b>Total Certificates of Participation and Leases</b>	<b>2,548,679</b>	<b>2,548,679</b>	<b>2,548,679</b>	<b>2,548,679</b>	<b>2,548,679</b>	<b>2,548,679</b>	<b>2,548,679</b>	
<b>Total General Fund</b>	<b>6,238,021</b>	<b>4,439,265</b>	<b>3,159,903</b>	<b>4,665,326</b>	<b>3,420,765</b>	<b>3,449,308</b>	<b>3,479,148</b>	
<b>Debt Service Funds</b>								
<b>General Obligation Bonds - Property Tax (Secondary) Supported</b>								
1997 G.O. Refunding Bonds	1,398,275	1,398,275	1,424,250	-	-	-	-	2014
2002 G.O. Refunding Bonds	6,316,000	6,316,000	6,319,500	6,334,250	609,000	-	-	2016
2003 G.O. Refunding Bonds (\$16.265M 9/03)	1,424,844	1,424,844	-	-	-	-	-	2013
2004 G.O. Var. Purpose (\$48M 4/04)	2,088,125	419,000	4,419,000	5,694,000	-	-	-	2015
2005 G.O. Refunding Bonds (\$8.542M 3/05)	4,591,250	4,591,250	1,601,250	-	-	-	-	2014
2005A G.O. Var. Purpose (\$125M 12/05)	10,295,750	10,295,750	10,520,750	10,720,750	11,895,750	12,495,750	12,545,750	2024
2008A G.O. Var. Purpose (\$100M 4/08)	7,437,469	7,437,469	7,612,531	7,828,656	8,400,031	8,750,031	9,041,782	2028
2010 G.O. Var. Purpose (\$50.8 4/10)	2,958,125	2,958,125	3,035,125	3,147,625	3,255,625	3,409,125	3,506,625	2030
2011 G.O. Refunding Bonds	191,900	191,900	191,900	191,900	1,601,900	1,601,400	1,617,200	2018
2012 G.O. Refunding Bonds	-	1,518,805	1,579,893	1,641,711	8,186,428	8,567,628	8,191,178	2021
Fiscal Agent Fees and Arbitrage Fees	8,680	8,680	8,320	8,050	8,050	8,050	7,600	
<b>Total General Obligation Bonds</b>	<b>36,710,417</b>	<b>36,560,097</b>	<b>36,712,519</b>	<b>35,566,942</b>	<b>33,956,784</b>	<b>34,831,984</b>	<b>34,910,135</b>	
<b>Preserve General Obligation Bonds - Preserve Sales Tax Supported</b>								
2002 G.O. Refunding Bonds Preserve	360,693	360,693	360,693	360,692	3,430,693	1,832,193	1,822,192	2019
2004 G.O. Preserve (\$65.4M 4/04)	4,418,300	2,310,000	2,205,000	-	-	-	-	2014
2005 G.O. Refunding Bonds Preserve (\$66.088M 3/05)	2,838,128	2,838,128	5,843,128	7,532,878	7,550,628	7,570,903	7,589,928	2024
2005B G.O. Bonds Preserve (\$20M 12/05)	1,655,369	1,655,369	1,631,619	1,631,619	1,629,119	1,624,119	1,616,619	2024
2008B G.O. Bonds Preserve (\$20M 04/08)	1,319,531	1,319,531	1,327,469	1,334,594	1,339,469	1,340,469	1,338,907	2034
2011 G.O. Bonds Preserve	1,687,800	1,687,800	1,680,150	1,672,050	863,500	1,673,500	1,661,100	2034
2011 G.O. Refunding Bonds Preserve	4,978,400	4,978,400	4,434,050	4,434,050	2,773,350	2,842,850	2,883,250	2024
2012 G.O. Bonds Preserve (\$50M 02/12)	1,601,250	1,601,250	1,601,250	1,601,250	1,601,250	1,601,250	3,001,250	2034
2012 G.O. Refunding Bonds Preserve	-	1,660,879	1,730,682	1,808,764	1,581,047	1,581,047	1,581,047	2025
2013 G.O. Bonds Preserve (\$75M 02/13)	3,278,326	918,160	2,395,200	3,395,200	2,365,200	2,365,200	2,365,200	2034
Fiscal Agent Fees	1,820	1,820	3,530	3,300	3,300	3,300	3,300	
Future G.O. Bond: \$75M issue Jan 2014	-	-	1,184,025	3,368,050	2,348,050	2,348,050	2,348,050	2034
<b>Preserve General Obligation Bonds - Preserve Sales Tax Supported</b>	<b>22,139,617</b>	<b>19,332,030</b>	<b>24,396,795</b>	<b>25,446,147</b>	<b>25,485,606</b>	<b>24,782,881</b>	<b>26,210,843</b>	
<b>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</b>								
2004 Scottsdale Preserve Revenue Refunding Bonds	3,475,750	3,475,750	3,462,750	3,473,250	3,480,750	-	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	1,599,063	1,599,063	1,599,063	1,599,062	1,599,063	4,709,063	4,725,763	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	1,404,800	1,404,800	1,406,600	1,397,500	1,402,800	1,401,800	1,399,200	2022
Fiscal Agent Fees	6,500	6,500	6,500	6,500	6,500	5,500	5,500	
<b>Total Scottsdale Preserve Authority Bonds</b>	<b>6,486,113</b>	<b>6,486,113</b>	<b>6,474,913</b>	<b>6,476,312</b>	<b>6,489,113</b>	<b>6,116,363</b>	<b>6,130,463</b>	
<b>McDowell Sonoran Preserve Contract - Preserve Sales Tax Supported (1995 tax)</b>	<b>955,500</b>	<b>955,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	2013
<b>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</b>								
2004A MPC SkySong	1,320,550	1,320,550	1,320,150	1,322,650	1,322,400	104,400	1,384,400	2019
2006 MPC Refunding SkySong	1,498,250	1,498,250	1,498,250	1,498,250	1,498,250	2,703,250	1,438,000	2034
2005 MPC Spring Training MCSD and AZSTA funded	862,144	862,144	1,590,689	1,317,489	2,672,883	3,681,383	4,437,445	2021
2005D MPC WW/TPC Land Acquisition 80-acres (\$46.5M)	506,250	506,250	1,095,000	1,153,750	1,207,500	131,250	131,250	2035
2005D MPC WW/TPC Land Acquisition 80-acres Tourism Funded	600,000	600,000	600,000	600,000	600,000	600,000	600,000	2035
2006 MPC Refunding WW/TPC Land Acquisition 80-acres	1,274,250	1,274,250	1,274,250	1,274,250	1,274,250	2,379,250	2,419,000	2030
2006A MPC TPC (\$10M)	648,706	648,706	647,106	650,106	644,356	646,356	649,356	2031
2006B MPC WW/TPC Land Acquisition 52- and 17-acres (\$32.5M)	2,362,594	2,362,594	2,372,594	2,380,594	2,375,594	2,404,594	2,418,344	2031
2013A MPC SFS Garage Payoff (\$31M)	-	452,008	2,009,150	2,069,250	2,132,650	2,196,900	2,260,400	2028
2013B MPC McDowell Golf (\$1.625M)	115,486	22,875	104,675	108,325	106,325	103,825	106,325	2033
2013C MPC TNEC (\$41.935M)	1,250,451	-	1,545,225	1,543,925	1,524,125	1,505,375	1,479,375	2033
2013C MPC TNEC Tourism funded	900,000	588,503	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	2033
Fiscal Agent Fees	11,785	11,785	11,785	11,785	11,785	11,785	11,785	
Future Bonds - TNEC (\$3.5M and \$3.5M Reserve Aug 2014) Excise Tax funded	-	-	-	465,550	480,679	480,328	480,045	2034
Future Bonds - TPC (\$16.2M Aug 2014) Excise Tax funded	1,262,649	-	-	173,000	173,000	173,000	173,000	2034
Future Bonds - TPC (\$16.2M Aug 2014) Tourism (Princess) funded	-	-	-	846,226	887,329	891,113	893,791	2034
Future Bonds - Western Art Museum (\$15.0M Jan 2014) Tourism funded	-	-	602,739	900,000	900,000	900,000	900,000	2033
Future Bonds - Western Art Museum (\$15.0M Jan 2014) Excise Tax funded	-	-	-	23,774	46,434	63,671	76,006	2033
<b>Subtotal:</b>								
<i>MPC - General Fund/Excise Tax funded</i>	<i>10,250,971</i>	<i>8,097,268</i>	<i>11,878,185</i>	<i>12,675,209</i>	<i>12,797,348</i>	<i>12,903,984</i>	<i>13,027,286</i>	
<i>MPC - Tourism funded</i>	<i>1,500,000</i>	<i>1,188,503</i>	<i>2,402,739</i>	<i>3,546,226</i>	<i>3,587,329</i>	<i>3,591,113</i>	<i>3,593,791</i>	
<i>MPC - MCSD and AZSTA funded</i>	<i>862,144</i>	<i>862,144</i>	<i>1,590,689</i>	<i>1,317,489</i>	<i>2,672,883</i>	<i>3,681,383</i>	<i>4,437,445</i>	
<b>Total Municipal Property Corp. Bonds</b>	<b>12,613,115</b>	<b>10,147,915</b>	<b>15,871,613</b>	<b>17,538,924</b>	<b>19,057,560</b>	<b>20,176,480</b>	<b>21,058,522</b>	

# Budget by Fund

# Debt Service Expense - All Funds

Debt Service Expense - All Funds								Final
	Budget	Forecast	Adopted	Forecast	Forecast	Forecast	Forecast	Payment
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Date
<u>Special Assessments</u>								
Series 104 Contract	3,996	3,996	-	-	-	-	-	2013
Existing Districts (excluding ID 104)	766,875	766,875	-	-	-	-	-	2013
Fiscal Agent Fees	450	450	-	-	-	-	-	
Total Special Assessments	771,321	771,321	-	-	-	-	-	
<b>Total Debt Service Funds</b>	<b>79,676,083</b>	<b>74,252,976</b>	<b>83,455,841</b>	<b>85,028,325</b>	<b>84,989,063</b>	<b>85,907,708</b>	<b>88,309,963</b>	
<u>Water and Sewer Funds</u>								
<u>Water Sewer Revenue Bonds</u>								
2004 Water Sewer Revenue Refunding Bonds	3,174,100	3,174,100	1,039,100	1,043,600	1,050,000	-	-	2016
2008 Water Sewer Revenue Refunding Bonds	1,831,563	1,831,563	3,939,038	3,495,838	3,491,638	4,549,438	4,564,688	2014
Fiscal Agent Fees	850	850	850	750	750	300	300	
Total Water Sewer Revenue Bonds	5,006,513	5,006,513	4,978,988	4,540,188	4,542,388	4,549,738	4,564,988	
<u>Municipal Property Corp. (MPC) Bonds</u>								
2004 MPC Bonds	3,768,250	3,768,250	3,722,250	-	-	-	-	2014
2005E MPC Bonds	3,171,500	3,171,500	3,166,500	3,155,250	3,417,750	-	-	2016
2006 MPC Refunding Bonds	5,525,500	5,525,500	5,525,500	9,125,500	9,090,500	12,693,250	12,626,500	2030
2008A MPC Bonds	7,566,625	7,566,625	7,571,625	7,569,125	7,584,125	7,565,375	7,589,125	2032
2010 MPC Bonds	3,666,500	3,666,500	3,797,500	3,929,900	4,056,300	4,196,700	4,350,300	2036
Fiscal Agent Fees	10,125	10,125	10,125	8,125	8,125	6,825	6,825	
Future Revenue Bonds - Water/Sewer (\$20M 01/2014)	-	-	731,376	1,056,458	1,073,558	1,091,046	1,108,675	2038
Future Revenue Bonds - Water/Sewer (\$20M 01/2016)	-	-	-	-	752,618	1,098,095	1,114,084	2040
Fiscal Agent Fees (Future Bonds @ \$1,000/bond)	-	-	1,000	1,000	2,000	2,000	2,000	
Total MPC Bonds - Water and Sewer Supported	23,708,500	23,708,500	24,525,876	24,845,358	25,984,976	26,653,291	26,797,509	
<b>Total Water and Sewer Funds</b>	<b>28,715,013</b>	<b>28,715,013</b>	<b>29,504,864</b>	<b>29,385,546</b>	<b>30,527,364</b>	<b>31,203,029</b>	<b>31,362,497</b>	
<b>Total Debt Service</b>	<b>114,629,117</b>	<b>107,407,254</b>	<b>116,120,608</b>	<b>119,079,197</b>	<b>118,937,192</b>	<b>120,560,045</b>	<b>123,151,609</b>	

Long-Term Debt Outstanding - All Funds As of 6/30/13 through 6/30/17						
	Balance at 6/30/13	Balance at 6/30/14	Balance at 6/30/15	Balance at 6/30/16	Balance at 6/30/17	Final Payment Date
<b>General Fund</b>						
<u>Contracts Payable</u>						
U.S. Corps of Engineers - IBW	2,516,868	2,414,464	2,306,821	2,193,671	2,074,732	2032
BOR Administration/Westworld	4,431,154	4,297,145	4,156,434	4,008,689	3,853,556	2033
BOR Administration/TPC	5,160,067	5,026,057	4,885,347	4,737,602	4,582,469	2035
Total General Fund Contracts Payable	12,108,089	11,737,666	11,348,602	10,939,962	10,510,757	
<u>Certificates of Participation</u>						
2010 Certificates of Participation - Public Safety Communications	16,002,471	13,913,555	11,762,134	9,546,338	7,264,240	2020
Total Certificates of Participation	16,002,471	13,913,555	11,762,134	9,546,338	7,264,240	
<b>Total General Fund</b>	<b>28,110,560</b>	<b>25,651,221</b>	<b>23,110,736</b>	<b>20,486,300</b>	<b>17,774,997</b>	
<b>Debt Service Funds</b>						
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>						
1997 G.O. Refunding Bonds	1,350,000	-	-	-	-	2014
2002 G.O. Refunding Bonds	12,290,000	6,585,000	580,000	-	-	2016
2004 G.O. Var. Purpose	9,475,000	5,475,000	-	-	-	2015
2005 G.O. Refunding Bonds	1,525,000	-	-	-	-	2014
2005A G.O. Var. Purpose	99,750,000	93,750,000	87,250,000	79,250,000	70,250,000	2024
2008A G.O. Var. Purpose	96,925,000	93,575,000	89,900,000	85,525,000	80,625,000	2028
2010 G.O. Var. Purpose Bonds	47,650,000	46,400,000	45,000,000	43,450,000	41,700,000	2030
2011 G.O. Refunding Bonds	4,445,000	4,445,000	4,445,000	3,035,000	1,555,000	2018
2012 G.O. Refunding Bonds	38,434,416	38,321,740	38,144,993	31,419,993	24,074,993	2021
Total General Obligation Bonds	311,844,416	288,551,740	265,319,993	242,679,993	218,204,993	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>						
2002 G.O. Refunding Bonds-Preserve	8,100,000	8,100,000	8,100,000	5,030,000	3,405,000	2019
2004 G.O. Preserve	2,100,000	-	-	-	-	2014
2005 G.O. Refunding Bonds-Preserve	66,090,000	63,085,000	58,240,000	53,135,000	47,780,000	2024
2005B G.O. Bonds-Preserve	13,900,000	12,900,000	11,850,000	10,750,000	9,600,000	2024
2008B G.O. Bonds-Preserve	17,625,000	17,075,000	16,500,000	15,900,000	15,275,000	2034
2011 G.O. Bonds-Preserve	21,030,000	20,260,000	19,475,000	19,475,000	18,665,000	2034
2011 G.O. Refunding Bonds-Preserve	29,060,000	25,850,000	24,240,000	22,530,000	20,665,000	2024
2012 G.O. Bonds-Preserve	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	2034
2012 G.O. Refunding Bonds-Preserve	44,385,584	44,243,260	44,020,007	44,020,007	44,020,007	2025
2013 G.O. Bonds-Preserve	75,000,000	75,000,000	74,000,000	74,000,000	74,000,000	2034
Future G.O. Bonds	-	75,000,000	74,000,000	74,000,000	74,000,000	2034
Total Preserve General Obligation Bonds	327,290,584	391,513,260	380,425,007	368,840,007	357,410,007	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>						
2004 Scottsdale Preserve Revenue Refunding Bonds	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	29,745,000	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	10,155,000	9,185,000	8,195,000	7,170,000	6,105,000	2022
Total Scottsdale Preserve Authority Bonds	52,465,000	48,505,000	44,365,000	40,025,000	35,850,000	
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>						
2004A MPC SkySong Bonds	5,925,000	4,875,000	3,770,000	2,610,000	2,610,000	2019
2006 MPC Refunding SkySong	29,965,000	29,965,000	29,965,000	29,965,000	28,760,000	2034
2005 MPC Giants Practice Field	23,690,000	23,170,000	22,905,000	21,275,000	18,555,000	2021
2005D MPC WW/TPC Land Acquisition 80-acres	19,025,000	18,200,000	17,275,000	16,250,000	16,250,000	2035
2006 MPC Refunding WW/TPC 80-acres	25,485,000	25,485,000	25,485,000	25,485,000	24,380,000	2030
2006A MPC TPC	8,015,000	7,715,000	7,400,000	7,075,000	6,735,000	2031
2006B MPC WW/TPC Land Acquisition 52- and 17-acres	30,550,000	29,500,000	28,400,000	27,250,000	26,025,000	2031
2013 MPC	65,000,000	62,915,000	60,705,000	58,365,000	55,865,000	2033
Future MPC Bonds	-	14,592,652	36,343,492	34,850,853	33,318,886	2034
Total Municipal Property Corp. Bonds	207,655,000	216,417,652	232,248,492	223,125,853	212,498,886	
<b>Total Debt Service Funds</b>	<b>899,255,000</b>	<b>944,987,652</b>	<b>922,358,492</b>	<b>874,670,853</b>	<b>823,963,886</b>	

Long-Term Debt Outstanding - All Funds						
As of 6/30/13 through 6/30/17						
	Balance at 6/30/13	Balance at 6/30/14	Balance at 6/30/15	Balance at 6/30/16	Balance at 6/30/17	Final Payment Date
<b>Water and Sewer Funds</b>						
<u>Water Sewer Revenue Bonds</u>						
2004 Water Sewer Revenue Refunding Bonds	2,870,000	1,960,000	1,000,000	-	-	2016
2008 Water Sewer Revenue Refunding Bonds	32,645,000	30,315,000	28,335,000	26,280,000	23,085,000	2023
Total Water Sewer Revenue Bonds	35,515,000	32,275,000	29,335,000	26,280,000	23,085,000	
<u>Municipal Property Corp. (MPC) Bonds</u>						
2004 Water & Sewer MPC Bonds	3,545,000	-	-	-	-	2014
2005E Water & Sewer MPC Bonds	8,830,000	6,105,000	3,255,000	-	-	2016
2006 MPC Refunding Water/Sewer MPC Bonds	110,510,000	110,510,000	106,910,000	103,165,000	95,630,000	2030
2008A Water & Sewer MPC Bonds	93,150,000	90,100,000	86,900,000	83,525,000	80,000,000	2032
2010 Water & Sewer MPC Bonds	74,520,000	74,080,000	73,490,000	72,750,000	71,840,000	2036
Future MPC Bonds	-	19,576,997	19,132,844	38,243,480	37,309,649	2040
Total MPC Bonds - Water and Sewer Supported	290,555,000	300,371,997	289,687,844	297,683,480	284,779,649	
<b>Total Water and Sewer Funds</b>	<b>326,070,000</b>	<b>332,646,997</b>	<b>319,022,844</b>	<b>323,963,480</b>	<b>307,864,649</b>	
<b>TOTAL LONG-TERM DEBT OUTSTANDING</b>	<b>1,253,435,560</b>	<b>1,303,285,870</b>	<b>1,264,492,072</b>	<b>1,219,120,633</b>	<b>1,149,603,531</b>	
<b>Sales Tax Agreements</b>						
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.						
Hotel Valley Ho						2020
Stacked 40's						2024

**COMPUTATION OF LEGAL DEBT MARGINS**  
Forecast June 30, 2013

Net Secondary Assessed Valuation Forecasted as of June 30, 2013	\$	5,079,994,629
Debt Limit Equal to 20% of Assessed Valuation		1,015,998,926
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2013):		
1997 Refunding	\$	1,350,000
2002 Refunding		20,390,000
2004		2,100,000
2005 Refunding		67,615,000
2005A		52,500,000
2005B		13,900,000
2008A		96,925,000
2008B		17,625,000
2010		33,800,000
2011		21,030,000
2011 Refunding		33,505,000
2012		50,000,000
2012 Refunding		75,385,584
2013		75,000,000
Net Outstanding Forecasted Bonded Debt Subject to 20% Limit		561,125,584 (A)
<b>Forecasted Legal 20% Debt Margin (Available Borrowing Capacity)</b>	<b>\$</b>	<b>454,873,342 (C)</b>
Debt Limit Equal to 6% of Assessed Valuation	\$	304,799,678
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2013):		
2004	\$	9,475,000
2005A		47,250,000
2010		13,850,000
2012 Refunding		7,434,416
Net Outstanding Forecasted Bonded Debt Subject to 6% Limit		78,009,416 (B)
<b>Forecasted Legal 6% Debt Margin (Available Borrowing Capacity)</b>	<b>\$</b>	<b>226,790,262 (D)</b>

**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 \$1,015,998,926.00 for projects subject to the 20% limitation and \$304,799,678.00 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, 2013, the City has used (borrowed) the following legal debt capacity by percentage limitation:

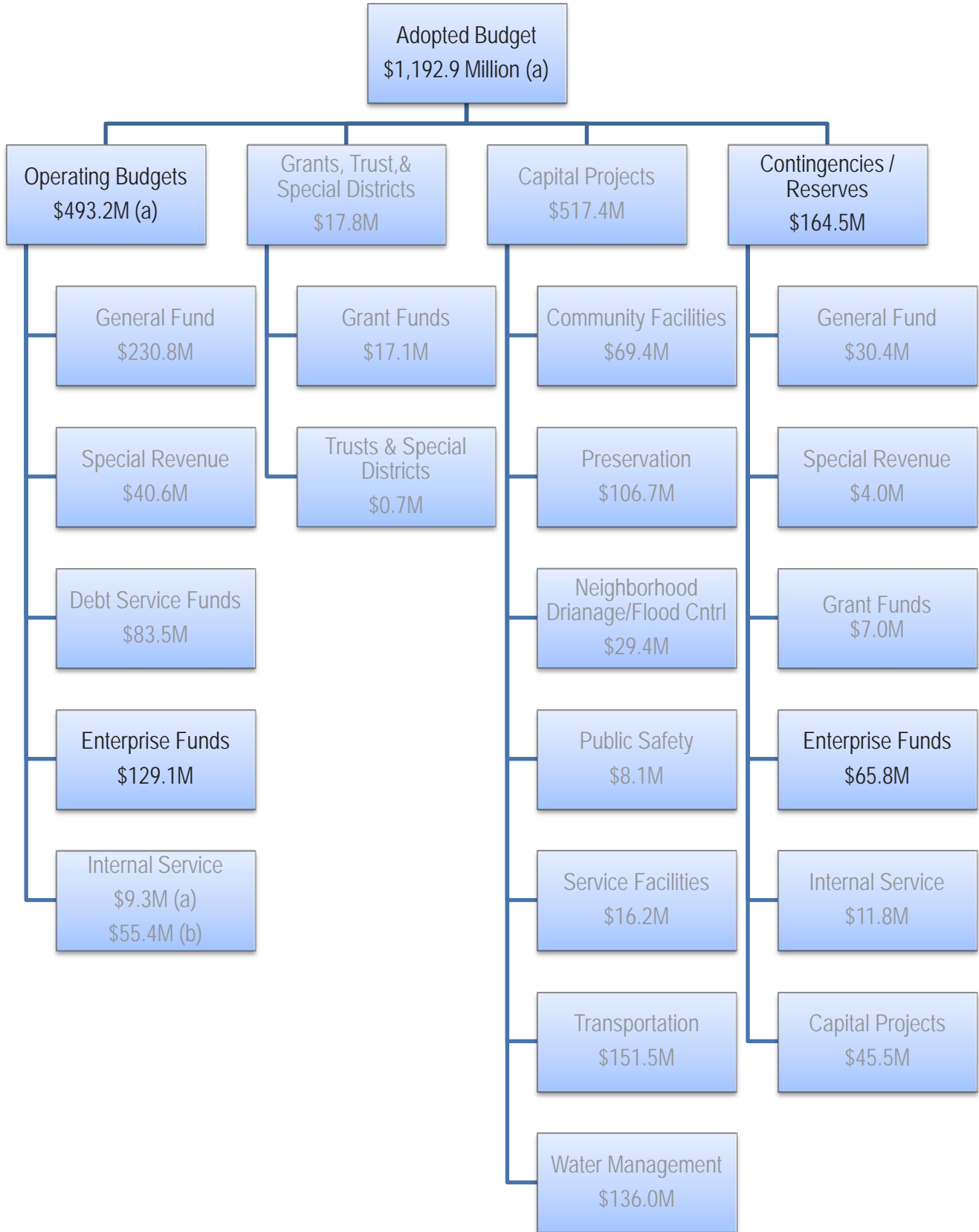
- 20% limitation (A) \$561,125,584.00 or 55%
- 6% limitation (B) \$78,009,416.00 or 26%

**Legal Capacity Available**

Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2013, the City has available (for borrowing) the following legal debt capacity by percentage limitation:

- 20% limitation (C) \$454,873,342.00 or 45%
- 6% limitation (D) \$226,790,262.00 or 74%





(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

**Enterprise Funds Description**

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

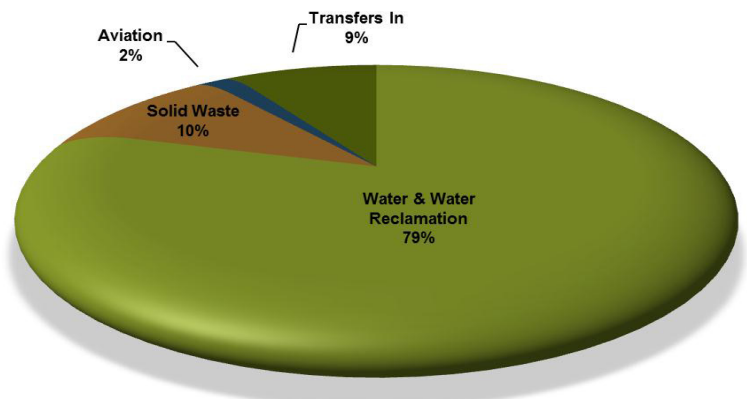
**Overview of User Fees Revenue Policy**

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

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

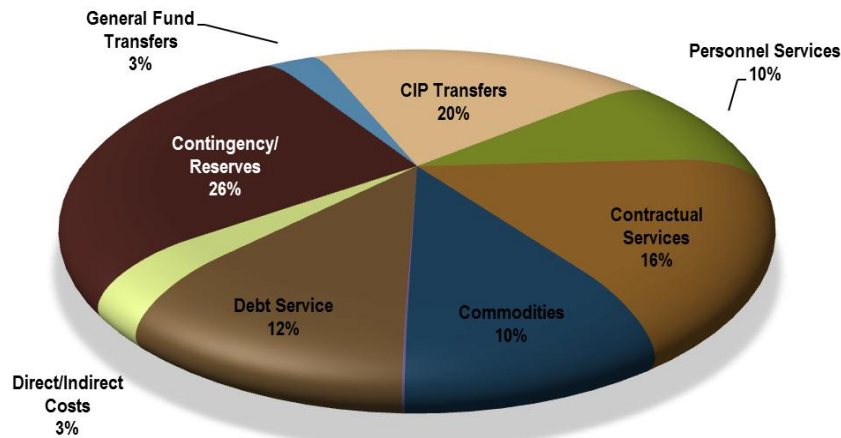
Enterprise Funds Sources (in millions)

Water & Water Reclamation	\$	161.1
Solid Waste		20.3
Aviation		3.4
<b>Total Revenue</b>	<b>\$</b>	<b>184.7</b>
Transfers In		17.6
<b>Total Sources</b>	<b>\$</b>	<b>202.3</b>



Enterprise Funds Uses (in millions)

Personnel Services	\$	25.8
Contractual Services		40.6
Commodities		25.9
Capital Outlays		0.2
Debt Service		29.5
Direct/Indirect Costs		7.0
Contingency/Reserves		65.8
<b>Adopted Budget</b>	<b>\$</b>	<b>194.9</b>
Transfers Out		
General Fund Transfers		7.0
CIP Transfers		50.3
<b>Total Uses</b>	<b>\$</b>	<b>252.2</b>



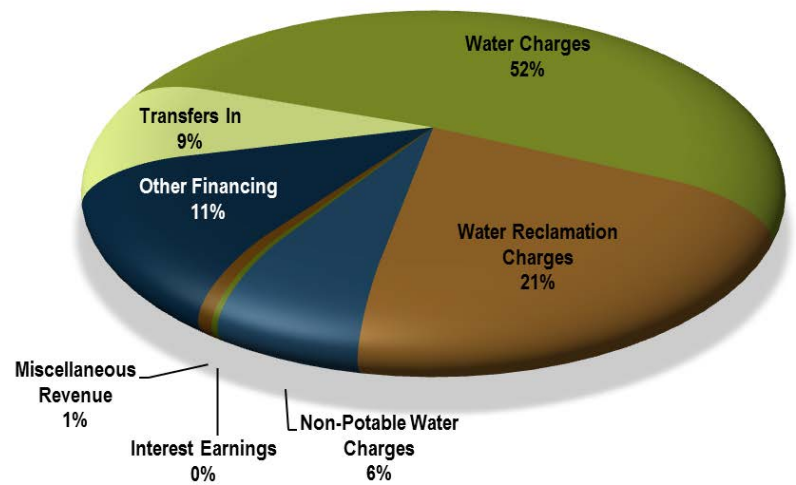
Note: Amounts are rounded in millions; therefore, differences may occur.

**Fund Purpose**

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

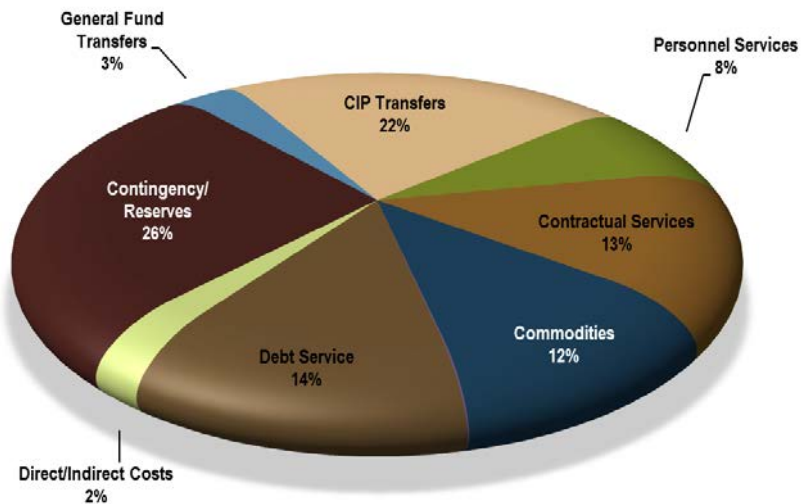
Water & Water Reclamation Funds Sources (in millions)

Water Charges	\$	91.8
Water Reclamation Charges		36.9
Non-Potable Water Charges		10.6
Interest Earnings		0.5
Miscellaneous Revenue		1.2
<b>Total Revenue</b>	<b>\$</b>	<b>141.1</b>
Other Financing		20.0
Transfers In		16.9
<b>Total Sources</b>	<b>\$</b>	<b>177.9</b>



Water & Water Reclamation Funds Uses (in millions)

Personnel Services	\$	17.9
Contractual Services		29.1
Commodities		25.2
Capital Outlays		0.2
Debt Service		29.5
Direct/Indirect Costs		5.0
Contingency/Reserves		58.0
<b>Adopted Budget</b>	<b>\$</b>	<b>165.0</b>
Transfers Out		
General Fund Transfers		7.0
CIP Transfers		49.4
<b>Total Uses</b>	<b>\$</b>	<b>221.4</b>



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

# Budget by Fund

# Water & Water Reclamation Funds Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Operating Reserve	19,540,540	13,901,104	13,985,918	14,419,498
Repair/Replacement Reserve	30,868,162	28,173,550	33,140,414	33,140,414
Revenue Bond Debt Service Reserve	5,419,075	5,436,077	5,436,075	5,005,663
Special Contractual Funds	3,754,457	4,227,834	5,021,973	4,776,079
Unreserved Fund Balance	15,283,416	-	7,507,705	-
<b>Total Beginning Fund Balance</b>	<b>74,865,651</b>	<b>51,738,565</b>	<b>65,092,085</b>	<b>57,341,654</b>
<b>Revenues</b>				
Water Charges	89,174,791	86,544,981	91,646,620	91,819,196
Water Reclamation Charges	35,226,153	34,085,166	35,392,788	36,887,303
Non-Potable Water Charges	10,668,653	10,395,148	8,751,773	10,649,421
Interest Earnings	616,295	382,337	253,497	524,682
Miscellaneous Revenue	11,207,375	1,714,827	1,839,104	1,210,295
<b>Subtotal</b>	<b>146,893,267</b>	<b>133,122,459</b>	<b>137,883,781</b>	<b>141,090,897</b>
<b>Other Financing Sources</b>				
Bond Proceeds	-	-	-	20,000,000
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000,000</b>
<b>Transfers In</b>				
Development Fees Transfer for Debt Service	15,995,353	15,673,824	15,673,824	15,955,088
Fleet	126,772	-	-	-
Reclaimed Water Distribution System/Water	825,000	900,000	900,000	900,000
<b>Subtotal</b>	<b>16,947,125</b>	<b>16,573,824</b>	<b>16,573,824</b>	<b>16,855,088</b>
<b>Total Sources</b>	<b>163,840,392</b>	<b>149,696,283</b>	<b>154,457,605</b>	<b>177,945,985</b>
<b>Expenditures</b>				
<b>Division</b>				
Mayor's Office	94,682	110,000	110,000	110,000
Finance and Accounting	1,770,623	2,042,228	2,065,813	2,096,976
Water Resources	62,783,497	67,917,399	68,180,173	69,892,586
Pay For Performance/Compensation Adj.	-	395,348	386,170	-
Merit Program	-	-	-	298,776
Indirect Cost Allocation	6,531,635	5,413,261	5,413,261	5,009,603
<b>Subtotal</b>	<b>71,180,437</b>	<b>75,878,236</b>	<b>76,155,417</b>	<b>77,407,941</b>
<b>Debt Service</b>				
Revenue Bonds	5,436,075	5,006,513	5,006,513	4,978,137
MPC Bonds	23,673,640	23,708,500	23,708,500	24,526,727
Contracts Payable	-	-	-	-
<b>Subtotal</b>	<b>29,109,715</b>	<b>28,715,013</b>	<b>28,715,013</b>	<b>29,504,864</b>
<b>TOTAL OPERATING BUDGET</b>	<b>100,290,152</b>	<b>104,593,249</b>	<b>104,870,430</b>	<b>106,912,805</b>
<b>Transfers Out</b>				
In Lieu Property Tax	871,257	-	-	-
Franchise Fee	6,704,153	6,441,159	6,689,085	7,049,712
CIP Fund (General Capital Projects)	84,700	78,600	78,600	121,500
CIP Fund (Enterprise Capital Projects)	53,056,465	37,648,809	50,569,921	43,159,495
MPC Bond Proceeds To CIP	11,390,785	-	-	6,131,393
<b>Subtotal</b>	<b>72,107,360</b>	<b>44,168,568</b>	<b>57,337,606</b>	<b>56,462,100</b>
<b>Total Uses</b>	<b>172,397,512</b>	<b>148,761,817</b>	<b>162,208,036</b>	<b>163,374,905</b>
<b>Other GAAP Adjustments <sup>(1)</sup></b>				
Unreconciled Variance	1,216,444	-	-	-
<b>GAAP to Budget Adjustments</b>	<b>1,216,444</b>	<b>-</b>	<b>-</b>	<b>-</b>
<small>(1) impacts fund balance but does not affect revenues or expense</small>				
<b>Sources Over/(Under) Uses</b>	<b>(9,773,564)</b>	<b>934,466</b>	<b>(7,750,431)</b>	<b>14,571,080</b>
<b>Ending Fund Balance</b>				
Operating Reserve	13,985,918	14,419,498	14,419,498	14,619,076
Repair/Replacement Reserve	33,140,414	28,586,906	33,140,414	33,471,818
Revenue Bond Debt Service Reserve	5,436,075	5,005,663	5,005,663	4,774,026
Special Contractual Fund Balance	5,021,973	4,660,963	4,776,079	5,179,207
Unreserved Balance	7,507,705	-	-	13,868,607
<b>Total Ending Fund Balance</b>	<b>65,092,085</b>	<b>52,673,030</b>	<b>57,341,654</b>	<b>71,912,734</b>

# Budget by Fund

# Water & Water Reclamation Funds Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Operating Reserve	14,419,498	14,619,100	14,692,900	15,497,000	16,200,600
Repair/Replacement Reserve	33,140,414	33,471,800	33,806,500	34,144,600	34,486,000
Revenue Bond Debt Service Reserve	5,005,663	4,774,000	4,687,400	4,616,500	4,616,500
Special Contractual Funds	4,776,079	5,179,200	5,582,300	5,985,500	6,388,600
Unreserved Fund Balance	-	13,868,600	1,246,600	198,300	14,194,000
<b>Total Beginning Fund Balance</b>	<b>57,341,654</b>	<b>71,912,700</b>	<b>60,015,700</b>	<b>60,441,900</b>	<b>75,885,700</b>
<b>Revenues</b>					
Water Charges	91,819,196	91,492,400	92,139,300	92,316,000	92,485,300
Water Reclamation Charges	36,887,303	38,007,000	39,160,600	40,349,400	41,625,600
Non-Potable Water Charges	10,649,421	10,895,800	11,183,700	11,494,400	11,793,500
Interest Earnings	524,682	527,300	531,300	538,000	547,300
Miscellaneous Revenue	1,210,295	1,183,100	1,216,000	1,257,500	1,285,200
<b>Subtotal</b>	<b>141,090,897</b>	<b>142,105,600</b>	<b>144,230,900</b>	<b>145,955,300</b>	<b>147,736,900</b>
<b>Other Financing Sources</b>					
Bond Proceeds	20,000,000	-	-	20,000,000	-
<b>Subtotal</b>	<b>20,000,000</b>	<b>-</b>	<b>-</b>	<b>20,000,000</b>	<b>-</b>
<b>Transfers In</b>					
Development Fees Transfer for Debt Service	15,955,088	15,312,100	15,401,600	16,021,400	16,146,800
Fleet	-	-	-	-	-
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000	900,000
<b>Subtotal</b>	<b>16,855,088</b>	<b>16,212,100</b>	<b>16,301,600</b>	<b>16,921,400</b>	<b>17,046,800</b>
<b>Total Sources</b>	<b>177,945,985</b>	<b>158,317,700</b>	<b>160,532,500</b>	<b>182,876,700</b>	<b>164,783,700</b>
<b>Expenditures</b>					
<b>Division</b>					
Mayor's Office	110,000	112,800	115,600	116,200	119,700
Finance and Accounting	2,096,976	2,194,000	2,212,900	2,310,000	2,325,200
Water Resources	69,892,586	71,217,600	74,768,200	78,084,500	80,871,300
Pay For Performance/Compensation Adj.	-	-	-	-	-
Merit Program	298,776	227,700	227,700	227,700	227,700
Indirect Cost Allocation	5,009,603	4,642,900	4,782,200	4,925,700	5,073,400
<b>Subtotal</b>	<b>77,407,941</b>	<b>78,395,000</b>	<b>82,106,600</b>	<b>85,664,100</b>	<b>88,617,300</b>
<b>Debt Service</b>					
Revenue Bonds	4,978,137	4,540,200	4,542,400	4,549,800	4,565,000
MPC Bonds	24,526,727	24,845,400	25,985,000	26,653,300	26,797,500
Contracts Payable	-	-	-	-	-
<b>Subtotal</b>	<b>29,504,864</b>	<b>29,385,600</b>	<b>30,527,400</b>	<b>31,203,100</b>	<b>31,362,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>106,912,805</b>	<b>107,780,600</b>	<b>112,634,000</b>	<b>116,867,200</b>	<b>119,979,800</b>
<b>Transfers Out</b>					
In Lieu Property Tax	-	-	-	-	-
Franchise Fee	7,049,712	7,097,300	7,169,700	7,244,400	7,329,600
CIP Fund (General Capital Projects)	121,500	124,700	119,000	104,000	74,400
CIP Fund (Enterprise Capital Projects)	43,159,495	42,520,600	39,122,900	37,217,300	36,131,000
MPC Bond Proceeds To CIP	6,131,393	12,691,300	1,060,800	6,000,000	13,000,000
<b>Subtotal</b>	<b>56,462,100</b>	<b>62,433,900</b>	<b>47,472,400</b>	<b>50,565,700</b>	<b>56,535,000</b>
<b>Total Uses</b>	<b>163,374,905</b>	<b>170,214,500</b>	<b>160,106,400</b>	<b>167,432,900</b>	<b>176,514,800</b>
<b>Other GAAP Adjustments <sup>(1)</sup></b>					
Unreconciled Variance	-	-	-	-	-
<b>GAAP to Budget Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>(1) impacts fund balance but does not affect revenues or expense</i>					
<b>Sources Over/(Under) Uses</b>	<b>14,571,080</b>	<b>(11,896,800)</b>	<b>426,100</b>	<b>15,443,800</b>	<b>(11,731,100)</b>
<b>Ending Fund Balance</b>					
Operating Reserve	14,619,076	14,692,900	15,497,000	16,200,600	16,522,800
Repair/Replacement Reserve	33,471,818	33,806,500	34,144,600	34,486,000	34,830,900
Revenue Bond Debt Service Reserve	4,774,026	4,687,400	4,616,500	4,616,500	4,616,500
Special Contractual Fund Balance	5,179,207	5,582,300	5,985,500	6,388,600	6,791,700
Unreserved Balance	13,868,607	1,246,600	198,300	14,194,000	1,392,700
<b>Total Ending Fund Balance</b>	<b>71,912,734</b>	<b>60,015,700</b>	<b>60,441,900</b>	<b>75,885,700</b>	<b>64,154,600</b>

## Water and Water Reclamation Funds Sources

### Water Charges Revenue

Water Charges Revenue in the FY 2013/14 adopted budget totals \$91.8 million, reflecting a \$0.2 million increase from the FY 2012/13 year-end forecast. Modifications in various charges authorized for FY 2013/14 will have minimal impact on water charges revenues. Monthly water billings consist of a base charge according to meter size and a monthly quantity usage charge based on the amount of water consumed. Fees are reviewed annually to determine if they cover the costs of the services provided.

### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	91.8	91.8 *
2012/13	86.5	91.6 *
2011/12	98.4	89.2
2010/11	97.2	86.5
2009/10	95.5	94.8

### Water Reclamation Charges Revenue

Water Reclamation Charges Revenue in the FY 2013/14 adopted budget totals \$36.9 million, reflecting a 4 percent increase, or \$1.5 million increase from the FY 2012/13 year-end forecast. This increase is the result of changes to rates authorized for FY 2013/14. 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 by 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*
2013/14	36.9	36.9 *
2012/13	34.1	35.4 *
2011/12	34.2	34.5
2010/11	33.7	34.5
2009/10	34.7	35.4

### Non-Potable Water Revenue

Non-Potable Water Revenue in the FY 2013/14 adopted budget totals \$10.6 million, reflecting a 20 percent or \$1.9 million increase from the FY 2012/13 year-end forecast. Non-Potable water revenue includes effluent sales related to water treated to irrigation standards at the city's Water Reclamation Plant for the 23 golf courses in north Scottsdale that are part of the Reclaimed Water Distribution System (RWDS), and the city's Gainey Water Reclamation Plant for irrigation use at the Gainey Ranch Golf Club. Other non-potable water sales include three golf courses in north Scottsdale that are part of the Irrigation Water Distribution System (IWDS), the McDowell Mountain golf course and three city recreation facilities. All contractual obligations to provide 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*
2013/14	10.6	10.6 *
2012/13	10.4	8.8 *
2011/12	0.9	10.7
2010/11	0.9	7.6
2009/10	0.9	0.6

**Interest Earnings Revenue**

Interest Earnings Revenue in the FY 2013/14 adopted budget totals \$0.5 million, reflecting a \$0.2 million increase from the FY 2012/13 year-end forecast. Interest earnings are generated on Water and Water Reclamation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield, and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.5	0.5 *
2012/13	0.4	0.3 *
2011/12	0.3	0.6
2010/11	0.8	1.3
2009/10	2.1	2.9

**Miscellaneous Revenue**

Miscellaneous Revenue FY 2013/14 adopted budget totals \$1.2 million, reflecting a \$0.6 million decrease from the FY 2012/13 year-end forecast. The sale of the Planet Ranch property and water rights occurred in FY 2011/12, which caused the large fluctuation in revenue between fiscal years.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.2	1.2 *
2012/13	1.7	1.8 *
2011/12	17.6	11.2
2010/11	17.2	1.3
2009/10	3.6	2.7

**Other Financing Sources**

The Water Reclamation Fund will tentatively issue \$20 million of MPC debt in FY 2013/14 to fund capital improvement projects that will address aging infrastructure and growth.

**Transfers-In**

Transfers-In is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. The transfers-in FY 2013/14 adopted budget totals \$16.9 million, reflecting a 2 percent or \$0.3 million increase from the FY 2012/13 year-end forecast. The increase in transfers-in is related to the increase in debt service payments funded by development fee impact funds.

### Water and Water Reclamation Funds Expenditures By Expenditure Type

The Water and 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, and healthcare. The FY 2013/14 adopted budget of \$17.9 million reflects a 2 percent or \$0.3 million increase from the FY 2012/13 adopted budget. The increase is the result of higher healthcare and retirement rates, as well as anticipated employee pay for performance.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	17.9	17.9 *
2012/13	17.6	17.6 *
2011/12	16.7	16.1
2010/11	16.5	15.5
2009/10	16.7	15.6

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city divisions. The FY 2013/14 adopted budget of \$29.1 million reflects approximately a 4 percent or \$1.0 million increase from the FY 2012/13 adopted budget. The increase is primarily due to increased costs associated with equipment and machinery maintenance and repair, electricity costs, and property, liability and workers' compensation rates.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	29.1	29.1 *
2012/13	28.1	28.1 *
2011/12	27.6	25.1
2010/11	27.4	22.2
2009/10	28.6	23.3

#### 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 FY 2013/14 adopted budget of \$25.2 million reflects a 3 percent or \$0.6 million increase from the FY 2012/13 adopted budget. The increase is primarily related to increased purchased water costs.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	25.2	25.2 *
2012/13	24.6	24.6 *
2011/12	23.5	23.4
2010/11	24.0	22.1
2009/10	21.2	19.7



**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 FY 2013/14 adopted budget of \$0.2 million is for the purchase of tow tractor trucks, a scissor lift, and two industrial electric carts for operations staff.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.2	0.2 *
2012/13	0.2	0.2 *
2011/12	-	0.1
2010/11	0.1	0.2
2009/10	-	0.1

**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 FY 2013/14 adopted budget of \$29.5 million reflects a 3 percent or \$0.8 million increase from the FY 2012/13 adopted budget. The increase is related to the proposed future MPC bond issuances.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	29.5	29.5 *
2012/13	28.7	28.7 *
2011/12	29.1	29.1
2010/11	28.1	29.8
2009/10	25.7	25.7

**Indirect Cost Allocation**

Indirect Cost Allocation represents 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 FY 2013/14 adopted budget of \$5.0 million reflects a \$0.4 million decrease from the FY 2012/13 adopted 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 2013/14 budget of \$56.5 million reflects a \$12.3 million increase from the FY 2012/13 adopted budget, which is a result of an increase in transfers to the water and water reclamation CIP funds, as well as a transfer of unspent bond proceeds to the water and water reclamation CIP funds. The transfer to the General Fund for Franchise Fees is also increasing slightly; since this transfer is driven by water and water reclamation revenues, any increase in those revenues will result in increased franchise fees paid to the General Fund.

**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 budgeting expenditures. The specific make-up of the city's fund balance and reserves are noted below:

---

**Operating Reserve**

Operating Reserve of \$14.6 million is projected for the end of FY 2013/14. The purpose of this reserve is to provide for emergencies, unforeseen fluctuations in the revenue and expenditure cycles and ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days.

---

**Repair/Replacement Reserve**

Repair/Replacement Reserve of \$33.5 million is projected for the end of FY 2013/14. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside to preserve the assets, which, in turn, are the collateral for the Water Revenue Bonds. There shall be deposited an amount equal to at least 2.0 percent of the revenues received during the year into the reserve until such time as the reserve equals 2.0 percent of the value of total tangible assets. The reserve may be used in times of unusual circumstances for replacement or extension of the assets.

---

**Revenue Bond Debt Service Reserve**

Revenue Bond Debt Service Reserve of \$4.8 million is projected for the end of FY 2013/14. 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. The amount reserved shall be equal to the highest year's principal and interest requirements borne by the bonds.

---

**Special Contractual Fund Balance**

Special Contractual Fund Balance of \$5.2 million is projected for the end of FY 2013/14. This balance reflects reserves established and funded in accordance with various contractual agreements for delivery of non-potable water by the Water Resources Division.

---

**Fund Purpose**

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

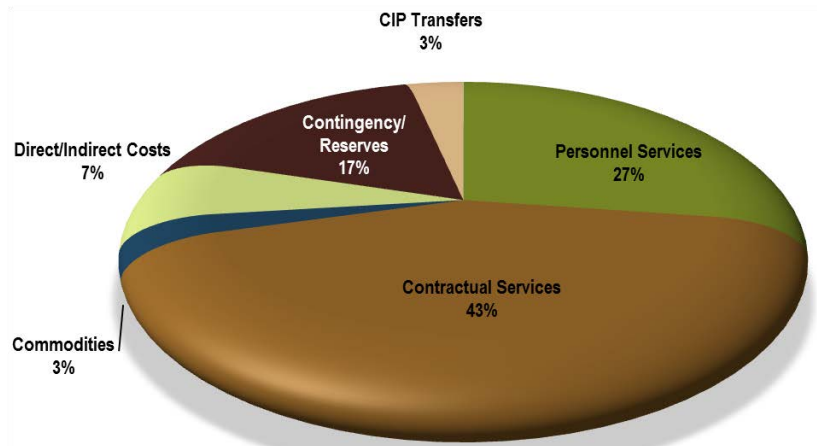
Solid Waste Sources (in millions)

Refuse Collection Charges	\$	20.2
Interest Earnings		0.1
Miscellaneous Revenue		-
<b>Total Reveue</b>	<b>\$</b>	<b>20.3</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>20.3</b>



Solid Waste Uses (in millions)

Personnel Services	\$	6.7
Contractual Services		10.7
Commodities		0.6
Capital Outlays		0.0
Direct/Indirect Costs		1.6
Contingency/Reserves		4.2
<b>Adopted Budget</b>	<b>\$</b>	<b>23.9</b>
Transfers Out		
CIP Transfers		0.8
<b>Total Uses</b>	<b>\$</b>	<b>24.8</b>



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

## Budget by Fund

## Solid Waste Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Operating Reserve	4,566,241	3,821,725	3,861,228	3,996,457
Unreserved Fund Balance	2,378,887	5,006,219	6,628,770	7,270,335
<b>Total Beginning Fund Balance</b>	<b>6,945,128</b>	<b>8,827,944</b>	<b>10,489,998</b>	<b>11,266,792</b>
<b>Revenues</b>				
Refuse Collection Charges	20,741,819	19,313,960	19,161,481	19,361,737
Interest Earnings	78,984	46,065	46,065	53,937
Miscellaneous Revenue	2,127	930,781	819,791	853,766
<i>Subtotal</i>	<i>20,822,930</i>	<i>20,290,806</i>	<i>20,027,337</i>	<i>20,269,440</i>
<b>Transfers In</b>				
Fleet	193,299	-	-	-
<i>Subtotal</i>	<i>193,299</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Total Sources</b>	<b>21,016,229</b>	<b>20,290,806</b>	<b>20,027,337</b>	<b>20,269,440</b>
<b>Expenditures</b>				
<b>Division</b>				
Finance and Accounting	738,869	876,781	885,969	892,210
Public Works	15,294,692	16,116,245	16,212,537	17,085,234
Indirect Cost Allocation	1,481,959	1,118,361	1,118,361	1,094,356
Pay For Performance/Compensation Adj.	-	143,117	-	-
Merit Program	-	-	-	110,325
Transp Fund - Alley Maintenance	482,867	-	557,776	545,505
<i>Subtotal</i>	<i>17,998,387</i>	<i>18,254,504</i>	<i>18,774,643</i>	<i>19,727,630</i>
<b>TOTAL OPERATING BUDGET</b>	<b>17,998,387</b>	<b>18,254,504</b>	<b>18,774,643</b>	<b>19,727,630</b>
<b>Transfers Out</b>				
In Lieu Property Tax	3,525	-	-	-
CIP Fund (General Capital Projects)	17,000	15,900	15,900	10,600
CIP Fund (Enterprise Capital Projects)	460,000	292,000	460,000	742,500
Transp Fund - Alley Maintenance	-	557,776	-	-
Other Transfers / CIP Water	-	-	-	90,500
<i>Subtotal</i>	<i>480,525</i>	<i>865,676</i>	<i>475,900</i>	<i>843,600</i>
<b>Total Uses</b>	<b>18,478,912</b>	<b>19,120,180</b>	<b>19,250,543</b>	<b>20,571,230</b>
<b>Other GAAP Adjustments<sup>(1)</sup></b>				
Unreconciled Variance	1,007,554	-	-	-
<i>GAAP to Budget Adjustments</i>	<i>1,007,554</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>(1) impacts fund balance but does not affect revenues or expense</i>				
<b>Sources Over/(Under) Uses</b>	<b>3,544,871</b>	<b>1,170,626</b>	<b>776,794</b>	<b>(301,790)</b>
<b>Ending Fund Balance</b>				
Operating Reserve	3,861,228	3,996,457	3,996,457	4,181,282
Unreserved Balance	6,628,770	6,002,113	7,270,335	6,783,720
<b>Total Ending Fund Balance</b>	<b>10,489,998</b>	<b>9,998,570</b>	<b>11,266,792</b>	<b>10,965,002</b>

## Budget by Fund

## Solid Waste Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Operating Reserve	3,996,457	4,181,300	4,395,300	4,672,300	4,907,300
Unreserved Fund Balance	7,270,335	6,783,700	6,765,100	6,356,800	5,252,100
<b>Total Beginning Fund Balance</b>	<b>11,266,792</b>	<b>10,965,000</b>	<b>11,160,400</b>	<b>11,029,100</b>	<b>10,159,400</b>
<b>Revenues</b>					
Refuse Collection Charges	19,361,737	19,472,900	19,571,300	19,719,100	19,831,800
Interest Earnings	53,937	54,200	54,600	55,300	56,300
Miscellaneous Revenue	853,766	890,300	927,200	939,000	943,500
<b>Subtotal</b>	<b>20,269,440</b>	<b>20,417,400</b>	<b>20,553,100</b>	<b>20,713,400</b>	<b>20,831,600</b>
<b>Transfers In</b>					
Fleet	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>20,269,440</b>	<b>20,417,400</b>	<b>20,553,100</b>	<b>20,713,400</b>	<b>20,831,600</b>
<b>Expenditures</b>					
<b>Division</b>					
Finance and Accounting	892,210	910,800	930,800	947,400	963,200
Public Works	17,085,234	17,444,600	18,041,600	18,872,700	19,232,200
Indirect Cost Allocation	1,094,356	1,014,300	1,044,700	1,076,000	1,108,300
Pay For Performance/Compensation Adj.	-	-	-	-	-
Merit Program	110,325	84,100	84,100	84,100	84,100
Transp Fund - Alley Maintenance	545,505	558,900	572,800	593,800	600,800
<b>Subtotal</b>	<b>19,727,630</b>	<b>20,012,700</b>	<b>20,674,000</b>	<b>21,574,000</b>	<b>21,988,600</b>
<b>TOTAL OPERATING BUDGET</b>	<b>19,727,630</b>	<b>20,012,700</b>	<b>20,674,000</b>	<b>21,574,000</b>	<b>21,988,600</b>
<b>Transfers Out</b>					
In Lieu Property Tax	-	-	-	-	-
CIP Fund (General Capital Projects)	10,600	10,800	10,400	9,100	6,500
CIP Fund (Enterprise Capital Projects)	742,500	162,500	-	-	-
Transp Fund - Alley Maintenance	-	-	-	-	-
Other Transfers / CIP Water	90,500	36,000	-	-	-
<b>Subtotal</b>	<b>843,600</b>	<b>209,300</b>	<b>10,400</b>	<b>9,100</b>	<b>6,500</b>
<b>Total Uses</b>	<b>20,571,230</b>	<b>20,222,000</b>	<b>20,684,400</b>	<b>21,583,100</b>	<b>21,995,100</b>
<b>Other GAAP Adjustments<sup>(1)</sup></b>					
Unreconciled Variance	-	-	-	-	-
<b>GAAP to Budget Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>(1) impacts fund balance but does not affect revenues or expense</i>					
<b>Sources Over/(Under) Uses</b>	<b>(301,790)</b>	<b>195,400</b>	<b>(131,300)</b>	<b>(869,700)</b>	<b>(1,163,500)</b>
<b>Ending Fund Balance</b>					
Operating Reserve	4,181,282	4,395,300	4,672,300	4,907,300	4,907,300
Unreserved Balance	6,783,720	6,765,100	6,356,800	5,252,100	4,088,600
<b>Total Ending Fund Balance</b>	<b>10,965,002</b>	<b>11,160,400</b>	<b>11,029,100</b>	<b>10,159,400</b>	<b>8,995,900</b>

### Solid Waste Fund Sources

#### Refuse Collection Revenue

Refuse Collection Revenue in the FY 2013/14 adopted budget totals \$20.2 million, remaining flat with the FY 2012/13 adopted budget. The revenue budget assumes no fee increases in FY 2013/14. 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*
2013/14	20.2	20.2 *
2012/13	20.2	20.0 *
2011/12	20.3	20.7
2010/11	20.1	20.2
2009/10	20.3	20.4

#### Interest Earnings Revenue

Interest Earnings Revenue in the FY 2013/14 adopted budget of \$0.1 million, slightly higher than the FY 2012/13 year-end forecast. Interest earnings are generated on Solid Waste Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield and allows investment 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*
2013/14	0.1	0.1 *
2012/13	-	- *
2011/12	-	0.1
2010/11	0.1	0.1
2009/10	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. There are no transfers-in planned for FY 2013/14.

### Solid Waste Fund Expenditures By Expenditure Type

The Solid Waste 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, and healthcare. The FY 2013/14 adopted budget of \$6.7 million reflects a 3 percent or \$0.2 million increase from the FY 2012/13 adopted budget. This increase is the result of higher healthcare and retirement rates, as well as anticipated employee pay for performance.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	6.7	6.7 *
2012/13	6.5	6.5 *
2011/12	6.3	6.6
2010/11	5.8	5.9
2009/10	6.0	5.9

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city divisions. The FY 2013/14 adopted budget of \$10.7 million reflects a 6 percent or \$0.6 million increase from the FY 2012/13 adopted budget. The increase is primarily related to increases in Fleet charges for maintenance and replacement, as well as increases in property, liability and worker's compensation premiums.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	10.7	10.7 *
2012/13	10.1	10.1 *
2011/12	9.3	9.0
2010/11	10.2	9.7
2009/10	10.6	9.7

#### Commodities

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, maintenance and repair materials, and refuse containers. The FY 2013/14 adopted budget of \$0.6 million is a 23 percent or \$0.1 million increase from the FY 2012/13 adopted budget. The increase is primarily driven by refuse containers needing to be replaced, as well as new containers needed for growth.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.6	0.6 *
2012/13	0.5	0.5 *
2011/12	0.4	0.4
2010/11	0.4	0.3
2009/10	0.5	0.4

**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. There are no capital outlay expenditures planned for FY 2013/14 budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	-	- *
2012/13	-	- *
2011/12	-	-
2010/11	-	-
2009/10	-	-

**Indirect/Direct Cost Allocation**

Indirect Cost Allocation represents 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 on relative benefits received. The FY 2013/14 adopted budget of \$1.1 million is unchanged from the FY 2012/13 adopted budget.

The Direct Cost Allocation represents Solid Waste Fund charges for the direct cost of alley maintenance performed by the Street Operations function for the benefit of the Solid Waste operations. The budget for this allocation for FY 2013/14 is \$0.5 million, which is slightly lower than the FY 2012/13 adopted budget of \$0.6 million. This allocation is determined by the alley maintenance center expenditure budget in the transportation fund, which receives 100 percent cost recovery from solid waste for this function.

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2013/14 adopted budget of \$0.8 million reflects a slight decrease from the FY 2012/13 adopted budget. However, the FY 2012/13 adopted budget included the direct cost allocation for alley maintenance, which has been removed from transfers-out and included as a direct cost allocation for the FY 2013/14 adopted budget. The transfers-out to the CIP Fund have increased by \$0.5 million in the FY 2013/14 adopted budget, which is offsetting the decrease for the direct cost allocation. The increase in CIP transfers is primarily driven by a Solid Waste Vehicle Monitoring System capital project.

**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. 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 sources in excess of uses. 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**

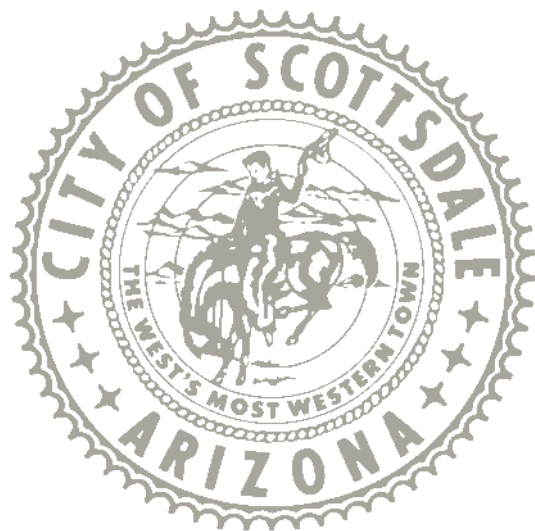
An Operating Reserve of \$4.2 million is projected for the end of FY 2013/14. The purpose of this reserve is to provide for emergencies, unforeseen fluctuations in the revenue and expenditure cycles, and ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days.



**Unreserved Fund Balance**

The FY 2013/14 ending fund balance includes an Unreserved Fund Balance of \$6.8 million. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

---



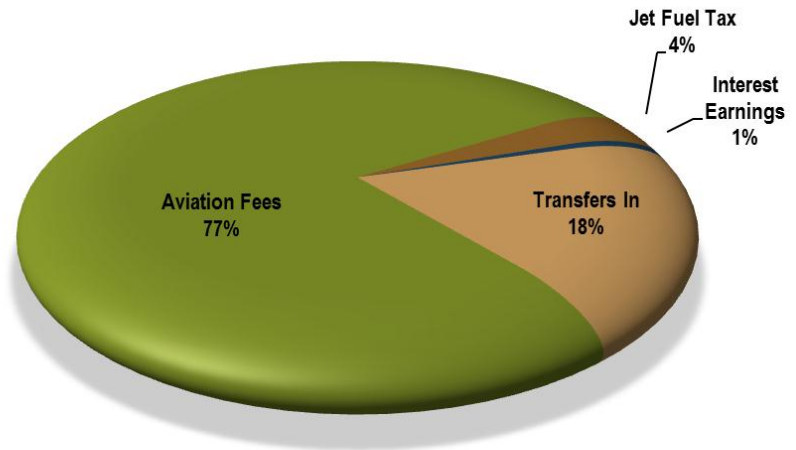
FY 2013/14 Adopted Budget

**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.

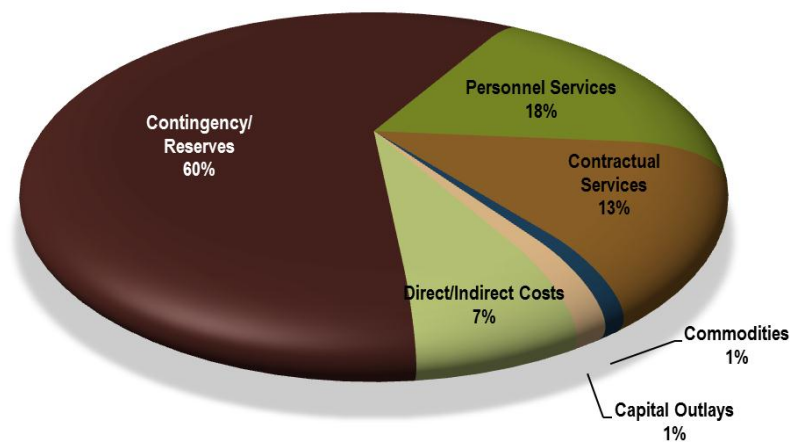
Aviation Fund Sources (in millions)

Aviation Fees		\$	3.2
Jet Fuel Tax			0.1
Interest Earnings			0.0
	Total Revenue	\$	3.4
Transfers In			0.8
	Total Sources	\$	4.1



Aviation Fund Uses (in millions)

Personnel Services		\$	1.1
Contractual Services			0.8
Commodities			0.1
Capital Outlays			0.1
Direct/Indirect Costs			0.4
Contingency/Reserves			3.6
	Adopted Budget	\$	6.0
Transfers Out			
General Fund Transfers			-
CIP Transfers			-
	Total Uses	\$	6.0



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

## Budget by Fund

## Aviation Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Operating Reserve	569,815	565,760	565,760	390,855
Repair/Replacement Reserve	3,255,606	2,598,936	2,598,936	1,529,088
Fleet Replacement Reserve	-	-	-	-
Land Purchase Reserve	-	2,371,901	2,176,435	-
Unreserved Fund Balance	2,457	228,169	561,809	-
<b>Total Beginning Fund Balance</b>	<b>3,827,878</b>	<b>5,764,766</b>	<b>5,902,940</b>	<b>1,919,943</b>
<b>Revenues</b>				
Aviation Fees	3,243,370	2,979,523	2,979,523	3,181,300
Jet Fuel Tax	132,448	115,002	115,002	146,226
Interest Earnings	42,753	3,463	40,000	30,149
Miscellaneous Revenue	13,512	-	-	-
<i>Subtotal</i>	<b>3,432,083</b>	<b>3,097,988</b>	<b>3,134,525</b>	<b>3,357,675</b>
<b>Transfers In</b>				
Fleet	6,753	-	-	754,387
<i>Subtotal</i>	<b>6,753</b>	<b>-</b>	<b>-</b>	<b>754,387</b>
<b>Total Sources</b>	<b>3,438,836</b>	<b>3,097,988</b>	<b>3,134,525</b>	<b>4,112,062</b>
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development - Aviation	1,824,623	1,828,407	1,845,604	1,912,150
Pay For Performance/Compensation Adj.	-	25,016	-	-
Fleet Replacement/Purchases	-	-	-	85,000
Merit Program	-	-	-	18,820
Indirect Cost Allocation	198,941	189,665	189,665	141,177
Direct Cost Allocation (Fire)	400,241	-	337,834	257,226
<i>Subtotal</i>	<b>2,423,805</b>	<b>2,043,088</b>	<b>2,373,103</b>	<b>2,414,373</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,423,805</b>	<b>2,043,088</b>	<b>2,373,103</b>	<b>2,414,373</b>
<b>Transfers Out</b>				
Direct Cost Allocation (Fire)	-	337,834	-	-
CIP Fund (General Capital Projects)	5,000	4,600	4,600	5,100
CIP Fund (Enterprise Capital Projects)	645,900	5,217,500	4,739,819	-
<i>Subtotal</i>	<b>650,900</b>	<b>5,559,934</b>	<b>4,744,419</b>	<b>5,100</b>
<b>Total Uses</b>	<b>3,074,705</b>	<b>7,603,022</b>	<b>7,117,522</b>	<b>2,419,473</b>
<b>Other GAAP Adjustments(2)</b>				
Unreconciled Variance	1,710,931	-	-	-
<i>GAAP to Budget Adjustments</i>	<b>1,710,931</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,346,800)</b>	<b>(4,505,034)</b>	<b>(3,982,997)</b>	<b>1,692,589</b>
<b>Ending Fund Balance</b>				
Operating Reserve	565,760	588,211	390,855	397,722
Repair/Replacement Reserve	2,598,936	671,521	1,529,088	2,188,222
Fleet Replacement Reserve	-	-	-	1,026,588
Land Purchase Reserve	2,176,435	-	-	-
Unreserved Balance	561,809	-	-	-
<b>Total Ending Fund Balance*</b>	<b>5,902,940</b>	<b>1,259,732</b>	<b>1,919,943</b>	<b>3,612,532</b>

# Budget by Fund

# Aviation Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Operating Reserve	390,855	397,700	415,500	419,600	613,300
Repair/Replacement Reserve	1,529,088	2,188,200	3,241,800	270,100	638,800
Fleet Replacement Reserve	-	1,026,600	1,301,600	1,621,700	735,200
Land Purchase Reserve	-	-	-	-	-
Unreserved Fund Balance	-	-	(6,500,000)	(3,000,000)	(3,000,000)
<b>Total Beginning Fund Balance</b>	<b>1,919,943</b>	<b>3,612,500</b>	<b>(1,541,100)</b>	<b>(688,600)</b>	<b>(1,012,700)</b>
<b>Revenues</b>					
Aviation Fees	3,181,300	3,213,100	3,245,200	3,277,700	3,310,500
Jet Fuel Tax	146,226	147,700	149,200	150,700	152,200
Interest Earnings	30,149	30,300	30,500	30,900	31,400
Miscellaneous Revenue	-	-	-	-	-
<b>Subtotal</b>	<b>3,357,675</b>	<b>3,391,100</b>	<b>3,424,900</b>	<b>3,459,300</b>	<b>3,494,100</b>
<b>Transfers In</b>					
Fleet	754,387	-	-	-	-
<b>Subtotal</b>	<b>754,387</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>4,112,062</b>	<b>3,391,100</b>	<b>3,424,900</b>	<b>3,459,300</b>	<b>3,494,100</b>
<b>Expenditures</b>					
<b>Division</b>					
Community & Economic Development - Aviation	1,912,150	2,052,800	2,110,600	2,208,100	2,227,000
Pay For Performance/Compensation Adj.	-	-	-	-	-
Fleet Replacement/Purchases	85,000	45,100	-	1,068,900	37,900
Merit Program	18,820	14,300	14,300	14,300	14,300
Indirect Cost Allocation	141,177	130,800	149,800	154,300	158,900
Direct Cost Allocation (Fire)	257,226	264,900	272,900	281,100	289,500
<b>Subtotal</b>	<b>2,414,373</b>	<b>2,507,900</b>	<b>2,547,600</b>	<b>3,726,700</b>	<b>2,727,600</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,414,373</b>	<b>2,507,900</b>	<b>2,547,600</b>	<b>3,726,700</b>	<b>2,727,600</b>
<b>Transfers Out</b>					
Direct Cost Allocation (Fire)	-	-	-	-	-
CIP Fund (General Capital Projects)	5,100	5,200	5,000	4,400	3,200
CIP Fund (Enterprise Capital Projects)	-	6,031,600	19,800	52,300	-
<b>Subtotal</b>	<b>5,100</b>	<b>6,036,800</b>	<b>24,800</b>	<b>56,700</b>	<b>3,200</b>
<b>Total Uses</b>	<b>2,419,473</b>	<b>8,544,700</b>	<b>2,572,400</b>	<b>3,783,400</b>	<b>2,730,800</b>
<b>Other GAAP Adjustments(2)</b>					
Unreconciled Variance	-	-	-	-	-
<i>GAAP to Budget Adjustments</i>	-	-	-	-	-
<b>Sources Over/(Under) Uses</b>	<b>1,692,589</b>	<b>(5,153,600)</b>	<b>852,500</b>	<b>(324,100)</b>	<b>763,300</b>
<b>Ending Fund Balance</b>					
Operating Reserve	397,722	415,500	419,600	613,300	448,900
Repair/Replacement Reserve	2,188,222	3,241,800	270,100	638,800	126,300
Fleet Replacement Reserve	1,026,588	1,301,600	1,621,700	735,200	875,400
Land Purchase Reserve	-	-	-	-	-
Unreserved Balance	-	(6,500,000)	(3,000,000)	(3,000,000)	(1,700,000)
<b>Total Ending Fund Balance*</b>	<b>3,612,532</b>	<b>(1,541,100)</b>	<b>(688,600)</b>	<b>(1,012,700)</b>	<b>(249,400)</b>

**Aviation Fees Revenue**

Aviation Fees Revenue in the FY 2013/14 adopted budget totals \$3.2 million reflecting a \$0.2 million increase from the FY 2012/13 year-end forecast. The revenue budget assumes no fee increases in FY 2013/14, simply an increase in activity. Aviation fees are for a variety of services provided to airport customers including tie down fees, hangar rentals, fuel sales, and other rental charges. Fees are reviewed annually to determine if they cover the costs of the services provided.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	3.2	3.2 *
2012/13	3.0	3.0 *
2011/12	3.0	3.2
2010/11	3.0	2.8
2009/10	2.7	2.9

**Jet Fuel Tax Revenue**

Jet Fuel Tax Revenue in the FY 2013/14 adopted budget totals \$0.1 million, remaining flat with the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.1	0.1 *
2012/13	0.1	0.1 *
2011/12	0.1	0.1
2010/11	0.1	0.1
2009/10	0.1	0.1

**Interest Earnings Revenue**

Interest Earnings Revenue in the FY 2013/14 adopted budget totals \$30,000 or 1 percent of the fund's revenue. Interest earnings are generated on the Aviation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield and allows investment 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*
2013/14	-	- *
2012/13	-	- *
2011/12	-	-
2010/11	0.1	0.1
2009/10	0.1	0.1

**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 2013/14 will be \$0.8 million from the Fleet Fund and represents the accumulation of replacement funds for fire apparatus at the airport. Effective in FY 2013/14, the Aviation Fund will take over managing replacement of these motor vehicle assets.

### Aviation Fund Expenditures By Expenditure Type

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, and healthcare. The FY 2013/14 adopted budget of \$1.1 million reflects a 1 percent increase from the FY 2012/13 adopted budget. This increase is the result of increases to healthcare and retirement contribution rates, as well as anticipated employee pay for performance.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.1	1.1 *
2012/13	1.1	1.1 *
2011/12	1.0	1.0
2010/11	1.0	1.0
2009/10	1.1	0.9

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city divisions. The FY 2013/14 adopted budget of \$0.8 million reflects a 9 percent or \$0.1 million increase from the FY 2012/13 adopted budget primarily related to increases in payments to U.S. Customs and Border patrol for seven day a week service, as well as a mandated upgrade to the U.S. Customs International Flight Clearing software. The U.S. Customs Service costs are recovered through the user customs fees revenue.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.8	0.8 *
2012/13	0.7	0.7 *
2011/12	0.6	0.7
2010/11	0.7	0.6
2009/10	0.5	0.5

#### 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 FY 2013/14 adopted budget of \$0.1 million is flat with the FY 2012/13 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.1	0.1 *
2012/13	0.1	0.1 *
2011/12	0.1	-
2010/11	-	-
2009/10	-	-

**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 FY 2013/14 adopted budgeted is primarily for the purchase of motor vehicle replacements.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.1	0.1 *
2012/13	-	- *
2011/12	-	-
2010/11	-	-
2009/10	-	-

**Indirect/Direct Cost Allocation**

Indirect Cost Allocation represents 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 on relative benefits received. The FY 2013/14 adopted budget of \$0.1 million is slightly less than the FY 2012/13 adopted budget.

The Direct Cost Allocation represents Aviation Fund charges for the direct cost of fire service at the airport performed by General Fund personnel. The FY 2013/14 adopted budget for this allocation is \$0.3 million, which is 24 percent lower than the FY 2012/13 adopted budget.

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2013/14 transfers-out of \$5,100 is to fund General Capital Projects related to technology that will benefit aviation.

**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. Fund balances are similar to a company's net equity (assets less liabilities). Prudent fiscal management dictates fund balances should only be used of nonrecurring (non-operational) expenditures. Once fund balances are spent, they are only replenished by future year sources in excess of uses. 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 \$0.4 million is projected for the end of FY 2013/14. The purpose of this reserve is to provide for emergencies, unforeseen fluctuations in the revenue and expenditure cycles, and ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days.

**Repair and Replacement Reserve**

Repair and Replacement Reserve of \$2.2 million is projected for the end of FY 2013/14. This reserve is intended to ensure adequate funding for emergency repair and replacement needs at the airport. Effective for FY 2013/14 is the designation of a separate Fleet Replacement Reserve of \$1.0 million to ensure adequate funding for motor vehicles and fire apparatus replacement.



---

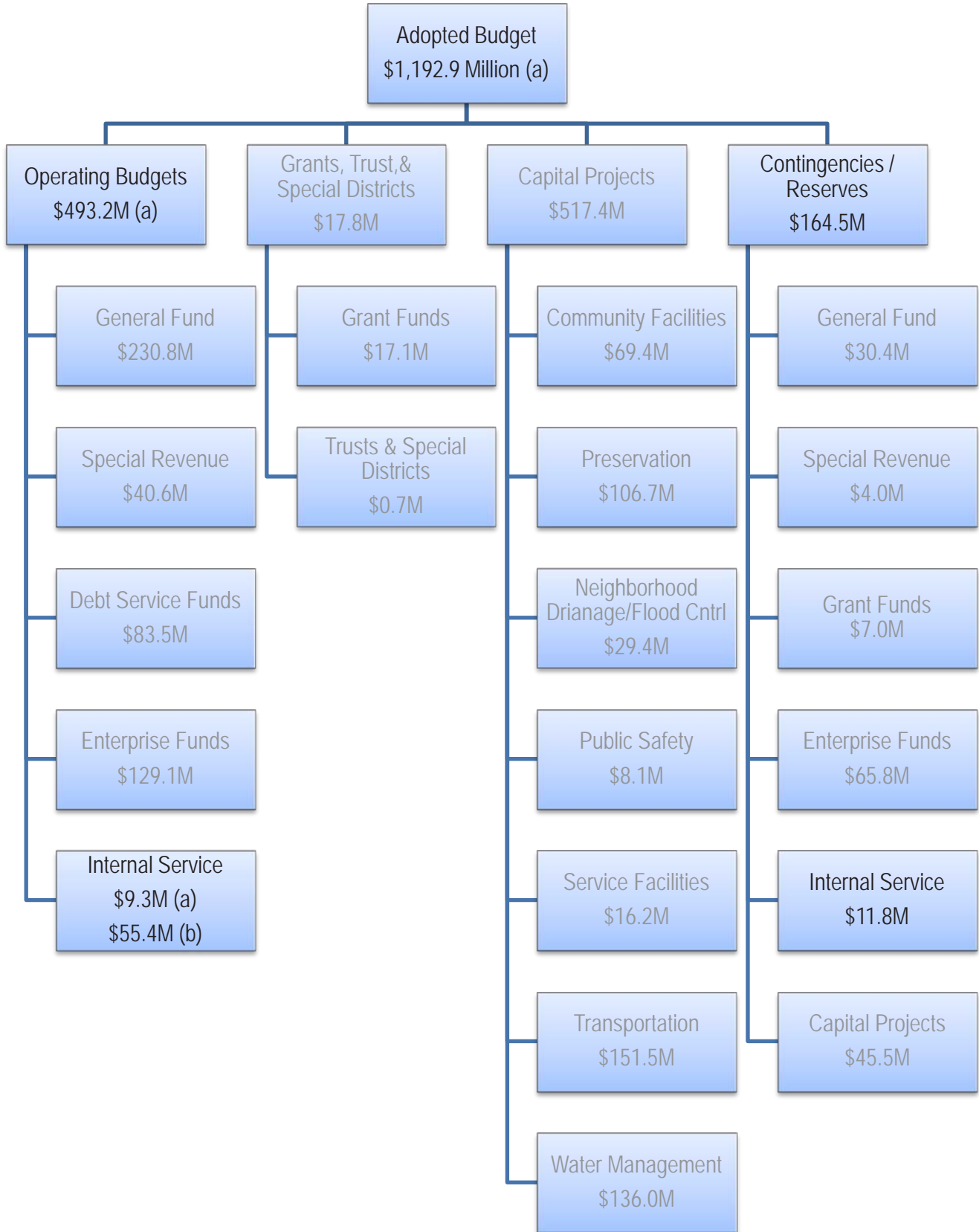
**Unreserved Fund Balance**

The FY 2013/14 ending fund balance has no Unreserved Fund Balance. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

---



FY 2013/14 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

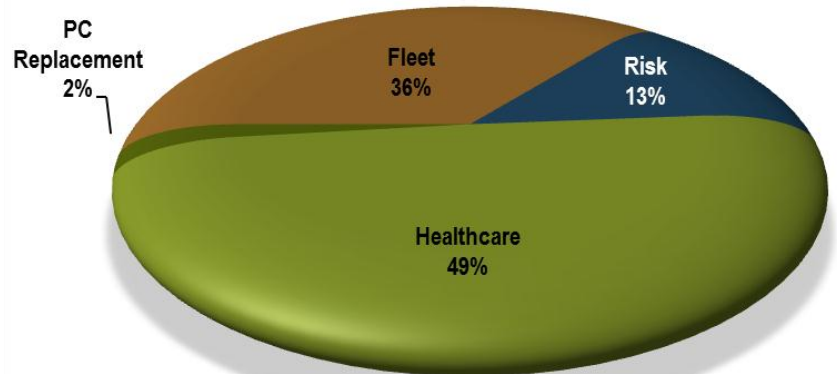
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

**Fund Purpose**

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

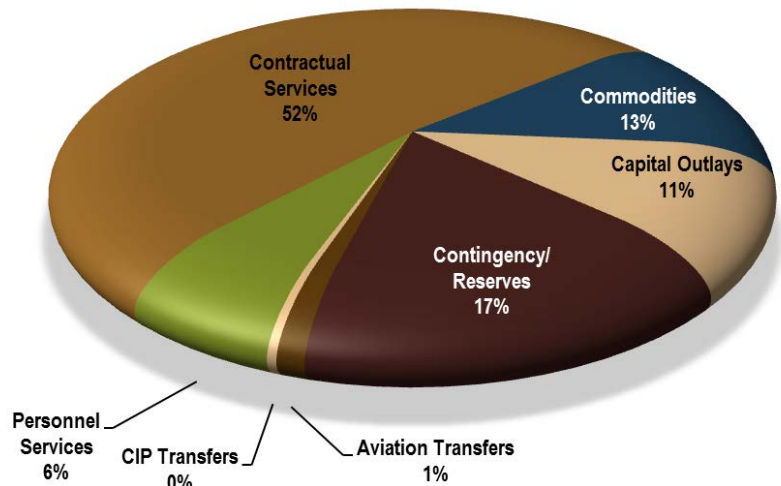
Internal Service Funds Sources by Fund (in millions)

Fleet	\$	19.4
Risk		7.0
Healthcare		26.9
PC Replacement		1.0
<b>Total Sources</b>	<b>\$</b>	<b>54.4</b>



Internal Service Funds Uses (in millions)

Personnel Services	\$	4.3
Contractual Services		35.4
Commodities		8.5
Capital Outlays		7.1
Contingency/Reserves		11.8
Internal Service Offsets		(46.0)
<b>Adopted Budget</b>	<b>\$</b>	<b>21.1</b>
Transfers Out		
Aviation Transfers		0.8
CIP Transfers		0.3
<b>Total Uses</b>	<b>\$</b>	<b>22.1</b>



Graph excludes the Internal Service Offset of (\$46.0) million

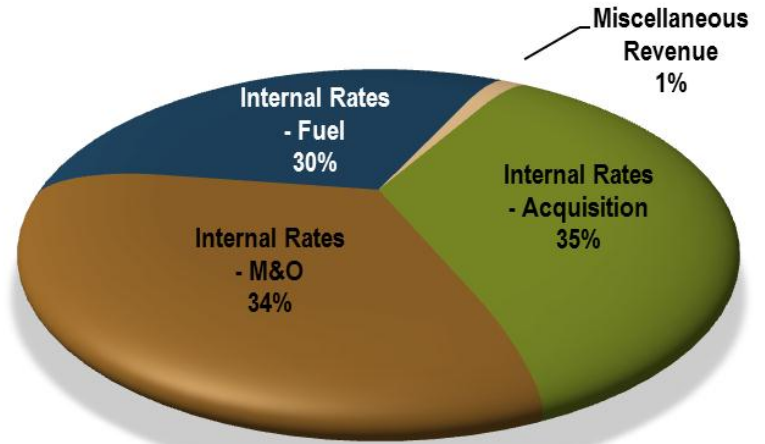
Note: Amounts are rounded in millions; therefore, differences may occur.

**Fund Purpose**

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

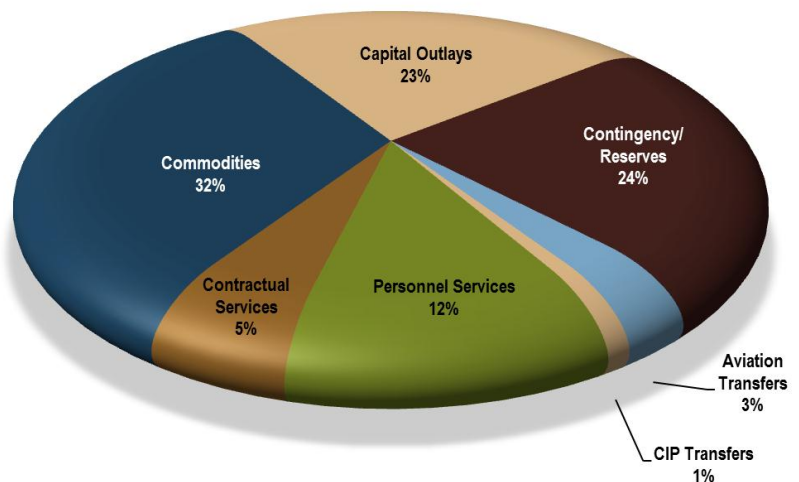
Fleet Management Fund Sources (in millions)

Internal Rates - Acquisition	\$	6.9
Internal Rates - M&O		6.6
Internal Rates - Fuel		5.8
Miscellaneous Revenue		0.3
<b>Total Revenue</b>	<b>\$</b>	<b>19.4</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>19.4</b>



Fleet Management Fund Uses (in millions)

Personnel Services	\$	3.2
Contractual Services		1.5
Commodities		8.4
Capital Outlays		6.2
Contingency/Reserves		6.3
Internal Service Offset		(19.2)
<b>Adopted Budget</b>	<b>\$</b>	<b>6.4</b>
Transfers Out		
Aviation Transfers		0.8
CIP Transfers		0.3
<b>Total Uses</b>	<b>\$</b>	<b>7.4</b>



\*Graph excludes the Internal Service Offset of (\$19.2) million

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

## Budget by Fund

## Fleet Management Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Contingency Reserve	700,000	500,000	500,000	500,000
Designated for Future Acquisition	8,122,003	4,836,174	4,836,174	4,929,806
Unreserved, Undesignated	3,035,166	2,396,692	3,986,706	3,504,351
<b>Total Beginning Fund Balance</b>	<b>11,857,169</b>	<b>7,732,866</b>	<b>9,322,880</b>	<b>8,934,157</b>
<b>Revenues</b>				
Rates - Vehicle Acquisition	3,096,595	5,650,632	5,650,632	6,851,280
Rates - Maintenance & Operation	6,846,841	6,576,912	6,910,991	6,555,756
Rates - Fuel	4,990,946	5,950,800	4,949,724	5,757,984
Miscellaneous Revenue	585,996	200,000	325,800	267,300
Interest Earnings	(16,149)	51,786	-	-
<b>Subtotal</b>	<b>15,504,228</b>	<b>18,430,130</b>	<b>17,837,147</b>	<b>19,432,320</b>
<b>Total Sources</b>	<b>15,504,228</b>	<b>18,430,130</b>	<b>17,837,147</b>	<b>19,432,320</b>
<b>Expenditures</b>				
Vehicle Acquisition/Capital Outlay	4,977,675	5,557,000	5,557,000	6,194,700
Fleet Operations	7,235,919	8,043,671	7,477,970	7,891,730
Fuel	4,339,953	5,178,110	4,434,300	5,336,849
<i>Merit Program</i>	-	-	-	57,140
<i>Pay for Performance</i>	-	60,800	-	-
<i>Compensation Adjustments</i>	-	17,772	-	-
<i>Leave Accrual Payments</i>	-	33,000	-	33,200
<i>Estimated Personnel Savings from Vacant Positions</i>	-	(190,000)	-	(199,500)
<b>Subtotal</b>	<b>16,553,546</b>	<b>18,700,353</b>	<b>17,469,270</b>	<b>19,314,119</b>
<b>TOTAL OPERATING BUDGET</b>	<b>16,553,546</b>	<b>18,700,353</b>	<b>17,469,270</b>	<b>19,314,119</b>
<b>Transfers Out</b>				
CIP Fund - General Capital Projects	8,300	6,600	6,600	14,200
CIP Fund - Fleet Projects	-	750,000	750,000	245,300
Fleet One-Time Transfer to Aviation Fund	-	-	-	754,387
Fleet One-Time Cash Adjustment For All Other Funds	1,476,671	-	-	-
<b>Subtotal</b>	<b>1,484,971</b>	<b>756,600</b>	<b>756,600</b>	<b>1,013,887</b>
<b>Total Uses</b>	<b>18,038,517</b>	<b>19,456,953</b>	<b>18,225,870</b>	<b>20,328,006</b>
<b>Sources Over/(Under) Uses</b>	<b>(2,534,289)</b>	<b>(1,026,823)</b>	<b>(388,723)</b>	<b>(895,686)</b>
<b>Ending Fund Balance</b>				
Contingency Reserve	1,300,000	500,000	500,000	700,000
Designated for Future Acquisition	4,836,174	4,929,806	4,929,806	4,831,999
Unreserved, Undesignated	3,186,706	1,276,237	3,504,351	2,506,472
<b>Total Ending Fund Balance</b>	<b>9,322,880</b>	<b>6,706,043</b>	<b>8,934,157</b>	<b>8,038,471</b>

## Budget by Fund

## Fleet Management Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Contingency Reserve	500,000	700,000	700,000	700,000	700,000
Designated for Future Acquisition	4,929,806	4,831,999	5,314,799	5,808,299	6,312,399
Unreserved, Undesignated	3,504,351	2,506,472	2,208,222	1,930,322	1,645,272
<b>Total Beginning Fund Balance</b>	<b>8,934,157</b>	<b>8,038,471</b>	<b>8,223,021</b>	<b>8,438,621</b>	<b>8,657,671</b>
<b>Revenues</b>					
Rates - Vehicle Acquisition	6,851,280	7,193,800	7,553,500	7,931,200	8,327,800
Rates - Maintenance & Operation	6,555,756	6,801,700	7,050,200	7,301,400	7,555,400
Rates - Fuel	5,757,984	5,873,100	5,990,600	6,110,400	6,232,600
Miscellaneous Revenue	267,300	372,600	315,900	344,250	361,500
Interest Earnings	-	-	-	-	-
<b>Subtotal</b>	<b>19,432,320</b>	<b>20,241,200</b>	<b>20,910,200</b>	<b>21,687,250</b>	<b>22,477,300</b>
<b>Total Sources</b>	<b>19,432,320</b>	<b>20,241,200</b>	<b>20,910,200</b>	<b>21,687,250</b>	<b>22,477,300</b>
<b>Expenditures</b>					
Vehicle Acquisition/Capital Outlay	6,194,700	6,711,000	7,060,000	7,427,100	7,813,300
Fleet Operations	7,891,730	8,020,050	8,211,100	8,519,100	8,590,700
Fuel	5,336,849	5,443,600	5,552,400	5,663,300	5,776,600
<i>Merit Program</i>	57,140	43,500	43,500	43,500	43,500
<i>Pay for Performance</i>	-	-	-	-	-
<i>Compensation Adjustments</i>	-	-	-	-	-
<i>Leave Accrual Payments</i>	33,200	33,500	33,800	34,100	34,400
<i>Estimated Personnel Savings from Vacant Positions</i>	(199,500)	(209,500)	(220,000)	(231,000)	(242,600)
<b>Subtotal</b>	<b>19,314,119</b>	<b>20,042,150</b>	<b>20,680,800</b>	<b>21,456,100</b>	<b>22,015,900</b>
<b>TOTAL OPERATING BUDGET</b>	<b>19,314,119</b>	<b>20,042,150</b>	<b>20,680,800</b>	<b>21,456,100</b>	<b>22,015,900</b>
<b>Transfers Out</b>					
CIP Fund - General Capital Projects	14,200	14,500	13,800	12,100	8,700
CIP Fund - Fleet Projects	245,300	-	-	-	-
Fleet One-Time Transfer to Aviation Fund	754,387	-	-	-	-
Fleet One-Time Cash Adjustment For All Other Funds	-	-	-	-	-
<b>Subtotal</b>	<b>1,013,887</b>	<b>14,500</b>	<b>13,800</b>	<b>12,100</b>	<b>8,700</b>
<b>Total Uses</b>	<b>20,328,006</b>	<b>20,056,650</b>	<b>20,694,600</b>	<b>21,468,200</b>	<b>22,024,600</b>
<b>Sources Over/(Under) Uses</b>	<b>(895,686)</b>	<b>184,550</b>	<b>215,600</b>	<b>219,050</b>	<b>452,700</b>
<b>Ending Fund Balance</b>					
Contingency Reserve	700,000	700,000	700,000	700,000	700,000
Designated for Future Acquisition	4,831,999	5,314,799	5,808,299	6,312,399	6,826,899
Unreserved, Undesignated	2,506,472	2,208,222	1,930,322	1,645,272	1,583,472
<b>Total Ending Fund Balance</b>	<b>8,038,471</b>	<b>8,223,021</b>	<b>8,438,621</b>	<b>8,657,671</b>	<b>9,110,371</b>

**Rates - Vehicle Acquisition Revenue**

Rates - Vehicle Acquisition Revenue represents the "rental" rate charged to other city funds and programs sufficient for the acquisition and replacement of city vehicles. For FY 2013/14, 31 percent of the Fleet Management Fund's operating revenues come from rates related to vehicle acquisition. The vehicle acquisition rates for FY 2013/14 total \$6.9 million and represent a \$1.2 million increase from the FY 2012/13 year-end revenue forecast. The increase is to ensure a more realistic and sustainable funding for future acquisition and replacement.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	6.9	6.9 *
2012/13	5.7	5.7 *
2011/12	3.1	3.1
2010/11	2.9	2.9
2009/10	1.7	1.7

**Rates - Maintenance & Operation Revenue**

Rates - Maintenance & Operation Revenue represents charges to other city programs based on the usage of city vehicles. For FY 2013/14, 34 percent of the Fleet Management Fund's operating revenues are derived from rates related to vehicle maintenance and operation. The FY 2013/14 hourly rate is billed at \$76.50 per hour and parts are marked up 22 percent. The maintenance and operation rates revenue for FY 2013/14 totals \$6.6 million, which is a decrease of \$0.3 million from the FY 2012/13 year-end revenue forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	6.6	6.6 *
2012/13	6.6	6.9 *
2011/12	7.0	6.8
2010/11	6.8	6.9
2009/10	8.5	8.2

**Rates - Fuel Revenue**

Rates - Fuel Revenue represents the charges to other city programs based on the fuel consumption of city vehicles. Rates are determined based on historical as well as future consumption. Included in this methodology are local and national fuel cost trends. The cost basis for this revenue is \$4.42/gallon for bio-diesel and \$3.45/gallon for unleaded. To offset costs associated with the fuel program a markup of \$0.13 per gallon is applied for non-Compressed Natural Gas (CNG) fuels cost when charged to the divisions. CNG is charged at \$0.19 per gallon due to a difference in operation cost of the CNG site. The FY 2013/14 adopted budget of \$5.8 million represents an increase of \$0.8 million from the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	5.8	5.8 *
2012/13	6.0	4.9 *
2011/12	4.0	5.0
2010/11	4.4	4.3
2009/10	3.4	3.4



**Miscellaneous Revenue**

Miscellaneous Revenue comes from the liquidation of surplus property as well as any insurance recoveries received. The FY 2013/14 budget is \$0.3 million, which remains flat with the FY 2012/13 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.3	0.3 *
2012/13	0.2	0.3 *
2011/12	0.2	0.6
2010/11	0.2	-
2009/10	0.2	0.4

---

### Fleet Management Fund Expenditures by Category

The direct operating expenditures of the Fleet Management Fund are divided into the following four major expenditure categories: personnel services, contractual services, commodities and capital outlay. 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, and healthcare. The FY 2013/14 adopted personnel services budget totals \$3.2 million, which is a decrease of \$0.1 million from the FY 2012/13 adopted budget as a result of personnel changes.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	3.2	3.2 *
2012/13	3.3	3.1 *
2011/12	3.2	3.1
2010/11	3.1	3.2
2009/10	3.5	3.2

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city divisions. The FY 2013/14 adopted budget of \$1.5 million remains flat with the FY 2012/13 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.5	1.5 *
2012/13	1.5	1.5 *
2011/12	1.5	1.5
2010/11	1.5	1.3
2009/10	1.6	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 FY 2013/14 adopted budget of \$8.4 million is \$0.1 million higher than the FY 2012/13 adopted budget as a result of unstable fuels costs.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	8.4	8.4 *
2012/13	8.3	7.3 *
2011/12	6.6	7.0
2010/11	6.8	6.4
2009/10	6.7	5.6

**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 FY 2013/14 adopted capital outlay budget of \$6.2 million is \$0.6 million higher than the FY 2012/13 adopted budget based on planned vehicle replacement purchases for FY 2013/14.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	6.2	6.2 *
2012/13	5.6	5.6 *
2011/12	5.6	5.0
2010/11	3.7	1.6
2009/10	2.1	3.5

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. Transfers-Out for FY 2013/14 includes \$0.3 million to the CIP funds and \$0.8 million to the Aviation Fund for the future replacement funding of fire apparatus motor vehicles at the airport.

**Fleet Management Fund Balance**

The Fleet Management Fund balance varies primarily due to the vehicle replacement schedule. The portion of internal charges to programs for replacement vehicles is evenly spread over the expected life of the vehicles. This charge becomes revenue to the Fleet Management Fund and is representative of the replacement charge for many vehicles with differing useful lives. Therefore, this revenue does not vary significantly by year, but the year in which vehicles are purchased may vary significantly if, for example, several large expensive vehicles are scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year vehicle purchases. The FY 2013/14 ending fund balance is \$8.0 million, which is a \$0.9 million decrease from the FY 2012/13 forecasted ending balance. A majority of this change is the result of a \$0.8 million transfer to the Aviation Fund to establish replacement reserve funding for Airport Fire apparatus.



FY 2013/14 Adopted Budget

**Fund Purpose**

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

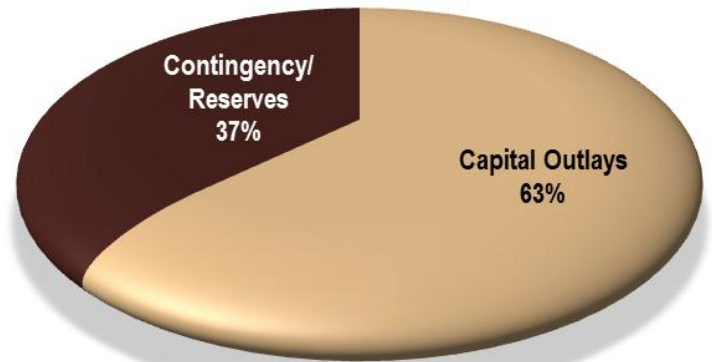
PC Replacement Fund Sources (in millions)

Internal Rates - PC Replacement	\$	1.0
<b>Total Revenue</b>	<b>\$</b>	<b>1.0</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>1.0</b>



PC Replacement Fund Uses (in millions)

Personnel Services	\$	-
Contractual Services		-
Commodities		-
Capital Outlays		0.8
Contingency/Reserves		0.5
Internal Service Offset		(1.0)
<b>Adopted Budget</b>	<b>\$</b>	<b>0.3</b>
Transfers Out		-
<b>Total Uses</b>	<b>\$</b>	<b>0.3</b>



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

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

## Budget by Fund

## PC Replacement Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance <sup>(a)</sup></b>	-	207,151	754,784	861,575
<b>Revenues</b>				
<b>Rates - Computer Hardware Acquisition</b>				
General Fund	-	243,963	243,963	784,630
Transportation Fund	-	39,864	39,864	40,595
Grants Fund (CDBG)	-	646	646	704
Grants Fund (Section 8 Housing)	-	1,293	1,293	1,408
Special Programs Fund (RICO)	-	499,972	381,277	-
Special Programs Fund (Court Enhancement)	-	-	-	2,785
Tourism Development	-	-	-	704
Water Fund	-	127,478	127,478	142,977
Groundwater Treatment Facility Fund	-	323	323	1,337
Water Reclamation Fund	-	15,221	15,221	11,867
Aviation Fund	-	3,195	3,195	3,204
Solid Waste Enterprise Fund	-	8,473	8,473	8,904
Fleet Management Fund	-	11,187	11,187	11,874
Risk Management Fund	-	1,593	1,593	1,691
Benefits Self Insurance	-	-	-	176
<b>Subtotal</b>	-	<b>953,208</b>	<b>834,513</b>	<b>1,012,856</b>
<b>Transfers In</b>				
General Fund	1,200,000	-	-	-
<b>Subtotal</b>	<b>1,200,000</b>	-	-	-
<b>Total Sources</b>	<b>1,200,000</b>	<b>953,208</b>	<b>834,513</b>	<b>1,012,856</b>
<b>Expenditures</b>				
<b>Division</b>				
<b>Administrative Services - Information Technology</b>				
CPU Purchases	304,883	252,747	252,747	392,700
Laptop Purchases	13,497	77,814	77,814	87,072
Ruggedized CF-31 Purchases	101,163	301,870	301,870	259,697
Ruggedized CF-19 Purchases	-	3,475	3,475	11,365
Ruggedized HPE274 Purchases	-	-	-	-
Monitors - 17" Purchases	757	29,380	29,380	-
Monitors - 19" Purchases	21,719	17,628	17,628	47,000
Monitors - 24" Purchases	1,351	4,591	4,591	4,600
Printers - Network B/W	-	26,199	26,199	26,200
Printers - Network Color	1,846	14,018	14,018	14,000
<b>Subtotal</b>	<b>445,216</b>	<b>727,722</b>	<b>727,722</b>	<b>842,633</b>
<b>TOTAL OPERATING BUDGET</b>	<b>445,216</b>	<b>727,722</b>	<b>727,722</b>	<b>842,633</b>
<b>Total Uses</b>	<b>445,216</b>	<b>727,722</b>	<b>727,722</b>	<b>842,633</b>
<b>Sources Over / (Under) Uses</b>	<b>754,784</b>	<b>225,486</b>	<b>106,791</b>	<b>170,223</b>
<b>Ending Fund Balance</b>				
Contingency Reserve <sup>(b)</sup>	-	-	-	500,000
Unreserved	-	-	-	531,798
<b>Total Ending Fund Balance</b>	<b>754,784</b>	<b>432,637</b>	<b>861,575</b>	<b>1,031,798</b>

<sup>(a)</sup> This was a new fund beginning in FY 2011/12 and is used to account for computer equipment.

<sup>(b)</sup> Contingency Reserve was established beginning in FY 2013/14.

Budget by Fund

PC Replacement Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance <sup>(a)</sup></b>	<b>861,575</b>	<b>1,031,798</b>	<b>1,468,198</b>	<b>1,626,098</b>	<b>1,271,198</b>
<b>Revenues</b>					
<b>Rates - Computer Hardware Acquisition</b>					
General Fund	784,630	784,600	784,600	784,600	784,600
Transportation Fund	40,595	40,600	40,600	40,600	40,600
Grants Fund (CDBG)	704	700	700	700	700
Grants Fund (Section 8 Housing)	1,408	1,400	1,400	1,400	1,400
Special Programs Fund (RICO)	-	-	-	-	-
Special Programs Fund (Court Enhancement)	2,785	2,800	2,800	2,800	2,800
Tourism Development	704	700	700	700	700
Water Fund	142,977	143,000	143,000	143,000	143,000
Groundwater Treatment Facility Fund	1,337	1,300	1,300	1,300	1,300
Water Reclamation Fund	11,867	11,900	11,900	11,900	11,900
Aviation Fund	3,204	3,200	3,200	3,200	3,200
Solid Waste Enterprise Fund	8,904	8,900	8,900	8,900	8,900
Fleet Management Fund	11,874	11,900	11,900	11,900	11,900
Risk Management Fund	1,691	1,700	1,700	1,700	1,700
Benefits Self Insurance	176	200	200	200	200
<b>Subtotal</b>	<b>1,012,856</b>	<b>1,012,900</b>	<b>1,012,900</b>	<b>1,012,900</b>	<b>1,012,900</b>
<b>Transfers In</b>					
General Fund	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>1,012,856</b>	<b>1,012,900</b>	<b>1,012,900</b>	<b>1,012,900</b>	<b>1,012,900</b>
<b>Expenditures</b>					
<b>Division</b>					
<b>Administrative Services - Information Technology</b>					
CPU Purchases	392,700	446,900	233,000	423,300	502,700
Laptop Purchases	87,072	23,400	100,100	83,200	118,300
Ruggedized CF-31 Purchases	259,697	14,400	307,800	769,500	803,100
Ruggedized CF-19 Purchases	11,365	-	94,700	-	11,400
Ruggedized HPE274 Purchases	-	-	27,600	-	-
Monitors - 17" Purchases	-	-	-	-	-
Monitors - 19" Purchases	47,000	47,000	39,800	39,800	39,800
Monitors - 24" Purchases	4,600	4,600	11,800	11,800	11,800
Printers - Network B/W	26,200	26,200	26,200	26,200	26,200
Printers - Network Color	14,000	14,000	14,000	14,000	14,000
<b>Subtotal</b>	<b>842,633</b>	<b>576,500</b>	<b>855,000</b>	<b>1,367,800</b>	<b>1,527,300</b>
<b>TOTAL OPERATING BUDGET</b>	<b>842,633</b>	<b>576,500</b>	<b>855,000</b>	<b>1,367,800</b>	<b>1,527,300</b>
<b>Total Uses</b>	<b>842,633</b>	<b>576,500</b>	<b>855,000</b>	<b>1,367,800</b>	<b>1,527,300</b>
<b>Sources Over / (Under) Uses</b>	<b>170,223</b>	<b>436,400</b>	<b>157,900</b>	<b>(354,900)</b>	<b>(514,400)</b>
<b>Ending Fund Balance</b>					
Contingency Reserve <sup>(b)</sup>	500,000	500,000	500,000	500,000	500,000
Unreserved	531,798	968,198	1,126,098	771,198	256,798
<b>Total Ending Fund Balance</b>	<b>1,031,798</b>	<b>1,468,198</b>	<b>1,626,098</b>	<b>1,271,198</b>	<b>756,798</b>

<sup>(a)</sup> This was a new fund beginning in FY 2011/12 and is used to

<sup>(b)</sup> Contingency Reserve was established beginning in FY 2013/1

**Rates - Computer Hardware Acquisition**

Rates - Computer Hardware Acquisition revenue represents the rates charged to other city funds and programs sufficient for the acquisition and replacement of city computer hardware. This program was established in FY 2011/12. FY 2012/13 was the first year where user rates were charged to operating divisions. The revenue for FY 2013/14 is \$1.0 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.0	1.0 *
2012/13	1.0	0.8 *
2011/12	-	-
2010/11	-	-
2009/10	-	-

**PC Replacement Fund Expenditures by Category**

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 2013/14 capital outlay budget is \$0.8 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.8	0.8 *
2012/13	0.7	0.7 *
2011/12	1.0	1.0
2010/11	-	-
2009/10	-	-

**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 2013/14 fund balance is budgeted at \$1.0 million, and includes a contingency amount of \$0.5 million.

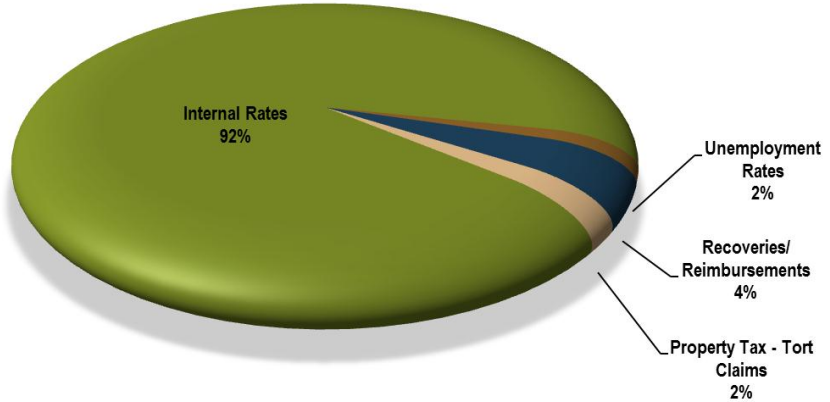


**Fund Purpose**

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

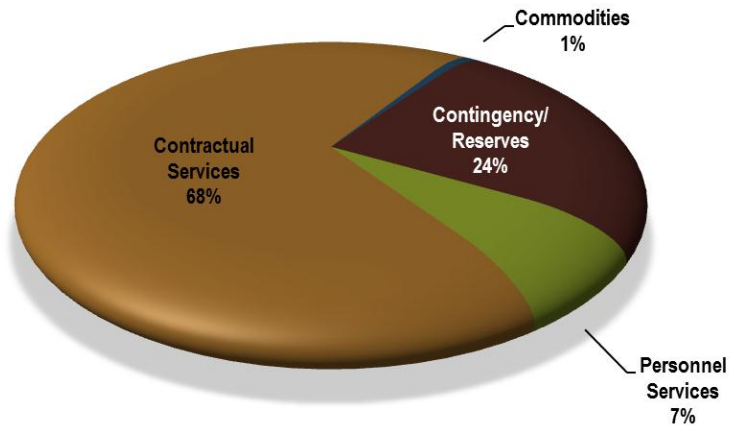
Risk Management Fund Sources (in millions)

Internal Rates	\$	6.5
Unemployment Rates		0.1
Recoveries/Reimbursements		0.3
Property Tax - Tort Claims		0.1
<b>Total Revenue</b>	<b>\$</b>	<b>7.0</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>7.0</b>



Risk Management Fund Uses (in millions)

Personnel Services	\$	0.8
Contractual Services		7.2
Commodities		0.1
Capital Outlays		-
Contingency/Reserves		2.5
Internal Service Offset		(6.6)
<b>Adopted Budget</b>	<b>\$</b>	<b>4.0</b>
Transfers Out		-
<b>Total Uses</b>	<b>\$</b>	<b>4.0</b>



Graph excludes the Internal Service Offset of (\$6.6) million

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

## Budget by Fund

## Risk Management Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Accruals (Short Term)	3,559,177	3,560,000	3,560,000	3,560,000
Accruals (Long Term) <sup>(a)</sup>	5,636,326	5,600,000	5,600,000	5,600,000
Property Casualty Claims Reserve	9,967,718	7,861,034	6,268,436	4,269,254
<b>Total Beginning Fund Balance</b>	<b>19,163,221</b>	<b>17,021,034</b>	<b>15,428,436</b>	<b>13,429,254</b>
<b>Revenues and Other Sources</b>				
Property, Liability, Work Comp Rates	5,104,877	4,000,000	4,000,000	6,500,000
Unemployment Taxes	282,313	200,000	200,000	100,000
Interest - Property Casualty	(24,936)	104,805	-	-
Property Tax (Tort Claims)	-	212,914	212,914	144,734
Insurance/Claim Recoveries	146,474	250,000	250,000	250,000
Special Event Reimbursements	63,486	53,000	53,000	55,000
<i>Subtotal</i>	<i>5,572,214</i>	<i>4,820,719</i>	<i>4,715,914</i>	<i>7,049,734</i>
<b>Other Sources</b>				
Authorized Rate Reduction	(1,000,000)	-	-	-
Transfer-In from Fleet	251	-	-	-
<i>Subtotal</i>	<i>(999,749)</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Total Sources</b>	<b>4,572,465</b>	<b>4,820,719</b>	<b>4,715,914</b>	<b>7,049,734</b>
<b>Expenditures and Other Uses</b>				
Risk Mgmt - Operating Budget	1,149,388	1,159,960	1,159,960	1,107,598
Risk Mgmt - Excess Ins. Premiums	2,408,413	1,475,000	228,000	1,622,500
Claims (General Liability)	1,494,894	3,064,130	3,064,130	2,964,130
Claims (Property)	437,180	275,000	275,000	375,000
Claims (Workers' Compensation)	1,722,689	1,836,706	1,836,706	1,909,334
Claims (Unemployment)	92,386	150,000	150,000	100,000
Merit Program	-	-	-	13,317
<i>Subtotal</i>	<i>7,304,950</i>	<i>7,960,796</i>	<i>6,713,796</i>	<i>8,091,879</i>
<b>TOTAL OPERATING BUDGET</b>	<b>7,304,950</b>	<b>7,960,796</b>	<b>6,713,796</b>	<b>8,091,879</b>
<b>Other Uses</b>				
Transfer-Out to CIP Fund (Tech. Replacement)	2,300	1,300	1,300	2,800
Transfer-Out to Healthcare Self-Insurance Fund	1,000,000	-	-	-
<i>Subtotal</i>	<i>1,002,300</i>	<i>1,300</i>	<i>1,300</i>	<i>2,800</i>
<b>Total Uses</b>	<b>8,307,250</b>	<b>7,962,096</b>	<b>6,715,096</b>	<b>8,094,679</b>
<b>Sources Over/(Under) Uses</b>	<b>(3,734,785)</b>	<b>(3,141,377)</b>	<b>(1,999,182)</b>	<b>(1,044,945)</b>
<b>Ending Fund Balance</b>				
Accruals (Short Term)	3,560,000	3,560,000	3,560,000	3,560,000
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000
Unreserved Fund Balance	6,268,436	4,719,657	4,269,254	3,224,309
<b>Total Ending Fund Balance</b>	<b>15,428,436</b>	<b>13,879,657</b>	<b>13,429,254</b>	<b>12,384,309</b>

<sup>(a)</sup> Long Term Accruals not separated from Unreserved Fund Balance until FY 2011/12 Forecast.

# Budget by Fund

# Risk Management Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Accruals (Short Term)	3,560,000	3,560,000	3,560,000	3,560,000	3,560,000
Accruals (Long Term) <sup>(a)</sup>	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000
Property Casualty Claims Reserve	4,269,254	3,224,309	3,138,084	3,780,478	4,193,932
<b>Total Beginning Fund Balance</b>	<b>13,429,254</b>	<b>12,384,309</b>	<b>12,298,084</b>	<b>12,940,478</b>	<b>13,353,932</b>
<b>Revenues and Other Sources</b>					
Property, Liability, Work Comp Rates	6,500,000	7,000,000	7,500,000	7,500,000	7,500,000
Unemployment Taxes	100,000	100,000	100,000	100,000	100,000
Interest - Property Casualty	-	-	-	-	-
Property Tax (Tort Claims)	144,734	250,000	250,000	250,000	250,000
Insurance/Claim Recoveries	250,000	250,000	250,000	250,000	250,000
Special Event Reimbursements	55,000	55,000	55,000	55,000	55,000
<b>Subtotal</b>	<b>7,049,734</b>	<b>7,655,000</b>	<b>8,155,000</b>	<b>8,155,000</b>	<b>8,155,000</b>
<b>Other Sources</b>					
Authorized Rate Reduction	-	-	-	-	-
Transfer-In from Fleet	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>7,049,734</b>	<b>7,655,000</b>	<b>8,155,000</b>	<b>8,155,000</b>	<b>8,155,000</b>
<b>Expenditures and Other Uses</b>					
Risk Mgmt - Operating Budget	1,107,598	1,138,100	1,169,900	1,227,200	1,233,100
Risk Mgmt - Excess Ins. Premiums	1,622,500	1,703,625	1,788,806	1,878,246	1,972,158
Claims (General Liability)	2,964,130	2,500,000	2,075,000	2,075,000	2,075,000
Claims (Property)	375,000	300,000	300,000	300,000	300,000
Claims (Workers' Compensation)	1,909,334	1,986,600	2,066,100	2,148,700	2,234,700
Claims (Unemployment)	100,000	100,000	100,000	100,000	100,000
Merit Program	13,317	10,100	10,100	10,100	10,100
<b>Subtotal</b>	<b>8,091,879</b>	<b>7,738,425</b>	<b>7,509,906</b>	<b>7,739,246</b>	<b>7,925,058</b>
<b>TOTAL OPERATING BUDGET</b>	<b>8,091,879</b>	<b>7,738,425</b>	<b>7,509,906</b>	<b>7,739,246</b>	<b>7,925,058</b>
<b>Other Uses</b>					
Transfer-Out to CIP Fund (Tech. Replacement)	2,800	2,800	2,700	2,300	1,600
Transfer-Out to Healthcare Self-Insurance Fund	-	-	-	-	-
<b>Subtotal</b>	<b>2,800</b>	<b>2,800</b>	<b>2,700</b>	<b>2,300</b>	<b>1,600</b>
<b>Total Uses</b>	<b>8,094,679</b>	<b>7,741,225</b>	<b>7,512,606</b>	<b>7,741,546</b>	<b>7,926,658</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,044,945)</b>	<b>(86,225)</b>	<b>642,394</b>	<b>413,454</b>	<b>228,342</b>
<b>Ending Fund Balance</b>					
Accruals (Short Term)	3,560,000	3,560,000	3,560,000	3,560,000	3,560,000
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000
Unreserved Fund Balance	3,224,309	3,138,084	3,780,478	4,193,932	4,422,274
<b>Total Ending Fund Balance</b>	<b>12,384,309</b>	<b>12,298,084</b>	<b>12,940,478</b>	<b>13,353,932</b>	<b>13,582,274</b>

<sup>(a)</sup> Long Term Accruals not separated from Unreserved Fund Bal

**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*
2013/14	6.9	6.9 *
2012/13	4.6	4.6 *
2011/12	4.8	4.6
2010/11	5.8	6.0
2009/10	7.3	7.6

**Property Taxes (Tort Claims)**

This revenue represents a reimbursement to the city's Risk Management Fund for the liability tort settlements and judgments approved by City Council and paid during the most recently completed calendar year. The inclusion of the tort claim reimbursements in the city's primary tax levy is allowed per a March 20, 1986 Arizona Attorney General opinion. The tort expenses are paid from the Risk Management Fund and therefore, the reimbursement becomes revenue to this fund. The budgeted tort claims recoveries total \$0.1 million for FY 2013/14.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.1	0.1 *
2012/13	0.2	0.2 *
2011/12	-	-
2010/11	0.7	1.7
2009/10	1.9	1.9

**Transfers-In**

Transfers-In may be used to address anticipated claim costs. There are no transfers-in budgeted for FY 2013/14.

### Risk Management Self-Insurance Fund Expenditures By Category

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, and healthcare. The adopted budget for this category is \$0.8 million for FY 2013/14, which is unchanged from the FY 2012/13 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)		
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.8	0.8 *
2012/13	0.8	0.8 *
2011/12	0.6	0.7
2010/11	0.6	0.6
2009/10	0.5	0.6

#### Contractual Services

Contractual Services include expenditures for excess insurance premiums, claim payments, services performed by firms, individuals, or other city divisions. The adopted budget for FY 2013/14 of \$7.2 million is \$0.1 million more than the adopted FY 2012/13 budget. This increase is attributed to the increase for insurance and bond premiums.

Adopted Budget to Actual/Forecast* (in millions)		
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	7.2	7.2 *
2012/13	7.1	5.9 *
2011/12	6.6	6.5
2010/11	6.5	4.6
2009/10	6.9	4.7

#### 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 2013/14 commodities budget of approximately \$0.1 million remains consistent with the adopted FY 2012/13 budget.

Adopted Budget to Actual/Forecast* (in millions)		
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.1	0.1 *
2012/13	0.1	0.1 *
2011/12	0.1	0.1
2010/11	0.1	0.1
2009/10	0.1	0.1

#### Transfers-Out

Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. The transfers-out of \$2,800 are planned to help cover the cost of general capital projects related to technology that will benefit Risk Management.

#### Risk Management Self-Insurance Fund Balance

The Risk Management 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 2013/14 total ending fund balance is approximately \$12.4 million, which is a decrease of \$1.0 million from the FY 2012/13 year-end forecast and is in compliance with actuarial recommendations.



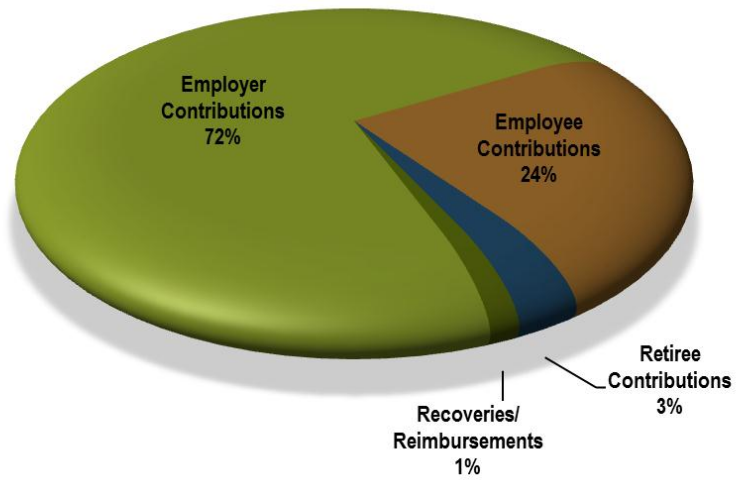
FY 2013/14 Adopted Budget

**Fund Purpose**

The Healthcare Self-Insurance Fund is used to account for the city’s self-insured medical and dental benefits. Revenue to this fund is derived from premiums collected through charges (payroll deductions) to division programs, which consists of both city and employee components. Revenue is also collected through premium charges to retirees as well as pharmacy rebates and stop loss insurance recoveries. This fund provides payment of actual healthcare expenses (medical, prescription and dental claims) as well as claims administration and other benefit plan expenses.

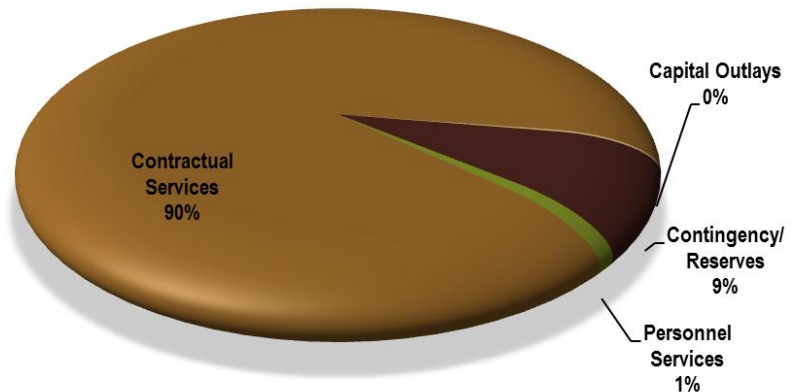
Healthcare Self-Insurance Fund Sources (in millions)

Employer Contributions	\$	19.3
Employee Contributions		6.5
Retiree Contributions		0.8
Recoveries/Reimbursements		0.4
<b>Total Revenue</b>	<b>\$</b>	<b>26.9</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>26.9</b>



Healthcare Self-Insurance Fund Uses (in millions)

Personnel Services	\$	0.3
Contractual Services		26.7
Commodities		0.0
Capital Outlays		0.1
Contingency/Reserves		2.5
Internal Service Offset		(19.3)
<b>Adopted Budget</b>	<b>\$</b>	<b>10.3</b>
Transfers Out		-
<b>Total Uses</b>	<b>\$</b>	<b>10.3</b>



Graph excludes the Internal Service Offset of (\$19.3) million

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

# Budget by Fund

# Healthcare Self-Insurance Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Healthcare - Beginning Claims Reserve	3,331,492	4,950,092	4,983,720	5,696,767
<b>Total Beginning Fund Balance</b>	<b>3,331,492</b>	<b>4,950,092</b>	<b>4,983,720</b>	<b>5,696,767</b>
<b>Revenues and Other Sources</b>				
Healthcare Premiums - COS	15,948,806	17,954,920	17,550,620	18,455,230
Anticipated Migration Reduction - COS	-	(639,280)	-	-
Healthcare Premiums - EE	4,482,122	5,576,860	5,580,999	5,934,440
Anticipated Migration Reduction - EE	-	(458,750)	-	-
Healthcare premium wellness incentives	-	-	-	(232,850)
Healthcare Premiums - Retiree	2,102,003	3,815,550	921,880	763,290
Healthcare Premiums - Retiree Subsidy	-	-	-	-
Dental Premiums - COS	818,654	848,340	814,280	816,010
Dental Premiums - EE	775,996	803,370	771,970	774,830
Other - Recovery , Rebates, Interest (Active)	376,285	350,000	326,360	250,000
Other - Recovery , Rebates, Interest (Retiree)	-	-	93,120	100,000
<b>Subtotal</b>	<b>24,503,866</b>	<b>28,251,010</b>	<b>26,059,229</b>	<b>26,860,950</b>
<b>Transfers-In</b>				
Gen Fund Transfer In: Disabled Reintree Subsidy	-	273,490	-	-
Transfer-In from General Fund	3,000,000	-	-	-
Transfer-In from Risk Self-Insurance Fund	1,000,000	-	-	-
<b>Subtotal</b>	<b>4,000,000</b>	<b>273,490</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>28,503,866</b>	<b>28,524,500</b>	<b>26,059,229</b>	<b>26,860,950</b>
<b>Expenditures and Other Uses</b>				
Healthcare - Medical Claims- Actives	18,891,105	20,072,300	19,757,060	21,434,130
Provider Administrative Expenses	1,435,891	1,457,490	1,303,100	1,319,628
Behavioral Health Claims	480,482	522,220	514,920	563,210
Stop Loss Insurance	423,494	502,900	504,920	538,060
COS Administrative Expenses	310,858	316,221	316,221	348,736
Live Life Well Program (LLW)	222,628	130,202	140,202	211,349
Wellness Incentive	178,570	195,020	-	-
<b>Subtotal Active Employees</b>	<b>21,943,028</b>	<b>23,196,353</b>	<b>22,536,423</b>	<b>24,415,113</b>
Healthcare - Medical Claims -Retirees	3,062,534	3,565,800	1,118,840	1,029,130
Provider Administrative Expenses- Retirees	170,414	175,290	49,830	40,105
Behavioral Health Claims - Retirees	52,501	59,470	18,960	14,750
Stop Loss Insurance - Retirees	41,471	50,880	16,100	17,180
COS Administrative Expenses - Retirees	34,540	35,002	35,002	30,747
Live Life Well Program (LLW) - Retirees	12,408	10,277	10,277	6,758
<b>Subtotal Retirees</b>	<b>3,373,868</b>	<b>3,896,719</b>	<b>1,249,009</b>	<b>1,138,670</b>
Dental Claims	1,444,995	1,471,250	1,471,250	1,471,250
Dental Administrative Expenses	89,747	90,950	89,500	90,950
<b>Subtotal Dental</b>	<b>1,534,742</b>	<b>1,562,200</b>	<b>1,560,750</b>	<b>1,562,200</b>
<b>Subtotal All Groups</b>	<b>26,851,638</b>	<b>28,655,272</b>	<b>25,346,182</b>	<b>27,115,983</b>
<b>Total Uses</b>	<b>26,851,638</b>	<b>28,655,272</b>	<b>25,346,182</b>	<b>27,115,983</b>
<b>Sources Over/(Under) Uses</b>	<b>1,652,228</b>	<b>(130,772)</b>	<b>713,047</b>	<b>(255,033)</b>
<b>Ending Fund Balance</b>				
Healthcare Claims Reserve	4,983,720	4,819,320	5,696,767	5,441,734
<b>Total Ending Fund Balance</b>	<b>4,983,720</b>	<b>4,819,320</b>	<b>5,696,767</b>	<b>5,441,734</b>



## Budget by Fund

## Healthcare Self-Insurance Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Healthcare - Beginning Claims Reserve	5,696,767	5,441,734	5,239,034	5,032,534	4,804,334
<b>Total Beginning Fund Balance</b>	<b>5,696,767</b>	<b>5,441,734</b>	<b>5,239,034</b>	<b>5,032,534</b>	<b>4,804,334</b>
<b>Revenues and Other Sources</b>					
Healthcare Premiums - COS	18,455,230	19,839,000	21,327,000	22,927,000	24,647,000
Anticipated Migration Reduction - COS	-	-	-	-	-
Healthcare Premiums- EE	5,934,440	6,380,000	6,859,000	7,373,000	7,926,000
Anticipated Migration Reduction - EE	-	-	-	-	-
Healthcare premium wellness incentives	(232,850)	-	-	-	-
Healthcare Premiums - Retiree	763,290	824,000	890,000	961,000	1,038,000
Healthcare Premiums - Retiree Subsidy	-	-	-	-	-
Dental Premiums - COS	816,010	840,000	865,000	891,000	918,000
Dental Premiums - EE	774,830	798,000	822,000	847,000	872,000
Other - Recovery , Rebates, Interest (Active)	250,000	250,000	250,000	250,000	250,000
Other - Recovery , Rebates, Interest (Retiree)	100,000	100,000	100,000	100,000	100,000
<b>Subtotal</b>	<b>26,860,950</b>	<b>29,031,000</b>	<b>31,113,000</b>	<b>33,349,000</b>	<b>35,751,000</b>
<b>Transfers-In</b>					
Gen Fund Transfer In: Disabled Reintree Subsidy	-	-	-	-	-
Transfer-In from General Fund	-	-	-	-	-
Transfer-In from Risk Self-Insurance Fund	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>26,860,950</b>	<b>29,031,000</b>	<b>31,113,000</b>	<b>33,349,000</b>	<b>35,751,000</b>
<b>Expenditures and Other Uses</b>					
Healthcare - Medical Claims- Actives	21,434,130	23,120,800	24,942,400	26,909,800	29,034,700
Provider Administrative Expenses	1,319,628	1,522,400	1,545,600	1,569,300	1,593,400
Behavioral Health Claims	563,210	608,200	656,900	709,400	766,100
Stop Loss Insurance	538,060	581,100	627,600	677,800	732,100
COS Administrative Expenses	348,736	356,100	365,000	381,200	382,300
Live Life Well Program (LLW)	211,349	215,900	220,600	227,300	229,500
Wellness Incentive	-	-	-	-	-
<b>Subtotal Active Employees</b>	<b>24,415,113</b>	<b>26,404,500</b>	<b>28,358,100</b>	<b>30,474,800</b>	<b>32,738,100</b>
Healthcare - Medical Claims -Retirees	1,029,130	1,103,500	1,183,800	1,270,500	1,364,200
Provider Administrative Expenses- Retirees	40,105	44,700	45,500	46,300	47,100
Behavioral Health Claims - Retirees	14,750	15,900	17,200	18,600	20,000
Stop Loss Insurance - Retirees	17,180	18,500	20,000	21,600	23,300
COS Administrative Expenses - Retirees	30,747	31,400	32,200	33,800	33,700
Live Life Well Program (LLW) - Retirees	6,758	7,000	7,100	7,300	7,300
<b>Subtotal Retirees</b>	<b>1,138,670</b>	<b>1,221,000</b>	<b>1,305,800</b>	<b>1,398,100</b>	<b>1,495,600</b>
Dental Claims	1,471,250	1,515,400	1,560,900	1,607,700	1,655,900
Dental Administrative Expenses	90,950	92,800	94,700	96,600	98,500
<b>Subtotal Dental</b>	<b>1,562,200</b>	<b>1,608,200</b>	<b>1,655,600</b>	<b>1,704,300</b>	<b>1,754,400</b>
<b>Subtotal All Groups</b>	<b>27,115,983</b>	<b>29,233,700</b>	<b>31,319,500</b>	<b>33,577,200</b>	<b>35,988,100</b>
<b>Total Uses</b>	<b>27,115,983</b>	<b>29,233,700</b>	<b>31,319,500</b>	<b>33,577,200</b>	<b>35,988,100</b>
<b>Sources Over/(Under) Uses</b>	<b>(255,033)</b>	<b>(202,700)</b>	<b>(206,500)</b>	<b>(228,200)</b>	<b>(237,100)</b>
<b>Ending Fund Balance</b>					
Healthcare Claims Reserve	5,441,734	5,239,034	5,032,534	4,804,334	4,567,234
<b>Total Ending Fund Balance</b>	<b>5,441,734</b>	<b>5,239,034</b>	<b>5,032,534</b>	<b>4,804,334</b>	<b>4,567,234</b>

**Healthcare Premiums - COS**

This revenue represents the city's contribution towards employee healthcare premiums. The city's premium cost sharing varies for the three healthcare plans offered. The city contributes 80 percent of the employee only premium for the costliest plan, 85 percent for the middle cost plan, and 90 percent of the lowest cost plan. For all three plans, the city contributes 75 percent of the difference in cost from employee to dependent coverage. Rising healthcare costs are resulting in increased premiums overall. NOTE: The FY 2009/10 adopted amount includes the employee portion of premiums.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	18.5	18.5 *
2012/13	17.3	17.6 *
2011/12	16.8	15.9
2010/11	16.6	13.7
2009/10	24.2	18.1

**Healthcare Premiums - Employee**

This revenue captures the employee portion of healthcare premiums collected through payroll deductions, as well as cobra and state retirement subsidies. Historically the premium cost sharing has shifted a larger share of total cost to the employees. Prior to FY 2012/13, the retiree portion of premiums was included in the employee amounts. Effective FY 2012/13 retirees are accounted for separately. FY 2009/10 adopted revenue is zero since it was included in the city premium contribution budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	5.9	5.9 *
2012/13	5.1	5.6 *
2011/12	6.4	4.5
2010/11	2.9	4.5
2009/10	-	4.1

**Healthcare Premiums - Retiree**

This revenue captures the retiree healthcare premiums collected through direct collections as well as state retirement subsidies. The premiums are set to recover 100 percent of the cost of claims and administration. There is no city contribution for retirees; however, public safety disabled retirees premiums are charged at the same rate as an active employee (with the disabled retiree paying both the employee and the city portion). With the large increases in the cost of coverage, many retirees have not elected to continue insurance coverage through the city, which is creating the large variance between the FY 2012/13 adopted budget and forecasted actuals. Prior to FY 2012/13, the retiree portion of premiums was included in the employee amounts. Effective FY 2012/13 retirees are budgeted separately.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.8	0.8 *
2012/13	4.1	0.9 *
2011/12	-	2.1
2010/11	-	-
2009/10	-	-

**Dental Premiums - COS**

This revenue is comprised of the city's contribution to the dental premiums. The city contributes 88 percent of the employee portion of premium cost, and 12 percent of the dependent portion of the premium for coverage that includes dependents.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.8	0.8 *
2012/13	0.8	0.8 *
2011/12	0.8	0.8
2010/11	1.5	0.7
2009/10	-	0.9

**Dental Premiums - Employee**

This revenue captures the employee portion of dental premiums collected through payroll deductions, as well as cobra elections.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.8	0.8 *
2012/13	0.8	0.8 *
2011/12	0.8	0.8
2010/11	0.8	0.7
2009/10	-	0.8

**Other - Recovery, Rebates**

Miscellaneous revenues are the result of pharmacy rebates and reimbursements on medical claims over the city's stop loss limit.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.4	0.4 *
2012/13	0.4	0.4 *
2011/12	-	0.3
2010/11	-	0.5
2009/10	-	0.9

**Transfers-In**

Transfers-In may be used to address unanticipated claim costs. In FY 2013/14 there are no transfers-in budgeted for the Healthcare Self-Insurance Fund.

### Healthcare Self-Insurance Fund Expenditures By Category

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, and healthcare. The FY 2013/14 adopted budget of approximately \$0.3 million is lower than the FY 2012/13 adopted budget as a result of removing the wellness incentive expense budget for FY 2013/14. In FY 2013/14, the wellness incentive will be a reduction in employee premiums paid rather than a payroll payout.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.3	0.3 *
2012/13	0.4	0.3 *
2011/12	0.5	0.5
2010/11	0.6	-
2009/10	0.3	0.3

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city division. The budget of \$26.7 million represents approximately 90 percent of the FY 2013/14 Healthcare Self-Insurance Fund operating budget. The contractual services budget for medical and dental claims accounts for \$23.9 million of this budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	26.7	26.7 *
2012/13	28.2	25.1 *
2011/12	25.9	26.0
2010/11	25.1	24.5
2009/10	24.5	24.3

#### 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 2013/14 commodities budget of approximately \$10,500.

#### Adopted Budget to Actual/Forecast\*

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	10,500	10,500 *
2012/13	10,500	10,500 *
2011/12	13,500	13,500
2010/11	27,000	-
2009/10	27,000	25,433

**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 for FY 2013/14 is \$50,000.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	50,000	50,000 *
2012/13	-	- *
2011/12	50,000	-
2010/11	50,000	-
2009/10	-	-

**Transfers-Out**

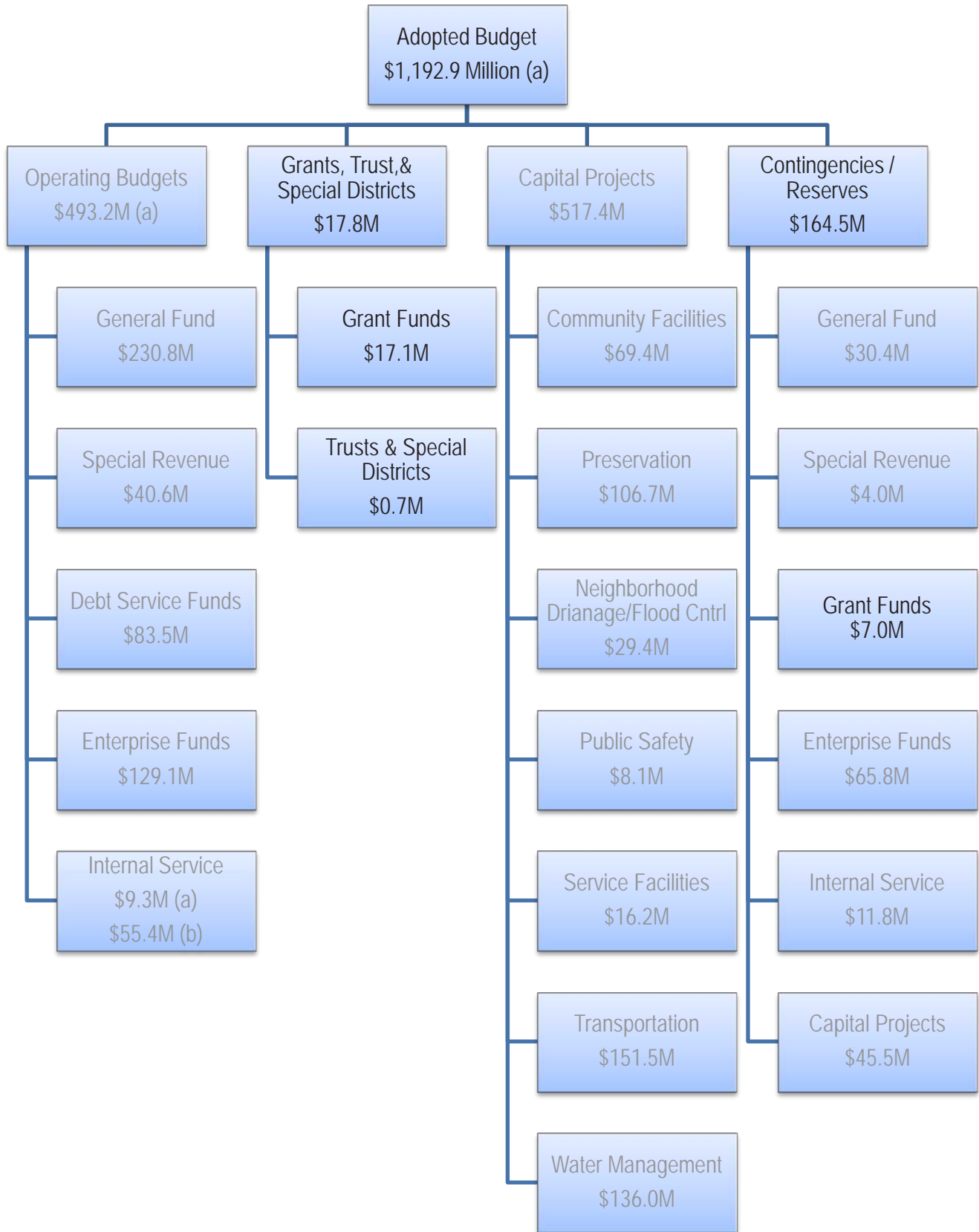
Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. The adopted FY 2013/14 budget has no transfers-out planned in the Healthcare Self-Insurance Fund.

**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 2013/14 total ending fund balance is approximately \$5.4 million, which is a decrease of \$0.3 million from the FY 2012/13 year-end forecast and is within actuary recommendations.



FY 2013/14 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

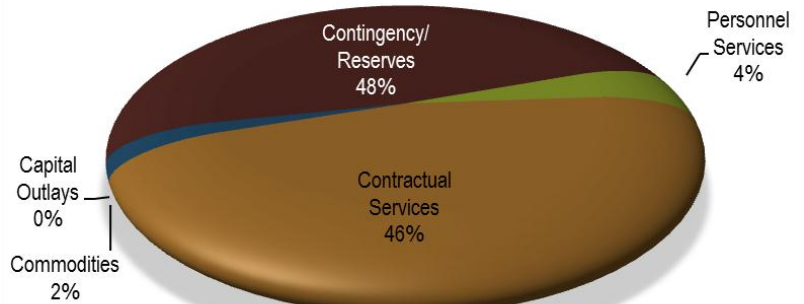
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

**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

Personnel Services	\$	1.1
Contractual Services		11.1
Commodities		0.4
Capital Outlays		-
Contingency/Reserves		11.5
Adopted Budget	\$	24.1
Transfers Outs		0.0
Total Uses	\$	24.1



**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 Fund Uses

Contractual Services	\$	0.6
Contingency/Reserves		-
Adopted Budget	\$	0.6
Transfers Out		-
Total Uses	\$	0.6



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



<b>Grant Description</b>	<b>Adopted FY 2013/14</b>
CDBG	2,070,160
CDBG REHAB	1,016,660
HOME	1,594,068
SECTION 8	7,038,261
BRIGHT BLUE BOXES	2,000
DEA TASK FORCE	138,000
FY 13 FULL SERVICE FORENSIC CRIME LAB	109,906
FY12/13 BOOKS FOR AZ LIBRARIES	3,000
FY13 GOHS DUI ENFORCEMENT	17,252
SRP-MIC LOCAL REV SHARING 2011/12	580,000
STATE GRANT-IN-AID 01A19	13,000
<b>Subtotal: Grants</b>	<b>12,582,307</b>
GRANTS ANTICIPATED FY 2013/14	4,525,750
GRANT CONTINGENCY	7,000,000
<b>Subtotal: Future Grants</b>	<b>11,525,750</b>
<b>Total Grants</b>	<b>24,108,057</b>

The City determinedly 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 projects specifically approved in the funding agreement that meet 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 2013/14 to be \$3.1 million and \$7.0 million respectively for a total of \$10.1 million.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	10.1	10.1 *
2012/13	11.4	11.4 *
2011/12	10.5	8.1
2010/11	8.9	7.0
2009/10	9.5	7.1

### HOME Funds

HOME funds are received through the Maricopa County Home Consortium. Staff estimates the HOME allocation and prior year's carryover for FY 2013/14 to total \$1.6 million.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.6	1.6 *
2012/13	1.5	1.5 *
2011/12	1.6	0.5
2010/11	1.2	-
2009/10	1.0	-

### 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 \$12.4 million for FY 2013/14, of which \$11.5 million is designated as future grants contingency revenue.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	12.4	12.4 *
2012/13	19.5	19.5 *
2011/12	17.1	2.8
2010/11	14.9	2.4
2009/10	14.6	1.7

### Grant Fund Expenditures By Grant Types

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

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

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 2013/14 combined adopted budget is \$10.1 million.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	10.1	10.1 *
2012/13	11.3	11.3 *
2011/12	10.4	8.1
2010/11	8.9	7.0
2009/10	9.5	7.0

#### 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 2013/14 adopted budget is \$1.6 million, reflecting an increase of \$0.1 million from the adopted FY 2012/13 budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	1.6	1.6 *
2012/13	1.5	1.5 *
2011/12	1.6	0.5
2010/11	1.2	-
2009/10	1.0	-

#### Miscellaneous Federal, State & Local Grants

Miscellaneous Federal, State and Local Grants are typically used for the purchase of equipment and services related to law enforcement, fire services, community services, transportation, preservation projects, and future grants contingency. The FY 2013/14 adopted budget of \$12.4 million reflects a decrease of \$7.1 million from the FY 2012/13 budget. The majority of this decrease is the result of reducing the contingency and anticipated grants by \$5.9 million.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	12.4	12.4 *
2012/13	19.5	19.5 *
2011/12	17.1	2.6
2010/11	14.9	2.4
2009/10	14.6	2.2

**Fund Purpose**

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

---

**Mayor's Committee for Employment of the Handicapped**

This fund is used to account for proceeds for programs and activities to promote employment of handicapped individuals. The FY 2013/14 adopted budget for this trust fund is \$6,000 and will be distributed to individuals in accordance with the program guidelines.

---

**Trust Fund Balance**

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

---

### Special Districts Fund Revenues

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 adopted FY 2013/14 revenue budget is \$0.6 million.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2013/14	0.6	0.6 *
2012/13	0.6	0.6 *
2011/12	0.7	0.6
2010/11	0.6	0.6
2009/10	0.6	0.3

#### Special Districts Fund Expenditures by District

The Streetlight District FY 2013/14 adopted expenditure budget is \$0.6 million and will be used for electric costs and maintenance services of streetlights installed within certain areas throughout the city.

#### Special Districts Fund Balance

The FY 2013/14 Special Districts ending 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.

Budget by Fund

Special Districts Fund Summary

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Beginning Fund Balance</b>				
Streetlight Districts	278,131	278,131	257,570	257,570
<b>Total Beginning Fund Balance</b>	<u>278,131</u>	<u>278,131</u>	<u>257,570</u>	<u>257,570</u>
<b>Revenues</b>				
Streetlight Districts	551,295	646,728	646,728	647,219
<i>Subtotal</i>	<u>551,295</u>	<u>646,728</u>	<u>646,728</u>	<u>647,219</u>
<b>Total Sources</b>	<u>551,295</u>	<u>646,728</u>	<u>646,728</u>	<u>647,219</u>
<b>Expenditures</b>				
<b>Operating</b>				
Streetlight Districts	571,856	646,728	646,728	647,219
<i>Subtotal</i>	<u>571,856</u>	<u>646,728</u>	<u>646,728</u>	<u>647,219</u>
<b>Total Uses</b>	<u>571,856</u>	<u>646,728</u>	<u>646,728</u>	<u>647,219</u>
Sources Over/(Under) Uses	(20,561)	-	-	-
<b>Ending Fund Balance</b>				
Streetlight Districts	257,570	278,131	257,570	257,570
<b>Total Ending Fund Balance</b>	<u>257,570</u>	<u>278,131</u>	<u>257,570</u>	<u>257,570</u>

Budget by Fund

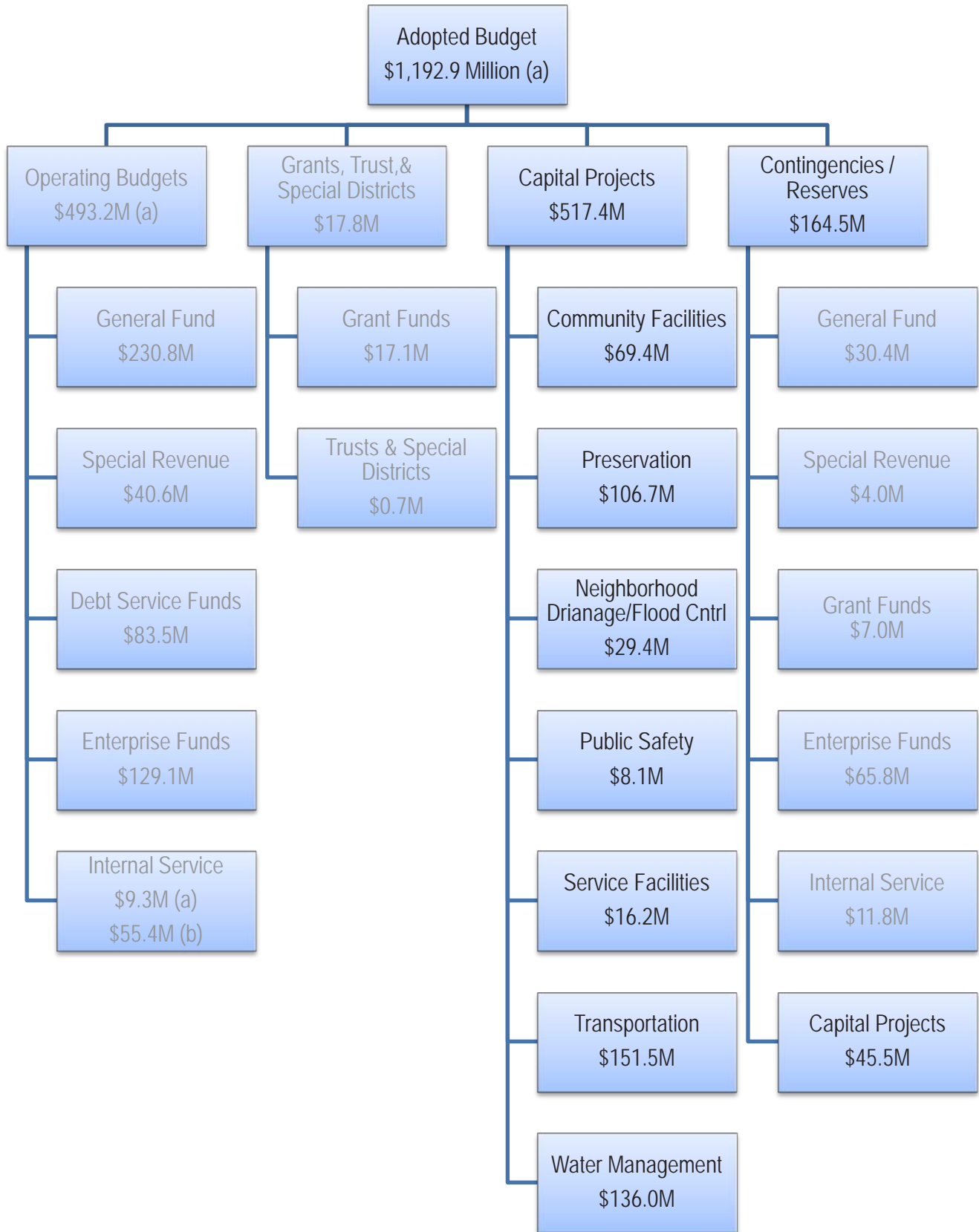
Special Districts Fund Five Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Beginning Fund Balance</b>					
Streetlight Districts	257,570	257,570	257,570	257,570	257,570
<b>Total Beginning Fund Balance</b>	<u>257,570</u>	<u>257,570</u>	<u>257,570</u>	<u>257,570</u>	<u>257,570</u>
<b>Revenues</b>					
Streetlight Districts	647,219	699,000	754,900	815,300	880,500
	<u>647,219</u>	<u>699,000</u>	<u>754,900</u>	<u>815,300</u>	<u>880,500</u>
<b>Total Sources</b>	<u>647,219</u>	<u>699,000</u>	<u>754,900</u>	<u>815,300</u>	<u>880,500</u>
<b>Expenditures</b>					
Operating					
Streetlight Districts	647,219	699,000	754,900	815,300	880,500
	<u>647,219</u>	<u>699,000</u>	<u>754,900</u>	<u>815,300</u>	<u>880,500</u>
<b>Total Uses</b>	<u>647,219</u>	<u>699,000</u>	<u>754,900</u>	<u>815,300</u>	<u>880,500</u>
Sources Over/(Under) Uses	-	-	-	-	-
<b>Ending Fund Balance</b>					
Streetlight Districts	257,570	257,570	257,570	257,570	257,570
<b>Total Ending Fund Balance</b>	<u>257,570</u>	<u>257,570</u>	<u>257,570</u>	<u>257,570</u>	<u>257,570</u>



FY 2013/14 Adopted Budget





(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$46.0M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$46.0M

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
Beginning Fund Balance <sup>(A)</sup>	204,606.1	136,763.8	168,708.8	162,118.1
<b>Revenues</b>				
<b>Bonds/Contracts</b>				
General Obligation Preserve	49,925.1	150,000.0	75,000.0	75,000.0
Municipal Properties Corporation	-	56,800.0	38,200.0	38,000.0
Municipal Properties Corporation-Sewer	11,390.8	-	-	-
<b>Pay-As-You-Go</b>				
Water & Sewer Development Fees	3,073.4	-	-	-
Regional Transportation Sales Tax (Prop 400)	-	21,544.4	5,542.3	21,800.6
Grants	50,846.4	29,594.7	32,278.4	36,894.1
Intergovernmental	5,278.0	-	-	-
In-Lieu Fees	-	140.0	195.0	110.0
Other Contributions	1,011.0	19,768.8	3,458.0	5,534.8
Interest Earnings	708.6	879.6	853.7	1,064.4
Miscellaneous	11,216.1	-	-	-
<b>Subtotal</b>	<b>133,449.4</b>	<b>278,727.5</b>	<b>155,527.4</b>	<b>178,403.9</b>
<b>Transfers In</b>				
General Fund	2,769.6	5,421.5	5,361.3	5,517.6
General Fund CIP Fund	2,595.4	-	-	-
In-Lieu Stormwater CIP Fund	73.2	-	-	-
Transportation Fund	8,020.6	8,411.8	8,293.0	8,686.1
Transportation Privilege Tax CIP Fund	32.6	-	-	-
Preservation Privilege Tax Funds	5,077.3	3,650.8	9,553.5	3,820.0
Bed Tax	-	1,846.3	-	150.0
GO Bond	11,900.1	-	-	-
Special Programs Fund	3,131.4	3,044.5	4,026.5	4,939.0
Aviation Fund	650.9	5,222.1	4,744.4	5.1
Water & Sewer Fund	53,141.3	37,727.4	50,648.5	49,412.4
Water Development Fund Fees	15,703.7	-	-	-
Grants	16.2	1.3	1.3	2.8
Solid Waste Fund	477.0	307.9	475.9	843.6
Fleet Fund	8.3	756.6	756.6	259.5
Fleet Capital Project Fund	1,100.0	-	-	-
Internal Service Funds	2.3	1.3	1.3	2.8
<b>Subtotal</b>	<b>104,699.7</b>	<b>66,391.5</b>	<b>83,862.3</b>	<b>73,638.8</b>
<b>Total Sources</b>	<b>238,149.1</b>	<b>345,119.0</b>	<b>239,389.7</b>	<b>252,042.8</b>

	Actual 2011/12	Adopted 2012/13	Forecast 2012/13	Adopted 2013/14
<b>Expenditures</b>				
<b>Program</b>				
Community Facilities	7,827.6	67,622.6	31,000.0	69,444.3
Preservation	91,313.8	174,607.5	99,625.9	106,704.1
Drainage & Flood Control	4,074.5	36,074.7	7,407.3	29,419.0
Public Safety	2,629.1	8,998.6	5,839.0	8,079.3
Service Facilities	5,466.8	15,788.5	7,955.5	16,207.1
Transportation	23,558.2	167,478.7	26,585.2	151,534.3
Water Management	72,223.7	116,313.6	50,564.1	136,029.4
Prior Year Unexpended <sup>(A)</sup>	-	-	-	-
<b>Subtotal</b>	<b>207,093.7</b>	<b>586,884.2</b>	<b>228,977.0</b>	<b>517,417.5</b>
Less: Estimated Capital Improvement Expenditures	-	(362,536.1)	-	(274,865.3)
<b>Subtotal: Unexpended at Year End</b>	<b>-</b>	<b>224,348.1</b>	<b>-</b>	<b>242,552.2</b>
<b>Transfers Out</b>				
CIP General Fund	1,205.8	-	-	-
Operating General Fund	868.8	-	-	-
General CIP Fund - Bond Exp Reimb	7,732.3	-	-	-
Transp Privilege Tax CIP Fund - Bond Exp Reimb	4,167.8	-	-	-
CIP Water & Water Reclamation Funds	15,703.6	-	-	-
CIP Bed Tax Fund	2,530.5	-	-	-
Transportation Fund	1,033.1	-	-	-
CIP Transportation Fund	1.4	-	-	-
Water & Sewer Operating Funds	33,640.8	16,573.8	16,573.8	16,855.1
Stadium CIP Fund	63.4	-	-	-
To Special Programs Fund	5.2	1,809.6	429.5	-
<b>Subtotal</b>	<b>66,952.7</b>	<b>18,383.4</b>	<b>17,003.3</b>	<b>16,855.1</b>
<b>Total Uses</b>	<b>274,046.4</b>	<b>380,919.5</b>	<b>245,980.3</b>	<b>291,720.4</b>
<b>Ending Fund Balance</b>				
Capital Grant Contingency <sup>(B)</sup>	4,456.6	5,000.0	4,624.0	5,000.0
Capital Airport Grant Contingency <sup>(B)</sup>	5,950.0	5,950.0	5,507.3	5,950.0
Capital Water Contingency <sup>(B)</sup>	10,000.0	10,000.0	10,000.0	-
Capital General Contingency <sup>(C)</sup>	1,563.6	62,000.0	5,772.6	34,500.0
<b>Reserved:</b>				
Reserved Fund Balance	168,708.8	100,963.3	162,118.1	122,440.5
<b>Total Ending Fund Balance</b>	<b>168,708.8</b>	<b>100,963.3</b>	<b>162,118.1</b>	<b>122,440.5</b>

(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) Capital Grant Contingency, Capital Airport Grant Contingency and Capital Water Contingency are unfunded contingencies that allow for the expenditure of unanticipated revenues and are not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

(C) The unused portion of the FY 2013/14 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 FY 2014/15 to FY 2017/18 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.

Budget by Fund

CIP Funds Five-Year Financial Forecast

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
Beginning Fund Balance <sup>(A)</sup>	162,118.1	122,440.5	97,860.1	63,545.6	42,559.4
<b>Revenues</b>					
<b>Bonds/Contracts</b>					
General Obligation Preserve	75,000.0	-	-	-	-
Municipal Properties Corporation	38,000.0	-	-	-	-
Municipal Properties Corporation-Sewer	-	-	-	-	-
<b>Pay-As-You-Go</b>					
Water & Sewer Development Fees	-	-	-	-	-
Regional Transportation Sales Tax (Prop 400)	21,800.6	22,062.0	17,223.0	3,204.0	25,170.0
Grants	36,894.1	3,180.8	2,355.2	6,018.7	-
Intergovernmental	-	-	-	-	-
In-Lieu Fees	110.0	110.0	110.0	110.0	110.0
Other Contributions	5,534.8	5,778.8	16,034.8	2,534.8	19,816.5
Interest Earnings	1,064.4	531.8	734.1	1,168.2	1,544.9
Miscellaneous	-	-	-	-	-
<b>Subtotal</b>	<b>178,403.9</b>	<b>31,663.4</b>	<b>36,457.1</b>	<b>13,035.7</b>	<b>46,641.4</b>
<b>Transfers In</b>					
General Fund	5,517.6	2,520.5	2,436.3	2,460.0	2,483.9
General Fund CIP Fund	-	-	-	-	-
In-Lieu Stormwater CIP Fund	-	-	-	-	-
Transportation Fund	8,686.1	9,030.5	9,300.7	9,625.7	9,959.6
Transportation Privilege Tax CIP Fund	-	-	-	-	-
Preservation Privilege Tax Funds	3,820.0	1,150.0	2,780.0	3,280.0	3,280.0
Bed Tax	150.0	-	-	-	-
GO Bond	-	-	-	-	-
Special Programs Fund	4,939.0	70.8	450.8	24.2	20.5
Aviation Fund	5.1	6,036.8	24.8	56.7	3.2
Water & Sewer Fund	49,412.4	55,336.6	40,302.7	43,321.3	49,205.4
Water Development Fund Fees	-	-	-	-	-
Grants	2.8	2.8	2.7	2.3	1.6
Solid Waste Fund	843.6	209.3	10.4	9.1	6.5
Fleet Fund	259.5	14.5	13.8	12.1	8.7
Fleet Capital Project Fund	-	-	-	-	-
Internal Service Funds	2.8	2.8	2.7	2.3	1.6
<b>Subtotal</b>	<b>73,638.8</b>	<b>74,374.6</b>	<b>55,324.9</b>	<b>58,793.7</b>	<b>64,971.0</b>
<b>Total Sources</b>	<b>252,042.8</b>	<b>106,038.0</b>	<b>91,782.0</b>	<b>71,829.4</b>	<b>111,612.4</b>

	Adopted 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
<b>Expenditures</b>					
<b>Program</b>					
Community Facilities	69,444.3	202.2	202.2	202.2	202.2
Preservation	106,704.1	1,150.0	2,780.0	3,280.0	3,280.0
Drainage & Flood Control	29,419.0	5,050.0	13,050.0	17,885.4	50.0
Public Safety	8,079.3	1,057.5	603.0	336.0	1,300.2
Service Facilities	16,207.1	3,761.8	3,908.3	2,689.1	2,878.1
Transportation	151,534.3	28,497.9	23,837.0	22,515.0	35,418.0
Water Management	136,029.4	34,235.0	31,250.0	17,575.0	21,180.0
Prior Year Unexpended <sup>(A)</sup>	-	242,552.2	202,100.3	167,935.8	156,524.3
<b>Subtotal</b>	<b>517,417.5</b>	<b>316,506.6</b>	<b>277,730.8</b>	<b>232,418.5</b>	<b>220,832.8</b>
<b>Less: Estimated Capital Improvement Expenditures</b>	<b>(274,865.3)</b>	<b>(114,406.2)</b>	<b>(109,795.0)</b>	<b>(75,894.2)</b>	<b>(117,009.7)</b>
<b>Subtotal: Unexpended at Year End</b>	<b>242,552.2</b>	<b>202,100.3</b>	<b>167,935.8</b>	<b>156,524.3</b>	<b>103,823.1</b>
<b>Transfers Out</b>					
CIP General Fund	-	-	-	-	-
Operating General Fund	-	-	-	-	-
General CIP Fund - Bond Exp Reimb	-	-	-	-	-
Transp Privilege Tax CIP Fund - Bond Exp Reimb	-	-	-	-	-
CIP Water & Water Reclamation Funds	-	-	-	-	-
CIP Bed Tax Fund	-	-	-	-	-
Transportation Fund	-	-	-	-	-
CIP Transportation Fund	-	-	-	-	-
Water & Sewer Operating Funds	16,855.1	16,212.1	16,301.6	16,921.4	17,046.8
Stadium CIP Fund	-	-	-	-	-
To Special Programs Fund	-	-	-	-	-
<b>Subtotal</b>	<b>16,855.1</b>	<b>16,212.1</b>	<b>16,301.6</b>	<b>16,921.4</b>	<b>17,046.8</b>
<b>Total Uses</b>	<b>291,720.4</b>	<b>130,618.4</b>	<b>126,096.6</b>	<b>92,815.6</b>	<b>134,056.5</b>
<b>Ending Fund Balance</b>					
Capital Grant Contingency <sup>(B)</sup>	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0
Capital Airport Grant Contingency <sup>(B)</sup>	5,950.0	-	-	-	-
Capital Water Contingency <sup>(B)</sup>	-	-	-	-	-
Capital General Contingency <sup>(C)</sup>	34,500.0	4,500.0	4,500.0	4,500.0	4,500.0
<b>Reserved:</b>					
Reserved Fund Balance	122,440.5	97,860.1	63,545.6	42,559.4	20,115.2
<b>Total Ending Fund Balance</b>	<b>122,440.5</b>	<b>97,860.1</b>	<b>63,545.6</b>	<b>42,559.4</b>	<b>20,115.2</b>

(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) Capital Grant Contingency, Capital Airport Grant Contingency and Capital Water Contingency are unfunded contingencies that allow for the expenditure of unanticipated revenues and are not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

(C) The unused portion of the FY 2013/14 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 FY 2014/15 to FY 2017/18 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 2013/14 Adopted Budget

**Community Services | Library Systems**

**Description**

The Scottsdale Public Library System serves the community by fostering learning, discovery and skill enhancement. With 5 accessible facilities and online resources, the library provides lifelong learning opportunities through book and media collections, cultural and educational programming, electronic resources, innovative technology and knowledgeable staff. Scottsdale libraries teach early literacy skills, foster the love of reading and develop 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.

*Highlights the services provided by the program.*

**Strategic Goal(s)**



Enhance Neighborhoods

*Indicates which strategic goal(s) the program supports.*

**Services Provided**

- Serve 1.4 million people annually with an array of services including books, DVDs, CDs, e-resources, databases, computers, print copier service and adult/youth programs.
- Provide physical and electronic materials used 3.4 million times annually.
- Offer an array of programs for all ages attended by 90,000 people annually.
- Provide public computers accessed 384,000 times annually.

*Describes each of the significant services provided.*

**FY 2012/13 Achievements**

- Completed the infrastructure changes needed to enhance and expand bandwidth at all libraries and replaced one self-check machine.
- Received a \$165,000 grant from First Things First Northeast Regional Council for Community-Based Parent Education emphasizing early literacy throughout the Northeast Maricopa region.
- Entered into an agreement with Arizona State University Venture Catalyst to create a collaborative community co-working space at the library free to anyone with an interest in problem solving, inventing, small business or entrepreneurship. Other opportunities include digital and face-to-face mentoring, training and educational programs, and networking opportunities.

*Describes major accomplishments from the prior fiscal year.*

**FY 2013/14 Objectives**

- Market the expanded wireless capacity and higher speeds at public libraries in response to increased customer demand.
- Increase library material usage by using Collection HQ program to guide materials selection.
- Increase adult program attendance by offering more programs aimed at a diverse audience.

*Indicates specifically what the program would like to achieve in the fiscal year.*

Community Services | Library Systems

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

	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
<b>Staff Summary</b>				
Full-time Equivalents (FTE)	120.30	118.30	118.30	0.00
% of City's FTEs			4.87 %	

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

	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
<b>Expenditures By Fund</b>				
General Fund	8,558,890	8,881,545	8,896,897	15,352
Grant Funds	201,941	262,949	18,000	(244,949)
Special Programs Fund	343,416	657,001	343,800	(313,201)
<b>Total Budget</b>	<b>9,104,247</b>	<b>9,801,495</b>	<b>9,258,697</b>	<b>(542,798)</b>

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

	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
<b>Expenditures By Type</b>				
Personnel Services	6,835,996	7,206,735	7,128,414	(78,321)
Contractual Services	875,245	916,538	832,114	(84,424)
Commodities	1,335,881	1,661,222	1,298,169	(363,053)
Capital Outlays	57,125	17,000	0	(17,000)
<b>Subtotal Operating Budget</b>	<b>9,104,247</b>	<b>9,801,495</b>	<b>9,258,697</b>	<b>(542,798)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,104,247</b>	<b>9,801,495</b>	<b>9,258,697</b>	<b>(542,798)</b>

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

Budget Notes and Changes

- changes in Personnel Services are due to a reduction of approximately \$129,000 in Grant funding, which is offset by increases of approximately \$49,000 for adjustments to healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Reduction in Contractual Services is due to reduced carryover expenses in Grants from previous year as well as the expiration of some grant funding.
- Reduction in Commodities is primarily due to a decrease in planned expenses for minor equipment in the Discovery Zone funded by the Special Programs Fund.
- Capital Outlays budget reflects elimination of one-time funding for automated self-check machine.



**Community Services | Library Systems**

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Library check-out rates for physical items (books, CDs, DVDs) per capita  Note: Scottsdale has the highest per capita circulation in the Phoenix metropolitan area and ranks in the upper quartile in the nation. Physical circulation has declined with the shift to e-reading. Physical circulation FY 2011/12 was 3,400,374; FY 2012/13 estimated 3,060,336 and FY 2013/14 projected 2,746,412.	16.5	14.1	12.5
Number of electronic materials checked-out (e-books, e-music and e-movies)  Note: The increase in e-material circulation is trending at 46 percent. The library has added additional e-vendors to supplement and expand the assortment of the regional consortium, which purchases materials from Overdrive.	200,000	289,068	395,265
Participation in adult programs  Note: A staff member is dedicated to re-structuring, planning and enhancing the adult programs offered to increase adult participation.	15,194	15,222	19,205
Attendance at early literacy programs  Note: Increased participation due to \$165,000 grant from Arizona's First Things First program for early literacy training for youth and their caregivers in the northeast valley. This grant provides 4 part-time temporary employees: three who work 70 hours a week 10 months a year and one who works 20 hours a week 12 months a year.	41,184	49,015	45,000

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Adult Volunteers: Supplement library services for library shops, book and media shelving, children's story times and other assistance as needed by individual branches. Volunteers also serve on the Library Board and Friends of the Library.	424	33,411	\$670,893	16.1
Teen Volunteers: Support the library's summer reading program by assisting library staff with registrations, prize handouts and customer service.	304	7,247	\$145,520	3.5
<b>Total</b>	<b>728</b>		<b>\$816,413</b>	<b>19.6</b>

Summarizes the volunteer information of the program.

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."

	Actual FY 2011/12	Adopted FY 2012/13	Approved FY 2012/13	Change	Adopted FY 2013/14
<b>MAYOR AND CITY COUNCIL</b>					
Full Time	10.00	10.00	10.00	0.00	10.00
Total FTE	10.00	10.00	10.00	0.00	10.00
<b>CITY ATTORNEY</b>					
Full Time	52.00	52.00	52.00	0.00	52.00
Part Time	1.00	1.50	1.50	0.00	1.50
Total FTE	53.00	53.50	53.50	0.00	53.50
<b>CITY AUDITOR</b>					
Full Time	7.00	7.00	7.00	0.00	7.00
Total FTE	7.00	7.00	7.00	0.00	7.00
<b>CITY CLERK</b>					
Full Time	8.00	8.00	8.00	0.00	8.00
Total FTE	8.00	8.00	8.00	0.00	8.00
<b>CITY COURT</b>					
Full Time	56.00	55.00	55.00	0.00	55.00
Part Time	1.98	1.48	1.48	0.00	1.48
Total FTE	57.98	56.48	56.48	0.00	56.48
<b>CITY MANAGER</b>					
Full Time	5.00	5.00	5.00	0.00	5.00
Total FTE	5.00	5.00	5.00	0.00	5.00
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>					
Full Time	92.00	93.00	93.00	0.00	93.00
Part Time	0.50	0.00	0.00	0.00	0.00
Total FTE	92.50	93.00	93.00	0.00	93.00
<b>ADMINISTRATIVE SERVICES</b>					
Full Time	128.00	122.00	122.00	3.00	125.00
Part Time	1.81	2.56	2.56	-0.15	2.41
Total FTE	129.81	124.56	124.56	2.85	127.41
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>					
Full Time	201.00	188.00	188.00	1.00	189.00
Part Time	1.50	1.50	1.50	0.00	1.50
Total FTE	202.50	189.50	189.50	1.00	190.50
<b>COMMUNITY SERVICES</b>					
Full Time	275.00	273.00	275.00	-4.00	271.00
Part Time	172.46	169.23	167.23	4.00	171.23
Grant	12.00	12.00	12.00	0.00	12.00
Total FTE	459.46	454.23	454.23	0.00	454.23
<b>PUBLIC SAFETY</b>					
Full Time	80.00	78.00	76.00	2.00	78.00
Total FTE	80.00	78.00	76.00	2.00	78.00
<b>PUBLIC SAFETY - FIRE</b>					
Full Time	248.00	248.00	248.00	4.00	252.00
Total FTE	248.00	248.00	248.00	4.00	252.00
<b>PUBLIC SAFETY - POLICE</b>					
Full Time	602.00	595.00	597.00	-4.00	593.00
Part Time	2.60	2.60	2.60	0.00	2.60
Grant	1.00	1.00	1.00	0.00	1.00
Total FTE	605.60	598.60	600.60	-4.00	596.60
<b>PUBLIC WORKS</b>					
Full Time	294.00	293.00	293.00	1.00	294.00
Total FTE	294.00	293.00	293.00	1.00	294.00
<b>WATER RESOURCES</b>					
Full Time	202.00	204.00	204.00	0.00	204.00
Total FTE	202.00	204.00	204.00	0.00	204.00
<b>Total Full-time Position FTE</b>	<b>2,260.00</b>	<b>2,231.00</b>	<b>2,233.00</b>	<b>3.00</b>	<b>2,236.00</b>
<b>Total Part-time Position FTE</b>	<b>181.85</b>	<b>178.87</b>	<b>176.87</b>	<b>3.85</b>	<b>180.72</b>
<b>Total Grant Funded Position FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>13.00</b>
<b>Total Citywide Position FTE</b>	<b>2,454.85</b>	<b>2,422.87</b>	<b>2,422.87</b>	<b>6.85</b>	<b>2,429.72</b>

**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 219 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 2013/14 for these slots as no academy is planned.

Pro-Tem Judges - are 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 Feed and Bedding Workers, 7 Maintenance Helpers and 1 Office Assistant. The funding for these slots is included in the WestWorld budget.

Water Resources Pipeline - are used for up to 5 slots for high turn-over positions that require significant training. The funding for these slots is included in the Water Resources 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.

	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Adopted FY 2013/14
<b>MAYOR AND CITY COUNCIL</b>						
Full Time	10.00	0.00	0.00	0.00	0.00	10.00
Total FTE	10.00	0.00	0.00	0.00	0.00	10.00
<b>CITY ATTORNEY</b>						
Full Time	52.00	0.00	0.00	0.00	0.00	52.00
Part Time	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	53.50	0.00	0.00	0.00	0.00	53.50
<b>CITY AUDITOR</b>						
Full Time	7.00	0.00	0.00	0.00	0.00	7.00
Total FTE	7.00	0.00	0.00	0.00	0.00	7.00
<b>CITY CLERK</b>						
Full Time	8.00	0.00	0.00	0.00	0.00	8.00
Total FTE	8.00	0.00	0.00	0.00	0.00	8.00
<b>CITY COURT</b>						
Full Time	44.00	0.00	11.00	0.00	0.00	55.00
Part Time	0.60	0.00	0.88	0.00	0.00	1.48
Total FTE	44.60	0.00	11.88	0.00	0.00	56.48
<b>CITY MANAGER</b>						
Full Time	5.00	0.00	0.00	0.00	0.00	5.00
Total FTE	5.00	0.00	0.00	0.00	0.00	5.00
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>						
Full Time	74.00	0.00	0.00	12.00	7.00	93.00
Total FTE	74.00	0.00	0.00	12.00	7.00	93.00
<b>ADMINISTRATIVE SERVICES</b>						
Full Time	124.00	0.00	0.00	0.00	1.00	125.00
Part Time	2.41	0.00	0.00	0.00	0.00	2.41
Total FTE	126.41	0.00	0.00	0.00	1.00	127.41
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>						
Full Time	151.00	22.00	2.00	14.00	0.00	189.00
Part Time	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	152.50	22.00	2.00	14.00	0.00	190.50
<b>COMMUNITY SERVICES</b>						
Full Time	269.00	0.00	2.00	0.00	0.00	271.00
Part Time	160.80	0.00	10.43	0.00	0.00	171.23
Grant	0.00	0.00	12.00	0.00	0.00	12.00
Total FTE	429.80	0.00	24.43	0.00	0.00	454.23
<b>PUBLIC SAFETY</b>						
Full Time	78.00	0.00	0.00	0.00	0.00	78.00
Total FTE	78.00	0.00	0.00	0.00	0.00	78.00
<b>PUBLIC SAFETY - FIRE</b>						
Full Time	252.00	0.00	0.00	0.00	0.00	252.00
Total FTE	252.00	0.00	0.00	0.00	0.00	252.00
<b>PUBLIC SAFETY - POLICE</b>						
Full Time	589.00	0.00	4.00	0.00	0.00	593.00
Part Time	2.60	0.00	0.00	0.00	0.00	2.60
Grant	0.00	0.00	1.00	0.00	0.00	1.00
Total FTE	591.60	0.00	5.00	0.00	0.00	596.60
<b>PUBLIC WORKS</b>						
Full Time	98.00	60.00	0.00	90.00	46.00	294.00
Total FTE	98.00	60.00	0.00	90.00	46.00	294.00
<b>WATER RESOURCES</b>						
Full Time	0.00	0.00	0.00	204.00	0.00	204.00
Total FTE	0.00	0.00	0.00	204.00	0.00	204.00
<b>Total Full-time Position FTE</b>	<b>1,761.00</b>	<b>82.00</b>	<b>19.00</b>	<b>320.00</b>	<b>54.00</b>	<b>2,236.00</b>
<b>Total Part-time Position FTE</b>	<b>169.41</b>	<b>0.00</b>	<b>11.31</b>	<b>0.00</b>	<b>0.00</b>	<b>180.72</b>
<b>Total Grant Funded Position FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13.00</b>
<b>Total Citywide Position FTE</b>	<b>1,930.41</b>	<b>82.00</b>	<b>43.31</b>	<b>320.00</b>	<b>54.00</b>	<b>2,429.72</b>

See Note on previous page

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>MAYOR AND CITY COUNCIL</b>			
City Councilman	6.00	6.00	0.00
Executive Secretary to Mayor	1.00	1.00	0.00
Management Assistant to Mayor	1.00	1.00	0.00
Mayor	1.00	1.00	0.00
Mayor's Chief of Staff	1.00	1.00	0.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>CIVIL</b>			
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	1.00	1.00	0.00
Legal Assistant	2.00	2.00	0.00
Legal Secretary	2.00	2.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Paralegal, Senior	1.00	1.00	0.00
Public Records Request Admin	1.00	1.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
<b>Total</b>	<b>22.50</b>	<b>22.00</b>	<b>0.50</b>
<b>PROSECUTION</b>			
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
<b>Total</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>VICTIM SERVICES</b>			
Victim Advocate	2.50	2.00	0.50
Victim Advocate, Sr.	1.00	1.00	0.00
Victim Assistance Notif Spec	0.50	0.00	0.50
Victim Services Manager	1.00	1.00	0.00
<b>Total</b>	<b>5.00</b>	<b>4.00</b>	<b>1.00</b>
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>52.00</b>	<b>1.50</b>
<b>CITY AUDITOR</b>			
Auditor, Sr.	5.00	5.00	0.00
City Auditor	1.00	1.00	0.00
City Auditor, Assistant	1.00	1.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>TOTAL CITY AUDITOR</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>CITY CLERK</b>			
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
Executive Secretary	2.00	2.00	0.00
Office Coordinator Manager	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>CITY COURT</b>			
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	1.00	1.00	0.00
Court Services Rep	28.00	28.00	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
<b>Total</b>	<b>56.48</b>	<b>55.00</b>	<b>1.48</b>
<b>TOTAL CITY COURT</b>	<b>56.48</b>	<b>55.00</b>	<b>1.48</b>
<b>CITY MANAGER</b>			
Administrative Assistant	1.00	1.00	0.00
Assistant to the City Manager	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
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>TOTAL CITY MANAGER</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>CITY TREASURER - FINANCE AND ACCOUNTING - ACCOUNTING</b>			
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	3.00	3.00	0.00
Accounting Director	1.00	1.00	0.00
Accounting Manager	2.00	2.00	0.00
Accounting Technician, Sr.	1.00	1.00	0.00
Financial Services Technician	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Payroll Specialist	4.00	4.00	0.00
Payroll Specialist, Lead	1.00	1.00	0.00
Systems Integrator	4.00	4.00	0.00
<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING - BUDGET</b>			
Budget Analyst, Sr.	3.00	3.00	0.00
Budget Director	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING - BUSINESS SERVICES</b>			
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	20.00	20.00	0.00
License Inspector	2.00	2.00	0.00
Revenue Collector	3.00	3.00	0.00
Revenue Collector, Sr.	3.00	3.00	0.00
Systems Integrator	3.00	3.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Tax and License Manager	1.00	1.00	0.00
Tax Audit Manager	1.00	1.00	0.00
Tax Auditor, Sr.	8.00	8.00	0.00
Technology Specialist	2.00	2.00	0.00
Water Meter Reader Manager	1.00	1.00	0.00
<b>Total</b>	<b>52.00</b>	<b>52.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>CITY TREASURER - FINANCE AND ACCOUNTING - CITY TREASURER AND FINANCE</b>			
Accounting Coordinator	1.00	1.00	0.00
City Treasurer	1.00	1.00	0.00
Enterprise Finance Manager	1.00	1.00	0.00
Finance Analyst, Sr.	1.00	1.00	0.00
Finance Director	1.00	1.00	0.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING - RISK MANAGEMENT</b>			
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
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>93.00</b>	<b>93.00</b>	<b>0.00</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>ADMINISTRATIVE SERVICES - COMMUNICATIONS</b>			
Communicatns & Pub Affairs Dir	1.00	1.00	0.00
Public Affairs Manager	1.00	1.00	0.00
Public Information Officer	2.50	2.00	0.50
Video Engineer	0.60	0.00	0.60
Video Production Specialist	2.00	2.00	0.00
Video Production Supervisor	1.00	1.00	0.00
<b>Total</b>	<b>8.10</b>	<b>7.00</b>	<b>1.10</b>
<b>ADMINISTRATIVE SERVICES - HUMAN RESOURCES</b>			
Benefits Analyst, Lead	1.00	1.00	0.00
Benefits Analyst, Sr.	1.00	1.00	0.00
Diversity & Dialogue Director	1.00	1.00	0.00
Exec Dir Human Resources	1.00	1.00	0.00
Human Resources Analyst	3.00	3.00	0.00
Human Resources Analyst, Lead	1.00	1.00	0.00
Human Resources Analyst, Sr.	7.00	7.00	0.00
Human Resources Manager	3.00	3.00	0.00
Human Resources Rep	1.00	1.00	0.00
Human Resources Rep, Sr.	1.50	1.00	0.50
Management Analyst	2.00	2.00	0.00
Systems Integrator	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
<b>Total</b>	<b>24.50</b>	<b>24.00</b>	<b>0.50</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY</b>			
Application Development Mgr	1.00	1.00	0.00
Business Intelligence Manager	1.00	1.00	0.00
Communications Director	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Database Administrator	1.00	1.00	0.00
Digital Media Designer	2.00	2.00	0.00
Enterprise Communications Engr	3.00	3.00	0.00
Enterprise Sys Engineering Mgr	1.00	1.00	0.00
Enterprise Sys Integrator, Ld	1.00	1.00	0.00
Enterprise Systems Engineer	5.00	5.00	0.00
Enterprise Systems Integrator	11.00	11.00	0.00
Exec Dir Info Technology	1.00	1.00	0.00
Finance & Acctg Technology Dir	1.00	1.00	0.00
GIS Analyst	2.00	2.00	0.00
GIS Director	1.00	1.00	0.00
GIS Manager	1.00	1.00	0.00
GIS Technician	3.00	3.00	0.00
Information Technology Dir	1.00	1.00	0.00
IT Project Manager	1.00	1.00	0.00
IT Support Manager	1.00	1.00	0.00
IT Technician	6.00	6.00	0.00
IT Technician, Sr.	4.00	4.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Network Security Engineer	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
Software Engineer	4.00	4.00	0.00
Software Engineer, Sr	4.00	4.00	0.00
Systems Analyst, Sr.	1.00	1.00	0.00
Telecom Policy Coordinator	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
<b>Total</b>	<b>70.81</b>	<b>70.00</b>	<b>0.81</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>ADMINISTRATIVE SERVICES - PURCHASING</b>			
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
Buyer Aide	1.00	1.00	0.00
Financial Services Technician	1.00	1.00	0.00
Graphics Designer	1.00	1.00	0.00
Graphics Technician, Sr.	1.00	1.00	0.00
Mail Services Courier	2.00	2.00	0.00
Purchasing Director	1.00	1.00	0.00
Purchasing Operations Manager	2.00	2.00	0.00
Stock Clerk, Lead	2.00	2.00	0.00
Technology Specialist	1.00	1.00	0.00
Warehouse Mail Technician	3.00	3.00	0.00
<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00</b>

<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>127.41</b>	<b>125.00</b>	<b>2.41</b>
--------------------------------------	---------------	---------------	-------------

**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
<b>Total</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT</b>			
Administrative Secretary	2.00	2.00	0.00
Bus & Econ Vitality Dir, Asst	1.00	1.00	0.00
Downtown Business Specialist	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	1.00	1.00	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
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - PLANNING / NEIGHBORHOOD / TRANSPORTATION</b>			
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, Sr.	4.00	4.00	0.00
Code Enforcement Specialist	2.00	2.00	0.00
Code Enforcement Supervisor	3.00	3.00	0.00
Code Inspector II	10.00	10.00	0.00
Code Inspector, Sr	1.00	1.00	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	10.00	10.00	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
Finance Analyst, Sr.	1.00	1.00	0.00
Green Building Program Manager	1.00	1.00	0.00
Inspections Manager	1.00	1.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
Inspector II	13.00	13.00	0.00
Maintenance Worker III	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	5.00	5.00	0.00
Planner	6.00	6.00	0.00
Planner, Associate	3.00	3.00	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
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
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
<b>Total</b>	<b>149.50</b>	<b>148.00</b>	<b>1.50</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - WESTWORLD</b>			
Customer Service Rep	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Events Contract Coordinator	1.00	1.00	0.00
Facilities Manager	1.00	1.00	0.00
Feed & Bedding Store Supervisor	1.00	1.00	0.00
GM WestWorld	1.00	1.00	0.00
Maintenance Worker III	8.00	8.00	0.00
Management Analyst	1.00	1.00	0.00
WestWorld Business Manager	1.00	1.00	0.00
WestWorld Director	1.00	1.00	0.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>190.50</b>	<b>189.00</b>	<b>1.50</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - COMMUNITY SERVICES PLANNING AND ADMIN</b>			
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
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>COMMUNITY SERVICES - HUMAN SERVICES</b>			
Account Specialist, Sr.	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	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	3.00	3.00	0.00
Human Services Planner	1.00	1.00	0.00
Human Services Rep	9.00	9.00	0.00
Human Services Specialist	8.70	8.00	0.70
Job Preparation Specialist	1.00	1.00	0.00
Occupancy Specialist	1.00	1.00	0.00
Recreation Coordinator	2.00	2.00	0.00
Recreation Leader I	0.19	0.00	0.19
Recreation Leader II	18.05	1.00	17.05
Recreation Leader III	1.00	1.00	0.00
Recreation Supervisor	1.00	1.00	0.00
Secretary	1.00	1.00	0.00
Service Support Worker	2.00	2.00	0.00
<b>Total</b>	<b>67.94</b>	<b>50.00</b>	<b>17.94</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - LIBRARY SYSTEMS</b>			
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	12.00	5.00
Librarian II	7.00	7.00	0.00
Librarian III	3.00	3.00	0.00
Librarian IV	6.00	6.00	0.00
Library Aide	19.84	8.00	11.84
Library Assistant	21.87	11.00	10.87
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
Management Analyst, Sr	1.00	1.00	0.00
Secretary	2.00	2.00	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 Coordinator	1.00	1.00	0.00
<b>Total</b>	<b>118.30</b>	<b>73.00</b>	<b>45.30</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - PARKS &amp; RECREATION</b>			
Administrative Secretary	2.00	2.00	0.00
Contracts Coordinator	1.00	1.00	0.00
Human Services Coordinator	1.00	1.00	0.00
Human Services Rep	1.00	1.00	0.00
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	20.39	0.00	20.39
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	3.00	3.00	0.00
Maintenance Worker I	18.75	18.00	0.75
Maintenance Worker II	43.00	43.00	0.00
Maintenance Worker III	7.00	7.00	0.00
Parks & Rec and Human Svcs Dir	1.00	1.00	0.00
Parks & Recreation Manager	6.00	6.00	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	10.10	0.00	10.10
Railroad & Mechanical Ops Spec	2.00	2.00	0.00
Recreation Coordinator	5.00	5.00	0.00
Recreation Leader I	16.25	0.00	16.25
Recreation Leader II	60.53	1.00	59.53
Recreation Leader III	21.00	21.00	0.00
Recreation Supervisor	9.00	9.00	0.00
Stadium Facilities Lead	1.00	1.00	0.00
Stadium Supervisor	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
<b>Total</b>	<b>261.99</b>	<b>154.00</b>	<b>107.99</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - PRESERVE MANAGEMENT</b>			
Planner, Sr.	1.00	1.00	0.00
Preservation Coordinator	2.00	2.00	0.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

<b>TOTAL COMMUNITY SERVICES</b>	<b>454.23</b>	<b>283.00</b>	<b>171.23</b>
---------------------------------	---------------	---------------	---------------

**PUBLIC SAFETY - PUBLIC SAFETY EMERGENCY MANAGEMENT SERVICES**

Administrative Secretary	2.00	2.00	0.00
Emergency Management Coord	1.00	1.00	0.00
Fire Chief, Assistant	1.00	1.00	0.00
Municipal Security Guard, Lead	1.00	1.00	0.00
Municipal Security Manager	1.00	1.00	0.00
Police Lieutenant	1.00	1.00	0.00
Police Sergeant	1.00	1.00	0.00
Security Guard	2.00	2.00	0.00
Security Project Coordinator	1.00	1.00	0.00
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - PUBLIC SAFETY OPERATIONAL SUPPORT SERVICES</b>			
Account Specialist	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Communications Technician	2.00	2.00	0.00
Crime Analysis Unit Supervisor	1.00	1.00	0.00
Database Coordinator	1.00	1.00	0.00
Equipment Coordinator - Fire	1.00	1.00	0.00
Facilities Management Coord	1.00	1.00	0.00
Logistics Technician	4.00	4.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Personnel Specialist	1.00	1.00	0.00
Personnel Supervisor	1.00	1.00	0.00
Police Analyst	1.00	1.00	0.00
Police Analyst II	3.00	3.00	0.00
Police Chief, Assistant	1.00	1.00	0.00
Police Records Supervisor	4.00	4.00	0.00
Polygraph Examiner	1.00	1.00	0.00
Pub Saf Oper Support Dir	1.00	1.00	0.00
Pub Saf Plan Rsrch & Acred Dir	1.00	1.00	0.00
Pub Saf Records Mngr	1.00	1.00	0.00
Pub Saf Records Spc, Sr	7.00	7.00	0.00
Pub Saf Resource Mngr	1.00	1.00	0.00
Pub Saf Tech & Records Dir	1.00	1.00	0.00
Public Safety Analyst	3.00	3.00	0.00
Public Safety Analyst, Senior	2.00	2.00	0.00
Public Safety Budget Manager	1.00	1.00	0.00
Public Safety Comm Systems Mgr	1.00	1.00	0.00
Public Safety Personnel Mgr	1.00	1.00	0.00
Records Specialist	9.00	9.00	0.00
Records Specialist, Senior	3.00	3.00	0.00
Secretary	1.00	1.00	0.00
Systems Integrator	6.00	6.00	0.00
Systems Integrator, Lead	2.00	2.00	0.00
Systems Integrator, Sr.	1.00	1.00	0.00
<b>Total</b>	<b>67.00</b>	<b>67.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>78.00</b>	<b>78.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - FIRE - FIRE EMERGENCY SERVICES</b>			
Account Specialist, Sr.	1.00	1.00	0.00
Fire Battalion Chief (56)	6.00	6.00	0.00
Fire Captain (56)	54.00	54.00	0.00
Fire Captain Day Asgn	3.00	3.00	0.00
Fire Chief, Deputy	1.00	1.00	0.00
Fire Division Chief	5.00	5.00	0.00
Fire Engineer (56)	57.00	57.00	0.00
Firefighter (56)	102.00	102.00	0.00
Safety Fitness Wellness Coord	1.00	1.00	0.00
Secretary	2.00	2.00	0.00
<b>Total</b>	<b>232.00</b>	<b>232.00</b>	<b>0.00</b>
<b>PUBLIC SAFETY - FIRE - FIRE SUPPORT SERVICES</b>			
Administrative Secretary	1.00	1.00	0.00
Citizen Services Rep	1.00	1.00	0.00
Fire Chief	1.00	1.00	0.00
Fire Chief, Deputy	1.00	1.00	0.00
Fire Chief, Exec Asst	1.00	1.00	0.00
Fire Division Chief	1.00	1.00	0.00
Fire Inspector II	4.00	4.00	0.00
Fire Marshal, Deputy	3.00	3.00	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	2.00	2.00	0.00
<b>Total</b>	<b>20.00</b>	<b>20.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>252.00</b>	<b>252.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - POLICE - INVESTIGATIVE SERVICES</b>			
Administrative Secretary	4.00	4.00	0.00
Crime Scene Manager	1.00	1.00	0.00
Crime Scene Specialist	8.00	8.00	0.00
Crime Scene Specialist, Lead	2.00	2.00	0.00
Crisis Intervention Specialist	6.00	6.00	0.00
Crisis Intervention Supervisor	1.00	1.00	0.00
Evidence Control Mgr	1.00	1.00	0.00
Fingerprint Technician	4.00	4.00	0.00
Forensic Laboratory Manager	1.00	1.00	0.00
Forensic Scientist II	2.00	2.00	0.00
Forensic Scientist III	8.00	8.00	0.00
Forensic Scientist Supervisor	2.00	2.00	0.00
Pawn Specialist	1.00	1.00	0.00
Photo Lab Technician	1.00	1.00	0.00
Photo Lab Technician, Sr.	1.00	1.00	0.00
Police Aide	3.00	3.00	0.00
Police Commander	1.00	1.00	0.00
Police Forensic Services Dir	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	5.00	5.00	0.00
Police Officer	93.00	93.00	0.00
Police Rangemaster	2.00	2.00	0.00
Police Sergeant	17.00	17.00	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 Specialist	2.00	2.00	0.00
<b>Total</b>	<b>174.50</b>	<b>174.00</b>	<b>0.50</b>
<b>PUBLIC SAFETY - POLICE - OFFICE OF THE POLICE CHIEF</b>			
Executive Secretary	1.00	1.00	0.00
Police Chief	1.00	1.00	0.00
Police Chief, Assistant	2.00	2.00	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
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - POLICE - POLICE UNIFORMED SERVICES</b>			
Administrative Secretary	1.00	1.00	0.00
Communications Dispatcher	39.00	39.00	0.00
Communications Supervisor	6.00	6.00	0.00
Detention Manager	1.00	1.00	0.00
Detention Officer	22.00	22.00	0.00
Detention Supervisor	9.00	9.00	0.00
Parking Control Checker	1.00	1.00	0.00
Photo Enforcement Program Mgr	1.00	1.00	0.00
Police Aide	38.00	38.00	0.00
Police Commander	5.00	5.00	0.00
Police Communications Op Mgr	1.00	1.00	0.00
Police Lieutenant	12.00	12.00	0.00
Police Officer	234.00	234.00	0.00
Police Records Supervisor	1.00	1.00	0.00
Police Sergeant	37.00	37.00	0.00
Records Specialist	3.00	3.00	0.00
Wrangler	2.10	0.00	2.10
<b>Total</b>	<b>413.10</b>	<b>411.00</b>	<b>2.10</b>
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>596.60</b>	<b>594.00</b>	<b>2.60</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - CAPITAL PROJECT MANAGEMENT</b>			
Administrative Secretary	1.00	1.00	0.00
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 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
Exec Dir Public Works	1.00	1.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Plans Examiner	1.00	1.00	0.00
Plans Examiner, Sr.	1.00	1.00	0.00
Project Management Assistant	3.00	3.00	0.00
Project Manager, Principal	1.00	1.00	0.00
Project Manager, Sr.	9.00	9.00	0.00
Public 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
Right-Of-Way Agent, Sr.	1.00	1.00	0.00
Secretary	1.00	1.00	0.00
<b>Total</b>	<b>44.00</b>	<b>44.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - FACILITIES MANAGEMENT</b>			
Citizen Services Rep	1.00	1.00	0.00
Contracts Coordinator	4.00	4.00	0.00
Electrician	8.00	8.00	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	20.00	20.00	0.00
Management Analyst, Sr	1.00	1.00	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
<b>Total</b>	<b>54.00</b>	<b>54.00</b>	<b>0.00</b>
<b>PUBLIC WORKS - FLEET MANAGEMENT</b>			
Customer Support Rep, Sr.	1.00	1.00	0.00
Equip Parts Specialist	1.00	1.00	0.00
Equip Parts Specialist, Sr.	5.00	5.00	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	3.00	3.00	0.00
Fleet Technician II	6.00	6.00	0.00
Fleet Technician III	20.00	20.00	0.00
Fleet Technician, Lead	3.00	3.00	0.00
<b>Total</b>	<b>46.00</b>	<b>46.00</b>	<b>0.00</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - SOLID WASTE MANAGEMENT</b>			
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
Systems Integrator	1.00	1.00	0.00
<b>Total</b>	<b>90.00</b>	<b>90.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - STREET OPERATIONS</b>			
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 Analyst	1.00	1.00	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 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
<b>Total</b>	<b>60.00</b>	<b>60.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>294.00</b>	<b>294.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>WATER RESOURCES - WATER PLANNING AND ENGINEERING</b>			
Engineer In Training	1.00	1.00	0.00
Exec Director Water Resources	1.00	1.00	0.00
Financial Specialist - Water	1.00	1.00	0.00
Management Analyst, Sr	1.00	1.00	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 Resources Advisor	1.00	1.00	0.00
Water Resources Analyst	1.00	1.00	0.00
Water Resources Engineer	2.00	2.00	0.00
Water Resources Engineer, Sr.	2.00	2.00	0.00
Water Resources Plng & Eng Dir	1.00	1.00	0.00
Water Resources Principal Eng	3.00	3.00	0.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>

**WATER RESOURCES - WATER QUALITY**

Chemist II	1.00	1.00	0.00
Pretreatment Prgm Coordinator	1.00	1.00	0.00
Quality Assurance Coordinator	1.00	1.00	0.00
Scientist	1.00	1.00	0.00
Scientist, Principal	3.00	3.00	0.00
Scientist, Senior	1.00	1.00	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
Wtr Quality Laboratory Manager	1.00	1.00	0.00
Wtr Quality Regulatory Manager	1.00	1.00	0.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>WATER RESOURCES - WATER RECLAMATION SERVICES</b>			
Wastewater Treatment Manager	1.00	1.00	0.00
Water Maintenance Tech II	3.00	3.00	0.00
Water Maintenance Tech III	5.00	5.00	0.00
Water Maintenance Tech IV	1.00	1.00	0.00
Water Wastewater Main Tech IV	1.00	1.00	0.00
Water/Wastewater Ops Supervisr	1.00	1.00	0.00
Wtr Reclamation Services Dir	1.00	1.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	11.00	11.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	4.00	4.00	0.00
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>0.00</b>
<b>WATER RESOURCES - WATER SERVICES</b>			
Cross Connection Contrl Spc II	1.00	1.00	0.00
Cross Connection Control Spc I	1.00	1.00	0.00
HVAC Technician	1.00	1.00	0.00
W/WW Maintenance Tech III	1.00	1.00	0.00
W/WW Treatment Plant Op III	2.00	2.00	0.00
Water Distribution Manager	1.00	1.00	0.00
Water Electronic Tech III	1.00	1.00	0.00
Water Maintenance Tech I	1.00	1.00	0.00
Water Maintenance Tech II	3.00	3.00	0.00
Water Maintenance Tech IV	1.00	1.00	0.00
Water Meter Reader I	10.00	10.00	0.00
Water Meter Reader, Lead	1.00	1.00	0.00
Water Production Manager	1.00	1.00	0.00
Water Service Worker V	1.00	1.00	0.00
Water Services Director	1.00	1.00	0.00
Water Services Worker I	2.00	2.00	0.00
Water Services Worker II	10.00	10.00	0.00
Water Services Worker III	6.00	6.00	0.00
Water Services Worker IV	9.00	9.00	0.00
Water/Wastewater Ops Supervisr	3.00	3.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	17.00	17.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	4.00	4.00	0.00
<b>Total</b>	<b>78.00</b>	<b>78.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>WATER RESOURCES - WATER TECHNOLOGY &amp; ADMIN</b>			
Administrative Secretary	3.00	3.00	0.00
Citizen Services Rep	4.00	4.00	0.00
GIS Technician	2.00	2.00	0.00
HVAC Contracts Coordinator	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Office Coordinator Manager	1.00	1.00	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
Telemetry Controls Spec, Sr.	1.00	1.00	0.00
Telemetry Controls Specialist	4.00	4.00	0.00
Trng, Safety & Security Coord	2.00	2.00	0.00
Utility Technology Supervisor	1.00	1.00	0.00
Water Asset Mgmt Tech I	1.00	1.00	0.00
Water Asset Mgmt Tech II	1.00	1.00	0.00
Water Electronic Tech I	1.00	1.00	0.00
Water Electronic Tech II	9.00	9.00	0.00
Water Electronic Tech III	1.00	1.00	0.00
Water Maintenance Manager	1.00	1.00	0.00
Water Maintenance Tech II	8.00	8.00	0.00
Water Maintenance Tech III	1.00	1.00	0.00
Water Resources Administrator	1.00	1.00	0.00
Water Services Worker IV	1.00	1.00	0.00
Water Systems Advisor	2.00	2.00	0.00
Water Systems Analyst	4.00	4.00	0.00
Water Systems Supervisor	1.00	1.00	0.00
Water/Wastewater Ops Supervisor	1.00	1.00	0.00
<b>Total</b>	<b>56.00</b>	<b>56.00</b>	<b>0.00</b>
<b>TOTAL WATER RESOURCES</b>	<b>204.00</b>	<b>204.00</b>	<b>0.00</b>
<b>Grand Total</b>	<b>2,429.72</b>	<b>2,249.00</b>	<b>180.72</b>

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
0509	Account Specialist	5.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0510	Account Specialist, Sr.	5.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1445	Accountant	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1418	Accounting Coordinator	4.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2195	Accounting Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2055	Accounting Manager	2.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0425	Accounting Technician, Sr.	2.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0255	Adapted Recreation Specialist		\$ 12.10	\$ 17.55		
1005	Administrative Assistant	3.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0005	Administrative Secretary	23.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0251	Adult Flag Football Official		\$ 15.44	\$ 22.39		
0263	Adult Kickball Official		\$ 15.44	\$ 22.39		
0254	Adult Volleyball Official		\$ 15.44	\$ 22.39		
0259	Adult/Youth Sports Scorekeeper		\$ 12.10	\$ 17.55		
0260	Adult/Youth Sports Site Supv		\$ 10.98	\$ 15.91		
0462	Adult/Yth Basketball Official		\$ 12.71	\$ 18.42		
0600	After School Program Site Supr		\$ 13.34	\$ 19.34		
2074	Airport Operations Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2078	Airport Operations Supervisor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0459	Airport Operations Tech, Sr.	7.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0460	Airport Operations Technician		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2035	Application Development Mgr	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
0252	Aquatics Instructor		\$ 11.52	\$ 16.71		
1421	Asset Management Coordinator	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2292	Assistant to the City Manager	1.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
0544	Audit Associate		\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
1581	Auditor, Sr.	5.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2198	Aviation Director	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
2220	Aviation Plan & Outreach Coord	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2203	Benefits Analyst, Lead	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1909	Benefits Analyst, Sr.	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0178	Bid & Contract Assistant	1.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1696	Bid & Contract Coordinator	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1343	Bid & Contract Specialist	3.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1934	Budget Analyst, Sr.	4.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1881	Budget Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1513	Building Inspection Supervisor	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0591	Building Inspector I		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0592	Building Inspector II	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2226	Bus & Econ Vitality Dir, Asst	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2236	Business Intelligence Manager	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1022	Buyer	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0014	Buyer Aide	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1778	Chemist I		\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
1779	Chemist II	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1929	Citizen Advisor	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1847	Citizen Liaison	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0396	Citizen Services Assistant	2.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0409	Citizen Services Rep	11.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0356	Citizen Services Specialist		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
1025	City Attorney	1.00	\$ 76.01	\$ 76.01	\$ 158,100.80	\$ 158,100.80

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
1014	City Attorney, Assistant	2.50	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1731	City Attorney, Assistant, Sr.	5.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2273	City Attorney, Assistant, Sr. I		\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2261	City Attorney, Assistant, Sr. II		\$ 47.43	\$ 68.78	\$ 98,654.40	\$ 143,062.40
1363	City Attorney, Deputy	3.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
1391	City Auditor	1.00	\$ 57.07	\$ 57.07	\$ 118,705.60	\$ 118,705.60
1484	City Auditor, Assistant	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1398	City Clerk	1.00	\$ 56.71	\$ 56.71	\$ 117,956.80	\$ 117,956.80
0598	City Clerk Assistant	2.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1455	City Clerk, Deputy	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
1791	City Councilman	6.00	\$ 13.85	\$ 13.85	\$ 18,000.00	\$ 18,000.00
1769	City Engineer	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
1026	City Judge	1.00	\$ 72.12	\$ 72.12	\$ 150,009.60	\$ 150,009.60
1933	City Judge, Associate	3.00	\$ 70.60	\$ 70.60	\$ 146,848.00	\$ 146,848.00
1397	City Manager	1.00	\$ 86.54	\$ 86.54	\$ 180,003.20	\$ 180,003.20
1480	City Prosecutor	1.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
2293	City Prosecutor, Assistant I		\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2294	City Prosecutor, Assistant II		\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2260	City Prosecutor, Assistant, Sr.		\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2142	City Treasurer	1.00	\$ 68.66	\$ 68.66	\$ 142,812.80	\$ 142,812.80
1308	Civil Engineer	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2086	Civil Engineer, Principal	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1469	Civil Engineer, Sr.	5.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2192	Claims Adjuster	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0437	Code Enforcement Specialist	2.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
2254	Code Enforcement Supervisor	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0608	Code Inspector I		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0609	Code Inspector II	10.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0546	Code Inspector, Sr	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2274	Comm & Public Affairs Director	1.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
1931	Communications Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0415	Communications Dispatcher	39.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0416	Communications Supervisor	6.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0380	Communications Technician	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1561	Community Assistance Manager	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
1632	Community Planner	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2176	Construction Admin Supervisor	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0023	Container Repairer	5.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1424	Contracts Coordinator	6.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1759	Court Administrator	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1777	Court Administrator, Deputy	2.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0443	Court Interpreter	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0024	Court Services Rep	28.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0204	Court Services Rep, Sr.	6.60	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1383	Court Services Supervisor	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0497	Crime Analysis Technician		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2067	Crime Analysis Unit Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2215	Crime Scene Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0461	Crime Scene Specialist	8.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0577	Crime Scene Specialist, Lead	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0094	Crisis Intervention Specialist	6.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
0337	Crisis Intervention Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0637	Cross Connection Contrl Spc II	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0638	Cross Connection Control Spc I	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0604	Custodial Worker		\$ 13.34	\$ 19.34		
0431	Customer Service Rep, Lead	3.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1683	Customer Service Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1276	Customer Service Manager	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0030	Customer Service Rep	21.00	\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
0422	Customer Support Rep, Sr.	3.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0253	Data Entry Specialist		\$ 12.10	\$ 17.55		
1704	Database Administrator	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1821	Database Coordinator	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1494	Detention Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0309	Detention Officer	22.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0412	Detention Supervisor	9.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
1924	Development Engineering Mgr	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1051	Development Services Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0579	Development Services Rep I		\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0580	Development Services Rep II	10.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0617	Development Services Rep, Lead	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2199	Digital Content Specialist		\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2245	Digital Media Designer	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1882	Diversity & Dialogue Director	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2231	Downtown Business Specialist	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0583	Drainage Inspector	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2201	Economic & Tourism Dev Mgr	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2213	Economic Vitality Director	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
1876	Economic Vitality Specialist	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0073	Electrician	8.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0372	Electronic Technician - Water		\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2097	Emergency Management Coord	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0574	Energy Management Control Spec	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0489	Engineer In Training	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0556	Engineering Associate	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1711	Enterprise Communications Engr	3.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1912	Enterprise Finance Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2084	Enterprise Sys Engineering Mgr	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2124	Enterprise Sys Integrator, Ld	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2116	Enterprise Systems Engineer	5.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1674	Enterprise Systems Integrator	11.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0402	Equip Parts Specialist	1.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0342	Equip Parts Specialist, Sr.	5.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
1916	Equip Parts Supervisor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0535	Equipment Coordinator - Fire	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1914	Equipment Coordinator - Fleet	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0043	Equipment Operator I	12.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0044	Equipment Operator II	11.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0805	Equipment Operator II-FS	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0045	Equipment Operator III	45.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0806	Equipment Operator III-FS	6.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0517	Equipment Service Writer	2.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80



Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
1878	Events Contract Coordinator	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0297	Events Specialist		\$ 9.03	\$ 13.09		
2216	Evidence Control Mgr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1985	Exec Asst for Spec Projects	2.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2202	Exec Dir Community & Econ Dev	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
2128	Exec Dir Community Svcs	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
2133	Exec Dir Human Resources	1.00	\$ 57.66	\$ 83.60	\$ 119,932.80	\$ 173,888.00
2131	Exec Dir Info Technology	1.00	\$ 57.66	\$ 83.60	\$ 119,932.80	\$ 173,888.00
2130	Exec Dir Public Works	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
2136	Exec Director Water Resources	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
0538	Executive Secretary	6.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0524	Executive Secretary to Mayor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1646	Facilities Management Coord	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1944	Facilities Management Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1930	Facilities Management Spec	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1668	Facilities Manager	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2174	Facilities Supervisor	4.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0622	Feed & Bedding Store Supervisr	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0618	Feed & Bedding Worker		\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
2154	Field Engineering Lead	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2079	Field Engineering Supervisor	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2118	Finance & Acctg Technology Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2207	Finance Analyst, Sr.	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2246	Finance Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0541	Financial Services Technician	2.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1867	Financial Specialist - Water	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0214	Fingerprint Technician	4.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2002	Fire Battalion Chief (40)		\$ 42.16	\$ 56.91	\$ 87,692.80	\$ 118,372.80
1976	Fire Battalion Chief (56)	6.00	\$ 30.11	\$ 40.65	\$ 87,692.80	\$ 118,372.80
1978	Fire Battalion Chief Day Asgn		\$ 42.16	\$ 56.91	\$ 87,692.80	\$ 118,372.80
0998	Fire Captain (40)		\$ 33.03	\$ 44.59	\$ 68,702.40	\$ 92,747.20
0995	Fire Captain (56)	54.00	\$ 23.59	\$ 31.85	\$ 68,702.40	\$ 92,747.20
0996	Fire Captain Day Asgn	3.00	\$ 33.03	\$ 44.59	\$ 68,702.40	\$ 92,747.20
1947	Fire Chief	1.00	\$ 57.66	\$ 83.60	\$ 119,932.80	\$ 173,888.00
1956	Fire Chief, Assistant	1.00	\$ 51.24	\$ 69.18	\$ 106,579.20	\$ 143,894.40
1967	Fire Chief, Deputy	2.00	\$ 48.80	\$ 65.88	\$ 101,504.00	\$ 137,030.40
2228	Fire Chief, Exec Asst	1.00	\$ 53.80	\$ 72.64	\$ 111,904.00	\$ 151,091.20
2289	Fire Division Chief	6.00	\$ 44.26	\$ 59.76	\$ 92,060.80	\$ 124,300.80
0533	Fire Engineer (40)		\$ 29.96	\$ 40.45	\$ 62,316.80	\$ 84,136.00
0530	Fire Engineer (56)	57.00	\$ 21.40	\$ 28.89	\$ 62,316.80	\$ 84,136.00
0570	Fire Inspector I		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0571	Fire Inspector II	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1968	Fire Marshal, Assistant		\$ 42.16	\$ 56.91	\$ 87,692.80	\$ 118,372.80
0997	Fire Marshal, Deputy	3.00	\$ 29.96	\$ 40.45	\$ 62,316.80	\$ 84,136.00
0573	Fire Marshal, Senior Deputy	2.00	\$ 33.03	\$ 44.59	\$ 68,702.40	\$ 92,747.20
1979	Fire Plans Reviewer	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1992	Fire Plans Reviewer, Sr.	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0534	Firefighter (40)		\$ 23.47	\$ 31.69	\$ 48,817.60	\$ 65,915.20
0531	Firefighter (56)	102.00	\$ 16.76	\$ 22.64	\$ 48,817.60	\$ 65,915.20
0532	Firefighter Recruit		\$ 18.39	\$ 24.83	\$ 38,251.20	\$ 51,646.40
0569	Firefighter, Pipeline					

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
2143	Fleet Coordinator		\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1913	Fleet Maint Superintendent	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1067	Fleet Management Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1773	Fleet Systems Coordinator	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2033	Fleet Technician Crew Chief	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0563	Fleet Technician I		\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0561	Fleet Technician II	6.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0557	Fleet Technician III	20.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0562	Fleet Technician, Lead	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0432	Food Bank Specialist	1.00	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2266	Forensic Laboratory Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2263	Forensic Scientist II	2.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2264	Forensic Scientist III	8.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2265	Forensic Scientist Supervisor	2.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2248	GIS Analyst	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1697	GIS Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1485	GIS Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0393	GIS Technician	5.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1848	GM Westworld	1.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
1982	Government Relations Director	1.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
0436	Grant Program Specialist	3.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1710	Grant Program Specialist, Sr.	5.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
1349	Grants Accountant	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0391	Graphics Designer	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0294	Graphics Technician, Sr.	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2060	Green Building Program Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0264	Group Leader		\$ 8.60	\$ 12.47		
1654	Hearing Officer	2.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
1709	Housing Coordinator	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1905	Human Resources Analyst	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1959	Human Resources Analyst, Lead	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1898	Human Resources Analyst, Sr.	7.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1925	Human Resources Manager	3.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0513	Human Resources Rep	1.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0511	Human Resources Rep, Sr.	1.50	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1569	Human Services Coordinator	5.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1078	Human Services Manager	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1899	Human Services Planner	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0428	Human Services Rep	10.00	\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
1079	Human Services Specialist	11.70	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0621	HVAC Contracts Coordinator	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0324	HVAC Technician	7.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1958	Information Technology Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2146	Inspections Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0581	Inspector I		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0582	Inspector II	13.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
1083	Internal Auditor		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0614	Irrigation Systems Coordinator	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0439	Irrigation Technician	9.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2101	IT Project Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1680	IT Support Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
0424	IT Technician	6.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0423	IT Technician, Sr.	4.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1797	ITS Analyst	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2189	ITS Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0527	ITS Technician, Sr.	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2050	Job Preparation Specialist	1.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1794	Landscape Contracts Coord	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0606	Latent Print Examiner		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1473	Law Clerk	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0400	Legal Assistant	8.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0064	Legal Secretary	3.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1085	Librarian	17.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2193	Librarian II	7.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2165	Librarian III	3.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2164	Librarian IV	6.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0066	Library Aide	19.84	\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
0607	Library Assistant	21.87	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0067	Library Courier	2.00	\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
1089	Library Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
0495	Library Monitor	4.25	\$ 10.98	\$ 15.91	\$ 22,838.40	\$ 33,092.80
0069	Library Page	13.34	\$ 10.45	\$ 15.16	\$ 21,736.00	\$ 31,532.80
0605	Library Page, Assistant		\$ 8.60	\$ 12.47	\$ 17,888.00	\$ 25,937.60
2194	Library Supervisor	9.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0315	License Inspector	2.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0485	Lifeguard, Head - Aquatics		\$ 12.10	\$ 17.55		
0072	Lifeguard/Instructor	20.39	\$ 10.98	\$ 15.91		
0361	Logistics Technician	4.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0190	Mail Services Courier	2.00	\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
0615	Maintenance Coord, Aquatics	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1786	Maintenance Coordinator	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0602	Maintenance Helper		\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2150	Maintenance Manager	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2173	Maintenance Supervisor	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0322	Maintenance Tech, Aquatics	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0325	Maintenance Technician I	7.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0326	Maintenance Technician II	27.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0327	Maintenance Worker I	19.75	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0328	Maintenance Worker II	48.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0519	Maintenance Worker II - CDL		\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0355	Maintenance Worker III	16.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
1918	Management Analyst	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2018	Management Analyst, Sr	8.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1983	Management Assistant to Mayor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2107	Management Asst to City Mgr	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2210	Marketing & Research Specialist	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1178	Mayor	1.00	\$ 27.69	\$ 27.69	\$ 36,000.00	\$ 36,000.00
2233	Mayor's Chief of Staff	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0078	Motor Sweeper Operator	7.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0547	Municipal Security Guard, Lead	2.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2099	Municipal Security Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0555	Museum Attendant		\$ 9.03	\$ 13.09		

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
2147	Neighborhood Resource Supv	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1788	Network Security Engineer	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
0318	Occupancy Specialist	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0603	Office Assistant		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2047	Office Coordinator	4.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
1352	Office Coordinator Manager	5.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1772	Office Coordinator Mgr - Law		\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0640	Paralegal		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0644	Paralegal, Senior	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0079	Parking Control Checker	1.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2247	Parks & Rec and Human Svcs Dir	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2256	Parks & Rec Operations Supervisor		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1945	Parks & Recreation Manager	6.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0082	Parks Laborer	2.75	\$ 9.95	\$ 14.43	\$ 20,696.00	\$ 30,014.40
0475	Pawn Specialist	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0418	Payroll Specialist	4.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0539	Payroll Specialist, Lead	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0317	Personnel Specialist	2.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1819	Personnel Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2098	Photo Enforcement Program Mgr	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0493	Photo Lab Technician	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0494	Photo Lab Technician, Sr.	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1984	Plan Review Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2157	Plan, Neighbrhd & Transp Dir	5.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1107	Planner	6.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1321	Planner, Associate	3.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1639	Planner, Environment	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1892	Planner, Principal	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1142	Planner, Sr.	10.50	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2075	Planning Administration Managr	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0367	Planning Assistant	2.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0230	Planning Specialist	2.50	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0488	Plans Examiner	4.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1806	Plans Examiner, Sr.	6.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2137	Pln, Neig, Trans Administrator	1.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
0075	Plumber	4.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2205	PNT Manager	4.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0092	Police Aide	41.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1450	Police Analyst	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1815	Police Analyst II	3.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1109	Police Chief	1.00	\$ 63.57	\$ 92.17	\$ 132,225.60	\$ 191,713.60
2058	Police Chief, Assistant	2.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2223	Police Chief, Assistant	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
1932	Police Commander	6.00	\$ 47.43	\$ 68.78	\$ 98,654.40	\$ 143,062.40
2091	Police Communications Op Mgr	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2219	Police Forensic Services Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1449	Police Intelligence Analyst	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0505	Police Intelligence Specialist	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0999	Police Lieutenant	18.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0096	Police Officer	328.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0272	Police Officer Trainee		\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
0456	Police Officer, Pipeline					
2222	Police Op Support Dir		\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2224	Police Plng Rsrch & Accred Dir		\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0597	Police Rangemaster	2.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0599	Police Records Supervisor	5.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0339	Police Sergeant	58.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2056	Police Supply & Equipment Mgr		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2221	Police Tech & Records Director		\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0227	Polygraph Examiner	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0100	Pool Manager	4.22	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0009	Pool Manager, Assistant	10.10	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2178	Preservation Coordinator	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2087	Pretreatment Prgm Coordinator	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2156	Project Coordination Liaison	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0560	Project Management Assistant	3.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1432	Project Manager		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2085	Project Manager, Principal	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1498	Project Manager, Sr.	9.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2217	Property / Evidence Supervisor	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0612	Property / Evidence Tech, Lead	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0518	Property / Evidence Technician	3.50	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0471	Prosecution Specialist	6.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
1384	Prosecutor I	5.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1732	Prosecutor II	6.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0653	Pub Saf Records Spc, Sr	7.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2278	Pub Saf Oper Support Dir	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2280	Pub Saf Records Mngr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2285	Pub Saf Tech & Records Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2290	Pub Saf Resource Mngr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2291	Pub Saf Plan Rsrch & Accred Dir	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2140	Pro-Tem Judge		\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
1572	Public Affairs Manager	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2003	Public Education Officer	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1973	Public Information Officer	3.50	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0647	Public Records Request Admin	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2258	Public Safety Analyst	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2259	Public Safety Analyst, Senior	2.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2225	Public Safety Budget Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2242	Public Safety Comm Systems Mgr	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2239	Public Safety Personnel Mgr	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0593	Public Works Inspector I		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0594	Public Works Inspector II	11.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1562	Public Works Planner	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1124	Public Works Project Coord	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1125	Purchasing Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1487	Purchasing Operations Manager	2.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2049	Quality Assurance Coordinator	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1935	Radio Communications Engineer	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0610	Radio Communictions Tech, Sr		\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2064	Radio Engineering Manager	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2117	Radio Systems Integrator	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
2109	Radio Systms Netwrk Integrator	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0575	Railroad & Mechanical Ops Spec	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0107	Railroad Engineer		\$ 12.10	\$ 17.55		
2127	Real Estate Mgmt Specialist	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1130	Records Manager		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0588	Records Specialist	14.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0589	Records Specialist, Senior	3.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1333	Recreation Coordinator	7.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0111	Recreation Leader I	16.44	\$ 8.60	\$ 12.47	\$ 17,888.00	\$ 25,937.60
0112	Recreation Leader II	78.58	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0113	Recreation Leader III	22.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0256	Recreation Specialist					
2177	Recreation Supervisor	10.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0115	Revenue Collector	3.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0223	Revenue Collector, Sr.	3.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2151	Right of Way Supervisor	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1314	Right-Of-Way Agent	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
1495	Right-Of-Way Agent, Sr.	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1136	Risk Management Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0616	Safety Coordinator	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2238	Safety Fitness Wellness Coord	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2093	Safety Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2041	Scientist	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2255	Scientist, Principal	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2042	Scientist, Senior	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0587	Seasonal Aquatic Pool Manager		\$ 17.88	\$ 25.92		
0668	Seasonal Assistant Pool Manager		\$ 13.34	\$ 19.34		
0586	Seasonal Instructor		\$ 11.52	\$ 16.71		
0585	Seasonal Lifeguard		\$ 10.98	\$ 15.91		
0669	Seasonal Rec Leader I		\$ 8.60	\$ 12.47		
0670	Seasonal Rec Leader II		\$ 13.34	\$ 19.34		
0117	Secretary	10.31	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0319	Security Guard	3.88	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2100	Security Project Coordinator	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0427	Security Screener		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2163	Senior Library Manager	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
1651	Service Area Manager	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0392	Service Support Worker	2.00	\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
0590	Sign Technician	4.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
2094	Software Engineer	4.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2095	Software Engineer, Sr	4.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1640	Solid Waste Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
0398	Solid Waste Program Rep	5.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2170	Solid Waste Services Mgr	5.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2172	Solid Waste Systems Mgr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2200	Space Planning Analyst	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0258	Specialty Class Instructor		\$ 9.85	\$ 19.77		
0671	Specialty Class Instructor I		\$ 9.48	\$ 13.75		
0672	Specialty Class Instructor II		\$ 14.71	\$ 21.33		
2180	Stadium Facilities Lead	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2208	Stadium Supervisor	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
0063	Stock Clerk, Lead	2.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1921	Storm Water Planner		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2036	Stormwater Engineer		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2037	Stormwater Engineer, Sr	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2191	Stormwater Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2227	Strategic Initiatives Director		\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
2126	Strategic Programs Manager	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2169	Street Operations Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2184	Street Operations Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1807	Structural Engineer, Sr.	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
1808	Structural Plans Examiner	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0124	Student Worker		\$ 7.80	\$ 11.31		
1671	Systems Analyst, Sr.	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1612	Systems Integrator	22.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1828	Systems Integrator, Lead	7.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1827	Systems Integrator, Sr.	2.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2027	Tax and License Manager	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1681	Tax Audit Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
1441	Tax Auditor		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1442	Tax Auditor, Sr.	8.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0499	Technology Coordinator	9.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0498	Technology Specialist	6.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1744	Telecom Policy Coordinator	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0496	Telemetry Controls Spec, Sr.	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0308	Telemetry Controls Specialist	4.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0138	Temporary Worker					
2029	Tourism Development Coord	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
1966	Traffic Engineer		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1964	Traffic Engineer, Principal	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1965	Traffic Engineer, Sr.	5.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2159	Traffic Engineering & Ops Mgr	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
1504	Traffic Engineering Analyst		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0526	Traffic Engineering Tech, Sr.	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0175	Traffic Engineering Technician		\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2153	Traffic Engrng Technician Lead	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0276	Traffic Signal Electronic Tech	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0274	Traffic Signal Technician I	5.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0273	Traffic Signal Technician II	2.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2171	Traffic Signals Manager	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2148	Transit Supervisor	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1962	Transportation Planner		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1961	Transportation Planner, Sr.	3.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1960	Transportation Plnr, Principal	2.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0516	Transportation Rep		\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0525	Transportation Rep, Sr.	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2062	Trng, Safety & Security Coord	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2243	Utility Technology Supervisor	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1884	Victim Advocate	2.50	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1885	Victim Advocate, Sr.	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0504	Victim Assistance Notif Spec	0.50	\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
1906	Victim Services Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40

Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
2268	Video Engineer	0.60	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1353	Video Production Specialist	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2187	Video Production Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0658	W/WW Maintenance Tech III	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0438	W/WW Treatment Plant Op I		\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0667	W/WW Treatment Plant Op III	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0619	Warehouse Mail Technician	3.00	\$ 14.01	\$ 20.31	\$ 29,140.80	\$ 42,244.80
0482	Wastewater Collection Tech		\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2112	Wastewater Treatment Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0641	Water Asset Mgmt Tech I	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0642	Water Asset Mgmt Tech II	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0420	Water Audit Technician	2.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2063	Water Conservation Coordinator	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1490	Water Conservation Specialist	3.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2196	Water Distribution Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0625	Water Electronic Tech I	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0626	Water Electronic Tech II	9.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0627	Water Electronic Tech III	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2288	Water Maintenance Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0633	Water Maintenance Tech I	1.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0634	Water Maintenance Tech II	14.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0635	Water Maintenance Tech III	6.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0636	Water Maintenance Tech IV	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0465	Water Maintenance Technician		\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0639	Water Meter Reader I	10.00	\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
1277	Water Meter Reader Manager	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0248	Water Meter Reader, Lead	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2197	Water Production Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2043	Water Quality Coordinator	2.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2017	Water Quality Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0383	Water Quality Specialist	5.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2211	Water Quality Specialist, Sr	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0377	Water Quality Technician	2.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2162	Water Resources Administrator	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2253	Water Resources Advisor	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1188	Water Resources Analyst	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1468	Water Resources Engineer	2.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1809	Water Resources Engineer, Sr.	2.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0265	Water Resources Pipeline					
2008	Water Resources Plng & Eng Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2257	Water Resources Principal Eng	3.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0632	Water Service Worker V	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2182	Water Services Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0224	Water Services Worker		\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0628	Water Services Worker I	2.00	\$ 14.01	\$ 20.31	\$ 29,140.80	\$ 42,244.80
0629	Water Services Worker II	10.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0630	Water Services Worker III	6.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0631	Water Services Worker IV	10.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2232	Water Systems Advisor	2.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0620	Water Systems Analyst	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2234	Water Systems Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40



Code	Title	FTE's	Minimum	Maximum	Minimum	Maximum
0651	Water Wastewater Main Tech I		\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0657	Water Wastewater Main Tech II		\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0643	Water Wastewater Main Tech IV	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2181	Water/Wastewater Ops Supervisr	5.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2188	Web & Media Services Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2077	Web Services Engineer	2.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2241	WestWorld Business Manager	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2244	WestWorld Director	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2209	Worker's Comp Claims Adjuster	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2179	Workforce Development Analyst		\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0189	Wrangler	2.10	\$ 11.52	\$ 16.71	\$ 23,961.60	\$ 34,756.80
2249	Wtr Quality Laboratory Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2252	Wtr Quality Regulatory Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2251	Wtr Reclamation Services Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0623	Wtr/Wstwtr Trtmnt Plnt Oper II	28.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0624	Wtr/Wstwtr Trtmnt Plnt Oper IV	8.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0261	Youth Sports Coach		\$ 9.48	\$ 13.75		
0307	Youth Sports Official		\$ 10.45	\$ 15.16		
<b>Total</b>		<b>2,429.72</b>				

The following matrix provides a summary of the total adopted FY 2013/14 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 department and division.

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2013/14 Total
<b>MAYOR AND CITY COUNCIL</b>							
MAYOR AND CITY COUNCIL	10.00	534,886	373,206	19,800	0	0	927,892
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>534,886</b>	<b>373,206</b>	<b>19,800</b>	<b>0</b>	<b>0</b>	<b>927,892</b>
<b>CITY ATTORNEY</b>							
CIVIL	22.50	2,654,252	111,205	49,200	0	0	2,814,657
PROSECUTION	26.00	2,305,056	155,023	19,788	0	0	2,479,867
VICTIM SERVICES	5.00	389,538	19,828	3,994	0	0	413,360
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>5,348,846</b>	<b>286,056</b>	<b>72,982</b>	<b>0</b>	<b>0</b>	<b>5,707,884</b>
<b>CITY AUDITOR</b>							
CITY AUDITOR	7.00	710,766	36,937	2,350	0	0	750,053
<b>TOTAL CITY AUDITOR</b>	<b>7.00</b>	<b>710,766</b>	<b>36,937</b>	<b>2,350</b>	<b>0</b>	<b>0</b>	<b>750,053</b>
<b>CITY CLERK</b>							
CITY CLERK	8.00	595,880	617,164	4,575	0	0	1,217,619
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>595,880</b>	<b>617,164</b>	<b>4,575</b>	<b>0</b>	<b>0</b>	<b>1,217,619</b>
<b>CITY COURT</b>							
CITY COURT	56.48	4,292,875	1,603,093	47,669	0	0	5,943,637
<b>TOTAL CITY COURT</b>	<b>56.48</b>	<b>4,292,875</b>	<b>1,603,093</b>	<b>47,669</b>	<b>0</b>	<b>0</b>	<b>5,943,637</b>
<b>CITY MANAGER</b>							
CITY MANAGER	5.00	688,450	177,960	20,825	0	0	887,235
<b>TOTAL CITY MANAGER</b>	<b>5.00</b>	<b>688,450</b>	<b>177,960</b>	<b>20,825</b>	<b>0</b>	<b>0</b>	<b>887,235</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>							
CITY TREASURER AND FINANCE	5.00	542,284	261,070	1,447	0	0	804,801
ACCOUNTING	24.00	1,744,482	707,033	10,909	0	0	2,462,424
BUDGET	5.00	411,968	24,351	0	0	0	436,319
BUSINESS SERVICES	52.00	3,615,938	1,357,982	28,417	0	0	5,002,337
RISK MANAGEMENT	7.00	729,272	7,240,399	84,519	0	0	8,054,190
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>93.00</b>	<b>7,043,944</b>	<b>9,590,835</b>	<b>125,292</b>	<b>0</b>	<b>0</b>	<b>16,760,071</b>
<b>ADMINISTRATIVE SERVICES</b>							
COMMUNICATIONS	8.10	722,800	36,020	9,250	0	0	768,070
HUMAN RESOURCES	24.50	2,342,526	27,403,606	134,815	50,000	0	29,930,947
INFORMATION TECHNOLOGY	70.81	7,311,394	1,901,467	163,217	842,633	387,000	10,605,711

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2013/14 Total
PURCHASING	24.00	1,645,855	431,009	210,285	36,000	0	2,323,149
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>127.41</b>	<b>12,022,575</b>	<b>29,772,102</b>	<b>517,567</b>	<b>928,633</b>	<b>387,000</b>	<b>43,627,877</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>							
AVIATION	14.00	1,070,528	782,872	58,750	85,000	0	1,997,150
ECONOMIC DEVELOPMENT	10.00	1,132,796	13,610,803	14,878	0	617,348	15,375,825
PLANNING / NEIGHBORHOOD / TRANSPORTATION	149.50	12,874,885	8,976,474	388,732	9,950	172,095	22,422,136
WESTWORLD	17.00	1,651,741	1,751,878	460,395	0	95,000	3,959,014
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>190.50</b>	<b>16,729,950</b>	<b>25,122,027</b>	<b>922,755</b>	<b>94,950</b>	<b>884,443</b>	<b>43,754,125</b>
<b>COMMUNITY SERVICES</b>							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	395,344	268,506	1,262	0	0	665,112
HUMAN SERVICES	67.94	4,149,472	12,165,817	636,130	0	0	16,951,419
LIBRARY SYSTEMS	118.30	7,128,414	832,114	1,298,169	0	0	9,258,697
PARKS & RECREATION	261.99	13,937,370	6,166,990	2,199,995	0	255,000	22,559,355
PRESERVE MANAGEMENT	3.00	193,866	67,766	26,700	0	0	288,332
<b>TOTAL COMMUNITY SERVICES</b>	<b>454.23</b>	<b>25,804,466</b>	<b>19,501,193</b>	<b>4,162,256</b>	<b>0</b>	<b>255,000</b>	<b>49,722,915</b>
<b>PUBLIC SAFETY</b>							
PUBLIC SAFETY EMERGENCY MANAGEMENT SERVICES	11.00	1,039,817	723,176	14,787	0	0	1,777,780
PUBLIC SAFETY OPERATIONAL SUPPORT SERVICES	67.00	5,247,614	4,369,303	1,629,034	0	0	11,245,951
<b>TOTAL PUBLIC SAFETY</b>	<b>78.00</b>	<b>6,287,431</b>	<b>5,092,479</b>	<b>1,643,821</b>	<b>0</b>	<b>0</b>	<b>13,023,731</b>
<b>PUBLIC SAFETY - FIRE</b>							
FIRE EMERGENCY SERVICES	232.00	21,553,102	4,030,030	37,217	0	0	25,620,349
FIRE SUPPORT SERVICES	20.00	2,057,296	175,457	45,019	30,000	0	2,307,772
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>252.00</b>	<b>23,610,398</b>	<b>4,205,487</b>	<b>82,236</b>	<b>30,000</b>	<b>0</b>	<b>27,928,121</b>
<b>PUBLIC SAFETY - POLICE</b>							
OFFICE OF THE POLICE CHIEF	9.00	1,344,045	99,693	26,800	0	0	1,470,538
POLICE UNIFORMED SERVICES	413.10	42,014,234	8,254,339	235,628	10,450	0	50,514,651
INVESTIGATIVE SERVICES	174.50	19,038,971	3,603,760	826,826	60,000	0	23,529,557
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>596.60</b>	<b>62,397,250</b>	<b>11,957,792</b>	<b>1,089,254</b>	<b>70,450</b>	<b>0</b>	<b>75,514,746</b>
<b>PUBLIC WORKS</b>							
CAPITAL PROJECT MANAGEMENT	44.00	430,570	364,341	5,870	0	0	800,781
FACILITIES MANAGEMENT	54.00	4,298,688	11,548,072	1,108,541	70,500	1,340,975	18,366,776

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2013/14 Total
FLEET MANAGEMENT	46.00	3,353,934	1,461,028	8,413,617	6,194,700	0	19,423,279
SOLID WASTE MANAGEMENT	90.00	6,109,590	10,377,979	596,490	1,175	0	17,085,234
STREET OPERATIONS	60.00	4,191,056	8,200,035	845,277	10,000	0	13,246,368
<b>TOTAL PUBLIC WORKS</b>	<b>294.00</b>	<b>18,383,838</b>	<b>31,951,455</b>	<b>10,969,795</b>	<b>6,276,375</b>	<b>1,340,975</b>	<b>68,922,438</b>
<b>WATER RESOURCES</b>							
WATER QUALITY	21.00	1,864,330	687,700	341,100	0	0	2,893,130
WATER RECLAMATION SERVICES	28.00	2,546,932	13,135,342	5,708,601	105,000	0	21,495,875
WATER PLANNING AND ENGINEERING	21.00	1,974,819	1,158,292	396,907	0	0	3,530,018
WATER TECHNOLOGY & ADMIN	56.00	4,230,458	1,123,082	434,584	0	0	5,788,124
WATER SERVICES	78.00	5,660,360	12,149,711	18,325,368	50,000	0	36,185,439
<b>TOTAL WATER RESOURCES</b>	<b>204.00</b>	<b>16,276,899</b>	<b>28,254,127</b>	<b>25,206,560</b>	<b>155,000</b>	<b>0</b>	<b>69,892,586</b>
<b>Grand Totals</b>	<b>2,429.72</b>	<b>200,728,454</b>	<b>168,541,913</b>	<b>44,887,737</b>	<b>7,555,408</b>	<b>2,867,418</b>	<b>424,580,930</b>

The following matrix provides a summary of the total adopted FY 2013/14 operating budget by division and highlights each division's specific departments. The matrix includes the source(s) of funding for each department by governmental fund accounting type plus it includes the applicable number of full-time equivalent employees (FTE's) by division and department.

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2013/14 Total
<b>MAYOR AND CITY COUNCIL</b>							
MAYOR AND CITY COUNCIL	10.00	811,892	0	110,000	0	6,000	927,892
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>811,892</b>	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>6,000</b>	<b>927,892</b>
<b>CITY ATTORNEY</b>							
CIVIL	22.50	2,814,657	0	0	0	0	2,814,657
PROSECUTION	26.00	2,479,867	0	0	0	0	2,479,867
VICTIM SERVICES	5.00	413,360	0	0	0	0	413,360
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>5,707,884</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,707,884</b>
<b>CITY AUDITOR</b>							
CITY AUDITOR	7.00	750,053	0	0	0	0	750,053
<b>TOTAL CITY AUDITOR</b>	<b>7.00</b>	<b>750,053</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,053</b>
<b>CITY CLERK</b>							
CITY CLERK	8.00	1,217,619	0	0	0	0	1,217,619
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>1,217,619</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,217,619</b>
<b>CITY COURT</b>							
CITY COURT	56.48	3,896,081	2,047,556	0	0	0	5,943,637
<b>TOTAL CITY COURT</b>	<b>56.48</b>	<b>3,896,081</b>	<b>2,047,556</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,943,637</b>
<b>CITY MANAGER</b>							
CITY MANAGER	5.00	887,235	0	0	0	0	887,235
<b>TOTAL CITY MANAGER</b>	<b>5.00</b>	<b>887,235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>887,235</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>							
CITY TREASURER AND FINANCE	5.00	534,898	0	250,509	19,394	0	804,801
ACCOUNTING	24.00	2,457,254	0	0	5,170	0	2,462,424
BUDGET	5.00	431,341	0	0	4,978	0	436,319
BUSINESS SERVICES	52.00	2,263,660	0	2,738,677	0	0	5,002,337
RISK MANAGEMENT	7.00	0	0	0	8,054,190	0	8,054,190
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>93.00</b>	<b>5,687,153</b>	<b>0</b>	<b>2,989,186</b>	<b>8,083,732</b>	<b>0</b>	<b>16,760,071</b>
<b>ADMINISTRATIVE SERVICES</b>							
COMMUNICATIONS	8.10	768,070	0	0	0	0	768,070
HUMAN RESOURCES	24.50	2,825,365	0	0	27,105,582	0	29,930,947
INFORMATION TECHNOLOGY	70.81	9,763,078	0	0	842,633	0	10,605,711

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2013/14 Total
PURCHASING	24.00	2,323,149	0	0	0	0	2,323,149
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>127.41</b>	<b>15,679,662</b>	<b>0</b>	<b>0</b>	<b>27,948,215</b>	<b>0</b>	<b>43,627,877</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>							
AVIATION	14.00	0	0	1,997,150	0	0	1,997,150
ECONOMIC DEVELOPMENT	10.00	5,846,238	9,529,587	0	0	0	15,375,825
PLANNING / NEIGHBORHOOD / TRANSPORTATION	149.50	13,371,054	9,051,082	0	0	0	22,422,136
WESTWORLD	17.00	3,609,014	350,000	0	0	0	3,959,014
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>190.50</b>	<b>22,826,306</b>	<b>18,930,669</b>	<b>1,997,150</b>	<b>0</b>	<b>0</b>	<b>43,754,125</b>
<b>COMMUNITY SERVICES</b>							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	665,112	0	0	0	0	665,112
HUMAN SERVICES	67.94	4,244,542	423,205	0	0	12,283,672	16,951,419
LIBRARY SYSTEMS	118.30	8,896,897	343,800	0	0	18,000	9,258,697
PARKS & RECREATION	261.99	19,594,344	2,965,011	0	0	0	22,559,355
PRESERVE MANAGEMENT	3.00	288,332	0	0	0	0	288,332
<b>TOTAL COMMUNITY SERVICES</b>	<b>454.23</b>	<b>33,689,227</b>	<b>3,732,016</b>	<b>0</b>	<b>0</b>	<b>12,301,672</b>	<b>49,722,915</b>
<b>PUBLIC SAFETY</b>							
PUBLIC SAFETY EMERGENCY MANAGEMENT SERVICES	11.00	1,777,780	0	0	0	0	1,777,780
PUBLIC SAFETY OPERATIONAL SUPPORT SERVICES	67.00	11,245,951	0	0	0	0	11,245,951
<b>TOTAL PUBLIC SAFETY</b>	<b>78.00</b>	<b>13,023,731</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,023,731</b>
<b>PUBLIC SAFETY - FIRE</b>							
FIRE EMERGENCY SERVICES	232.00	25,620,349	0	0	0	0	25,620,349
FIRE SUPPORT SERVICES	20.00	2,307,472	300	0	0	0	2,307,772
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>252.00</b>	<b>27,927,821</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,928,121</b>
<b>PUBLIC SAFETY - POLICE</b>							
OFFICE OF THE POLICE CHIEF	9.00	1,457,538	13,000	0	0	0	1,470,538
POLICE UNIFORMED SERVICES	413.10	50,203,267	294,458	0	0	16,926	50,514,651
INVESTIGATIVE SERVICES	174.50	22,129,936	1,153,789	0	0	245,832	23,529,557
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>596.60</b>	<b>73,790,741</b>	<b>1,461,247</b>	<b>0</b>	<b>0</b>	<b>262,758</b>	<b>75,514,746</b>
<b>PUBLIC WORKS</b>							
CAPITAL PROJECT MANAGEMENT	44.00	550,781	250,000	0	0	0	800,781
FACILITIES MANAGEMENT	54.00	17,974,476	392,300	0	0	0	18,366,776
FLEET MANAGEMENT	46.00	0	0	0	19,423,279	0	19,423,279

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2013/14 Total
SOLID WASTE MANAGEMENT	90.00	0	0	17,085,234	0	0	17,085,234
STREET OPERATIONS	60.00	0	13,246,368	0	0	0	13,246,368
<b>TOTAL PUBLIC WORKS</b>	<b>294.00</b>	<b>18,525,257</b>	<b>13,888,668</b>	<b>17,085,234</b>	<b>19,423,279</b>	<b>0</b>	<b>68,922,438</b>
<b>WATER RESOURCES</b>							
WATER QUALITY	21.00	0	0	2,893,130	0	0	2,893,130
WATER RECLAMATION SERVICES	28.00	0	0	21,495,875	0	0	21,495,875
WATER PLANNING AND ENGINEERING	21.00	0	0	3,530,018	0	0	3,530,018
WATER TECHNOLOGY & ADMIN	56.00	0	0	5,788,124	0	0	5,788,124
WATER SERVICES	78.00	0	0	36,185,439	0	0	36,185,439
<b>TOTAL WATER RESOURCES</b>	<b>204.00</b>	<b>0</b>	<b>0</b>	<b>69,892,586</b>	<b>0</b>	<b>0</b>	<b>69,892,586</b>
<b>TOTAL</b>	<b>2,429.72</b>	<b>224,420,662</b>	<b>40,060,456</b>	<b>92,074,156</b>	<b>55,455,226</b>	<b>12,570,430</b>	<b>424,580,930</b>
<b>NON-DIVISIONAL</b>							
**FUTURE GRANTS		0	0	0	0	4,525,750	4,525,750
ESTIMATED PERSONNEL SAVINGS FROM VACANT POSITIONS		-3,900,000	-156,300	0	-199,500	0	-4,255,800
LEAVE ACCRUAL PAYMENTS		1,800,000	49,900	0	33,200	0	1,883,100
MERIT PROGRAM		2,773,632	136,213	427,921	75,688	17,877	3,431,331
ONE TIME PUBLIC SAFETY COMPENSATION		2,500,000	0	0	0	0	2,500,000
INDIRECT/DIRECT COST ALLOCATION		0	0	7,047,867	0	0	7,047,867
TOURISM - UNSPECIFIED CAPITAL		0	500,000	0	0	0	500,000
SPECIAL DISTRICTS		0	647,219	0	0	0	647,219
LESS INTERNAL SERVICE FUND OFFSETS		0	0	0	-46,049,116	0	-46,049,116
<b>GRAND TOTAL</b>		<b>227,594,294</b>	<b>41,237,488</b>	<b>99,549,944</b>	<b>9,315,498</b>	<b>17,114,057</b>	<b>394,811,281</b>

\*\* These are for future grants and have not been applied to a program at this time. This funding is included to give the maximum, legal flexibility. When and if a grant is awarded, it will be assigned to a specific division and program.

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.

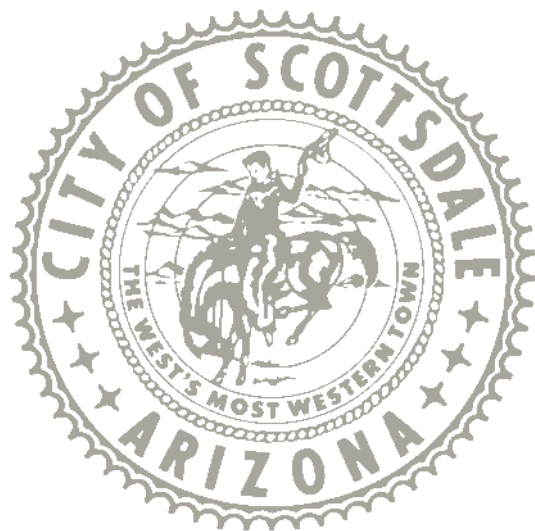
**Advance Transportation:** The transportation system must be the backbone of Scottsdale, supporting its economy and serving and influencing its land use patterns in a positive way.

**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
<b>MAYOR AND CITY COUNCIL</b>						
MAYOR AND CITY COUNCIL	X	X	X	X	X	X
<b>CITY ATTORNEY</b>						
CIVIL				X		
PROSECUTION				X		
VICTIM SERVICES				X		
<b>CITY AUDITOR</b>						
CITY AUDITOR				X		
<b>CITY CLERK</b>						
CITY CLERK				X		
<b>CITY COURT</b>						
CITY COURT		X				
<b>CITY MANAGER</b>						
CITY MANAGER	X	X	X	X	X	X

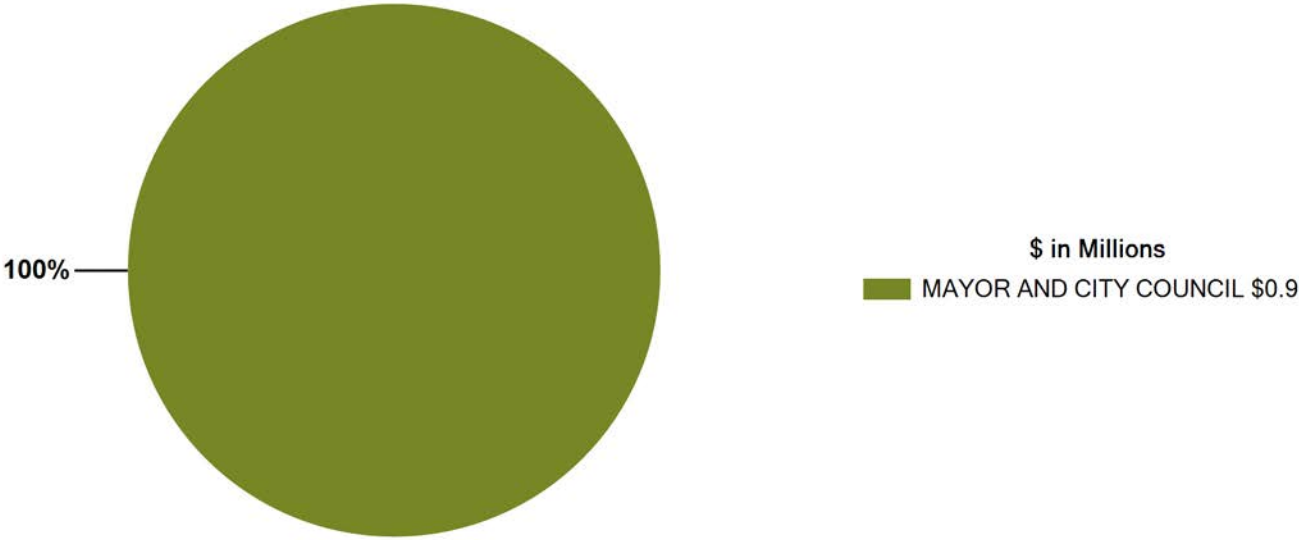


	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>						
CITY TREASURER AND FINANCE	X			X		
ACCOUNTING	X			X		
BUDGET	X			X		
BUSINESS SERVICES	X			X		
RISK MANAGEMENT	X			X		
<b>ADMINISTRATIVE SERVICES</b>						
COMMUNICATIONS	X	X	X	X	X	X
HUMAN RESOURCES				X		
INFORMATION TECHNOLOGY				X		
PURCHASING				X		
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>						
AVIATION	X				X	
ECONOMIC DEVELOPMENT	X					
PLANNING / NEIGHBORHOOD / TRANSPORTATION		X		X	X	X
WESTWORLD	X					
<b>COMMUNITY SERVICES</b>						
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
<b>PUBLIC SAFETY</b>						
PUBLIC SAFETY EMERGENCY MANAGEMENT SERVICES		X				
PUBLIC SAFETY OPERATIONAL SUPPORT SERVICES				X		
<b>PUBLIC SAFETY - FIRE</b>						
FIRE EMERGENCY SERVICES		X				
FIRE SUPPORT SERVICES		X				
<b>PUBLIC SAFETY - POLICE</b>						
OFFICE OF THE POLICE CHIEF		X				
POLICE UNIFORMED SERVICES		X				
INVESTIGATIVE SERVICES		X				
<b>PUBLIC WORKS</b>						
CAPITAL PROJECT MANAGEMENT	X		X	X	X	
FACILITIES MANAGEMENT				X		
FLEET MANAGEMENT				X		
SOLID WASTE MANAGEMENT		X		X		
STREET OPERATIONS				X	X	
<b>WATER RESOURCES</b>						
WATER PLANNING AND ENGINEERING	X	X		X		
WATER QUALITY	X	X		X		
WATER RECLAMATION SERVICES	X	X		X		
WATER SERVICES	X	X		X		
WATER TECHNOLOGY & ADMIN	X	X		X		



FY 2013/14 Adopted Budget

FY 2013/14 Adopted Budget

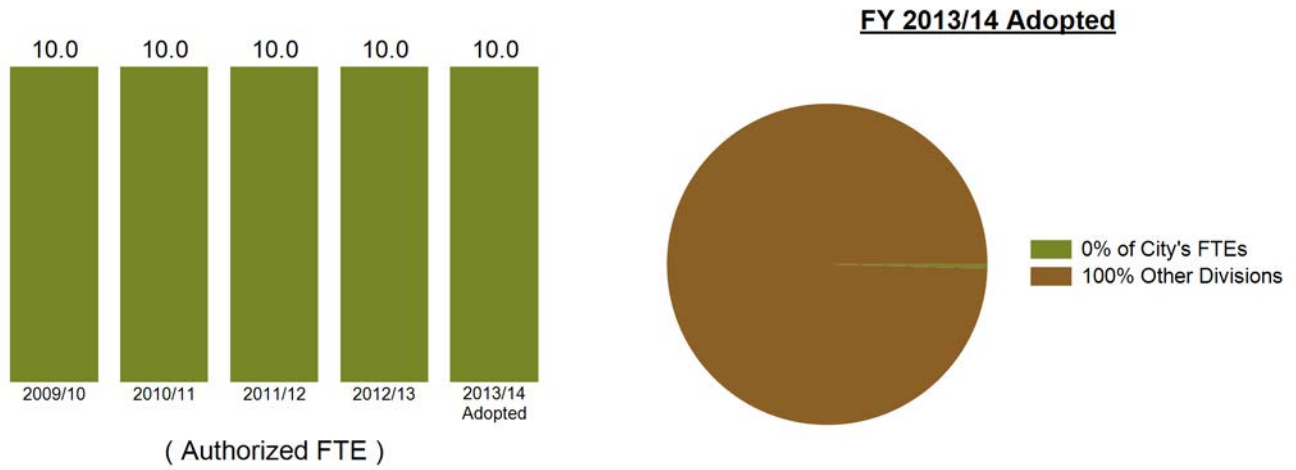


Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
MAYOR AND CITY COUNCIL	838,866	899,371	927,892	28,521
<b>Total Budget</b>	<b>838,866</b>	<b>899,371</b>	<b>927,892</b>	<b>28,521</b>

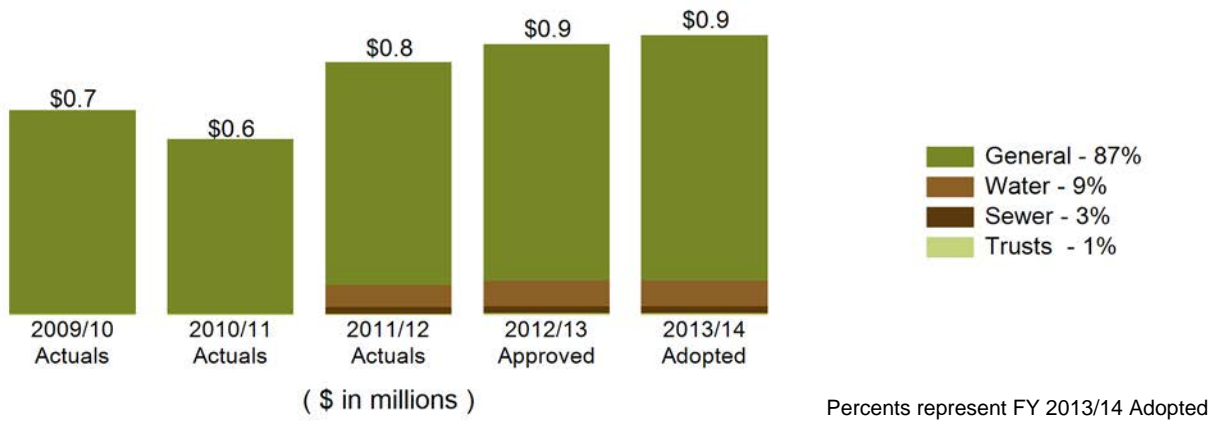


FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Description**

The voters elect the mayor and six councilmembers to enact local legislation, adopt budgets and determine policies. The City Council appoints six officers to advise them on policy issues and run day-to-day operations. The City Council establishes the city's mission, goals, programs and policies to serve the needs of the citizens of Scottsdale.

**Strategic Goal(s)**

 Advance Transportation	 Enhance Neighborhoods	 Preserve Meaningful Open Space	 Seek Sustainability	 Support Economic Vitality	 Value Scottsdale's Unique Lifestyle and Character
--	---	--	---	---	---

**Services Provided**

- Enact local legislation and determine policies.
- Appoint charter officers and board and commission members.
- Represent constituents and respond to citizen issues.

**FY 2012/13 Achievements**

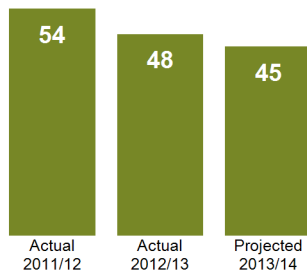
- 6,400 acres of land was added to the Scottsdale McDowell Sonoran Preserve.
- Held a strategic planning workshop that focused on Scottsdale's successes and challenges and identified key priority areas for the City Council to work on over the next year.
- Approved construction for expanded Tony Nelssen Equestrian Center at WestWorld.
- Reorganized and re-launched Operation Fix-It to broaden help for needy homeowners.

**FY 2013/14 Objectives**

- The City Council's priorities are neighborhoods, environmental sustainability and preservation, transportation, the economy, public safety, fiscal and resource management and open and responsive government.
- Examine and adopt a fiscally sound budget that preserves the city's long-term fiscal stability.
- Pursue policies that preserve and enhance the quality of life and economic prosperity for Scottsdale.

**Charted Performance Measures**

**Number of City Council Meetings**



24 annually are statutorily required

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.41 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	739,684	783,371	811,892	28,521
Sewer Fund	23,789	23,500	23,500	0
Trusts	4,500	6,000	6,000	0
Water Funds	70,893	86,500	86,500	0
<b>Total Budget</b>	<b>838,866</b>	<b>899,371</b>	<b>927,892</b>	<b>28,521</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	497,457	526,820	534,886	8,066
Contractual Services	323,343	352,951	373,206	20,255
Commodities	17,919	19,600	19,800	200
Capital Outlays	148	0	0	0
<b>Subtotal Operating Budget</b>	<b>838,866</b>	<b>899,371</b>	<b>927,892</b>	<b>28,521</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>838,866</b>	<b>899,371</b>	<b>927,892</b>	<b>28,521</b>

### Budget Notes and Changes

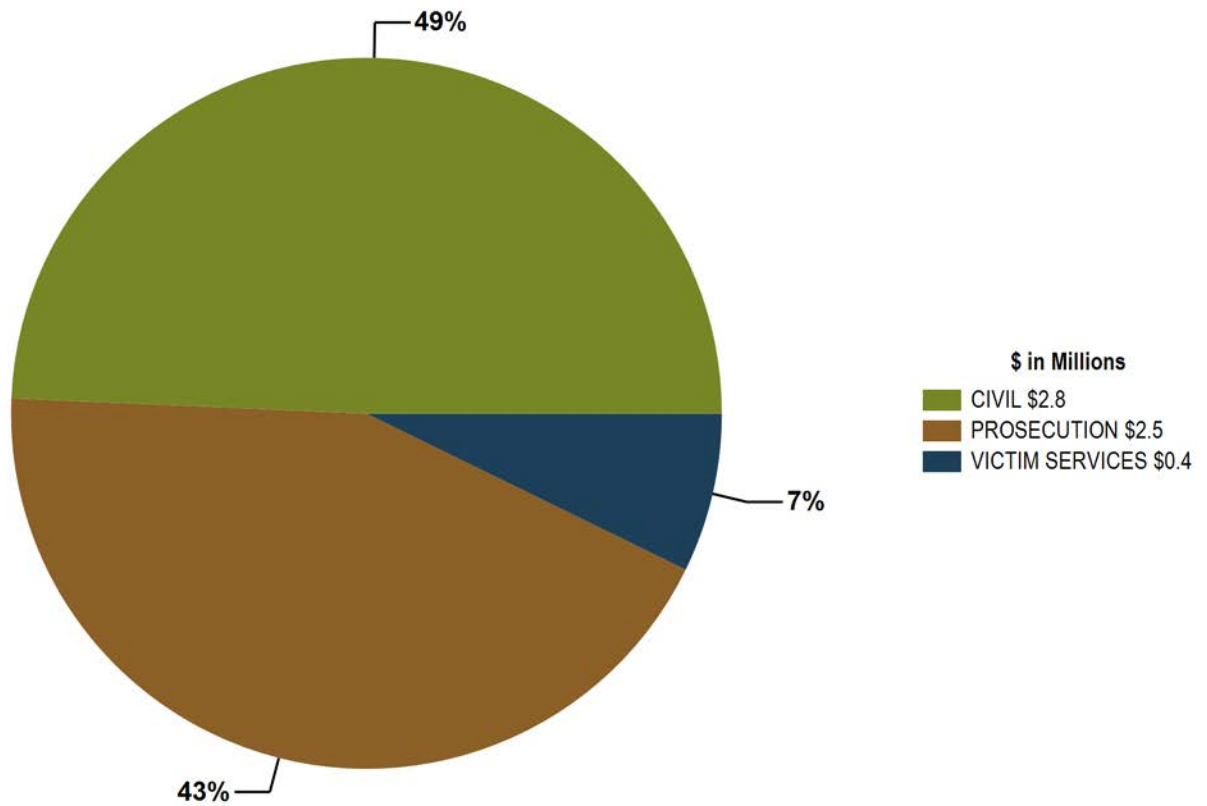
- Changes in Personnel Services include citywide increases in healthcare and retirement rates.
- Changes in Contractual Services is related to the increase in membership fees for the National League of Cities, Maricopa Association of Governments and the League of Arizona Cities and Towns.



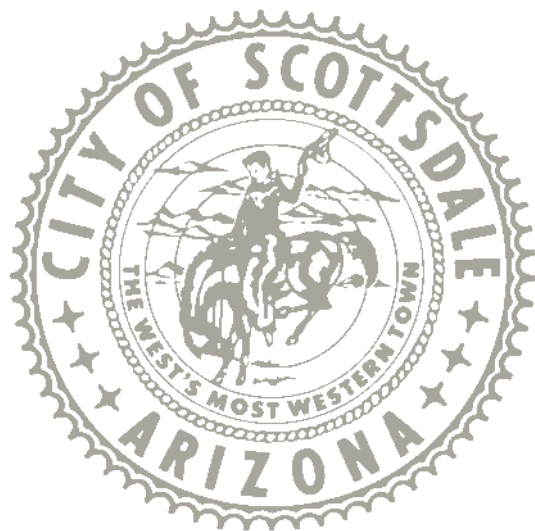
FY 2013/14 Adopted Budget



**FY 2013/14 Adopted Budget**

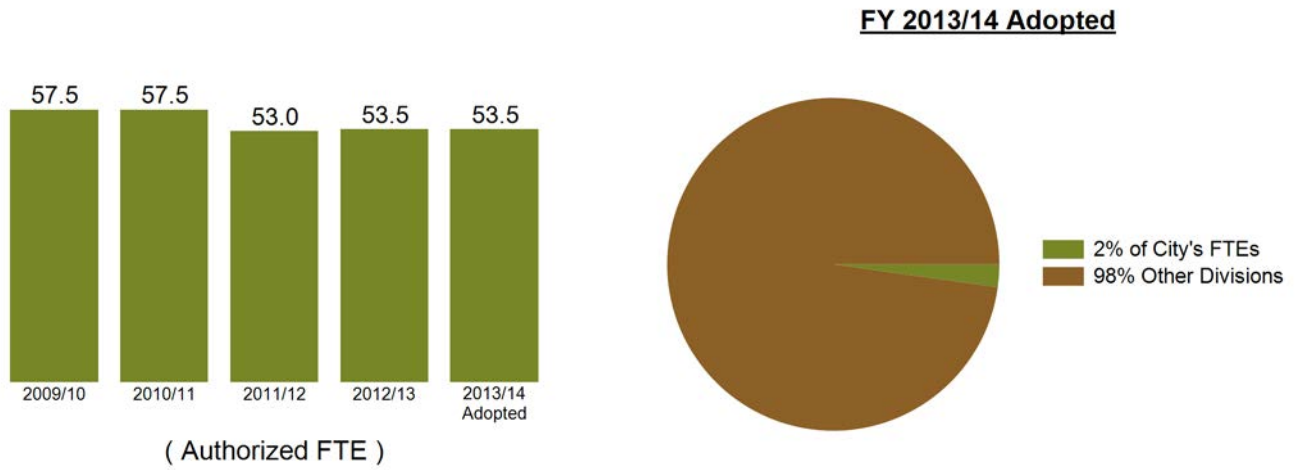


Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
CIVIL	2,535,919	2,767,871	2,814,657	46,786
PROSECUTION	2,417,074	2,509,177	2,479,867	(29,310)
VICTIM SERVICES	368,850	410,386	413,360	2,974
<b>Total Budget</b>	<b>5,321,844</b>	<b>5,687,434</b>	<b>5,707,884</b>	<b>20,450</b>



FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The City Attorney is the chief legal advisor of all offices, divisions and agencies and of all officers and employees in matters relating to their official powers and duties and serves at the pleasure of the City Council.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Provides legal advice to the Mayor and City Council, to all city offices, divisions and departments and to all city officers and employees in matters relating to their official powers and duties.
- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Prosecutes misdemeanor offenses in the city, including driving under the influence, domestic violence, juvenile status offenses, minor traffic and other misdemeanor offenses.
- Represents the city in all court proceedings required to prosecute offenders.
- Provides legally mandated victim notification services as well as professional-level victim advocacy to misdemeanor crime victims in Scottsdale.

### FY 2012/13 Achievements

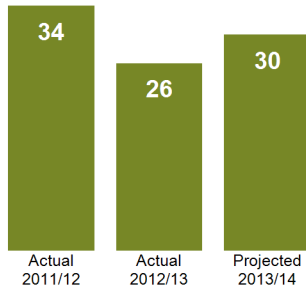
- Resolved several major legal matters involving the Arizona State Retirement System, Nordstrom's Parking Garage and Harquahala Valley Water Supply resulting in significant financial savings for the taxpayers.
- Prosecution initiated a new Jail Court process to save city resources, improve efficiency and improve resolutions for victims and defendants.
- Working with IT, the Civil department expanded the use of the Public Records Request Database to other departments, eliminating redundancies and enhancing the ability to respond promptly to citizens' requests. In fiscal year 2012-13, the City processed 5599 requests, of which the City Attorney's office processed over 900.
- Victim Services directly contacted over 6,000 victims either by phone or in person.

### FY 2013/14 Objectives

- Conduct training classes for city staff in support of the City Attorney's goal of seeking to prevent legal claims against the city.
- Limit the use of outside counsel for civil legal matters.
- Resolve criminal matters in a competent and timely manner through effective prosecution processes including the new e-discovery process and the new jail court process.
- Maintain the highest level of service for victims and citizens and meet legally mandated timelines for notification to victims.
- Implement the new public records database in the One Stop Shop, Purchasing, Human Resources, the Police Department and other interested departments.

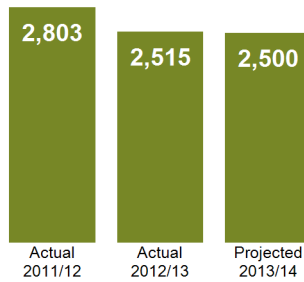
**Charted Performance Measures**

**New Litigation Cases**



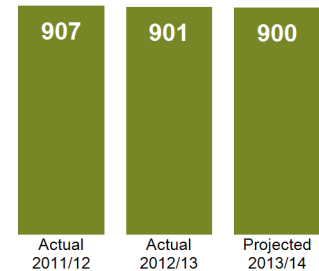
Number of new civil litigation cases

**DUI Cases**



Number of driving under the influence (DUI) cases

**Domestic Violence Cases**



Number of domestic violence cases

Note: FY 2012/13 is an estimate based on the date of violation; there may be a delay in cases reaching Prosecution.

Note: FY 2012/13 is an estimate; there may be a lag between the date of violation and the date Victim Services receives the case due to ongoing investigations.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	53.00	53.50	53.50	0.00
% of City's FTEs			2.20 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	5,321,844	5,687,434	5,707,884	20,450
<b>Total Budget</b>	<b>5,321,844</b>	<b>5,687,434</b>	<b>5,707,884</b>	<b>20,450</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	5,152,518	5,354,760	5,348,846	(5,914)
Contractual Services	95,762	253,480	286,056	32,576
Commodities	72,902	79,194	72,982	(6,212)
Capital Outlays	662	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,321,844</b>	<b>5,687,434</b>	<b>5,707,884</b>	<b>20,450</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>5,321,844</b>	<b>5,687,434</b>	<b>5,707,884</b>	<b>20,450</b>

**Budget Notes and Changes**

- Prosecution realized a decrease in the Personnel Services budget because of turnover and new employees hired at less than what departing employees were making, which then offset increases in healthcare and retirement rates as well as adjustments made to the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Changes in Contractual Services are related to an increase in the cost of Property, Liability and Worker's Compensation.

### Description

The Civil Department of the City Attorney's Office provides legal advice to all offices, divisions and agencies and to all officers and employees in matters relating to their official powers and duties.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Provides clients with legal advice to assist in preventing or limiting legal risks.
- Drafts contracts for all city departments.
- Reviews and approves all ordinances and resolutions submitted for the city.
- Coordinates responses to public records requests

### FY 2012/13 Achievements

- Resolved several major legal matters involving the Arizona State Retirement System, Nordstrom's Parking Garage and Harquahala Valley Water Supply resulting in significant financial savings for the taxpayers.
- In FY 2012/13, the City Attorney's Office represented the city in 68 litigation cases, resolving 35 cases. The city has retained a total of 80% of its new litigation in-house.
- The Public Records Request (PRR) Administrator (a member of the City Attorney's Office staff) works with each division to make sure they are aware of their responsibilities to promptly and fully respond to public records requests. In FY 2012/13, the office conducted 20 sessions of public records request training for 96 employees from 20 different departments.
- The City Attorney's office continues to seek to reduce claims against the city by conducting staff training about legal obligations. In the past year, the office hosted more than a dozen different training sessions for nearly 1,000 employees.
- Revenue recovery efforts in FY 2012/13 resulted in cash payments of more than \$90,000 and \$48,000 in future payment commitments. In addition, this year the Bank One litigation was resolved (the city had invested more than \$7 Million in bonds through NCFE which later filed for bankruptcy. In April 2013, the city recovered over \$5 Million with this settlement.)

### FY 2013/14 Objectives

- Train city staff in support of the City Attorney's goal of seeking to prevent legal claims against the city.
- Limit the use of outside counsel for civil legal matters.
- Implement the new public records database in the One Stop Shop, Purchasing, Human Resources, the Police Department and other interested departments. Ensure that at least one person in each city division is trained to fully and promptly respond to public records requests.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	22.50	22.50	22.50	0.00
% of City's FTEs			0.93 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,535,919	2,767,871	2,814,657	46,786
<b>Total Budget</b>	<b>2,535,919</b>	<b>2,767,871</b>	<b>2,814,657</b>	<b>46,786</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	2,510,665	2,621,150	2,654,252	33,102
Contractual Services	(15,931)	97,521	111,205	13,684
Commodities	41,185	49,200	49,200	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,535,919</b>	<b>2,767,871</b>	<b>2,814,657</b>	<b>46,786</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,535,919</b>	<b>2,767,871</b>	<b>2,814,657</b>	<b>46,786</b>

#### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Changes in Contractual Services are related to an increase in the cost of Property, Liability and Workers Compensation.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Percentage of clients with an overall satisfaction rate of "good" or better as indicated by the annual survey  Note: At the beginning of each calendar year, a survey is distributed to employees in the city departments with whom the attorneys work. The responses are confidential and clients rate City Attorney's Office staff on professionalism and attitude, response time, effective communication, requisite knowledge and expertise and overall satisfaction. The goal of the division is to achieve a client satisfaction level of "good" or better from 90 percent of the clients. In January of 2013, the survey was sent to 223 individuals and 99 responded (a 44% response rate).	99%	100%	98%
Number of new civil litigation cases  Note: Although the number of new litigation cases has decreased, several cases are very complex resulting in a significant and time-intensive workload. The number of new litigation cases during FY 2012/13 was a decrease of 30% from the previous year.	34	26	30
Number of new cases sent to outside counsel  Note: The average number of new cases sent to outside council was 19% while 81% were retained in-house during FY 2012/13.	7	6	5
Percentage of responses to public records requests which occurred within 15 days  Note: Processed 5599 public records requests in FY 2012/13, responding to 5342 within 15 days. Arizona State law requires that public records requests be responded to promptly (little or no delay in beginning and carrying out the process for response). The city initiates a plan (enters the data into a database and assigns a department or individual) for the response promptly and endeavors to respond to each request within 15 days.	Not Available	95%	95%

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
The legal interns perform essential research and prepare legal memoranda on legal issues. They also assist in discovery, in the drafting of pleadings and in preparing for trial. Volunteer hours are for FY 2012/13.	12	1,625	\$32,630	0.8
<b>Total</b>	<b>12</b>		<b>\$32,630</b>	<b>0.8</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."





FY 2013/14 Adopted Budget

### Description

The Prosecution Department of the City Attorney's Office prosecutes misdemeanor offenses in the City of Scottsdale and represents the city in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Prosecutes misdemeanor offenses in the city including driving under the influence, domestic violence, juvenile status offenses, minor traffic and other misdemeanor offenses.
- Supports the Code Enforcement, Fire and Police departments.

### FY 2012/13 Achievements

- Initiated a new Jail Court process to save city resources, improve efficiency and improve resolutions for victims and defendants.
- Maintained a strong cooperative team atmosphere working with other city divisions within the Criminal Justice Team, including members of the Police Department and City Court.
- Partnered closely with members of the city's Domestic Violence Action Team to address issues that arise in highly emotional and dangerous domestic violence cases. Worked closely with Police, Victim Services and Probation to provide the safest environment possible and secure the best outcome in extremely difficult cases.
- Reviewed all available police reports prior to the first court date and when possible made offers of resolution at first court appearance. This allowed for approximately 37 percent of the cases to be resolved at the first contact. This allows defendants a quick resolution and avoids unnecessary and repeated trips to court.
- Introduced new E-Discovery process to improve efficiency and service to defendants.

### FY 2013/14 Objectives

- Resolve criminal matters in a competent and timely manner through effective prosecution processes including the new jail court process and the new e-discovery process.
- Be consistent and fair to all participants in Scottsdale's court system.
- Maintain open and effective communication to ensure an atmosphere of cooperation and teamwork with all city divisions and team members.
- Consistently look for better ways to use technology to improve services to citizens and efficiency for all involved.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	26.00	26.00	26.00	0.00
% of City's FTEs			1.07 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,417,074	2,509,177	2,479,867	(29,310)
<b>Total Budget</b>	<b>2,417,074</b>	<b>2,509,177</b>	<b>2,479,867</b>	<b>(29,310)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	2,287,445	2,345,178	2,305,056	(40,122)
Contractual Services	101,184	138,999	155,023	16,024
Commodities	27,782	25,000	19,788	(5,212)
Capital Outlays	662	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,417,074</b>	<b>2,509,177</b>	<b>2,479,867</b>	<b>(29,310)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,417,074</b>	<b>2,509,177</b>	<b>2,479,867</b>	<b>(29,310)</b>

#### Budget Notes and Changes

- Prosecution realized a decrease in the Personnel Services budget because of turnover and new employees hired at less than what departing employees were making, which then offset increases in healthcare and retirement rates as well as adjustments made to the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Changes in Contractual Services are related to an increase in the cost of Property, Liability and Workers Compensation.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of driving under the influence (DUI) cases	2,803	2,515	2,500

Note: The FY 2012/13 actual number is estimated due to lag time between the date of violation and the date the paperwork is received in Prosecution due to processing time and ongoing investigations. The number of DUI cases has decreased by 11% from last year.

### Description

Victim Services provides legally mandated victim notification services as well as professional level victim advocacy to misdemeanor crime victims in Scottsdale.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Delivers professional level victim advocacy services to misdemeanor crime victims in Scottsdale.
- Assists walk-in and call-in citizens with criminal justice information, community referrals and protective orders.
- Provides legally mandated victim notification.

### FY 2012/13 Achievements

- Directly contacted over 6,000 victims either by phone or in person.
- Created and sent over 5,300 victim notifications.
- Participated in the implementation of the expedited Jail Court process, which provides more efficient services to victims.
- Worked with members of Prosecution, Police, Police Crisis, City Court and various community agencies to meet the needs of victims in our community.

### FY 2013/14 Objectives

- Provide the highest level of service for victims and citizens.
- Meet legally mandated timelines for notification to victims.
- Maintain relationships with criminal justice partners to ensure a seamless response to crime victims.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	4.50	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	368,850	410,386	413,360	2,974
<b>Total Budget</b>	<b>368,850</b>	<b>410,386</b>	<b>413,360</b>	<b>2,974</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	354,407	388,432	389,538	1,106
Contractual Services	10,509	16,960	19,828	2,868
Commodities	3,934	4,994	3,994	(1,000)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>368,850</b>	<b>410,386</b>	<b>413,360</b>	<b>2,974</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>368,850</b>	<b>410,386</b>	<b>413,360</b>	<b>2,974</b>

#### Budget Notes and Changes

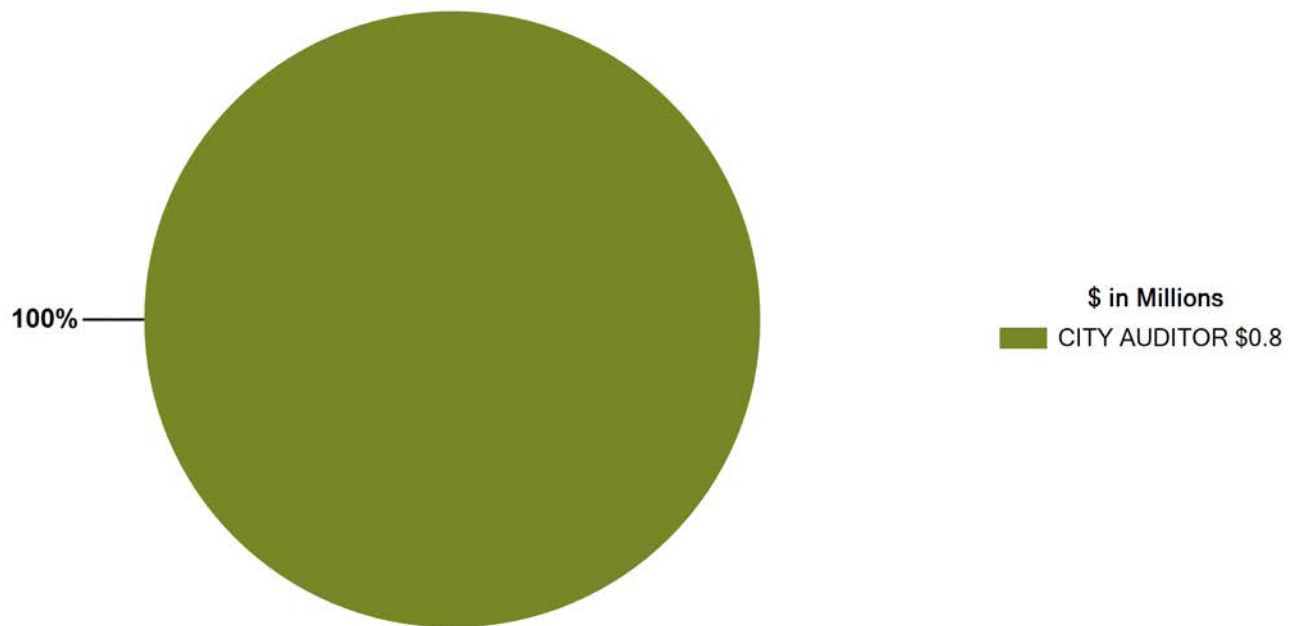
- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of domestic violence (DV) cases	907	901	900
Note: The actual number is an estimate as there is lag time between the violation date and the time the case is received at Victim Services.			
Percentage of clients satisfied with Victim Services as indicated by survey distributed at disposition of each case.	98.5%	100%	98%
Note: Victim Services conducts a satisfaction survey at the disposition of each criminal case. The goal is a 90% client satisfaction level with services. For FY 2012/13, there was an 11.5 percent response rate.			



FY 2013/14 Adopted Budget

**FY 2013/14 Adopted Budget**



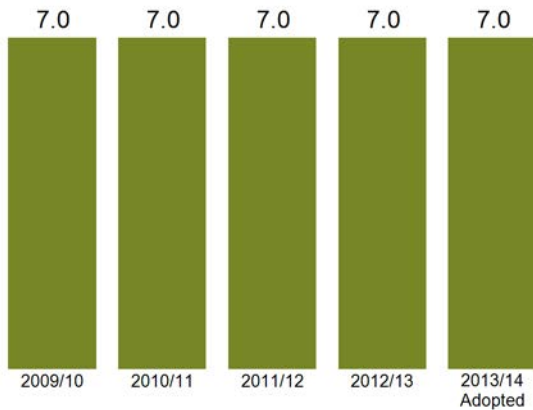
<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
CITY AUDITOR	609,505	761,438	750,053	(11,385)
<b>Total Budget</b>	<b>609,505</b>	<b>761,438</b>	<b>750,053</b>	<b>(11,385)</b>



FY 2013/14 Adopted Budget

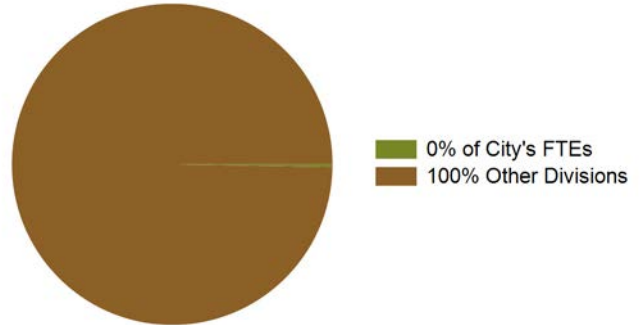


**Staff Summary**

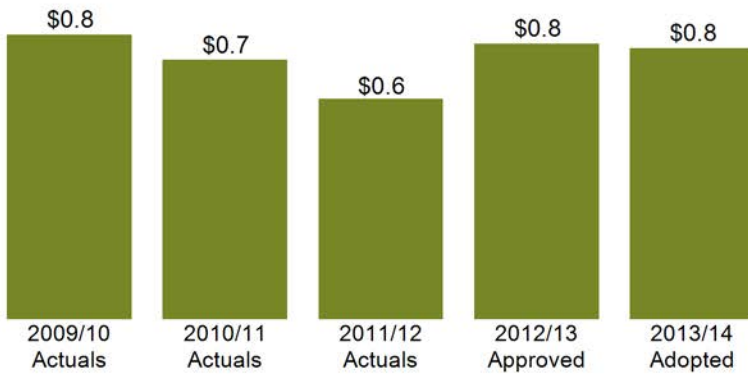


( Authorized FTE )

**FY 2013/14 Adopted**



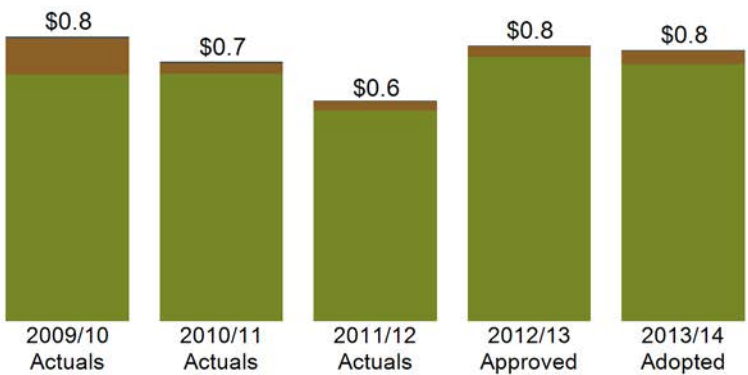
**Expenditures By Fund**



( \$ in millions )

Percents represent FY 2013/14 Adopted

**Expenditures By Type**



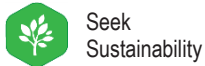
( \$ in millions )

Percents represent FY 2013/14 Adopted

**Description**

The City Auditor conducts audits to independently evaluate the operational efficiency and effectiveness, compliance and accountability of city divisions, offices, boards, activities and agencies. The office 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)**



**Services Provided**

- Provide public audit reports evaluating the efficiency, effectiveness, compliance and accountability of city operations.
- Serve as taxpayer problem resolution officer, addressing taxpayer concerns and reporting on customer surveys for the city's tax services.
- Support the Audit Committee's sunset reviews of the city's boards and commissions.

**FY 2012/13 Achievements**

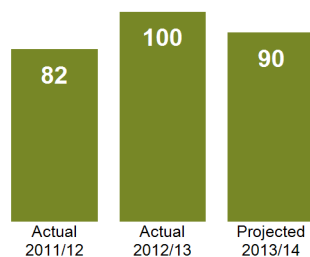
- Achieved highest rating of full compliance in triennial review of City Auditor's office adherence to government auditing standards.
- Identified approximately \$1.1 million in savings and/or revenue enhancements, while making 29 recommendations for improved controls and/or operational efficiencies or effectiveness.
- Completed 14 reports, 100% of FY 2012/13 audit plan, on time and started one contingency audit.
- Maintained audit follow-up program providing quarterly reports on the status of audit recommendations issued during the past five years, which encompassed 261 recommendations.
- Provided \$90,000 in vacancy savings for the City's budget by converting a management position to staff, allowing an employee to work part-time and not filling a vacancy immediately.

**FY 2013/14 Objectives**

- Develop meaningful recommendations to help city divisions, offices, boards and agencies identify cost savings, revenue enhancements and operational efficiencies.
- 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.
- Implement the Audit Committee's new sunset review process timely and effectively.
- Address taxpayer concerns and report on tax services' customer surveys timely.

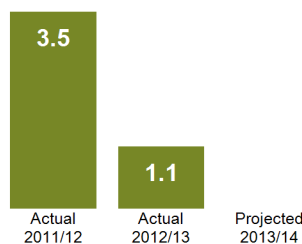
**Charted Performance Measures**

**Percent of Plan Completed**



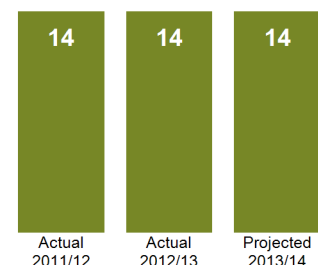
Percentage of planned audits and special reports completed

**Measurable Savings/Revenues (\$ millions)**



Measurable potential savings/revenues identified through audits

**Audits/Special Reports Issued**



Number of audits and special reports issued

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	7.00	7.00	7.00	0.00
% of City's FTEs			0.29 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	609,505	761,438	750,053	(11,385)
<b>Total Budget</b>	<b>609,505</b>	<b>761,438</b>	<b>750,053</b>	<b>(11,385)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	582,152	729,862	710,766	(19,096)
Contractual Services	26,193	29,326	36,937	7,611
Commodities	1,160	2,250	2,350	100
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>609,505</b>	<b>761,438</b>	<b>750,053</b>	<b>(11,385)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>609,505</b>	<b>761,438</b>	<b>750,053</b>	<b>(11,385)</b>

**Budget Notes and Changes**

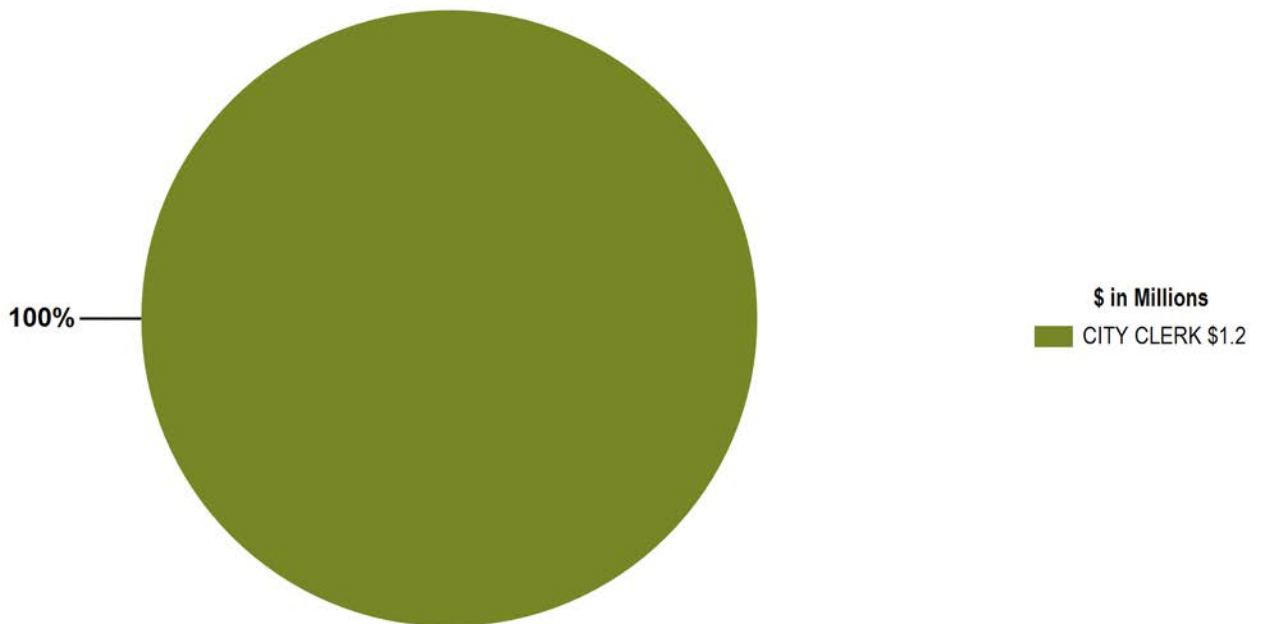
- Staff turnover is resulting in reduced Personnel Services, which is offset by citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of audits and special reports issued	14	14	14
Percent of audits completed on the approved audit plan	82%	100%	90%
Percent of scheduled sunset reviews completed	Not Applicable	100%	100%
Note: FY 2012/13 is the Audit Committee's first year to implement sunset reviews.			
Cost savings/revenue enhancements identified through audits (in millions)	\$3.5	\$1.1	\$0.0
Note: Identified costs savings/revenues vary from year to year depending on the types of audits that are conducted.			
Five year audit recommendation implementation rate	86%	89%	90%
Note: The implementation rate reflects the 5 years tracked in the follow up program. There were 305 recommendations tracked during FY 2011/12; 261 tracked during FY 2012/13; and 260 projected for FY 2013/14.			



FY 2013/14 Adopted Budget

**FY 2013/14 Adopted Budget**

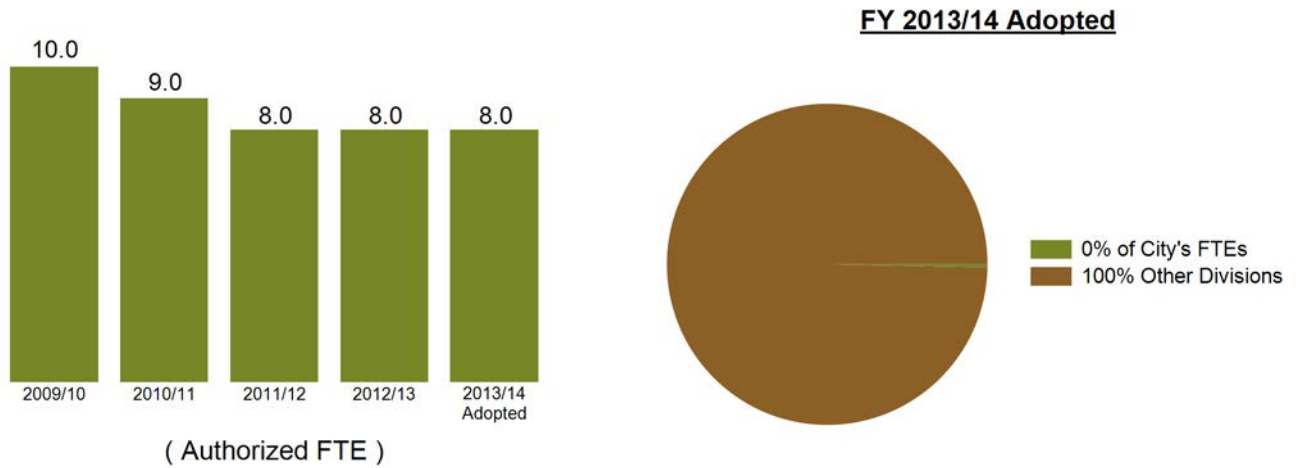


<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
CITY CLERK	1,111,652	1,007,374	1,217,619	210,245
<b>Total Budget</b>	<b>1,111,652</b>	<b>1,007,374</b>	<b>1,217,619</b>	<b>210,245</b>

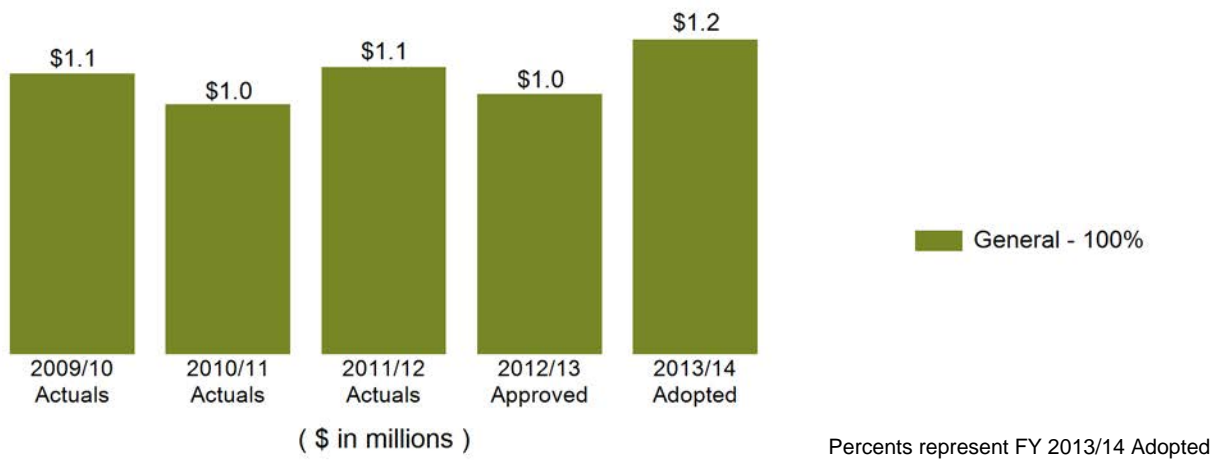


FY 2013/14 Adopted Budget

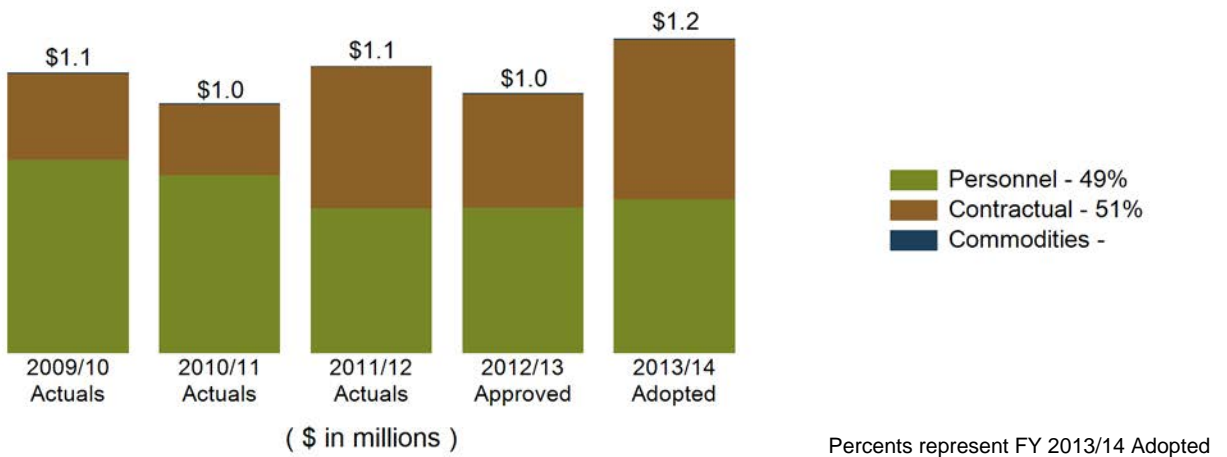
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The City Clerk conducts all local elections, gives notice of all City Council meetings, keeps the record of City Council proceedings, administers the city's records management program, authenticates ordinances and resolutions, and provides administrative support to the City Council. The Clerk's Office prepares and distributes City Council meeting agendas, produces City 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

### Services Provided

- Provides timely notification of local elections and City Council meetings to more than 219,000 Scottsdale citizens.
- Posts legal notices in compliance with state law and city policy.
- Maintains a record of all Council proceedings.
- Issues the annual Council meeting calendar and oversees the Council meeting agenda planner.
- Accumulates, authenticates, and preserves the city's official documents and makes them available to the public.
- Conducts Scottsdale's primary, general, and special elections.
- Administers the city's records management program.
- Provides administrative support to six councilmembers.
- Accepts legal filings on behalf of the City of Scottsdale.

### FY 2012/13 Achievements

- All statutory requirements for posting and providing meeting notices were met.
- Conducted, without challenge, the August 28, 2012 Primary Election and the November 6, 2012 General Election for the purpose of electing a Mayor and three Councilmembers.
- Posted historic data for each of the city's appointed boards, commissions, and committees, including past and present membership; enacting legislation forming and/or dissolving the public body; and bylaws on the city's website.
- Requested and received approval from the Department of Justice for two optional changes to Scottsdale's election procedures designed to save publishing and mailing costs.

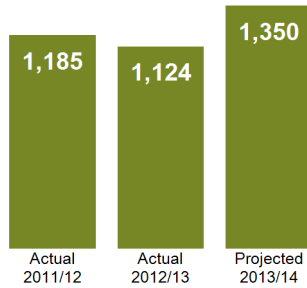
### FY 2013/14 Objectives

- Support open and responsive government by ensuring: (1) Timely notice of all public meetings; (2) All required legal postings, including agendas, minutes, and marked agendas, are posted in compliance with state law and city policy; (3) Accurate accumulation, preservation, and accessibility of official city documents; (4) Accurate and timely preparation of the City Council meeting minutes; and (5) Timely provision of public records to meet customer expectations.
- Support open and responsive government by encouraging participation in the democratic process, preserving the integrity of election procedures, and fostering voter confidence.
- Seek continuous improvement, operational efficiency, and service delivery, while sustaining, or, when possible, increasing, levels of service in support of the Council's goals and the city's values.



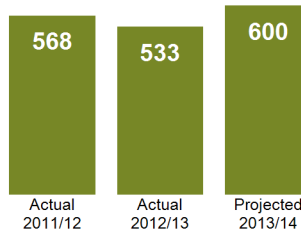
**Charted Performance Measures**

**Legal Postings**



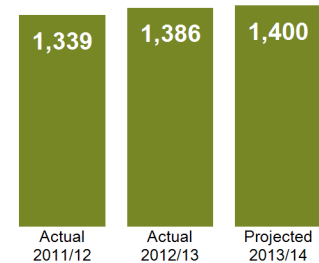
Number of legal documents accepted, filed and posted

**Council Reports**



Number of City Council reports collected, reviewed, distributed and posted to the web

**Document Images Scanned**



Number of documents scanned into the city's records management system

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	8.00	8.00	8.00	0.00
% of City's FTEs			0.33 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	1,111,652	1,007,374	1,217,619	210,245
<b>Total Budget</b>	<b>1,111,652</b>	<b>1,007,374</b>	<b>1,217,619</b>	<b>210,245</b>

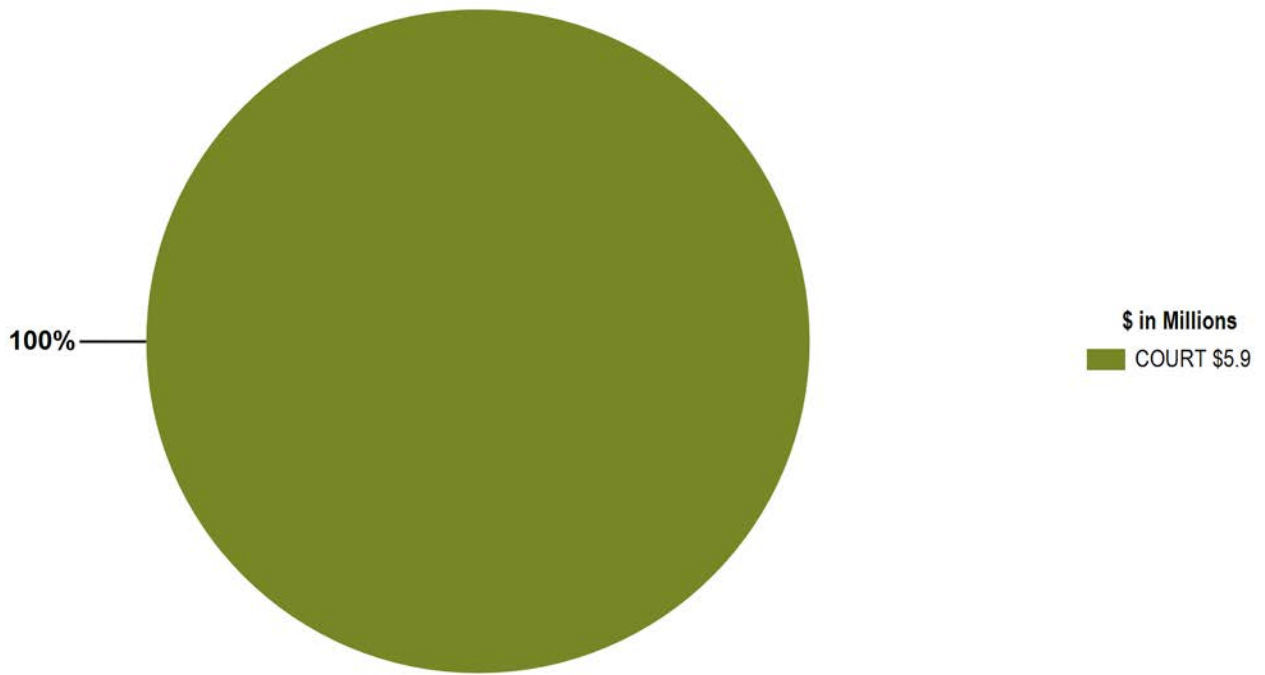
<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	560,119	563,814	595,880	32,066
Contractual Services	549,490	439,085	617,164	178,079
Commodities	2,044	4,475	4,575	100
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>1,111,652</b>	<b>1,007,374</b>	<b>1,217,619</b>	<b>210,245</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,111,652</b>	<b>1,007,374</b>	<b>1,217,619</b>	<b>210,245</b>

**Budget Notes and Changes**

- The City Clerk's budget is divided into two budget centers (Operations and Elections).
- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- The City Clerk's FY 2013/14 Operations budget for contractual services and commodities remains flat.
- FY 2013/14 is a non-election year and, typically, only a few hundred dollars would be included in the Elections budget to cover minor operating expenses. However, in anticipation of a November 5, 2013 special bond election, \$499,766 is included in the Elections budget. Non-consolidated special election costs are more than double the amount of consolidated elections. As a result, Contractual Services in the Elections budget increased by approximately \$178,000 over FY 2012/13, in which two consolidated elections were held.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Legal postings	1,185	1,124	1,350
City Council minutes prepared	74	63	80
City Council reports collected, reviewed, distributed and posted	568	533	600
Documents scanned	1,339	1,386	1,400
Appointed public bodies	38	30	31
Note: On July 6, 2011, the City Council voted to reduce the number of appointed public bodies.			
Board and commission applications processed	191	104	150
Board, commission and task force appointments	54	66	50
Scottsdale registered voters	147,609	146,000	146,000
Publicity pamphlets/sample ballots mailed to registered voter households	88,748	169,000	89,000
Note: In FY 2011/12, one special non-consolidated election was held. In FY 2012/13, two consolidated elections (primary and general) were held. During FY 2013/14 a special election bond election is anticipated.			

**FY 2013/14 Adopted Budget**

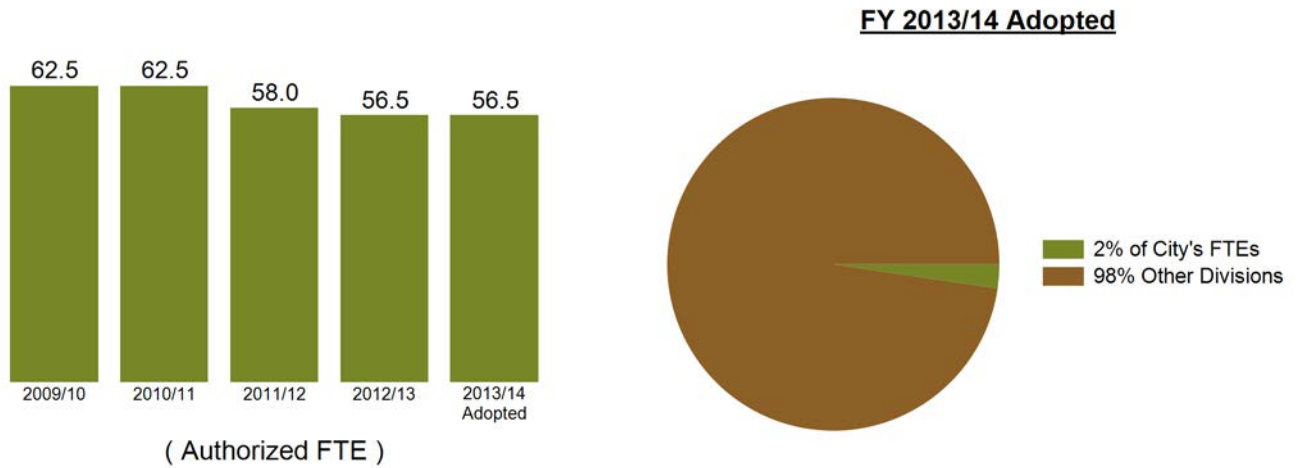


<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
COURT	5,606,404	5,696,795	5,943,637	246,842
<b>Total Budget</b>	<b>5,606,404</b>	<b>5,696,795</b>	<b>5,943,637</b>	<b>246,842</b>



FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Description**

Scottsdale City Court is part of the integrated judicial system for Arizona, and is the judicial branch for the City of Scottsdale. It serves the community by providing a dignified professional forum for the efficient resolution of cases. The court hears civil traffic and misdemeanor violations, petty offenses, city ordinance and code violations and the issuance of protective orders

**Strategic Goal(s)**



Enhance  
Neighborhoods

**Services Provided**

- Provide litigants daily access (on-site, telephonic, web and hearings) to resolve 82,000 cases annually
- Enforce court-ordered financial sanctions through the collection of \$18.2 million in fines, fees and state surcharges annually
- Manage non-financial sanctions for 24,000 cases with numerous programs including home detention/electronic monitoring, incarceration, treatment, diversion, probation and community restitution

**FY 2012/13 Achievements**

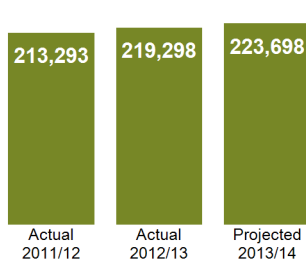
- The home detention and electronic monitoring program reduced jail expenses by \$1.9 million in FY 2012/13, bringing the total cost reduction since its implementation in Oct 2010 to \$4.9 million.
- An enhanced Jail Court process helps resolve cases more quickly by allowing pleading at initial arraignment, creating additional savings of more than \$400,000 in jail transportation costs.
- Defendants completed 6,546 hours of community service, of which 3,103 hours were done in Scottsdale, translating to the equivalent of almost 1.5 FTE.
- Implemented a variety of operational technologies and automated workflows to improved customer service and efficiency.
- Received the National Association of Court Management's Justice Achievement Award, as well as the State of Arizona Supreme Court Administration Office award for Strengthening the Administration of Justice.

**FY 2013/14 Objectives**

- Improve customer satisfaction with additional web content and providing for timely feedback from customers
- Utilize fifth courtroom with pro tem judges to decrease driving under the influence case backlog
- Increase collection of monetary penalties by ensuring more cases are eligible for Arizona tax interception

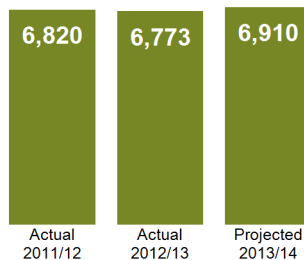
**Charted Performance Measures**

**Volume of Phone and Front Counter Customer Contacts**



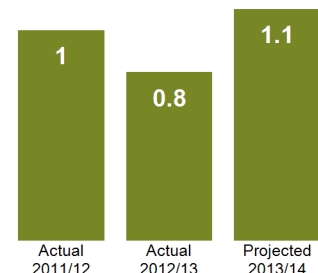
Total number of customer interactions at front counter windows, telephone and interactive voice response (IVR) system

**Adjudicated DUI Charges**



Number of driving under the influence (DUI) charges sentenced

**Revenue Collected (\$ in millions)**



Revenue collected through the Arizona Department of Revenue's Tax Refund Interception Program

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	57.98	56.48	56.48	0.00
% of City's FTEs			2.32 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	3,670,423	3,758,924	3,896,081	137,157
Grant Funds	1,746	0	0	0
Special Programs Fund	1,934,236	1,937,871	2,047,556	109,685
<b>Total Budget</b>	<b>5,606,404</b>	<b>5,696,795</b>	<b>5,943,637</b>	<b>246,842</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	4,103,828	4,233,161	4,292,875	59,714
Contractual Services	1,323,116	1,417,800	1,603,093	185,293
Commodities	52,044	45,834	47,669	1,835
Capital Outlays	2,488	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,481,476</b>	<b>5,696,795</b>	<b>5,943,637</b>	<b>246,842</b>
Operating Projects	124,928	0	0	0
<b>Total Budget</b>	<b>5,606,404</b>	<b>5,696,795</b>	<b>5,943,637</b>	<b>246,842</b>

### Budget Notes and Changes

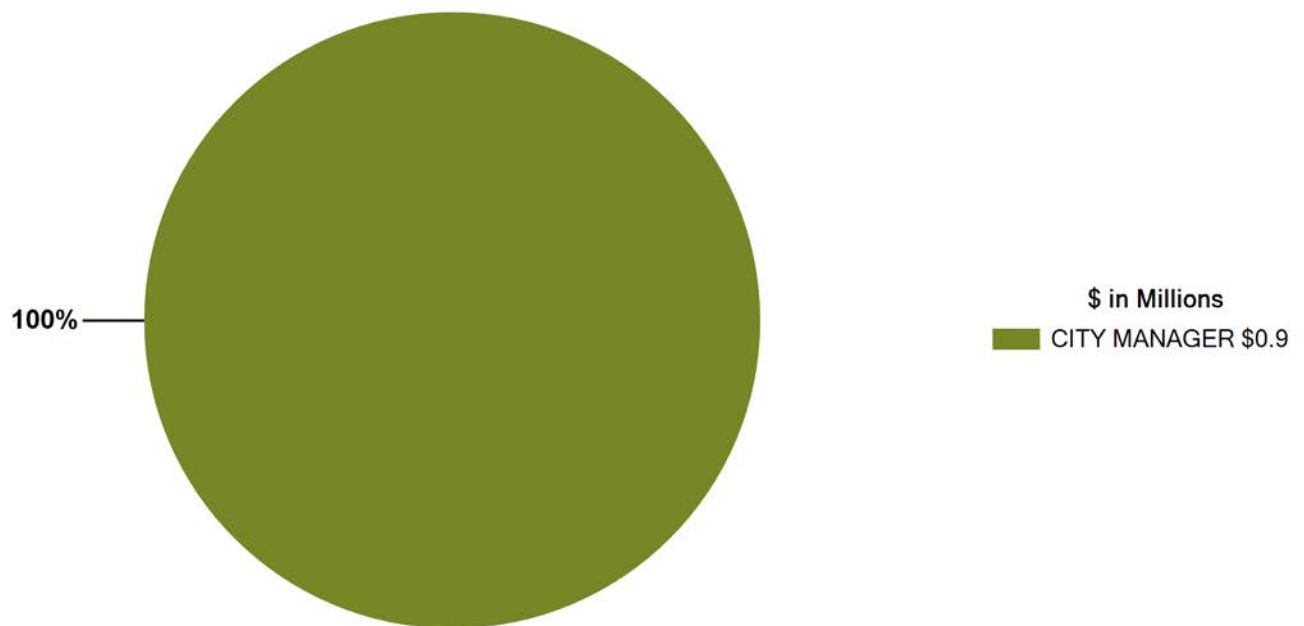
- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Increases in Contractual Services in Special Programs Fund are for collections expense, radio license fees for court security, and expedited jury calendar focusing on DUI backlogs.

Performance Measures	Actual 2011/12	Actual 2012/13	Projected 2013/14
1. Access and fairness survey Note: Survey is performed every other year. The goal is an overall favorable rating of 85% by court visitors regarding court fairness and accessibility.	N/A	87%	N/A
2. Clearance rates for all cases Note: This is the ratio of outgoing cases to incoming cases. In FY 2011/12, there were 82,024 outgoing cases and 76,452 incoming cases. The rate is greater than 100% due to backlog.	107%	113%	110%
3. Time to disposition for all cases Note: This is the percentage of cases processed within 180 days. The goal is 93% for all criminal and civil cases. An objective is to reduce processing time for DUI cases, which will improve the overall rate.	97%	96%	97%
4. Age of active pending caseload Note: The standard is for 93% of all cases to have an active pending date that is less than 180 days. In FY 2011/12, the average was 48 days.	97%	96%	97%
5. Trial date certainty Note: The goal is for 100% of trials (bench and jury) to be held in 2 or fewer settings. In FY 2011/12, there were 464 trials.	86%	80%	86%
6. Case file reliability and integrity Note: The standard is that 90% of sampled cases are retrieved within established time frames and meet accuracy standards.	98%	98%	98%
7. Collection monetary penalties Note: The goal is that the court will collect 65% of the monetary penalties ordered prior to submission to the external collection agency.	64%	62%	64%
8. Effective use of jurors Note: The goal is that 35% of jurors summoned will be available for service. In FY 2011/12, 3,074 jurors were available of the 8,707 summoned.	35%	48%	48%
9. Court employee satisfaction Note: This measures the percentage of court staff who respond favorably to 15 questions regarding workplace satisfaction.	82%	90%	91%
10. Cost per case Note: This is calculated by taking expenditures (less collections expenses) and dividing by cases filed. In FY 2011/12, the net expenditures were \$4.9 million and there were 77,446 cases.	\$63.23	\$67.13	\$68.57
11. Total cases filed per judicial officer Note: In FY 2011/12, there were 77,446 cases and 6 judicial officers.	12,908	12,659	12,722
12. Total cases and charges filed Note: Total number of cases / charges filed in the Scottsdale City Court. A single case can have multiple charges.	77,446 / 101,133	75,952 / 100,707	76,332 / 100,758

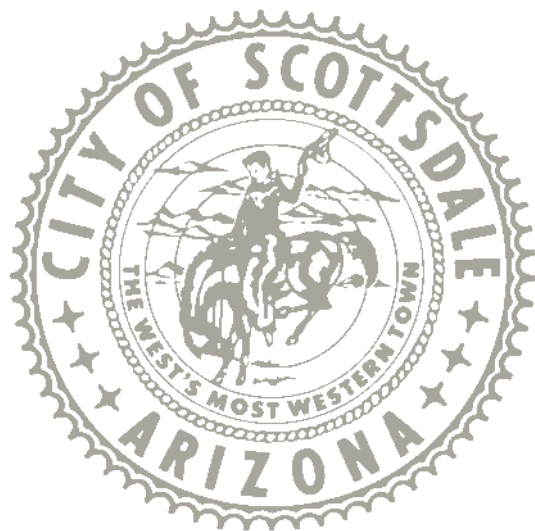
The first 10 performance measures are from the National Center for State Courts CourTools ©.



**FY 2013/14 Adopted Budget**

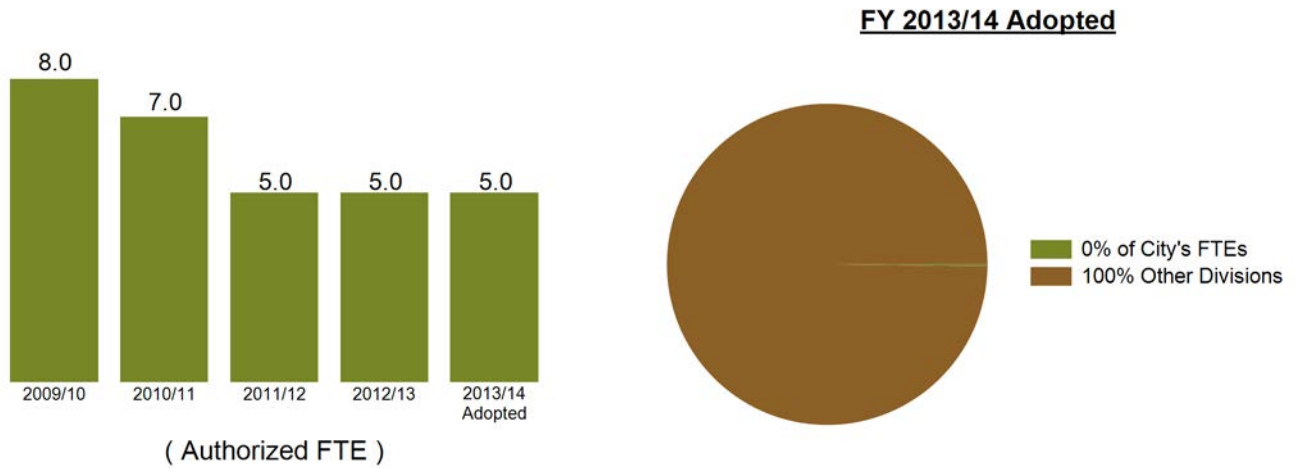


<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
CITY MANAGER	938,046	796,037	887,235	91,198
<b>Total Budget</b>	<b>938,046</b>	<b>796,037</b>	<b>887,235</b>	<b>91,198</b>

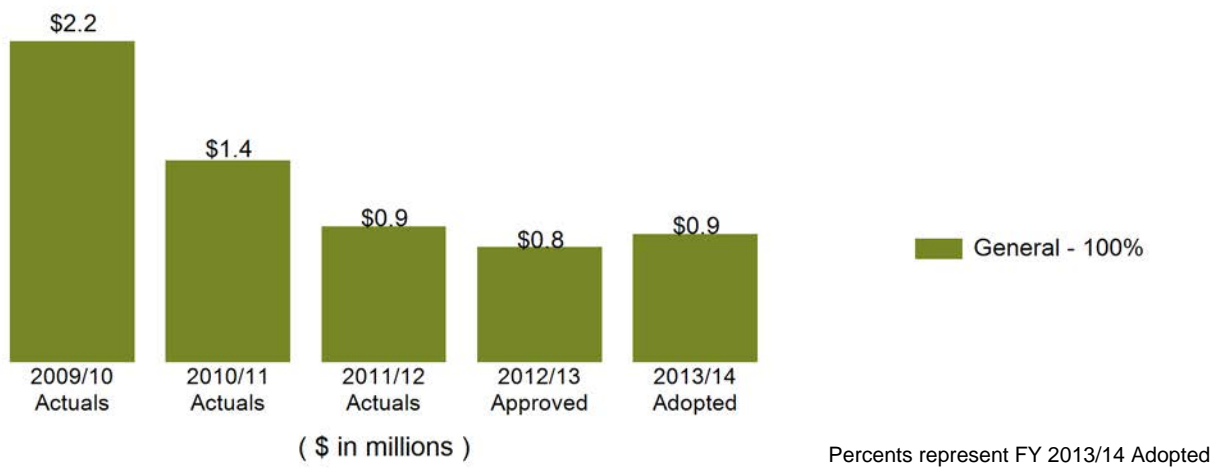


FY 2013/14 Adopted Budget

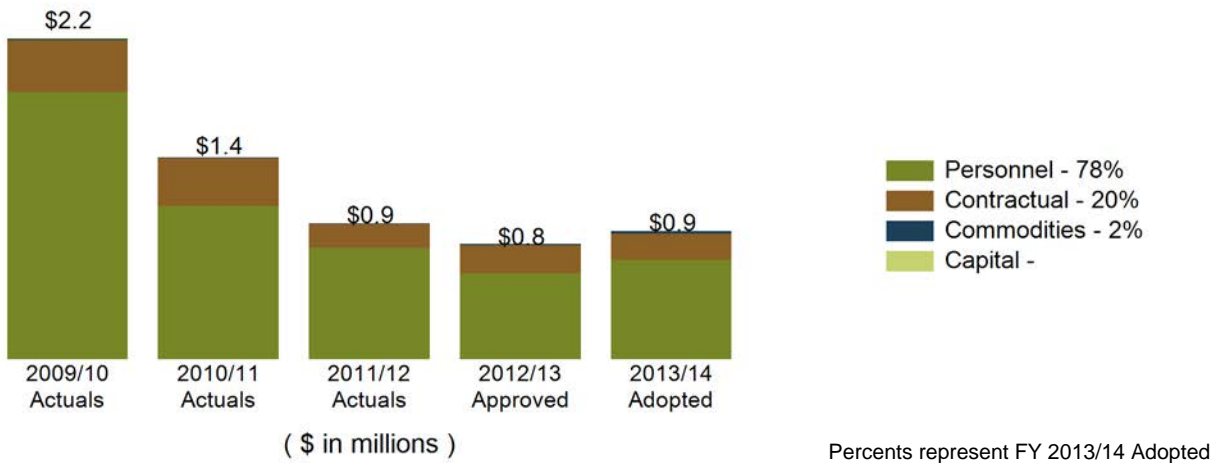
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council, communicate that direction to the organization, ensure the efficient, effective and economical delivery of city services to Scottsdale's citizens and build and maintain effective working relationships with other governments.

### Strategic Goal(s)



Advance  
Transportation



Enhance  
Neighborhoods



Preserve  
Meaningful  
Open Space



Seek  
Sustainability



Support  
Economic  
Vitality



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- The City Manager provides executive leadership to the six divisions and supervision to each of the division executive directors. The City Manager leads the executive team comprised of appointed city officials and the division executive directors. The City Manager and staff also represent the organization on local and regional advisory bodies.
- The office supports regional efforts with the Maricopa Association of Governments, the League of Arizona Cities and Towns, as well as relationships with neighboring cities, towns and tribal communities.
- The organization-wide strategy and performance management program is coordinated by this office.

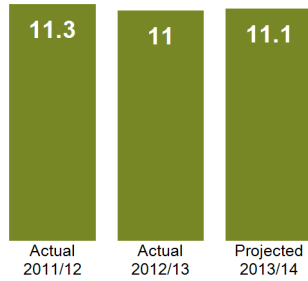
### FY 2012/13 Achievements

- Regularly communicated with the City Council on the achievement of key objectives by strategic goal, as well as alerts on significant emerging issues to ensure that they are informed on key city activities and projects.
- Completed initial training to executives, management and professional staff in how to develop objectives aligned with the city's mission, strategic goals and General Plan, as well as in how to identify and develop performance measures. To date over 175 employees have been trained across all city divisions.
- Earned a Certificate of Excellence from the International City/County Management Association's Center for Performance Measurement in recognition of Scottsdale's use of performance measurement in local government management, recognized with a Special Distinction for Performance Measurement in the budget book by the Government Finance Officers Association, and recognized for the third year in a row by the Association of Government Accountants with a Certificate of Excellence in Citizen-Centric Reporting.
- Recognized by the Valley of the Sun United Way for having one of the top employee charitable campaigns by size of organization. Scottsdale's campaign raised \$63,234 in 2012, which was a 2 percent increase in giving and a 7 percent increase in participation over 2011.

### FY 2013/14 Objectives

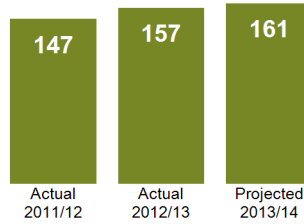
- Increase investment in city assets, infrastructure and employees through balanced and sustainable budgets.
- Ensure city efforts are aligned with the voter-approved general plan to ensure citizen intent is an integral part of city decision-making processes.
- Use performance measures to improve results by integrating objective evidence with decision-making processes.

**Employees per 1000 Residents**



This measures city employment relative to the total resident population. Other things to consider include business activity, tourism and seasonal residents, which may influence city service delivery.

**Monthly Division Operating Expenditures Per Resident**



This measures the growth in division operating expenditures relative to population. Inflation should also be considered and state population estimates lag by six months.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	5.00	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	938,046	796,037	887,235	91,198
<b>Total Budget</b>	<b>938,046</b>	<b>796,037</b>	<b>887,235</b>	<b>91,198</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	772,415	592,895	688,450	95,555
Contractual Services	161,267	193,817	177,960	(15,857)
Commodities	4,364	9,325	20,825	11,500
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>938,046</b>	<b>796,037</b>	<b>887,235</b>	<b>91,198</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>938,046</b>	<b>796,037</b>	<b>887,235</b>	<b>91,198</b>

**Budget Notes and Changes**

- Increase in Personnel Services due to anticipated hiring of the new city manager, as well as citywide increases in healthcare and retirement rates.
- Lobbying consultants were reduced, but a citizen survey was added, as well as increases for more joint meetings with other communities.

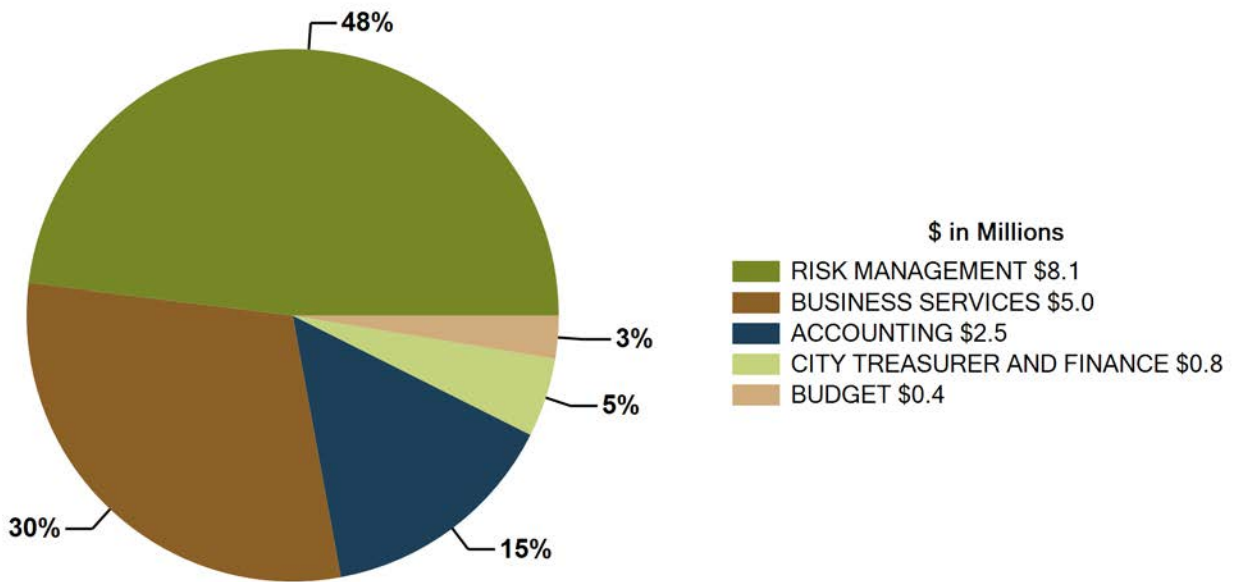
<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Population estimate <small>Note: Population estimates are provided by the State of Arizona Office of Employment and Population Statistics, www.azstats.gov. Annual estimates for July 1 of each year are not available until the end of the calendar year. As a result, the FY 2013/14 forecast is the same as the FY 2012/13 official estimate.</small>	217,965	219,713	219,713
Citywide full-time equivalents <small>Note: This reflects the authorized (or proposed) full-time equivalent counts for all employees in the city. The count is derived by taking the total budgeted hours and dividing by 2,080 to get a "full-time" equivalent.</small>	2,455	2,423	2,429
Total division operating expenditures (\$ in millions) <small>Note: This reflects the division operating expenditures (all funds, actual or estimated) and are not adjusted for inflation.</small>	\$384.4	\$414.9	\$425.0

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Analyze and research comparative performance measures and indicators, as well as program training and development.	3	250	\$5,020	0.1
<b>Total</b>	<b>3</b>		<b>\$5,020</b>	<b>0.1</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."

**CITY TREASURER - FINANCE AND ACCOUNTING**

**FY 2013/14 Adopted Budget**



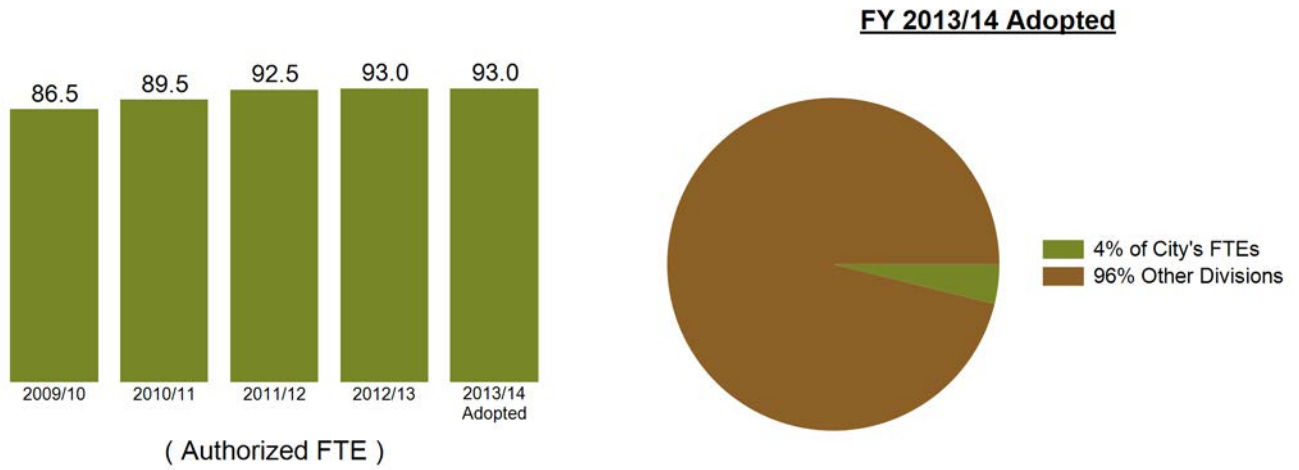
Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
RISK MANAGEMENT	7,265,896	7,932,733	8,054,190	121,457
BUSINESS SERVICES	4,447,318	5,008,368	5,002,337	(6,031)
ACCOUNTING	2,079,090	2,487,643	2,462,424	(25,219)
CITY TREASURER AND FINANCE	491,476	541,924	804,801	262,877
BUDGET	411,587	429,831	436,319	6,488
<b>Total Budget</b>	<b>14,695,366</b>	<b>16,400,499</b>	<b>16,760,071</b>	<b>359,572</b>



FY 2013/14 Adopted Budget



**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

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 the city.

### Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Maintain the city's accounting and financial reporting systems in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Professionally serve citizens, businesses and guests in the collection of taxes or fees due for city offered enterprise and/or general funded services.
- Provide financial advice and analysis of key city initiatives.
- Work collaboratively with the City Manager to provide a fiscally sound budget that preserves the city's long-term fiscal stability.

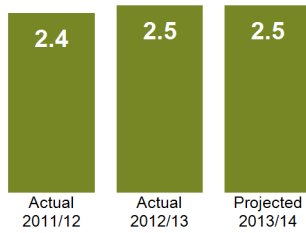
### FY 2012/13 Achievements

- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Sought optimum financial structure to reduce debt service by refunding \$28 million of community facility district (CFD) bonds, saving \$4.5 million of debt service over the life of the issues.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Created, established, passed, and adopted the Declaration of Trust authorizing the City of Scottsdale to self-insure pursuant to Arizona Revised Statute §11-981. Held inaugural Loss Trust Fund Board of Trustees meeting. Created the Loss Prevention Program through the Take Pride Committee.

### FY 2013/14 Objectives

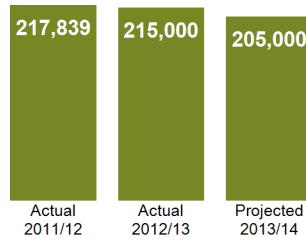
- Provide accurate and meaningful reporting of the city's financial condition in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association (GFOA).
- Seek optimum financing 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.
- Work with the City Manager to develop a balanced operating and capital budget that effectively addresses the City Council's broad goals, reflects citizen priorities and complies with all applicable federal, state, local and GFOA requirements.
- Through team development, brainstorm and implement at least three items that may generate new revenues, reduce costs or produce an operational efficiency for better delivery of services to customers.
- Create focused safety, loss prevention, insurance, contractual risk transfer and claims programs, and well-defined, measurable goals and objectives.

**Percent of Total City General Fund Divisional Budgets**



Goal is 2.5 percent or less.  
Does not include transfers out.

**Business Services Customer Contacts**



The FY2012/13 decline in the Business Services' customer contacts was a result of relocating the meter-reading program to the Water Resources Division. The reinstatement of third party online credit card payments is the cause for continuing decline in FY 2013/14.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	92.50	93.00	93.00	0.00
% of City's FTEs			3.83 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	4,875,974	5,486,974	5,687,153	200,179
Self-Insurance Funds	7,309,901	7,961,743	8,083,732	121,989
Sewer Fund	740,578	885,971	892,211	6,240
Solid Waste Fund	738,869	885,969	892,210	6,241
Water Funds	1,030,045	1,179,842	1,204,765	24,923
<b>Total Budget</b>	<b>14,695,366</b>	<b>16,400,499</b>	<b>16,760,071</b>	<b>359,572</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	6,554,927	7,030,511	7,043,944	13,433
Contractual Services	8,020,425	9,233,752	9,590,835	357,083
Commodities	115,249	136,236	125,292	(10,944)
Capital Outlays	4,765	0	0	0
<b>Subtotal Operating Budget</b>	<b>14,695,366</b>	<b>16,400,499</b>	<b>16,760,071</b>	<b>359,572</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>14,695,366</b>	<b>16,400,499</b>	<b>16,760,071</b>	<b>359,572</b>

**Budget Notes and Changes**

- Changes in Personnel Services is due to the citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average, which was offset by staff turnover.
- Increase in Contractual Services reflects increase in insurance premium expense in the Risk Management Self Insurance Fund, increases in contractual agreements for auditing, banking, and armored car services, as well as increases in internally allocated charges for property, liability and worker's compensation insurance.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Average number of business days to prepare the Monthly Financial Update and post to the city's website. Goal is 15 business days.	13.0	13.0	13.0
New or refund bond issuances (\$ in millions) Note: This is the principal amount of bonds issued or planned to be issued.	\$50	\$251	\$110
Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.	39	40	41
Write-offs as a percent of total revenue collected Note: FY 2012/13 write off percentage is for Utility Billing and Transaction Privilege Tax areas only (Business Services).	0.55%	0.36%	0.45%
The Cost of Risk (COR) Note: COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of total operating cost in a given year.	1.8%	2.1%	1.8%

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Supplement daily remittance processing operations by opening and sorting mailed in utility bill payments serving over 85,000 accounts.	3	468	\$9,397	0.2
<b>Total</b>	<b>3</b>		<b>\$9,397</b>	<b>0.2</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

The municipal finance group manages the city's debt and investment portfolios, coordinates the financing of city projects, provides current information concerning economic conditions and their potential fiscal impact to Scottsdale and oversees the enterprise accounting function.

### Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Provides financial information to stakeholders and serves as a consultant to division customers and the City Council.
- Issues new debt to finance new capital projects.
- Oversees the city's investment portfolio.
- Coordinates accounting functions for the enterprise divisions, the Municipal Property Corporation, the Scottsdale Preserve Authority and the community facility districts.

### FY 2012/13 Achievements

- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Sought optimum financial structure to reduce debt service by refunding \$28 million of community facility district (CFD) bonds, saving \$4.5 million of debt service over the life of the issues.

### FY 2013/14 Objectives

- 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 the city's 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.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	5.00	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	204,317	277,195	534,898	257,703
Self-Insurance Funds	34,264	19,168	19,394	226
Water Funds	252,895	245,561	250,509	4,948
<b>Total Budget</b>	<b>491,476</b>	<b>541,924</b>	<b>804,801</b>	<b>262,877</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	475,382	521,383	542,284	20,901
Contractual Services	14,786	18,994	261,070	242,076
Commodities	1,308	1,547	1,447	(100)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>491,476</b>	<b>541,924</b>	<b>804,801</b>	<b>262,877</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>491,476</b>	<b>541,924</b>	<b>804,801</b>	<b>262,877</b>

### Budget Notes and Changes

- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- Increase in Contractual Services is caused by transferring the investment fees budget from Accounting to Finance to better reflect area of responsibility.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Investment portfolio earnings rate	0.65%	0.46%	0.43%
Note: The earnings rate for invested cash.			
New or refund bond issuances (\$ in millions)	\$50	\$251	\$110
Note: This is the principal amount of bonds issued or planned to be issued.			

### Description

Accounting maintains the financial integrity of the city through effective fiscal oversight. This is achieved by implementing essential accounting policies, procedures, systems and fiscal controls for all general ledger activity to fairly and accurately report financial information to stakeholders. Accounting provides training and guidance to staff regarding financial controls, laws, policies and ensuring compliance with generally accepted accounting principles. Accounting is also responsible for producing the city's annual audited financial statements; including the comprehensive annual financial report and ensuring all grants and expenditure limitations comply with Arizona Revised Statutes and city code. Additional support services include processing payments to vendors, paychecks for city employees and miscellaneous billings for amounts owed to the city.

### Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Accounting develops and administers various financial, operating and internal control systems; provides financial information to stakeholders; and serves as a consultant to division customers and City Council.
- Accounts Payable processes payment transactions to vendors promptly and accurately.
- Payroll provides processing, production and distribution of employee pay statements and ensures that employees are paid accurately and on time.

### FY 2012/13 Achievements

- Received the Government Finance Officers Association certificate of achievement for excellence in financial reporting for the FY 2011/12 Comprehensive Annual Financial Report (CAFR).
- Received unqualified opinion from external auditors for the FY 2011/12 CAFR.
- Received a \$500,000 sales tax refund from the Arizona Department of Revenue.
- Successfully processed all changes for the citywide compensation study
- Developed and presented curriculum for the Contract Academy and Public Works Academy to provide an overview of basic accounting standards and city procedures for processing payables, receivables, and reporting.

### FY 2013/14 Objectives

- Provide accurate and meaningful reporting of the city's financial condition in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Ensure accurate and timely payment of the city's payroll and accounts payable.
- Ensure accurate and timely billing and collection of the city's miscellaneous receivables.
- Collaborate with Human Resources staff to seek further efficiencies in coordinating employee changes.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	24.00	24.00	24.00	0.00
% of City's FTEs			0.99 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,074,139	2,482,729	2,457,254	(25,475)
Self-Insurance Funds	4,951	4,914	5,170	256
<b>Total Budget</b>	<b>2,079,090</b>	<b>2,487,643</b>	<b>2,462,424</b>	<b>(25,219)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,575,791	1,707,324	1,744,482	37,158
Contractual Services	479,412	769,410	707,033	(62,377)
Commodities	23,887	10,909	10,909	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,079,090</b>	<b>2,487,643</b>	<b>2,462,424</b>	<b>(25,219)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,079,090</b>	<b>2,487,643</b>	<b>2,462,424</b>	<b>(25,219)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Decrease in Contractual Services is caused by moving the investment fees budget to Finance. The decrease is partially offset by increases in contractual agreements for banking and armored car services as well as internally allocated charges for property, liability and workers' compensation insurance.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting	39	40	41
<p>Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.</p>			
Percentage of vendor invoices processed within city payment terms	96%	99.95%	99.99%
<p>Note: Accounts Payable issues an average of 45,000 checks annually. City payment terms are 25 days from date of invoice.</p>			
Percentage of accurate and timely payroll disbursements	99.9%	99.9%	99.9%
<p>Note: Payroll processes an average of 68,000 disbursements annually.</p>			

### Description

The Budget Office coordinates the citywide development and ongoing monitoring of the operating and capital budgets with the City Manager. The Budget Office is responsible for the preparation and presentation of the city's annual budget per the terms and due dates mandated in the Arizona Revised Statutes and city code. The office assists the City Council with the review and approval of the city's budget; solicits and considers public input; prepares and monitors the five-year financial plans for all funds; and responds to the requests of the City Council, citizens, media and other stakeholders regarding the budget.

### Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Provide reliable and accurate information in the preparation and monitoring of the annual operating budget and capital improvement plan (CIP).
- Monitor operating and capital budgets to comply with financial policies and adopted appropriations.
- Provide comprehensive financial planning, including long-range financial forecasting.
- Provide monthly financial reporting on sources and uses.
- Provide citywide budget support to all divisions.
- Provide timely responses to inquiries from City Council, boards and commissions, citizens, media, city staff, etc.

### FY 2012/13 Achievements

- Worked with City Manager to develop an adopted FY 2013/14 balanced budget.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the city's FY 2012/13 budget with special recognition for performance measures as well as noted outstanding as a policy document and outstanding as a communications device.
- Continued to automate and create efficiencies within the budget development and reporting process.

### FY 2013/14 Objectives

- Work with the City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association requirements.
- Prepare a balanced five-year financial plan for each fund using conservative revenue and expenditure estimates and maintaining sufficient fund balances to comply with the city's adopted financial policies.
- Prepare accurate financial information and distribute it in a timely manner to City Council and other stakeholders in response to their specific financial needs.
- Create an internal budget guide as a resource for divisions during all phases of the budget.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	4.50	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	406,797	424,903	431,341	6,438
Self-Insurance Funds	4,790	4,928	4,978	50
<b>Total Budget</b>	<b>411,587</b>	<b>429,831</b>	<b>436,319</b>	<b>6,488</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	389,572	408,954	411,968	3,014
Contractual Services	21,371	20,877	24,351	3,474
Commodities	644	0	0	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>411,587</b>	<b>429,831</b>	<b>436,319</b>	<b>6,488</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>411,587</b>	<b>429,831</b>	<b>436,319</b>	<b>6,488</b>

### Budget Notes and Changes

- Changes in Personnel Services include citywide increases in healthcare and retirement rates.
- Contractual Services budget reflects increase in internal service charges, software maintenance and licenses, and property, liability, and workers' compensation insurance.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Average number of business days to prepare the Monthly Financial Update and post to the city's website  Note: The Scottsdale City Charter requires that financial results must be published by the 15th business day.	13.0	14.0	13.0
Budget meets or exceeds all requirements and Government Finance Officers Association (GFOA) reporting excellence benchmarks  Note: The GFOA established the Distinguished Budget Presentation Awards Program to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.	Yes	Yes	Yes
Produce a balanced five-year financial plan of sources and uses that complies with the city's adopted financial policies  Note: The budget shall be considered balanced if all sources of 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.	In Compliance	In Compliance	In Compliance

### Description

The Business Services Department provides timely and accurate utility billing, sales taxing, business licensing, revenue recovery, remittance processing and tax auditing services critical toward receiving fees due to the city in conformance with federal, state, and municipal codes.

### Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Tax and License oversees the billing, record maintenance, setup and related processing for Regulatory, Alarm, Business and Transaction Privilege licensing. In addition, Tax and License provides passport application processing and cashier services.
- Utility Billing provides timely and accurate billing, setup and related processing of water, water reclamation and solid waste services.
- Revenue Recovery collects delinquent revenue owed to the city for utility bills, sales tax and licensing fees, tax audit assessments and all other city areas, except the court and library.
- Remittance Processing processes payments for utilities, licenses and permits, tax returns, airport registration/fuel/fees, parking violations and alarm activations. Also manages department record retention schedules.
- Tax Audit promotes accurate privilege (sales) and use tax self-assessments by taxpayers through education programs; provides guidance in tax code interpretations; and evaluates local economic strength through analysis of privilege sales, use and property tax collections.

### FY 2012/13 Achievements

- Implemented a new phone-in credit card payment option for over 85,000 utility accounts. This new service, operated by a third party vendor at no cost to the city with a nominal convenience fee applied to the user, replaces the previous program where the city paid over \$350K per year in transaction fees.
- Expanded the use of daily volunteers from the City's Adaptive Services program to help with workload demands. Volunteers now assume up to 10 percent of daily entry-level work handled by full time staff. This partnership allows staff to focus on priority areas and offers volunteers an effective work-training program.

### FY 2013/14 Objectives

- As a team, brainstorm and implement at least three items that may generate new revenues, reduce costs or produce an operational efficiency for the better delivery of services to city customers.
- Prioritize and pursue high dollar delinquent sales tax accounts to enhance recovery results.
- Pursue a pilot project with Scottsdale Training and Rehabilitation Services (STARS) to test the efficiency of using a regular volunteer base to open the high volume of utility payments received.
- Create a more user friendly and detailed bill for utility customers.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	52.00	52.00	52.00	0.00
% of City's FTEs			2.14 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,190,722	2,302,147	2,263,660	(38,487)
Sewer Fund	740,578	885,971	892,211	6,240
Solid Waste Fund	738,869	885,969	892,210	6,241
Water Funds	777,150	934,281	954,256	19,975
<b>Total Budget</b>	<b>4,447,318</b>	<b>5,008,368</b>	<b>5,002,337</b>	<b>(6,031)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	3,419,590	3,667,871	3,615,938	(51,933)
Contractual Services	988,224	1,311,736	1,357,982	46,246
Commodities	34,738	28,761	28,417	(344)
Capital Outlays	4,765	0	0	0
<b>Subtotal Operating Budget</b>	<b>4,447,318</b>	<b>5,008,368</b>	<b>5,002,337</b>	<b>(6,031)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>4,447,318</b>	<b>5,008,368</b>	<b>5,002,337</b>	<b>(6,031)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to the one-time cost in FY 2012/13 for vacation and retirement leave accrual payouts associated with the retirement of the city's tax audit manager, which is partially offset by citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- The changes in Contractual Services is due to an increase in internally allocated charges for property, liability and workers' compensation insurance and an anticipated increase to the subscription costs of the BPS WayPoint Online Utility Billing Payment and Presentment Website.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Write-offs as a percent of total revenue collected Note: FY 2012/13 write off percentage is for Utility Billing and Transaction Privilege Tax areas only (Business Services).	0.55%	0.36%	0.45%
Number of Tax & License transactions per full-time equivalent Note: Data only reflects the 74,541 work items and 53,588 cashier transactions divided by the team of 13 and not the additional workload that includes issuing passports, phone calls and license inspections.	9,856	9,944	9,800
Total number of remittance payments processed per full-time equivalent Note: Reduction in staff raised the number of payments processed per FTE	220,155	258,119	250,000

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Supplement daily remittance processing operations by opening and sorting mailed in utility bill payments serving over 85,000 accounts.	3	468	\$9,397	0.2
<b>Total</b>	<b>3</b>		<b>\$9,397</b>	<b>0.2</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

The Risk Management department manages the city's Self-Insured Trust Fund (the Trust), and administers the city's safety, loss prevention, insurance, contractual risk transfer and claims programs. The Trust is funded through charges (risk rates) to the budgets of each of the insured city divisions, in amounts consistent with their exposure and loss history.

### Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Management and administration of the city's safety, loss prevention, insurance, contractual risk transfer and claims programs.

### FY 2012/13 Achievements

- Created, established, passed, and adopted the Declaration of Trust authorizing the City of Scottsdale to self-insure pursuant to Arizona Revised Statute §11-981. Held inaugural Loss Trust Fund Board of Trustees meeting.
- Created the Loss Prevention Program through the Take Pride Committee.

### FY 2013/14 Objectives

- Reduce the cost of risk over the prior fiscal year.
- Maintain a ratio equal to or better than one closed claim for every one new claim opened across all lines of coverage.
- Reduce the Occupational Safety and Health Administration (OSHA) rate to 4.75.
- Streamline the Risk Management operation through automation and realignment of responsibilities.
- Create focused safety, loss prevention, insurance, contractual risk transfer and claims programs, and well-defined, measurable goals and objectives.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	7.00	7.00	7.00	0.00
% of City's FTEs			0.29 %	

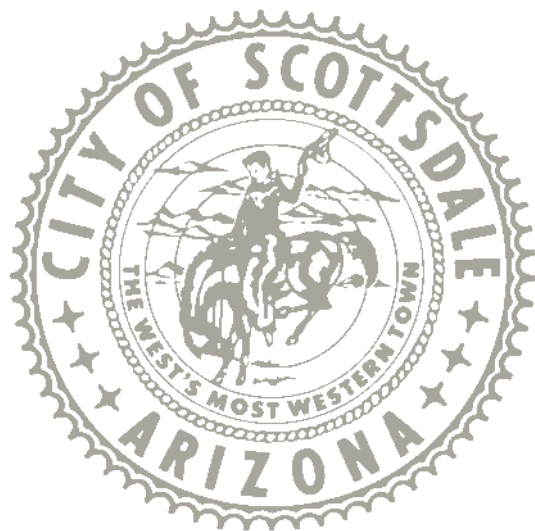
<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Self-Insurance Funds	7,265,896	7,932,733	8,054,190	121,457
<b>Total Budget</b>	<b>7,265,896</b>	<b>7,932,733</b>	<b>8,054,190</b>	<b>121,457</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	694,591	724,979	729,272	4,293
Contractual Services	6,516,633	7,112,735	7,240,399	127,664
Commodities	54,672	95,019	84,519	(10,500)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>7,265,896</b>	<b>7,932,733</b>	<b>8,054,190</b>	<b>121,457</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>7,265,896</b>	<b>7,932,733</b>	<b>8,054,190</b>	<b>121,457</b>

#### Budget Notes and Changes

- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average, which was offset by staff turnover.
- The Contractual Services budget for FY 2013/14 reflects an increase in insurance premium expense. It is anticipated that insurance market conditions and pending liability claims will drive an increase in premium cost.

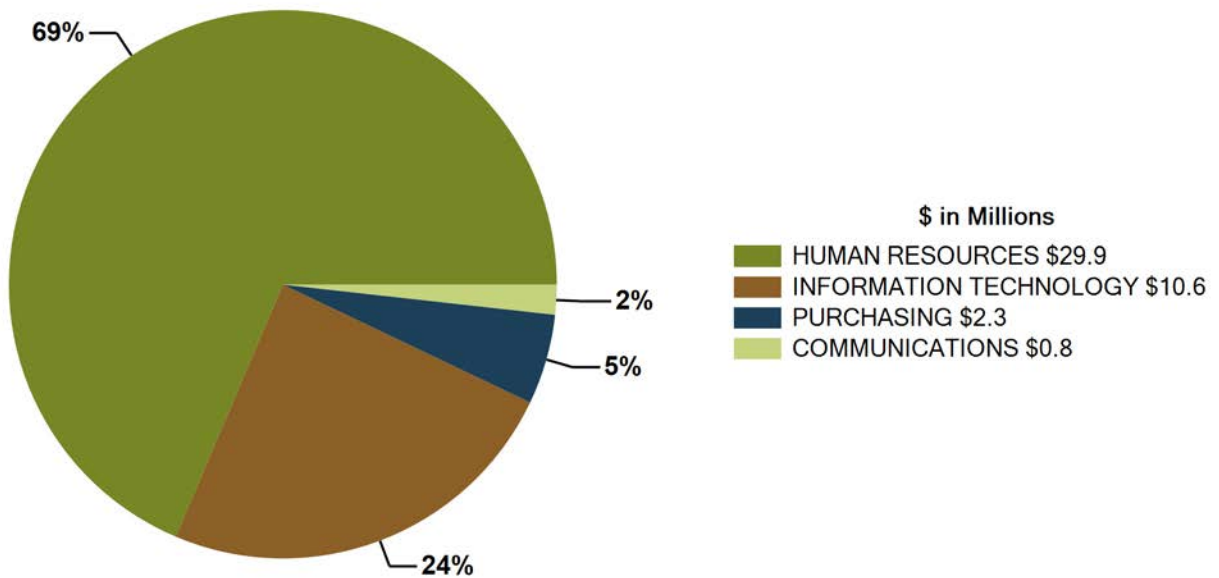
<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
1 to 1 Ratio  Note: This tracks the ratio of one closed claim for every one new claim opened across all lines of coverage in a given fiscal year. Maintaining the 1 to 1 Ratio is indicative of efficiency and drives timely closures, which reduce claims costs.	.99	1.20	1.00
The Cost of Risk (COR)  Note: COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of total operating cost in a given year.	1.8%	2.1%	1.8%
OSHA rate  Note: The OSHA rate is standard for industry measurement and benchmarking of work related injury experience. It measures the citywide total injury incident rate per 200,000 hours worked.	5.71	5.47	5.25



FY 2013/14 Adopted Budget

**ADMINISTRATIVE SERVICES**

**FY 2013/14 Adopted Budget**

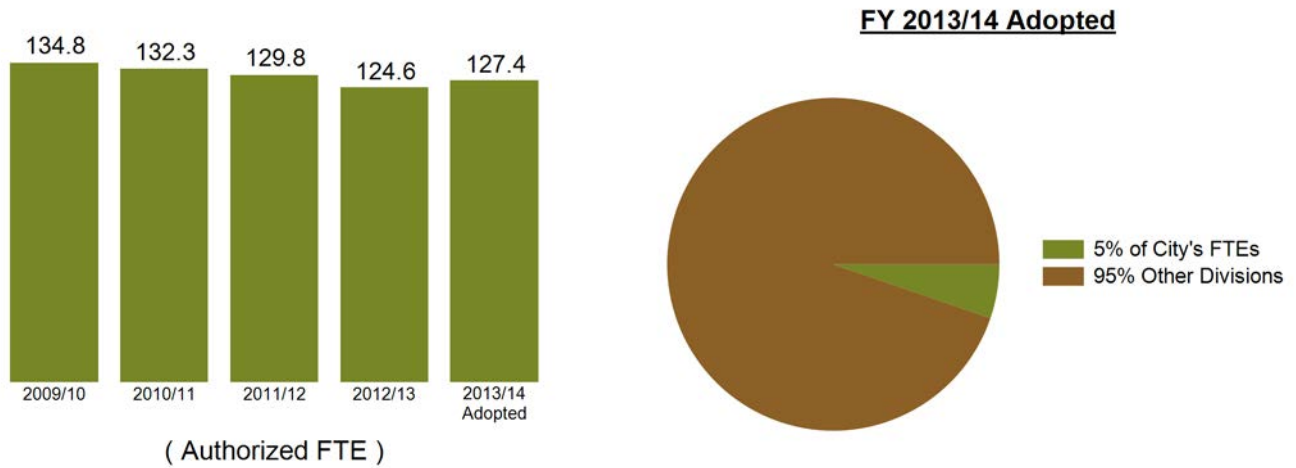


Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
HUMAN RESOURCES	29,421,577	31,088,894	29,930,947	(1,157,947)
INFORMATION TECHNOLOGY	8,961,400	10,118,003	10,605,711	487,708
PURCHASING	2,163,934	2,136,939	2,323,149	186,210
COMMUNICATIONS	747,366	820,520	768,070	(52,450)
<b>Total Budget</b>	<b>41,294,277</b>	<b>44,164,356</b>	<b>43,627,877</b>	<b>(536,479)</b>



FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Description**

The Administrative Services Division comprises several departments that support the city's overall mission. The Office of Communication creates and distributes timely, accurate and relevant information to the public, businesses, employees and other audiences. Human Resources (HR) provides recruiting, hiring, training, compensation, benefits, diversity and other employee services. Information Technology (IT) provides technical design, support and maintenance for a variety of systems and services needed to support city business functions and communications. Purchasing procures goods and services, oversees the warehouse and provides graphics, printing and mail delivery services.

**Strategic Goal(s)**



**Services Provided**

- Services for the Administrative Services Division are listed within each individual department.

**FY 2012/13 Achievements**

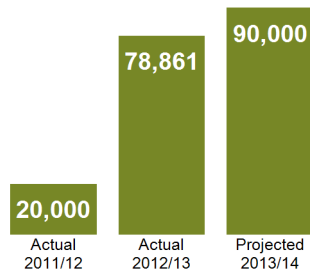
- Developed security and compliance policies, conducted financial analysis, and implemented tools for the management of personal and city owned mobile devices. This project was awarded first place in the IT & Telecommunications category for "Maintaining Information Security in the Migration to a Consumer-based Smartphone Solution" from the Public Technology Institute (PTI) in May 2013.
- Completed the Classification and Compensation Study and provided recommendations to City Council, who approved them unanimously.
- The warehouse conducted a successful 6-month pilot/comparison program for online auctioning of surplus materials; the success of that pilot led to the adoption of online auctioning as the primary means of the city's surplus disposition.

**FY 2013/14 Objectives**

- Expand efforts to use online tools to increase public feedback and engagement on city programs and issues.
- Update all public facing map applications so that they can be accessed by vast majority of devices including smart phones and tablets.
- Increase training and professional development opportunities for city employees to improve service delivery and quality.
- Increase the use of online surplus auctioning to include rolling stock to yield a better return on the disposition of such vehicles when they are no longer needed.

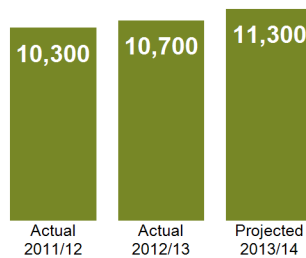
**Charted Performance Measures**

**Total Ad Value Equivalency**



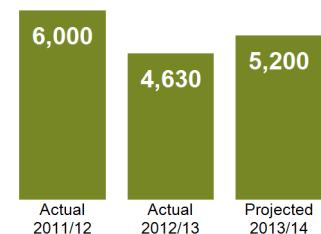
Commercial advertising dollar value of news items generated by the Office of Communication

**Annual medical/dental cost per employee/retiree**



Combined city and employee average annual premium costs

**Daily Visitors to ScottsdaleAz.gov**



Number of unique daily visitors to city website

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	129.81	124.56	127.41	2.85
% of City's FTEs			5.24 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	13,996,273	14,787,680	15,679,662	891,982
PC Replacement Fund	445,216	727,722	842,633	114,911
Self-Insurance Funds	26,846,687	28,648,954	27,105,582	(1,543,372)
Special Programs Fund	6,101	0	0	0
<b>Total Budget</b>	<b>41,294,277</b>	<b>44,164,356</b>	<b>43,627,877</b>	<b>(536,479)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	11,381,140	11,606,356	12,022,575	416,219
Contractual Services	28,727,658	30,891,845	29,772,102	(1,119,743)
Commodities	719,005	551,433	517,567	(33,866)
Capital Outlays	251,298	727,722	928,633	200,911
<b>Subtotal Operating Budget</b>	<b>41,079,102</b>	<b>43,777,356</b>	<b>43,240,877</b>	<b>(536,479)</b>
Operating Projects	215,175	387,000	387,000	0
<b>Total Budget</b>	<b>41,294,277</b>	<b>44,164,356</b>	<b>43,627,877</b>	<b>(536,479)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Staffing changes include the addition of 1.0 FTE in Human Resources, 1.0 FTE in Information Technology, 1.0 FTE in Purchasing, and a decrease of 0.15 FTE in Communications. See department pages for further details.
- Change in Contractual Services is driven mainly by a decrease in Retiree medical claims expenses due to Retirees opting out of city health insurance. This decrease is offset by a one-time expense for a business continuity consultant in Information Technology.
- The increase in Capital Outlays is tied to PC replacement purchases which vary each year based on age and condition of equipment. Also included in the increase is a one-time purchase of a replacement postage meter.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Provide quality customer service by achieving a satisfaction approval rating of 4.8 or above out of a possible 5.0 for all IT work requests.	4.95	4.97	4.95
Percentage of contract administrators trained in the contract administrator academy  Note: This is the annual cumulative percentage of total contract administrators trained through the contract administrator academy.	53% (158/296)	65% (192/296)	75% (222/296)
Percentage of city telephones transitioned to voice over IP technology  Note: More than 1700 phones have been transitioned to VoIP technology. All work is being completed in-house by city IT Staff.	55%	70%	90%





FY 2013/14 Adopted Budget

### Description

The Office of Communication supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences.

### Strategic Goal(s)



Advance  
Transportation



Enhance  
Neighborhoods



Preserve  
Meaningful  
Open Space



Seek  
Sustainability



Support  
Economic  
Vitality



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- External communications. Communication created and distributed directly to the public or other audiences including email newsletters, print materials and face-to-face communication through specific outreach activities.
- Media relations. Day-to-day interactions with local, regional and national reporters and editors and researching, developing and distributing news releases and media advisories, responding to media inquiries and interview requests, monitoring news coverage and managing the overall city reputation as presented in the news media.
- Video production. The broadcast and recording of City Council and other city meetings, as well as creation and distribution on CityCable Channel 11 and online of original programming that showcases the city's people, programs, projects and services.
- Online communications. The Office of Communications works with Web and Creative Services and other city departments to ensure web content is accurate, informative and easy to find; the groups also work together to manage the city's social media presences to ensure appropriate and accurate city information is provided there.
- Internal communications. The creation and distribution of information to keep city employees informed and engaged regarding city services, issues, employee benefits and other information.

### FY 2012/13 Achievements

- The Office of Communication selected a vendor and launched Speak Up Scottsdale, a new online civic engagement space being used to expand traditional outreach methods.
- The Office of Communication supported the Scottsdale McDowell Sonoran Preserve by creating three new videos that take viewers deep into different portions of the preserve through stunning aerial videography, and creating an event - "Wings Over the Preserve" - to premiere the videos and also launch McDowell Sonoran Preserve month. Several hundred people attended the event and the videos have been viewed nearly 2,400 times on YouTube.
- Working in partnership with the Economic Development Department and Scottsdale Airport, the Office of Communication produced a new business profile video, "The Scottsdale Airpark: Business Takes Flight." Subsequent promotion efforts through the National Business Aviation Association have garnered additional attention on the Airpark and the video. The video has generated more than 1,000 online views (and the 8-minute video has been viewed more than 44 hours) and continues to promote economic development potential in the area.
- In January 2013, the Office of Communication began offering closed captioning of Scottsdale City Council meetings for hearing impaired viewers. This service improvement is thanks to ongoing funding approved by the City Council in the FY 2012/13 budget.
- The Office of Communication provided a wide range of planning and promotional support for Small Business Saturday, an event spearheaded by the Economic Development Department to promote shopping at small businesses during the holiday season. Media and public relations activities helped generate publicity and online interaction between businesses and the public.

### FY 2013/14 Objectives

- Expand efforts to use online tools to increase public feedback and engagement on city programs and issues.
- Support any potential city elections with comprehensive communication efforts that meet all requirements of state statutes and federal law.
- Produce a new Scottsdale McDowell Sonoran Preserve video highlighting the new Brown's Ranch Trailhead and recreation area.
- Produce a new business profile video in partnership with the Economic Development Department.
- Begin new video production series to highlight city employees and how they serve the community.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	8.50	8.25	8.10	(0.15)
% of City's FTEs			0.33 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	747,366	820,520	768,070	(52,450)
<b>Total Budget</b>	<b>747,366</b>	<b>820,520</b>	<b>768,070</b>	<b>(52,450)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	718,489	777,080	722,800	(54,280)
Contractual Services	19,322	27,193	36,020	8,827
Commodities	9,555	16,247	9,250	(6,997)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>747,366</b>	<b>820,520</b>	<b>768,070</b>	<b>(52,450)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>747,366</b>	<b>820,520</b>	<b>768,070</b>	<b>(52,450)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to one-time cost in FY 2012/13 for vacation and retirement leave accrual payouts associated with the retirement of the city's Video Production Supervisor, which is partially offset by increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Staffing reduction of 0.15 FTE in CityCable Channel 11 for FY 2013/14 reflects converting a 30-hour per week part time video production specialist to 24 hours per week.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
<b>Ad value equivalency</b> Note: Ad value equivalency measures the effectiveness of media relations efforts (primarily news releases) by determining a commercial advertising value for each news item generated by the Office of Communication. The target is to generate a total ad value equivalency of \$90,000.	\$20,000	\$78,861	\$90,000
<b>YouTube viewing hours</b> Note: This is a new measure. This tracks the actual time viewers spend watching original videos produced by CityCable and distributed via YouTube. The target is for CityCable videos to generate 1,000 hours of viewing time on YouTube.	Not Available	957	1000
<b>Hours of live video coverage</b> Note: This is a new measure. These are actual public meeting hours televised and live-streamed. The measure does not include staff time for setup or post-meeting activity. The target is to provide live video coverage of 175 hours of public meetings.	Not Available	180	175



FY 2013/14 Adopted Budget

### Description

The Human Resources (HR) Department has four main programs: Administration, Benefits, Employee Relations and Recruitment, and Workforce Development and Inclusion. Administration manages personnel rules and regulations, the compensation and classification program and supports the department's technology, budget and records management needs. Benefits administers the employee benefit and wellness programs. Employee Relations and Recruitment supports the organization in hiring staff, managing employee relations and compliance with employment laws, practices and policies. Workforce Development and Inclusion manages programs that encourage workforce and community diversity, and facilitates improved individual and organizational performance through city-sponsored training and professional development.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Provides recruitment and selection services by posting openings, screening applications and hiring employees.
- Conducts investigations, develops disciplinary documentation and responds to discrimination and ethics complaints.
- Administers and interprets personnel rules and regulations for the organization.
- Manages employee benefit programs including contract administration, renewal and rate setting.
- Advises employees, dependents and retirees on the effective and economical use of city-provided benefits.
- Provides employee training opportunities to support professional development, individual growth and succession planning.
- Coordinates, designs and implements the employee wellness and recognition programs.
- Coordinates and conducts community events as part of the city's commitment to diversity.
- Manages the recruitment, selection and recognition of the city's volunteers.
- Supports the work of five City Council-appointed boards and commissions.

### FY 2012/13 Achievements

- Completed the Classification and Compensation Study and provided recommendations to City Council, who approved them unanimously.
- Implemented medical plan rates for retirees that reflect the total expected medical costs for the retiree group.
- Merged the Diversity and Dialogue Office with Workforce Development and changed the name of this service area to Workforce Development and Inclusion; existing services will continue and workforce development and diversity/inclusion initiatives based on best practices within the City of Scottsdale will be delivered.

### FY 2013/14 Objectives

- Improve support to the organization by filling vacant HR positions (24 percent of budgeted HR positions are currently unfilled).
- Conduct process analysis to increase efficiencies to deliver programs and services.
- Implement the compensation plan and program including ranking and slotting all job classifications and salary ranges.
- Increase training and professional development opportunities for city employees to improve service delivery and quality.
- Implement an exit interview process, tabulate and report information to identify and reduce citywide turnover.
- Develop and conduct process to select a new medical plan provider to begin July 1, 2014.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	27.50	23.50	24.50	1.00
% of City's FTEs			1.01 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,568,789	2,439,940	2,825,365	385,425
Self-Insurance Funds	26,846,687	28,648,954	27,105,582	(1,543,372)
Special Programs Fund	6,101	0	0	0
<b>Total Budget</b>	<b>29,421,577</b>	<b>31,088,894</b>	<b>29,930,947</b>	<b>(1,157,947)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	2,449,258	2,247,176	2,342,526	95,350
Contractual Services	26,805,289	28,694,224	27,403,606	(1,290,618)
Commodities	167,030	147,494	134,815	(12,679)
Capital Outlays	0	0	50,000	50,000
<b>Subtotal Operating Budget</b>	<b>29,421,577</b>	<b>31,088,894</b>	<b>29,930,947</b>	<b>(1,157,947)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>29,421,577</b>	<b>31,088,894</b>	<b>29,930,947</b>	<b>(1,157,947)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Staffing in Human Resources is being increased by 1.0 FTE (senior HR analyst) to assist with the efficient completion, execution and day-to-day management of the council-approved city compensation program.
- Changes in Contractual Services are related to retirees' migration from the city's health insurance to the State's health insurance. As a result, the city does not have to budget as much for this coverage.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of job studies completed annually  Note: This is a new performance measure based on the implementation of a city classification and compensation program. A goal of the program is to complete job studies for one-third of all job classifications annually to maintain market competitiveness on a three year basis.	Not Available	Not Available	184
Percentage of job recruitments completed within 60 days  Note: This is a new performance measure based on a goal identified by HR to assist in improved efficiencies and customer service.	Not Available	Not Available	80%
Annual medical/dental cost per employee/retiree  Note: Data provided is based on the average cost of all plans; for FY 2011/12, the city paid approximately 80% of total premium, employees paid approximately 20%; retirees paid 60% of total premium. Beginning with FY 2012/13, the city pays approximately 79% of total premium, employees pay approximately 21% and retirees pay 100%.	\$10,300	\$10,700	\$11,300
Total self-funded medical and dental costs (\$ in millions)  Note: This includes both employer and employee contributions. This reflects increases lower than the national health care trends in part because of declining enrollment of retirees.	\$27.1	\$25.5	\$26.9
Percentage of city employees participating in professional development training opportunities annually  Note: This is a new performance measure. HR has started tracking participation and will be increasing funding and opportunities this fiscal year.	Not Available	Not Available	20%
Percentage of city employees in compliance with civil treatment training	Not Available	75%	80%
Percentage of city employees in compliance with Beyond Race & Gender diversity training  Note: For FY 2011/12, training was suspended as a result of not having a diversity trainer for a majority of the year. Training was reestablished in September 2012 and has been offered on a regular basis in a concerted effort to reach 100% compliance with existing employees. These efforts will continue into the new fiscal year and training is being incorporated into New Employee Orientations to achieve 100% compliance for all new hires.	10%	45%	55%
Number of community attendees at community events sponsored annually (La Gran Fiesta, Martin Luther King, Jr. Annual Celebration, Cross Cultural Communication Series)  Note: Attendance varies because of popularity of keynote speakers and entertainers, as well as inclement weather for outdoor events.	6,850	5,000	5,000





FY 2013/14 Adopted Budget

### Description

The Information Technology Department provides a dynamic, proactive technology environment that meets the city's existing and future departmental service needs through reliable secure infrastructure and applications.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- 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 networks required for these components to operate effectively.
- The Application Development, Integration, Management and Support program provides software engineering and technical support services including the design and engineering of custom software solutions, deployment and support of purchased products including the enterprise document management system, the management and protection of the city's database infrastructure, business intelligence solutions and IT software training.
- The Network Security program protects the city's network and computing infrastructure through firewall and remote access management, web content filtering, email/spam filtering, anti-virus support, incident response, network monitoring, user awareness and management of security policies and procedures.
- The Help Desk / Desktop 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 and operates a help desk service to provide timely response to calls for service.
- The Geographic Information System (GIS) Data Services program provides data maintenance services that ensure the city's GIS applications, databases and maps are reliable and up-to-date as well as providing 3D modeling, spatial analysis and cartographic services to other city divisions.
- 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.

### FY 2012/13 Achievements

- Developed security and compliance policies, conducted financial analysis, and implemented tools for the management of personal and city owned mobile devices. This project was awarded first place in the IT & Telecommunications category for "Maintaining Information Security in the Migration to a Consumer-based Smartphone Solution" from the Public Technology Institute (PTI) in May 2013.
- Replaced the city's primary electronic data storage and tape backup systems with more efficient, scalable and flexible systems to better meet the city's current business requirements. The new equipment enabled IT to go tapeless for data storage backups and provides backup system redundancy between the city's primary data center and public safety data center.
- Replaced two of the city's aging voice response systems using internal resources. The two systems answer thousands of calls each month for the Planning and Court work groups. These systems reduce wait times for citizens and minimize the need for customer service representatives.
- Built a system for managing activities associated to public safety personnel. One of the major components of the system integrates with the city's online application system eliminating the need for staff to enter information on hundreds of applicants.

**FY 2013/14 Objectives**

- Update all public facing map applications so that they can be accessed by vast majority of devices including smart phones and tablets by June 2014.
- Improve efficiency of work request tracking, resolution and resource allocation for finance technology staff through integration with the centralized IT work order management system by March 2014.
- Replace the aging network equipment at the Via Linda and Civic Center campuses to provide increased network capacity and speeds by June 2014.
- Complete 90 percent of the implementation of a unified communications telephone system to provide new conferencing, collaboration and mobility applications, which allows easy interoperability with mobile phone services and is more easily administered and maintained than the current phone system by June 2014.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	69.81	69.81	70.81	1.00
% of City's FTEs			2.91 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	8,516,184	9,390,281	9,763,078	372,797
PC Replacement Fund	445,216	727,722	842,633	114,911
<b>Total Budget</b>	<b>8,961,400</b>	<b>10,118,003</b>	<b>10,605,711</b>	<b>487,708</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	6,670,470	7,073,866	7,311,394	237,528
Contractual Services	1,439,384	1,731,773	1,901,467	169,694
Commodities	385,072	197,642	163,217	(34,425)
Capital Outlays	251,298	727,722	842,633	114,911
<b>Subtotal Operating Budget</b>	<b>8,746,224</b>	<b>9,731,003</b>	<b>10,218,711</b>	<b>487,708</b>
Operating Projects	215,175	387,000	387,000	0
<b>Total Budget</b>	<b>8,961,400</b>	<b>10,118,003</b>	<b>10,605,711</b>	<b>487,708</b>

**Budget Notes and Changes**

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Added 1.0 new FTE for network support to provide technical support for the city's network communications architecture, which includes network routers, switches and other network devices.
- Changed the funding source for one position from the Capital Improvement Program (CIP) Allocation to the General Fund. The change was supported by reductions in Contractual Services line items.
- Increase in Contractual Services is primarily related to one-time funds to hire a consultant to analyze business continuity options for the city's primary data center as well as other department specific data centers located within the city.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Percentage of city telephones transitioned to voice over internet protocol (VoIP) technology  Note: More than 1,700 phones have been transitioned to VoIP technology. All work is being completed in-house by city IT Staff.	55%	70%	90%
Provide quality customer service by achieving a satisfaction approval rating of 4.8 or above out of a possible 5.0 for all IT work requests.	4.95	4.97	4.95
Average amount of data backed up monthly from centralized electronic data storage and servers in terabytes  Note: This new measure tracks the increases in data being stored over time.	Not Available	40.9	45.0
Number of databases supported  Note: The increasing level reflects increased demand from departments to automate processes, which in turn increase workload for application development and support staff.	1,105	1,233	1,375
Number of custom reports executed  Note: These increases are in part due to the increasing numbers of databases, as well as increased utilization to prepare custom reports to analyze data.	945,768	1,106,255	1,293,975
Number of work orders completed  Note: These increases are in part due to the maturity in processes requiring staff to ensure customer requests are always documented in the work order system as well as the automated creation of work orders from electronic monitoring tools.	12,960	18,700	19,000
Total number of map layers maintained by city staff  Note: Map layers are databases of information organized geographically that are increasingly used to maintain city infrastructure and for planning purposes.	159	164	175
Graphics design projects completed  Note: Actual FY 2012/13 incorporates change in the definition of a project. Large projects with multiple components such as the budget book design are now counted as 1 project rather than several.	150	215	195
Number of web-unique visitors per day to the Scottsdale website  Note: The FY 2012/13 unique visits are down from 6,000 to 4,630 due to improved categorizing and counting accuracy. The upgraded Google Analytics software tool now allows downloads to be categorized separately from unique visits, which provides a more accurate count of unique visits.	6,000	4,630	5,200

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Performs PC imaging and hardware repair for PCs, laptops and printers	1	200	\$4,016	0.1
<b>Total</b>	<b>1</b>		<b>\$4,016</b>	<b>0.1</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

**Description**

The Purchasing Department comprises three areas: Purchasing Services, Warehouse and Graphics, Printing and Mail. Purchasing Services is responsible for the timely acquisition of all materials, services and construction required by the city and assists various contract administrators throughout the city. Warehouse maintains, dispenses and delivers inventory items, manages surplus property and is the primary receiving point for the delivery, inspection and re-delivery of items procured through the city's purchase order system. Graphics, Printing and Mail provides a variety of services to assist city operating areas with graphic design, print production, posters/banners, CD duplication, interoffice mail and all processing of incoming and outgoing U.S. mail items.

**Strategic Goal(s)**



Seek Sustainability

**Services Provided**

- Purchasing Services prepares and administers all quotes, solicitations, bids, proposals and scopes of work, contracts and purchases all goods and services (including construction) and trains the city's contract administrators.
- Warehouse plans, orders, receives, maintains, dispenses and delivers inventory supply items; administers the city's disposition process for excess/surplus property; is a primary receiving point for the receipt, inspection and re-delivery of items procured through the city's purchase order and procurement card systems.
- Graphics, Printing and Mail manages all U.S. and interoffice mail pickup, processing and delivery; manages in-house production and outsourcing of graphic design and printing projects; and supports the Customer Service Department by printing, processing and mailing all city utility bills, statements and tax forms.

**FY 2012/13 Achievements**

- Purchasing received the National Procurement Institute Award for Excellence in Procurement for the 14th straight year.
- Mail / Graphics successfully relocated to the South Corp yard with no interference in services to the rest of the city.
- Mail continued to make process improvements to take advantage of postage reduced presort rates for mailings for various city materials where appropriate.
- The warehouse conducted a successful 6-month pilot/comparison program for online auctioning of surplus materials; the success of that pilot led to the adoption of online auctioning as the primary means of the city's surplus disposition.

**FY 2013/14 Objectives**

- Review, develop and implement improvements to the Purchasing intranet web site designed to assist staff with their Purchasing needs and requirements.
- Increase the use of online surplus auctioning to include rolling stock to yield a better return on the disposition of such vehicles when they leave service.
- Continue to focus on making workplace safety a priority for the Warehouse, Mail and Graphics staff.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	24.00	23.00	24.00	1.00
% of City's FTEs			0.99 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,163,934	2,136,939	2,323,149	186,210
<b>Total Budget</b>	<b>2,163,934</b>	<b>2,136,939</b>	<b>2,323,149</b>	<b>186,210</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,542,924	1,508,234	1,645,855	137,621
Contractual Services	463,663	438,655	431,009	(7,646)
Commodities	157,347	190,050	210,285	20,235
Capital Outlays	0	0	36,000	36,000
<b>Subtotal Operating Budget</b>	<b>2,163,934</b>	<b>2,136,939</b>	<b>2,323,149</b>	<b>186,210</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,163,934</b>	<b>2,136,939</b>	<b>2,323,149</b>	<b>186,210</b>

#### Budget Notes and Changes

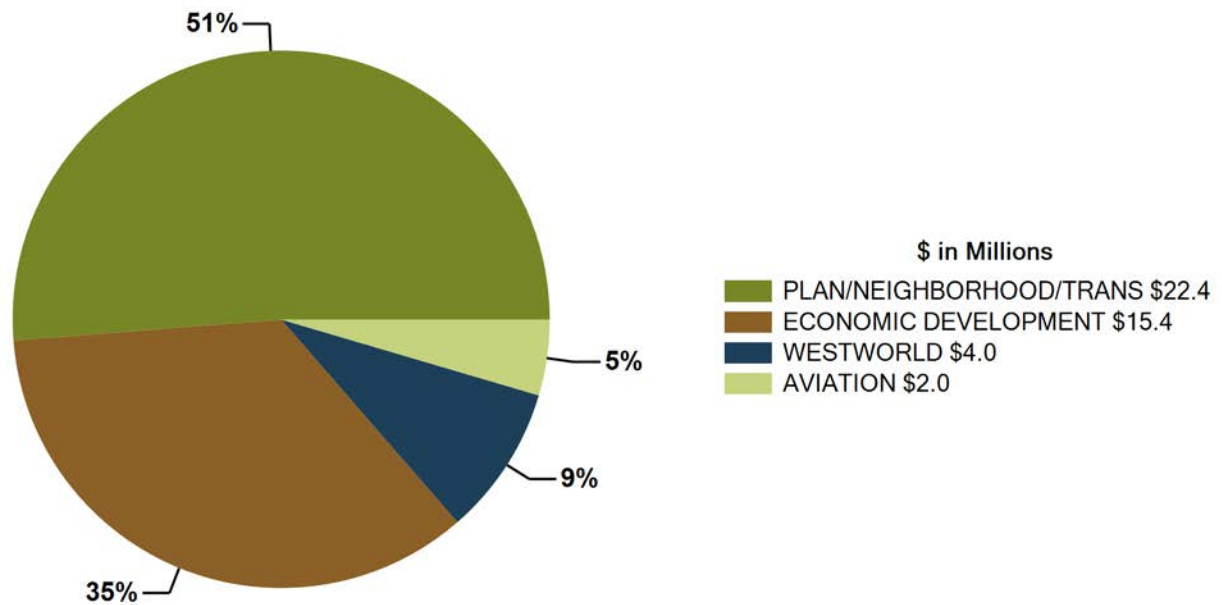
- Increases in Personnel Services is the result of allocating resources for contract workers, in addition to increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Due to retirement and transition in Purchasing management, the purchasing manager's position was not filled and instead reclassified to make use of that existing FTE headcount as a buyer aide for FY 2013/14. The savings also allowed for the addition of 1.0 FTE warehouse mail technician position. The net result is no increase in salary, but does add 1.0 FTE to the division and department headcount for FY 2013/14.
- The increase in Capital Outlays is for the one-time cost of replacing of a postage meter machine. The machine is utilized daily to process and apply regulated United States Postal Services (USPS) meter postage rates to the all the city mailings and allows the city to take advantage of the USPS discounted presort rates, as well as full rate as necessary.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of purchase orders processed Note: This is the annual fiscal year volume of the number of purchase orders issued by Purchasing staff.	5,018	4,678	5,000
Dollar value of purchase orders processed (\$ in millions) Note: This tracks the annual fiscal year increase in the dollar value of issued purchase orders.	\$166	\$173	\$230
Percentage of contract administrators trained in the contract administrator academy Note: This tracks the annual fiscal year cumulative percentage of total contract administrators trained through the contract administrator academy.	53% (158/296)	65% (192/296)	75% (222/296)
Number of warehouse items issued Note: This is the annual fiscal year number of warehouse stock items issued to customers in city departments.	9,860	10,968	12,000
Dollar value of warehouse items issued Note: This is the annual fiscal year dollar value of stock items issued to customers in city departments.	\$719,520	\$727,996	\$800,000
Orders received and re-delivered by warehouse Note: This tracks the annual fiscal year volume of orders received by the warehouse and redelivered to customers in city departments.	7,600	5,725	8,400
Surplus property pick-up requests Note: This measures the annual volume of requests for surplus property pick-ups for disposal or auction by customers in city departments.	390	202	275
Number of graphic requisitions processed Note: This is the annual volume of graphics requisitions and jobs processed for customers in city departments.	2,135	2,305	2,250
Number of impressions processed by graphics and printing (in millions) Note: This is the annual volume of copies and impressions on a per-click basis for customers in city departments.	5.1	5.1	5.9
Number of pieces of USPS and inter-office mail processed (in millions) Note: This is the annual volume of incoming and outgoing U.S. mail and inter-office deliveries to customers in city departments.	5.2	4.2	5.2



**COMMUNITY AND ECONOMIC DEVELOPMENT**

**FY 2013/14 Adopted Budget**

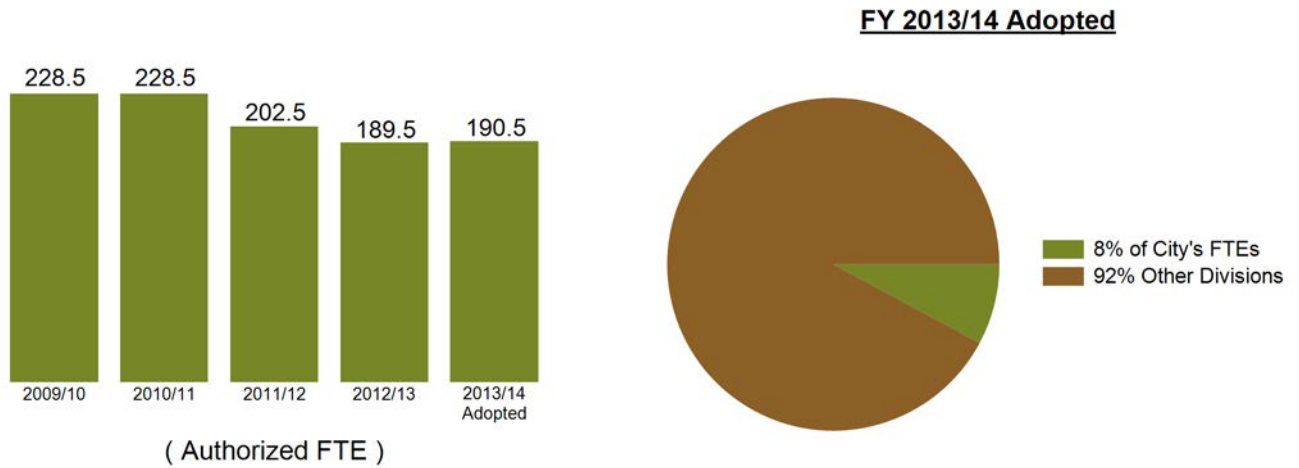


<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
PLANNING / NEIGHBORHOOD / TRANSPORTATION	21,586,461	22,688,216	22,422,136	(266,080)
ECONOMIC DEVELOPMENT	13,692,464	14,745,295	15,375,825	630,530
WESTWORLD	3,221,545	4,003,959	3,959,014	(44,945)
AVIATION	1,824,623	1,845,604	1,997,150	151,546
<b>Total Budget</b>	<b>40,325,094</b>	<b>43,283,074</b>	<b>43,754,125</b>	<b>471,051</b>



FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The Community and Economic Development Division works with citizens to build and preserve Scottsdale as a great community by stimulating economic activity and by offering a diverse range of value-added programs to build, revitalize and sustain the community's unique lifestyle and character. The division has four departments: Aviation, Economic Development, Planning / Neighborhood / Transportation and WestWorld.

### Strategic Goal(s)



Advance  
Transportation



Enhance  
Neighborhoods



Preserve  
Meaningful  
Open Space



Seek  
Sustainability



Support  
Economic  
Vitality



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- Business attraction, retention and development.
- Support tourism as a means to enhance the economic well-being and quality of life of the community and its residents.
- Assure that the community vision is considered for all proposals to City Council, Planning Commission and Development Review Board.
- Provide timely construction document review for building plan submittals.
- Transportation Master Planning, route planning, trolley operations, regional coordination, Dial-a-Ride, Cab Connection.
- Hosts equestrian and special events for public recreational use at WestWorld.
- Provide a safe, secure and efficient operating environment for airport users and stakeholders.
- Provide strategic and consistent approach to environmental sustainability.

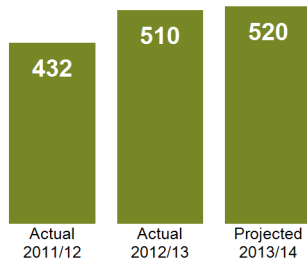
### FY 2012/13 Achievements

- Oversaw stakeholder and contract negotiations that led to construction of the expanded Tony Nelssen Equestrian Center at WestWorld.
- Continued organizational restructuring to enhance efficiencies; the reduction of 13 positions resulted in an annual general fund savings of approximately \$1 million.
- Oversaw the negotiation of an operating agreement and developed the staff reports that resulted in funding approval for construction of Scottsdale's Museum of the West.
- Supported downtown Scottsdale as a destination attraction through connecting with business and property owners to maintain quality programming and special events.
- Coordinated city support for major tourism-driven events such as the Phoenix Open, Barrett Jackson Collector Car Auction, Arabian Horse Show and ancillary events, which attracted significant numbers of visitors to the area and provided valuable exposure to potential visitors through media coverage.
- Implemented development regulations to protect Scottsdale Airport from noise-sensitive development encroachment.

### FY 2013/14 Objectives

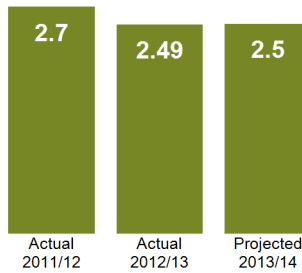
- Attract revenue and employment generators interested in locating to Scottsdale; assist in the retention or expansion of existing businesses to preserve Scottsdale's positive economic environment.
- Enhance the economic well-being and quality of life of the community and its residents by support of tourism through research, marketing, promotion, major events and the development of destination attractions and infrastructure.
- Efficient and effective code enforcement using a proactive and collaborative approach.
- Plan and build major transportation infrastructure and safety improvement projects.
- Engage community members citywide to update the city's vision, values, goals and policies for incorporation into an updated or new General Plan.

Permit Valuations (in millions)



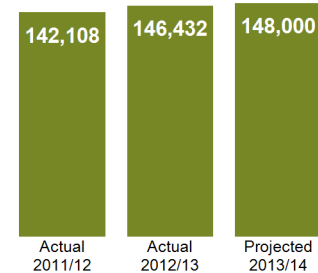
Building permit valuations

Citywide Transit (in millions)



Transit ridership

Aircraft Operations



Aircraft operations

Staff Summary	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
Full-time Equivalents (FTE)	202.50	189.50	190.50	1.00
% of City's FTEs			7.84 %	

Expenditures By Fund	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
Aviation Fund	1,824,623	1,845,604	1,997,150	151,546
General Fund	22,875,163	22,137,621	22,826,306	688,685
Grant Funds	144,272	212,500	0	(212,500)
Special Programs Fund	6,743,602	1,294,098	1,144,098	(150,000)
Tourism Development	0	8,435,809	8,870,489	434,680
Transportation/HURF Fund	8,737,433	9,357,442	8,916,082	(441,360)
<b>Total Budget</b>	<b>40,325,094</b>	<b>43,283,074</b>	<b>43,754,125</b>	<b>471,051</b>

Expenditures By Type	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
Personnel Services	16,367,676	16,532,487	16,729,950	197,463
Contractual Services	22,623,584	24,949,669	25,122,027	172,358
Commodities	682,514	895,837	922,755	26,918
Capital Outlays	17,368	9,950	94,950	85,000
<b>Subtotal Operating Budget</b>	<b>39,691,143</b>	<b>42,387,943</b>	<b>42,869,682</b>	<b>481,739</b>
Operating Projects	633,951	895,131	884,443	(10,688)
<b>Total Budget</b>	<b>40,325,094</b>	<b>43,283,074</b>	<b>43,754,125</b>	<b>471,051</b>

**Budget Notes and Changes**

- Changes in Personnel Services are due the addition of a 1.0 FTE Sr. Financial Analyst in addition to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average. The new position will assist with fiscal and resource management, ensuring fiscally responsible and fair management of taxpayer money, grants, and city assets, and coordinate infrastructure planning within the context of financial demands and available resources.
- Contractual Services increase is primarily the increase to the Bed Tax destination marketing contract as a result of increased Bed Tax revenues.

**Description**

Aviation comprises two major programs: Operations and Administration. Airport Operations is responsible for the day-to-day operations, safety, security and maintenance of the Scottsdale Airport. The Administration program carries out the financial business relation, marketing and community outreach functions for the Aviation Enterprise Fund.

**Strategic Goal(s)**



Advance  
Transportation



Support  
Economic  
Vitality

**Services Provided**

- Provide a safe, secure and efficient operating environment for the airport users, tenants and customers.

**FY 2012/13 Achievements**

- Implemented a marketing program in partnership with aviation stakeholders to promote Scottsdale Airport as a world-class destination airport.
- Continued compliance with Federal Aviation Administration (FAA) standards and grant assurances.
- Implemented a division plan for cooperative marketing with airport, airpark, WestWorld and aviation stakeholders to drive economic development at the airport and surrounding airpark areas.

**FY 2013/14 Objectives**

- 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.
- Complete an Environmental Assessment for permanent increase to the maximum aircraft weight of 100,000 pounds authorized to operate at the airport.
- Complete an Airport Master Plan Update to evaluate a 20-year outlook for future needs and development of the airport.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	14.00	14.00	14.00	0.00
% of City's FTEs			0.58 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Aviation Fund	1,824,623	1,845,604	1,997,150	151,546
<b>Total Budget</b>	<b>1,824,623</b>	<b>1,845,604</b>	<b>1,997,150</b>	<b>151,546</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,042,807	1,072,717	1,070,528	(2,189)
Contractual Services	739,993	715,637	782,872	67,235
Commodities	41,823	57,250	58,750	1,500
Capital Outlays	0	0	85,000	85,000
<b>Subtotal Operating Budget</b>	<b>1,824,623</b>	<b>1,845,604</b>	<b>1,997,150</b>	<b>151,546</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,824,623</b>	<b>1,845,604</b>	<b>1,997,150</b>	<b>151,546</b>

#### Budget Notes and Changes

- In Personnel Services, staffing turnover coupled with benefit election changes is offsetting the citywide increases in healthcare and retirement rates as well as the minimum salary range adjustments for certain positions to be at least 105% of the Valley average.
- Increase in Contractual Services is driven by increases in US Customs and Border Patrol inspections fees as well as a one-time expense for a mandated US Customs software upgrade.
- Increase in Capital Outlays is for the purchase of office furniture for the Airport Operations Center, as well as airport vehicle replacement costs.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Annual number of total aircraft operations	142,108	146,432	148,000
Note: This is a measure of airport activity, and includes both take-offs and landings.			
Federal Airport Administration grants received (\$ in millions)	\$6.5	\$3.0	\$3.0
Note: This tracks the utilization of federal funding to supplement user fees in operating the airport.			

### Description

The Economic Development Department is a multi-faceted organization with responsibilities in areas critical to Scottsdale's economic growth. A strategic collaborative effort combines to create support and expand initiatives that positively affect Scottsdale's economy. Long-term economic development is vital in enhancing the quality of life for all Scottsdale residents.

### Strategic Goal(s)



Support  
Economic  
Vitality

### Services Provided

- Attract new businesses to Scottsdale to ensure long-term viability of the City's revenue and employment base.
- Assist existing businesses in retention and expansion efforts to maintain and improve the viability of the local economy.
- Encourage and provide quality programs and special events Downtown to promote Scottsdale as a destination attraction.
- Support public art and cultural amenities through overseeing the arts administration and museum management contract.
- Support the local tourism industry by funding marketing activities, events and attractions and providing value-added research.

### FY 2012/13 Achievements

- Completed a five-year Tourism Development and Marketing Strategic Plan and developed a strategy for implementing its recommendations.
- Implemented Economic Development marketing efforts and outreach programs; including the enhancement of the ChooseScottsdale.com website, creation of the McDowell Road Corridor Reinvestment Brochure and the "Coffee with ED" Broker Series.
- Attracted and retained significant auto dealerships and assisted in development of their sites.
- Oversaw the negotiation of an operating agreement and developed the staff reports that resulted in funding approval for construction of Scottsdale's Museum of the West.
- Attracted and supported special events in Downtown area.
- Supported small businesses through Small Business Saturday initiative.
- Secured private sponsorship investment for the Hospitality Trolley.

### FY 2013/14 Objectives

- Implement enhanced staff outreach program designed to attract new and retain/expand existing businesses.
- Coordinate implementation of priority efforts identified in the Tourism Development and Marketing Strategic Plan.
- Improve online and marketing efforts promoting targeted industries such as technology and healthcare/bioscience.
- Reach out to Downtown business/property owners to gauge whether programs and events meet their needs.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.41 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	6,962,931	5,644,888	5,846,238	201,350
Grant Funds	2,365	5,500	0	(5,500)
Special Programs Fund	6,727,168	659,098	659,098	0
Tourism Development	0	8,435,809	8,870,489	434,680
<b>Total Budget</b>	<b>13,692,464</b>	<b>14,745,295</b>	<b>15,375,825</b>	<b>630,530</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,065,600	1,085,432	1,132,796	47,364
Contractual Services	12,208,144	13,020,902	13,610,803	589,901
Commodities	38,291	21,613	14,878	(6,735)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>13,312,034</b>	<b>14,127,947</b>	<b>14,758,477</b>	<b>630,530</b>
Operating Projects	380,430	617,348	617,348	0
<b>Total Budget</b>	<b>13,692,464</b>	<b>14,745,295</b>	<b>15,375,825</b>	<b>630,530</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Effective July 1, 2012, the Tourism Development Fund was established to account for bed taxes and lease rentals earned from the Fairmont-Princess Hotel.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of new jobs created through targeted business location and expansion Note: This is an indicator of new economic activity.	1,595	1,593	1,750
Number of Downtown events and activities Note: This is a measure of the number of events and activities designed to promote and attract people to Downtown Scottsdale. Economic Development staff provides oversight of these events and activities to encourage exposure to Downtown businesses.	119	126	175
Scottsdale hotel/motel average occupancy rate Note: This is one indicator of the overall health of the lodging sector of the tourism industry. This is an annual average over the course of the year, and is higher during the peak season.	61.5%	63.0%	61.5%

### Description

The Planning / Neighborhood / Transportation Department works 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 sustainable high quality of life. The Department comprises Administration, Advance Planning, Current Planning, Development Services, Neighborhood Planning and Transportation.

### Strategic Goal(s)



Advance  
Transportation



Enhance  
Neighborhoods



Seek  
Sustainability



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- Provide leadership and management of the department.
- Ensure that there are procedures and resources necessary to carry out leadership goals and that the financial infrastructure is in place to most effectively leverage local, regional and federal funding to deliver high service levels to the community.
- Efficient and effective code enforcement using a proactive and collaborative approach.
- Assure that the community vision is considered for all development proposals to City Council, Planning Commission and Development Review Board.
- Provide timely and quality construction document review for building plan submittals.
- Provide timely and quality inspections for the overall safety of our residents, business owners and tourism.
- Transportation master planning, route planning, trolley operations, regional coordination, Dial-a-Ride, Cab Connection.
- Project coordination / leadership for technology projects in the division.
- Provide financial strategic planning, operational and policy analysis for the division and to our internal and external customers.

### FY 2012/13 Achievements

- Processed text amendments to implement Greater Airpark, Downtown and Southern Scottsdale character area plans.
- Streamlined services and restructured areas creating efficiencies and resulting in a net General Fund savings that will be realized on an annual basis.
- Implemented a program encouraging enhanced design of exterior modification and additions in an R1-7 zoning district.
- Completed final design and started construction of Northside Boulevard extension between Hayden and Frank Lloyd Wright.

### FY 2013/14 Objectives

- Enhance neighborhoods by code enforcement efforts.
- Provide timely and quality construction document review for building plan submittals.
- Initiate and process a major General Plan amendment for City Council consideration and adoption of the Scottsdale General Plan.
- Process text amendments to implement Character Area Plans.
- Plan and build major transportation infrastructure and safety improvement projects.
- Increase bus and trolley ridership per mile of service provided.
- Reduce the number of intersections that make the region's Top 100 crash list.
- Expand the city's bike, sidewalk and trail network through public and private projects.
- Engage community members citywide to update Scottsdale's General Plan through workshops, open houses, General Plan Task Force meetings, as well as direct meetings with community groups and individual citizens.
-

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	160.50	148.50	149.50	1.00
% of City's FTEs			6.15 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	12,701,182	12,988,774	13,371,054	382,280
Grant Funds	141,907	207,000	0	(207,000)
Special Programs Fund	5,938	135,000	135,000	0
Transportation/HURF Fund	8,737,433	9,357,442	8,916,082	(441,360)
<b>Total Budget</b>	<b>21,586,461</b>	<b>22,688,216</b>	<b>22,422,136</b>	<b>(266,080)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	12,711,461	12,778,377	12,874,885	96,508
Contractual Services	8,494,852	9,319,147	8,976,474	(342,673)
Commodities	164,609	397,959	388,732	(9,227)
Capital Outlays	17,005	9,950	9,950	0
<b>Subtotal Operating Budget</b>	<b>21,387,927</b>	<b>22,505,433</b>	<b>22,250,041</b>	<b>(255,392)</b>
Operating Projects	198,535	182,783	172,095	(10,688)
<b>Total Budget</b>	<b>21,586,461</b>	<b>22,688,216</b>	<b>22,422,136</b>	<b>(266,080)</b>

#### Budget Notes and Changes

- Changes in Personnel Services are due the addition of a 1.0 FTE Sr. Financial Analyst in addition to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average. The new position will assist with fiscal and resource management, ensuring fiscally responsible and fair management of taxpayer money, grants, and city assets, and coordinate infrastructure planning within the context of financial demands and available resources.
- Changes in Contractual Services are the result of reduced transit contract expenses, which were offset by increases in Property, Liability and Worker's Comp rates.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Construction document reviews for engineering and building plans completed within 20 calendar days  Note: This is a measure of responsiveness to plans submitted for review. Staff has continued to meet the established goal.	100%	100%	100%
Percentage of inspections performed within 24 hours  Note: This indicates the responsiveness to calls to inspect buildings under construction. Staff has continued to meet this established goal.	100%	100%	100%
Bus and Trolley ridership per mile traveled  Note: This is an indicator of usage of transit services at a micro-level, focusing on bus and trolley service.	1.2	1.3	1.4
Total citywide transit ridership (bus, Dial-a-Ride, circulators, Cab Connection)  Note: This is an indicator of usage of transit services at a macro-level with all transit operations being measured.	2,700,000	2,599,557	2,500,000
Percentage of total code cases proactively initiated by code inspectors  Note: This is a measure of the effectiveness of inspectors in proactively identifying violations before a complaint is made by a citizen. This includes zoning, property maintenance, housing, signage, graffiti and construction activity issues. The national average reported by the Center for Performance Measurement is 50% proactive initiation of cases.	63%	65%	66%
Average initial time for response to a code enforcement complaint (in days)  Note: This measures the average responsiveness to citizen-initiated complaints. The Center for Performance Measurement reports that the average is 3.3 days.	0.9	0.8	0.8
Miles of new bike/sidewalk/path improvements  Note: This measures the trend toward creating new infrastructure improvements for commuting and recreational purposes for bicyclists and pedestrians.	51	59	65



FY 2013/14 Adopted Budget

### Description

WestWorld is a nationally recognized equestrian and special event facility providing recreational opportunities and family entertainment at the local, regional and national levels.

### Strategic Goal(s)



Support  
Economic  
Vitality

### Services Provided

- WestWorld hosts equestrian and special events for public recreational use.

### FY 2012/13 Achievements

- Provided staff support, coordination and oversight of the construction of the expanded Tony Nelszen Equestrian Center at WestWorld.
- Provided staff support, coordination and oversight of major tourism events such as the Barrett-Jackson Collector Car Auction, Arabian Horse Show and ancillary events, which attracted significant numbers of visitors to the area and provided valuable exposure to potential visitors through media coverage.

### FY 2013/14 Objectives

- Complete construction for expanded Tony Nelszen Equestrian Center.
- Continue to pursue and fulfill the City Council approved 2003 WestWorld Master Plan.
- Provide a positive economic impact for the City of Scottsdale.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	18.00	17.00	17.00	0.00
% of City's FTEs			0.70 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	3,211,049	3,503,959	3,609,014	105,055
Special Programs Fund	10,496	500,000	350,000	(150,000)
<b>Total Budget</b>	<b>3,221,545</b>	<b>4,003,959</b>	<b>3,959,014</b>	<b>(44,945)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,547,808	1,595,961	1,651,741	55,780
Contractual Services	1,180,595	1,893,983	1,751,878	(142,105)
Commodities	437,792	419,015	460,395	41,380
Capital Outlays	363	0	0	0
<b>Subtotal Operating Budget</b>	<b>3,166,558</b>	<b>3,908,959</b>	<b>3,864,014</b>	<b>(44,945)</b>
Operating Projects	54,986	95,000	95,000	0
<b>Total Budget</b>	<b>3,221,545</b>	<b>4,003,959</b>	<b>3,959,014</b>	<b>(44,945)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Changes in Contractual Services are related to fewer projects planned for the Tournament Players Club and Sanctuary golf courses.
- Changes in Commodities is due to a need to purchase additional shavings for re-sale at WestWorld events.

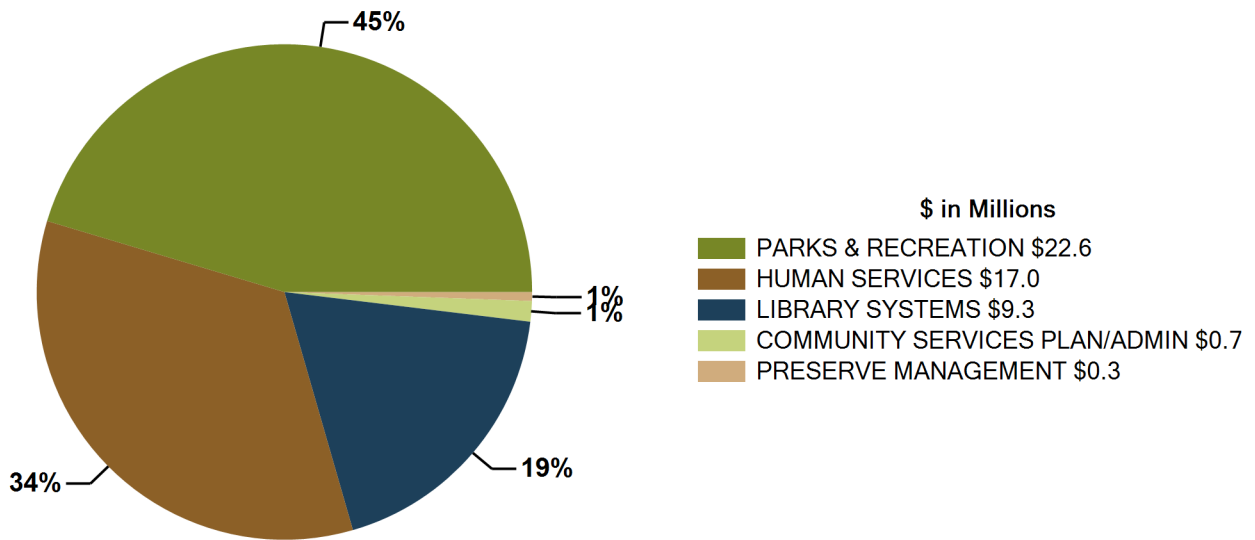
<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of equestrian use days at WestWorld	260	271	300
Note: These numbers represent the number of days equestrian events are using WestWorld facilities.			
Number of special event use days at WestWorld	127	123	135
Note: These numbers represent the number of days special events are using WestWorld facilities.			



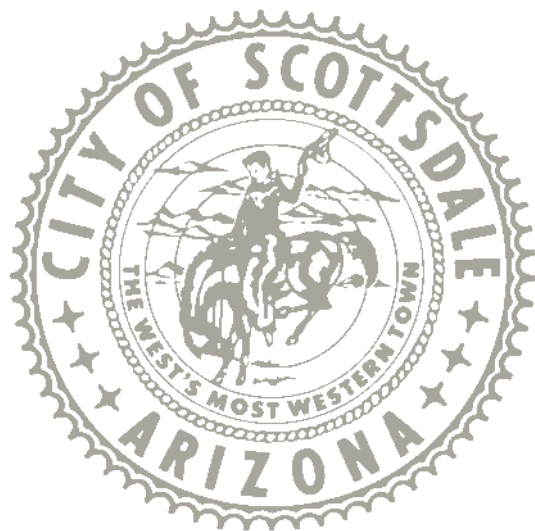
FY 2013/14 Adopted Budget



FY 2013/14 Adopted Budget

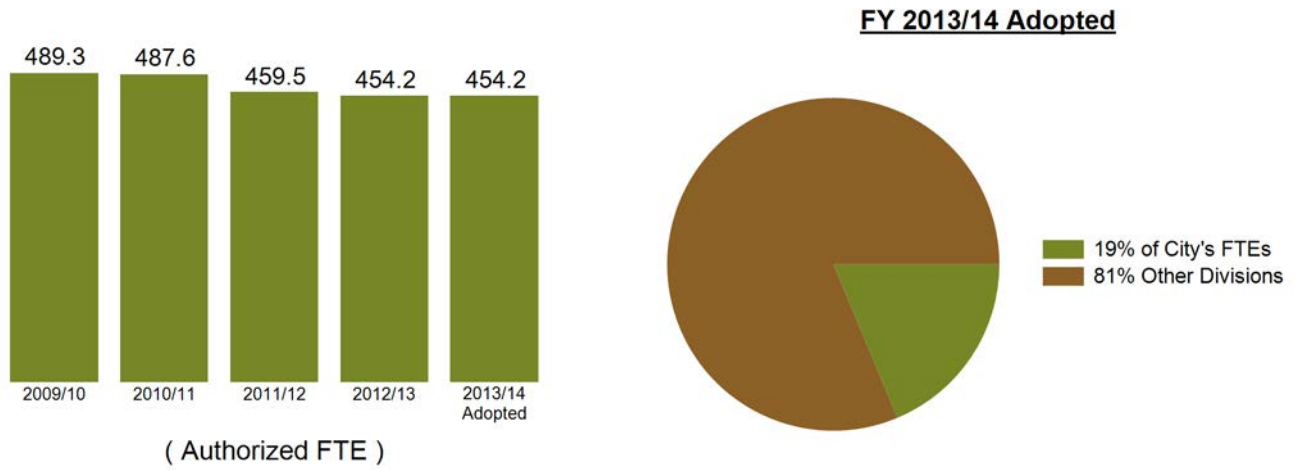


Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
PARKS & RECREATION	20,658,159	22,885,670	22,559,355	(326,315)
HUMAN SERVICES	14,157,845	14,282,266	16,951,419	2,669,153
LIBRARY SYSTEMS	9,104,247	9,801,495	9,258,697	(542,798)
COMMUNITY SERVICES PLANNING AND ADMIN	396,978	407,878	665,112	257,234
PRESERVE MANAGEMENT	274,170	282,579	288,332	5,753
<b>Total Budget</b>	<b>44,591,400</b>	<b>47,659,888</b>	<b>49,722,915</b>	<b>2,063,027</b>

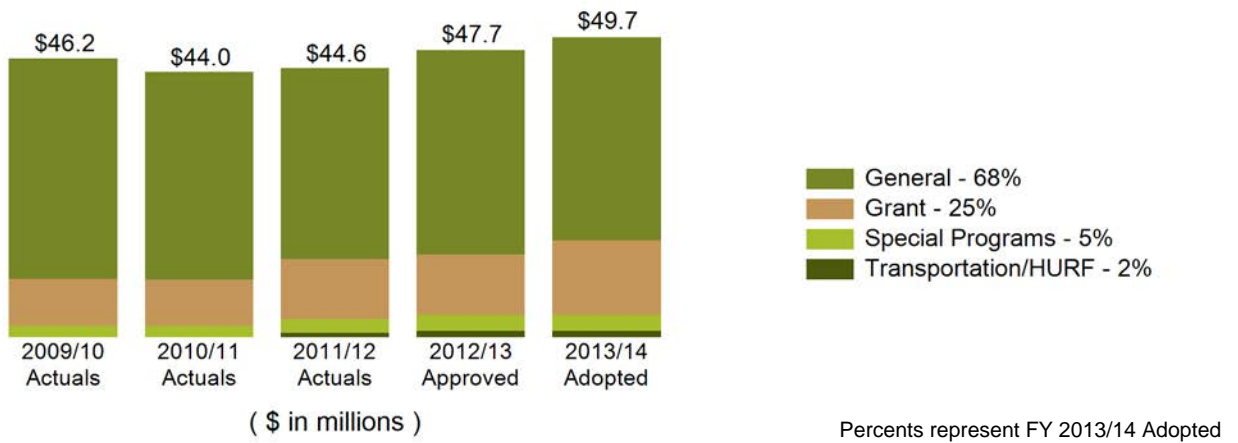


FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The Community Services Division consists of five major departments: Human Services, Library System, Parks and Recreation, Planning and Administration and Preserve Management. Human Services operates the Granite Reef and Via Linda senior centers, the Paiute Neighborhood Center, Vista del Camino, the Community Assistance Office and manages federal, state, local and private resources. Library System consists of five libraries: Civic Center, Mustang, Palomino, Arabian and Appaloosa. Parks and Recreation operates and manages 41 parks with 36 playgrounds, 4 aquatic centers, 4 fitness centers, 5 community centers, 2 tennis centers, 2 skate facilities, 8 urban lakes, 3 off-leash areas, 8 specialty parks, Scottsdale Stadium for professional baseball, 8 after-school programs, adaptive recreation, maintains the Downtown District, Civic Center Complex, 975 acres of developed parks and 528 acres of medians and rights-of-way. Planning and Administration manages the division's strategic planning, personnel, daily operations of programs and services, operating and capital improvement projects and budget planning, analysis and reporting. Preserve Management operates and manages the Scottsdale McDowell Sonoran Preserve consisting of more than 27,800 acres of dedicated open space, including more than 60 miles of multi-use trails and 10 trailhead/parking facilities.

### Strategic Goal(s)



Enhance  
Neighborhoods



Preserve  
Meaningful  
Open Space



Support  
Economic  
Vitality



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- Human Services provides safe and sanitary housing, emergency/crisis assistance and self-sufficiency programs to those in need via federal, state, local and private resources. It provides opportunities for seniors, adults and youth to connect with one another and to the city through social, educational and recreational interaction and volunteering.
- Library System serves 1.4 million customers annually with a circulation of 3.4 million physical and electronic materials, and provides adult, teen, youth and early literacy programs attended by 70,000 participants each year.
- Parks and Recreation provides citizens and visitors with safe and well-maintained facilities and enhances Scottsdale's quality of life through comprehensive recreational activities, including health and wellness, fitness and sports, learning and skill development, social responsibility and family interaction.
- Preserve Management protects the native plant and animal habitat of the Scottsdale McDowell Sonoran Preserve and provides public access through interconnected trails and access points.

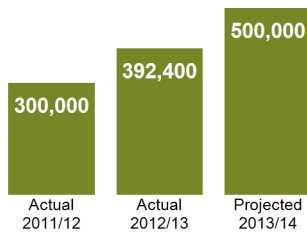
### FY 2012/13 Achievements

- Acquired 6,400 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter grant program.
- Opened Tom's Thumb Trailhead, coordinated construction of Brown's Ranch Trailhead and opened 55 miles of trails in the northern Preserve area that were built or rebuilt per the Trails Master Plan.
- Vista del Camino social workers increased one-on-one time with residents for resolution of crisis needs by 714 appointments (35%) from FY 2011/12.
- Completed the infrastructure changes needed to enhance and expand bandwidth at all libraries and replaced one self-check machine.

### FY 2013/14 Objectives

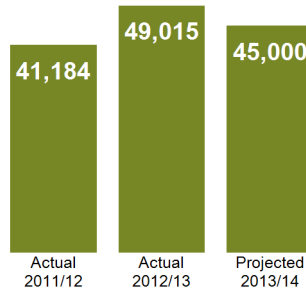
- Acquire 2,400 acres of mountainous State Trust land in the southern area of the Preserve.
- Complete first phase of two trailheads north of Dynamite: Granite Mountain and Fraesfield. Locate and complete first phase of construction of the northern Preserve trails.
- Expand wireless capacity and speeds at public libraries in response to increased customer demand.
- Finish renovation of community center used to serve persons of all ages with various disabilities.
- Complete human services 5-year consolidated plan (2015-2019).

**McDowell Sonoran Preserve Access**  
(number of visitors)



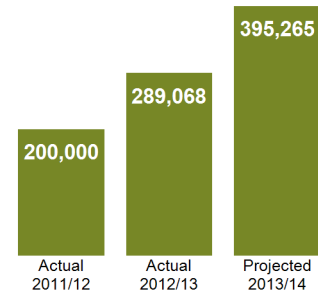
Provide access to the preserve

**Library Early Literacy Program**



Attendance at early literacy programs

**Electronic Materials Checked-Out**



E-books, music, movies

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	459.46	454.23	454.23	0.00
% of City's FTEs			18.69 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	31,599,122	33,979,905	33,689,227	(290,678)
Grant Funds	9,973,173	9,959,962	12,301,672	2,341,710
Special Programs Fund	2,279,128	2,667,595	2,681,345	13,750
Transportation/HURF Fund	739,976	1,052,426	1,050,671	(1,755)
<b>Total Budget</b>	<b>44,591,400</b>	<b>47,659,888</b>	<b>49,722,915</b>	<b>2,063,027</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	24,565,597	25,640,220	25,804,466	164,246
Contractual Services	15,146,950	16,873,993	19,501,193	2,627,200
Commodities	3,698,337	4,030,675	4,162,256	131,581
Capital Outlays	1,180,273	33,000	0	(33,000)
<b>Subtotal Operating Budget</b>	<b>44,591,156</b>	<b>46,577,888</b>	<b>49,467,915</b>	<b>2,890,027</b>
Operating Projects	243	1,082,000	255,000	(827,000)
<b>Total Budget</b>	<b>44,591,400</b>	<b>47,659,888</b>	<b>49,722,915</b>	<b>2,063,027</b>

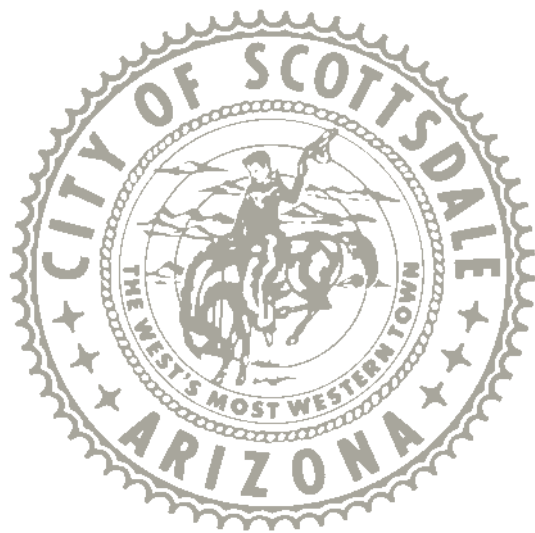
**Budget Notes and Changes**

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Changes in Contractual Services is mainly from Grant Funding for Community Development Grant (CDBG) and HOME grants. In prior years, these were budgeted centrally for the city. In FY 2013/14, grant funding is included in the Community Services budget, resulting in a budget increase.
- Operating Projects decreased due to the elimination of FY 2012/13 one-time funding for deferred facility and equipment maintenance and replacement needs, which were all funded by General Fund, contributing to the overall decrease in General Fund expenditures.

Performance Measures	Actual 2011/12	Actual 2012/13	Projected 2013/14
Acres added to the Preserve	4,400	6,400	2,400
Participation in youth summer reading and early literacy programs Note: The summer reading program for the Phoenix metropolitan area is coordinated by Maricopa County Library, which will switch to on-line registration. The decline in FY 2013/14 is anticipated because of this change in registration process, however, over time it is anticipated that participation will rebound as people learn of the new process.	52,784	57,484	51,300
Number of service units addressing basic needs, housing, self-sufficiency, education, quality of life and recreation and socialization (Human Services) Note: Reduction from FY 2011/12 to FY 2012/13 due to closing clothing bank and fewer visits to the career center.	48,753	42,509	46,429
Acres of parks maintained per employee Note: Previous reporting included non-park facilities, which has been corrected.	13.1	13.1	13.1
Medians maintained (square feet in millions) Note: Includes non-landscaped (litter removal only) and landscaped medians, which are maintained through a cost-effective combination of city staff and outside contractors. FY 2012/13 includes 17.0 million square feet of landscaped and 5.7 million non-landscaped medians.	22.7	22.7	23.0
Sponsorship revenue	\$70,370	\$98,630	\$79,893

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Human Services volunteers support Granite Reef and Via Linda senior centers, Vista del Camino, Paiute Neighborhood Center and Human Services Commission.	626	53,687	\$1,078,035	25.8
Library adult and teen volunteers support library services and programs such as summer reading, children's story time, library shop, shelving materials; includes Library Board and Friends of the Library.	728	40,658	\$816,413	19.5
Parks and Recreation volunteers support special events, trail maintenance, youth coaching and officiating, ongoing programs and community centers. Includes Youth Corps, youth community service, adult probation and sheriff's volunteers and board and commission members.	2,830	47,344	\$950,668	22.8
Preserve volunteers assist with trail patrol, construction and maintenance, educational outreach, trailhead hosts and administration.	400	29,379	\$589,930	14.1
<b>Total</b>	<b>4,584</b>		<b>\$3,435,046</b>	<b>82.2</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

Community Services Planning and Administration manages the operations of the division's departments (Human Services, Library System, Parks and Recreation and Preserve Management). Responsibilities include strategic planning, personnel management, daily operations, budget monitoring and forecasting, capital improvement projects, responding to citizen needs and requests and adhering to City Council direction.

### Strategic Goal(s)



Enhance  
Neighborhoods



Preserve  
Meaningful  
Open Space



Support  
Economic  
Vitality



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- Implement and manage division planning, capital improvement projects, programs, services and financial activities for the Community Services division that reflect the mission, goals and objectives outlined by management, City Council and Scottsdale citizens.
- Respond promptly to inquiries and requests from Scottsdale citizens, City Council and staff and effectively address and resolve issues in an appropriate and timely manner.

### FY 2012/13 Achievements

- Managed the division's FY 2012/13 operating budget to achieve operational savings and reduced costs as part of city's budget balancing initiative.
- Monitored vacant positions, work schedules and coverage resulting in full-time and part-time salary savings.
- Developed the division's General Fund budget for FY 2013/14, reallocating available resources where needed and identifying additional funding requirements, such as repair and maintenance, that were impacted by prior years' budget reductions.

### FY 2013/14 Objectives

- Begin collecting data for completion of Community Services Master Plan.
- Pursue additional marketing and sponsorship opportunities and increase sponsorship revenues at a minimum of 10 percent annually.
- Identify efficiencies through consolidation of Leisure Education classes and programs throughout Community Services.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	396,978	407,878	665,112	257,234
<b>Total Budget</b>	<b>396,978</b>	<b>407,878</b>	<b>665,112</b>	<b>257,234</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	378,233	392,182	395,344	3,162
Contractual Services	15,657	14,434	268,506	254,072
Commodities	3,088	1,262	1,262	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>396,978</b>	<b>407,878</b>	<b>665,112</b>	<b>257,234</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>396,978</b>	<b>407,878</b>	<b>665,112</b>	<b>257,234</b>

#### Budget Notes and Changes

- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- Change in Contractual Services is for the one-time funding to update Community Services Facilities Master Plan, last completed in 2004.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of operating and capital improvement projects managed	2	4	7
Sponsorship revenue	\$70,370	\$98,630	\$79,893

Note: Previous reporting included non-park facilities, which has been corrected.

### Description

Human Services operates the Granite Reef and Via Linda senior centers, the Paiute Neighborhood Center, Vista del Camino and the Community Assistance Office. The two senior centers provide an integrated system of services, resources and opportunities for assisting seniors through recreation, social, health and wellness services. Paiute Neighborhood Center is in 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. Vista helps with unmet crises such as emergency rent, mortgage, utility assistance, food and clothing 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 Section 8 rental assistance to low-income families and offers case management to residents enrolled in the family self-sufficiency program. The office manages Community Development Block Grants (CDBG), HOME federal grants, the operation of the City's housing rehabilitation program and the roof and emergency repair programs.

### Strategic Goal(s)



Enhance  
Neighborhoods



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- Safe and sanitary housing, self-sufficiency, social services, economic growth and reasonable accommodations for persons with disabilities and/or low or moderate-income.
- Create opportunities for people to connect with one another and to the city through social and recreational interaction, volunteering, and emergency/support services.
- Manage federal, state, local and private resources, including the coordination of almost 700 volunteers to respond to human service needs.

### FY 2012/13 Achievements

- Vista del Camino social workers increased one-on-one time with residents for resolution of crisis needs by 714 appointments (35%) from fiscal year FY 2011/12.
- Completed Request for Proposal process for two buildings located at the Paiute Neighborhood Center campus previously occupied by the Ville de Marie School. License agreement for Hirsch Academy was approved by City Council to provide a charter school for K-3 grades for the 2013-2014 school year.
- Secured \$84,898 in local donation and grant funds that provide fee assistance to income eligible families participating in the after-school and summer youth programs.

### FY 2013/14 Objectives

- Complete human services five-year consolidated plan (2015-2019).
- Participate in regional initiatives, such as Aging in Place and Homeless Continuum of Care.
- Complete migration of human services client data to new client-based tracking system.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	71.19	67.94	67.94	0.00
% of City's FTEs			2.80 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	4,063,124	4,127,046	4,244,542	117,496
Grant Funds	9,771,232	9,697,013	12,283,672	2,586,659
Special Programs Fund	323,489	458,207	423,205	(35,002)
<b>Total Budget</b>	<b>14,157,845</b>	<b>14,282,266</b>	<b>16,951,419</b>	<b>2,669,153</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	4,073,224	4,082,747	4,149,472	66,725
Contractual Services	8,993,836	9,960,458	12,165,817	2,205,359
Commodities	236,895	239,061	636,130	397,069
Capital Outlays	853,890	0	0	0
<b>Subtotal Operating Budget</b>	<b>14,157,845</b>	<b>14,282,266</b>	<b>16,951,419</b>	<b>2,669,153</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>14,157,845</b>	<b>14,282,266</b>	<b>16,951,419</b>	<b>2,669,153</b>

### Budget Notes and Changes

- Changes in General Fund are due to Personnel Services citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average. Also, internal services charges increased for personal computer replacement, risk management, and fleet maintenance, fuel and replacement.
- The Grant Funds increase is related to the budgeting mechanism of Community Development Grant (CDBG) and HOME grants. In prior years, these were budgeted centrally for the City. In FY 2013/14, grant funding is included in the Community Services budget, resulting in a budget increase.
- Grant Funds budget is comprised of Section 8 (57%), CDBG (25%), HOME (13%) and local grants (5%).
- Changes in Contractual Services and Commodities are due to netting the increases and decreases in allocation and carryover amounts from year to year in the CDBG, Section 8 Housing, HOME and local grant areas.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
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)  Note: Reduction is due to closing the clothing bank in FY 2011/12. Actuals reflect 1/2 year of the clothing bank at 1,842 units of service.	9,739	8,040	7,969
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)  Note: Declines are due to decreased career center visits and workshop attendance.	6,953	6,634	5,940
Number of units that improve quality of life through education, recreation and socialization (hours of homework tutoring; senior support group attendance; senior fitness center attendance)	32,061	27,835	32,520

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Granite Reef and Via Linda senior center volunteers: Work in daily and weekly programs and facilities such as computer labs, lobby concierge, brown bag, congregate lunches and assisting with many special events.	407	43,277	\$869,002	20.8
Vista del Camino and Paiute Neighborhood Center volunteers: Work in many areas such as the food bank, back-to-school and holiday programs.	212	10,212	\$205,057	4.9
Human Services Commission: Seven member citizen advisory committee appointed by the City Council to provide recommendations to city staff and City Council on human services priorities, programs and funding allocations for Scottsdale Cares, CDBG, HOME, General and Endowment funds.	7	198	\$3,976	0.1
<b>Total</b>	<b>626</b>		<b>\$1,078,035</b>	<b>25.8</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

The Scottsdale Public Library System serves the community by fostering learning, discovery and skill enhancement. With 5 accessible facilities and online resources, the library provides lifelong learning opportunities through book and media collections, cultural and educational programming, electronic resources, innovative technology and knowledgeable staff. Scottsdale libraries teach early literacy skills, foster the love of reading and develop 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.

### Strategic Goal(s)



Enhance  
Neighborhoods

### Services Provided

- Serve 1.4 million people annually with an array of services including books, DVDs, CDs, e-resources, databases, computers, print copier service and adult/youth programs.
- Provide physical and electronic materials used 3.4 million times annually.
- Offer an array of programs for all ages attended by 90,000 people annually.
- Provide public computers accessed 384,000 times annually.

### FY 2012/13 Achievements

- Completed the infrastructure changes needed to enhance and expand bandwidth at all libraries and replaced one self-check machine.
- Received a \$165,000 grant from First Things First Northeast Regional Council for Community-Based Parent Education emphasizing early literacy throughout the Northeast Maricopa region.
- Entered into an agreement with Arizona State University Venture Catalyst to create "Eureka!," a collaborative community co-working space at the library free to anyone with an interest in problem solving, inventing, small business or entrepreneurship.

### FY 2013/14 Objectives

- Market the expanded wireless capacity and higher speeds at public libraries in response to increased customer demand.
- Increase library material usage by using Collection HQ program to guide materials selection.
- Increase adult program attendance by offering more programs aimed at a diverse audience.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	120.30	118.30	118.30	0.00
% of City's FTEs			4.87 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	8,558,890	8,881,545	8,896,897	15,352
Grant Funds	201,941	262,949	18,000	(244,949)
Special Programs Fund	343,416	657,001	343,800	(313,201)
<b>Total Budget</b>	<b>9,104,247</b>	<b>9,801,495</b>	<b>9,258,697</b>	<b>(542,798)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	6,835,996	7,206,735	7,128,414	(78,321)
Contractual Services	875,245	916,538	832,114	(84,424)
Commodities	1,335,881	1,661,222	1,298,169	(363,053)
Capital Outlays	57,125	17,000	0	(17,000)
<b>Subtotal Operating Budget</b>	<b>9,104,247</b>	<b>9,801,495</b>	<b>9,258,697</b>	<b>(542,798)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,104,247</b>	<b>9,801,495</b>	<b>9,258,697</b>	<b>(542,798)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to a reduction of approximately \$129,000 in Grant funding, which is offset by increases of approximately \$49,000 for adjustments to healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Reduction in Contractual Services is due to reduced carryover expenses in Grants from previous year as well as the expiration of some grant funding.
- Reduction in Commodities is primarily due to a decrease in planned expenses for minor equipment in the Discovery Zone funded by the Special Programs Fund.
- Capital Outlays budget reflects elimination of one-time funding for automated self-check machine.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Library check-out rates for physical items (books, CDs, DVDs) per capita  Note: Scottsdale has the highest per capita circulation in the Phoenix metropolitan area and ranks in the upper quartile in the nation. Physical circulation has declined with the shift to e-reading. Physical circulation FY 2011/12 was 3,400,374; FY 2012/13 estimated 3,060,336 and FY 2013/14 projected 2,746,412.	16.5	14.1	12.5
Number of electronic materials checked-out (e-books, e-music and e-movies)  Note: The increase in e-material circulation is trending at 46 percent. The library has added additional e-vendors to supplement and expand the assortment of the regional consortium, which purchases materials from Overdrive.	200,000	289,068	395,265
Participation in adult programs  Note: A staff member is dedicated to re-structuring, planning and enhancing the adult programs offered to increase adult participation.	15,194	15,222	19,205
Attendance at early literacy programs  Note: Increased participation due to Arizona's First Things First program grant for early literacy training for youth and their caregivers. This grant provides four part-time temporary employees: three who work 70 hours a week 10 months a year and one who works 20 hours a week 12 months a year.	41,184	49,015	45,000
Number of people accessing Wi-Fi at the five libraries  Note: The demand for wireless usage has grown 200 percent over the past five years. In FY 2012/13, the library completed a broadband width upgrade to improve the quality of wireless access for customers.	80,051	88,106	101,265
Public computers usage  Note: Public computer usage is trending down as Wi-Fi usage increases due to people using their wireless devices. In response to this trend, the library removed 10 public computers from its inventory.	473,985	390,892	307,143

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Adult Volunteers: Supplement library services for library shops, book and media shelving, children's story times and other assistance as needed by individual branches. Volunteers also serve on the Library Board and Friends of the Library.	424	33,411	\$670,893	16.1
Teen Volunteers: Support the library's summer reading program by assisting library staff with registrations, prize handouts and customer service.	304	7,247	\$145,520	3.5
<b>Total</b>	<b>728</b>		<b>\$816,413</b>	<b>19.6</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."





FY 2013/14 Adopted Budget

### Description

Parks and Recreation delivers 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 leisure classes and programming at the highest standards and to contributing to the health and wellness of the community. Staff manages and maintains 975 acres of developed parks, 528 acres 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.

### Strategic Goal(s)



Enhance Neighborhoods



Preserve Meaningful Open Space



Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Operate and maintain 21 neighborhood parks covering 162 acres that provide primary recreation services, which are easily accessible and serve local residents within a 15-minute walking distance radius.
- Operate and maintain 13 community parks totaling 560 acres that typically include a community center to serve intergenerational activities, lighted recreational amenities and sports fields that serve large regional areas of the City.
- Operate and maintain eight specialty parks totaling 253 acres that preserve significant unique features of the community, ranging from large natural preserves to historic and specialized features, such as Pinnacle Peak Park and McCormick-Stillman Railroad Park. These parks draw local, national and international recognition and visitors.
- Operate and manage all aspects of a variety of specialty facilities, programs and services including eight after school programs, five community centers, four aquatic centers, three sports complexes, Scottsdale Stadium, leisure education programs, youth and adult sports, adapted recreation services for persons of all ages with disabilities, youth and family services, citywide landscape contracts, irrigation systems and aquatic lakes and fountains.
- Manage an intergovernmental agreement with Scottsdale Unified School District to allow for additional school ball field use for community youth sports groups at 10 neighborhood park sites that adjoin schools.

### FY 2012/13 Achievements

- Completed a strategic planning process defining objectives and strategies to guide management and staff for the next several years.
- Aquatics was selected as the "Best Overall Commitment to Aquatics" by "Aquatics International" magazine for meeting the needs of the community, innovative thinking, staff training and marketing/outreach.
- Scottsdale was named one of the "Top 10 Soccer Cities" by Livability.com, a national website that highlights more than 500 of America's best places to live and visit. Scottsdale made the list not only for its impressive, well-maintained complexes and large clubs but also for the community's overall commitment to soccer and youth sports.
- George "Doc" Cavalliere Park captured the Valley Forward Association's "Environmental Excellence" top award, the Crescordia, recognizing the park's design and construction within a sensitive desert environment.
- For the sixth consecutive year, Scottsdale was named one of the "100 Best Communities for Young People" by America's Promise, the largest youth alliance in the country in Washington, DC. Scottsdale is one of only 19 communities that have won each year since the inception of the program six years ago.

### FY 2013/14 Objectives

- Complete renovation of community center used to serve persons of all ages with various disabilities.
- Continue the effort to prepare and document compliance with 144 standards of excellence and successfully obtain Commission for Accreditation of Park and Recreation Agencies (CAPRA) re-accreditation for the 20th consecutive year in FY 2013/14.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	261.97	261.99	261.99	0.00
% of City's FTEs			10.78 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	18,305,961	20,280,857	19,594,344	(686,513)
Special Programs Fund	1,612,222	1,552,387	1,914,340	361,953
Transportation/HURF Fund	739,976	1,052,426	1,050,671	(1,755)
<b>Total Budget</b>	<b>20,658,159</b>	<b>22,885,670</b>	<b>22,559,355</b>	<b>(326,315)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	13,067,859	13,759,682	13,937,370	177,688
Contractual Services	5,223,067	5,918,808	6,166,990	248,182
Commodities	2,097,733	2,109,180	2,199,995	90,815
Capital Outlays	269,257	16,000	0	(16,000)
<b>Subtotal Operating Budget</b>	<b>20,657,916</b>	<b>21,803,670</b>	<b>22,304,355</b>	<b>500,685</b>
Operating Projects	243	1,082,000	255,000	(827,000)
<b>Total Budget</b>	<b>20,658,159</b>	<b>22,885,670</b>	<b>22,559,355</b>	<b>(326,315)</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Special Programs Fund increase in Contractual Services and Commodities is for special revenue funding of maintenance and renovation projects for Youth Sports Field Allocation, Sponsored Aquatic Teams, McCormick Stillman Railroad Park and the Handlebar Helpers bike shop.
- Operating Projects decreased due to the elimination of FY 2012/13 one-time funding for deferred facility and equipment maintenance and replacement needs, which were all funded by General Fund, contributing to the overall decrease in General Fund expenditures.

Performance Measures	Actual 2011/12	Actual 2012/13	Projected 2013/14
Acres of parks maintained per employee Note: Last year projected 2012/13 value of 15.28 acres per employee included non-park facilities. Revised number of acres and staff reflect revised data of 796 acres maintained by 60.75 FTE.	13.1	13.1	13.1
Medians maintained (square feet in millions) Note: Includes non-landscaped (litter removal only) and landscaped medians, which are maintained through a cost-effective combination of city staff and outside contractors. FY 2012/13 includes 17.0 million square feet of landscaped and 5.7 million non-landscaped medians. In FY 2013/14 is increasing due to the addition of the Crosscut Canal, Thomas Road streetscape and new Park and Ride projects.	22.7	22.7	23.0
Adult registered program and service participants (unduplicated) Note: Calculated using CLASS system adult registration for programs and services, including adult leagues. Revised Actual 2011/12 accordingly.	37,500	26,307	40,200
Youth registered program and service participants (unduplicated)	20,000	15,784	20,000
Parks and Recreation total revenue (millions)	\$5.6	\$5.4	\$5.7
Percentage of budget contracted out	25%	25.8%	27.1%

Volunteer Hours	# 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.	1,469	25,136	\$504,731	12.1
Adult probation and sheriff's volunteers: Perform court-ordered community restitution by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	389	6,234	\$125,179	3.0
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.	578	3,093	\$62,107	1.5
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.	387	12,701	\$255,036	6.1
Board and commission members: Serve as citizen advisory committee appointed by the City Council to provide recommendations to city staff and City Council on parks and recreation programs and priorities.	7	180	\$3,614	0.1
<b>Total</b>	<b>2,830</b>		<b>\$950,667</b>	<b>22.8</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### 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 Scottsdale McDowell Sonoran Preserve with an extensive network of public trails and access points.

### Strategic Goal(s)



Preserve  
Meaningful  
Open Space



Value Scottsdale's  
Unique Lifestyle and  
Character

### Services Provided

- Protect the native plant and animal habitat through appropriate land management practices.
- Provide public access for non-motorized recreational uses via an interconnected network of well-maintained multiple-use trails and trailhead access points.
- Provide trail information to the public via printed and online maps, allowing them to safely access and navigate the preserve trails system.

### FY 2012/13 Achievements

- Acquired 6,400 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter grant program.
- Opened Tom's Thumb Trailhead and coordinated construction of the Brown's Ranch Trailhead.
- Opened 55 miles of trails in the northern Preserve area that were built or rebuilt per the Trails Master Plan.
- Initiated the assessment of the existing trails in the newly acquired northern Preserve area in comparison to the Trails Master Plan approved by the City Council in August 2012.
- Reorganized staff resources to focus on specific Preserve areas (south, central and north) due to the large expansion of Preserve acreage in the past three years.

### FY 2013/14 Objectives

- Acquire 2,400 acres of mountainous State Trust land in the southern area of the Preserve.
- Complete Browns Ranch Trailhead and the first phase of two trailheads north of Dynamite: Granite Mountain and Fraesfield.
- Field locate and complete first phase of construction of the northern Preserve trails.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	274,170	282,579	288,332	5,753
<b>Total Budget</b>	<b>274,170</b>	<b>282,579</b>	<b>288,332</b>	<b>5,753</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	210,285	198,874	193,866	(5,008)
Contractual Services	39,145	63,755	67,766	4,011
Commodities	24,740	19,950	26,700	6,750
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>274,170</b>	<b>282,579</b>	<b>288,332</b>	<b>5,753</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>274,170</b>	<b>282,579</b>	<b>288,332</b>	<b>5,753</b>

#### Budget Notes and Changes

- Overall budget remains relatively flat; internal service charges increased for fleet maintenance, replacement and fuel costs, and minor increase in commodities for maintenance tools and materials.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Acres added to the preserve	4,400	6,400	2,400
Provide access to the preserve (number of visitors)	300,000	392,400	500,000

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts and administrative.	400	29,379	\$589,930	14.1
<b>Total</b>	<b>400</b>		<b>\$589,930</b>	<b>14.1</b>

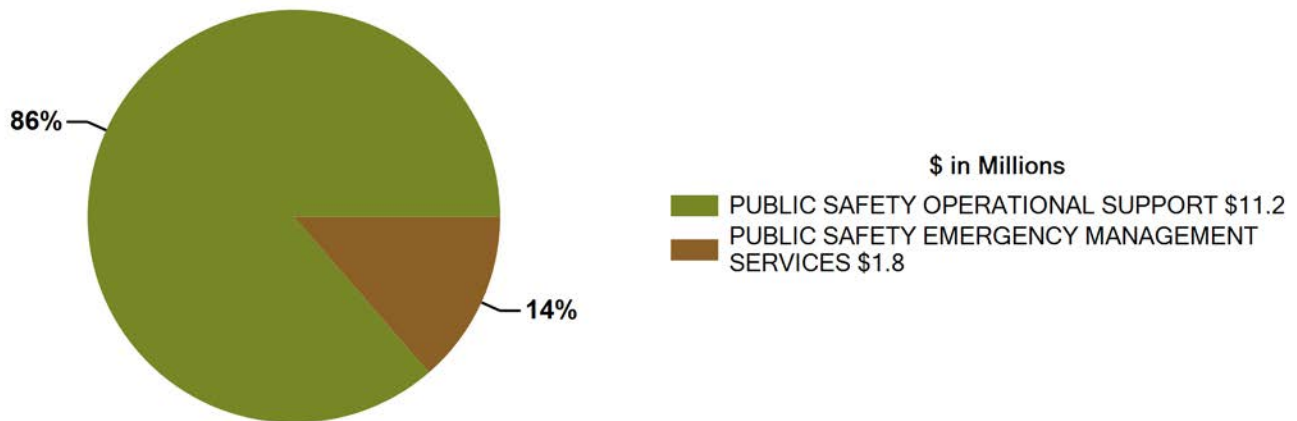
"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget



**FY 2013/14 Adopted Budget**

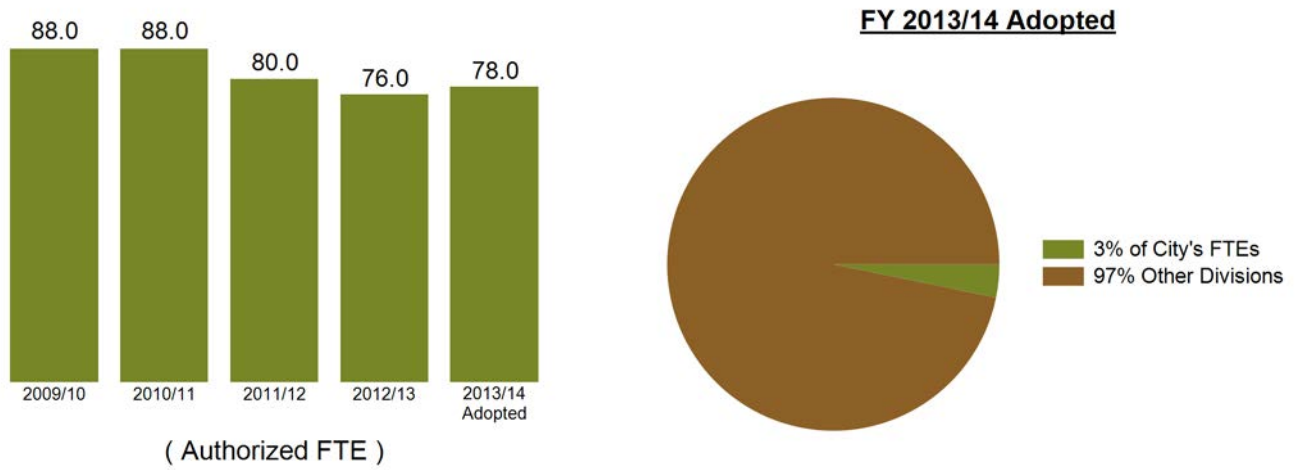


<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
PUBLIC SAFETY OPERATIONAL SUPPORT SERVICES	9,393,992	10,193,475	11,245,951	1,052,476
PUBLIC SAFETY EMERGENCY MANAGEMENT SERVICES	2,092,837	2,265,736	1,777,780	(487,956)
<b>Total Budget</b>	<b>11,486,829</b>	<b>12,459,211</b>	<b>13,023,731</b>	<b>564,520</b>

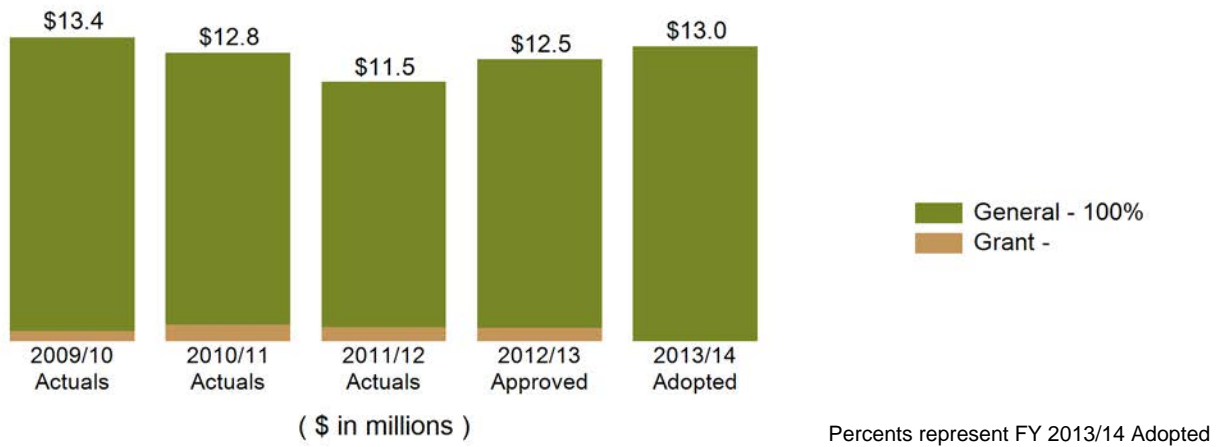


FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Description**

The Public Safety Division comprises the Fire, Police and Public Safety departments. The Public Safety Department supports both the Police and Fire departments, and provides a common infrastructure supporting core public safety functions. The department consists of two areas, Operational Support Services and Emergency Management. Operational Support Services includes Resource Management, Personnel Services, Planning, Research and Accreditation, Technology, Records, Crime Analysis and Budget Services. Emergency Management Services include Municipal Security, Special Event Planning and Emergency Management.

**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability

**Services Provided**

- Prepares and manages budgets for both the Police and Fire departments.
- Support Fire and Police assets and services including equipment, supplies, vehicles, facilities, radios and 911 communications center.
- Manages citywide security including facility alarm monitoring and access control.
- Coordinates and maintains the city's emergency operations and continuation of operations plans.

**FY 2012/13 Achievements**

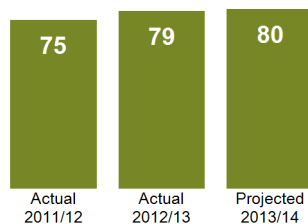
- Launched TipSoft, which allows citizens to submit crime tips anonymously online or via mobile devices.
- Performed more than 4,400 customer service transactions in support of the City identification badge and facility access control program.
- Launched the Emergency Operations Center (EOC) into full operational capacity, including training to city staff on operations and functions of the center, personnel responsibilities and communication requirements.
- Implemented Leads-Online which tracks all pawn and second hand store transactions resulting in the reduction of criminal behavior.
- Identified commonalities between Police and Fire resulting in consistent processes.

**FY 2013/14 Objectives**

- Promote collaboration for effective prioritization of projects and distribution of workload between both departments.
- Improve processes and operational efficiencies that align with city standards and regulations.
- Ensure Public Safety personnel provide excellent customer service in meeting the needs of the Police and Fire departments.
- Address safety levels in citywide security services, emergency preparedness and special event planning.

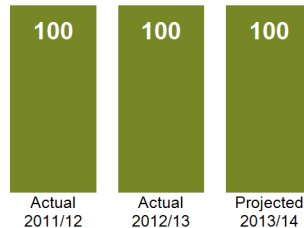
**Charted Performance Measures**

**Recruitment Applications Screened (Percentage)**



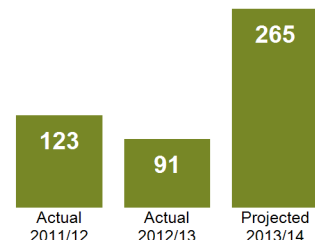
Percentage of recruitments applications screened within 10 days of recruitment closing date.

**Technology Requests Fulfilled within 60 Minutes (%)**



Percentage of Public Safety technology service requests responded to within 60 minutes.

**Grant Funds Awarded (\$ in thousands)**



Total funding from federal, state, local and tribal governments.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	80.00	76.00	78.00	2.00
% of City's FTEs			3.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	10,853,044	11,865,391	13,023,731	1,158,340
Grant Funds	633,785	593,820	0	(593,820)
<b>Total Budget</b>	<b>11,486,829</b>	<b>12,459,211</b>	<b>13,023,731</b>	<b>564,520</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	5,615,167	5,862,742	6,287,431	424,689
Contractual Services	3,898,942	4,893,893	5,092,479	198,586
Commodities	1,509,516	1,702,576	1,643,821	(58,755)
Capital Outlays	463,203	0	0	0
<b>Subtotal Operating Budget</b>	<b>11,486,829</b>	<b>12,459,211</b>	<b>13,023,731</b>	<b>564,520</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>11,486,829</b>	<b>12,459,211</b>	<b>13,023,731</b>	<b>564,520</b>

#### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Staffing changes are the result of moving 2.0 FTE from Fire Administrative Services cost center into Public Safety Operational Support Services.
- Decrease in grant funds is due to available funding for Emergency Management.
- Increase in Contractual Services is due to citywide municipal security and animal control contract increases.
- Decrease in Commodities is due to moving equipment for fire specialty units to new cost centers in the Fire Department.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Percentage of background checks processed (responded to) within 2 business days. Note: In 2012, 2,966 background checks were requested and 1,799 were completed within 2 business days.	80%	61%	100%
Percentage of citation book requests fulfilled within 1 business day. Note: All of the 1,359 citation book requests (movers and parkers) were fulfilled within 1 business day.	100%	100%	100%
Percentage of special event plans reviewed and approved in accordance with city requirements. Note: 283 special event plans were reviewed in 2012, an increase of 21% from 2011.	100%	100%	100%



FY 2013/14 Adopted Budget

### Description

Emergency Management Services comprises Emergency Management and Emergency Preparedness. The Emergency Management section 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. The Emergency Preparedness section works closely with Emergency Management on planning activities with a focus on emergency and operational preparedness and planning for major events located within Scottsdale's city limits. This section also manages the city's workplace and facility security programs.

### Strategic Goal(s)



### Services Provided

- Coordinates and maintains the city's emergency operations and continuation of operations plans.
- Trains residents and businesses in emergency preparedness through the "Ready Scottsdale" program.
- Plan and coordinate Public Safety support for major events.
- Manages citywide security including facility alarm monitoring and access control.

### FY 2012/13 Achievements

- Performed more than 4,400 customer service transactions in support of the city identification badge and facility access control program.
- Launched the Emergency Operations Center (EOC) into full operational capacity, which included training to city staff on operations and functions of the center, personnel responsibilities and communication requirements.
- Reviewed more than 200 special event plans and scheduled more than 23,000 hours of event and off-duty staffing.
- Delivered 14 Community Emergency Preparedness Training sessions to more than 130 business and community members and conducted two Community Emergency Response Team classes to 60 participants.

### FY 2013/14 Objectives

- Solicit grant funding from the Federal Emergency Management Administration and/or other sources for emergency management and public safety.
- Provide emergency preparedness training opportunities for staff members and citizens.
- Enhance special event management capabilities to ensure the safety of citizens and attendees.
- Review and administer security policies and procedures as part of a comprehensive security program to protect city personnel and assets.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	10.00	11.00	11.00	0.00
% of City's FTEs			0.45 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	1,459,052	1,671,916	1,777,780	105,864
Grant Funds	633,785	593,820	0	(593,820)
<b>Total Budget</b>	<b>2,092,837</b>	<b>2,265,736</b>	<b>1,777,780</b>	<b>(487,956)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	838,611	1,043,511	1,039,817	(3,694)
Contractual Services	628,460	1,105,784	723,176	(382,608)
Commodities	166,475	116,441	14,787	(101,654)
Capital Outlays	459,292	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,092,837</b>	<b>2,265,736</b>	<b>1,777,780</b>	<b>(487,956)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,092,837</b>	<b>2,265,736</b>	<b>1,777,780</b>	<b>(487,956)</b>

#### Budget Notes and Changes

- Decrease in Commodities due to moving Fire Resources specialty equipment into a new Fire Division cost center

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
The total grant funding received for emergency management and public safety. Note: Available federal funds decreased significantly between FY 2011/12 and FY 2012/13.	\$1,200,000	\$91,000	\$265,000
Percent of special event plans reviewed and approved in accordance with city requirements. Note: 283 special event plans were reviewed in FY 2012/13, a 21 percent increase from FY 2011/12.	100%	100%	100%



FY 2013/14 Adopted Budget

### Description

Public Safety Operational Support Services comprises Resource Management, Personnel Services, Technology, Records, Crime Analysis, Planning, Research and Accreditation, and Budget and Management Services, providing a common infrastructure to support the core operational functions of both the Police and Fire departments.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Prepares and manages budgets for the Police and Fire departments.
- Coordinates accreditation compliance, manages the division's strategic plans and completes special projects including policy development.
- Recruits and hires the most qualified sworn and civilian personnel to maintain full staffing levels in order to provide a high level of customer service.
- Supports both Fire and Police assets including equipment, supplies, vehicles, facilities and radios.
- Responds to public record, media and subpoena requests as well as requests from the City Attorney and other governmental agencies.
- Systematically analyzes data to identify patterns and trends in crime, and creates bulletins, maps and link charts to assist Public Safety personnel.
- Supports more than 70 separate technologies including applications, hardware/software and other specialized solutions.

### FY 2012/13 Achievements

- Launched TipSoft, which allows citizens to submit crime tips anonymously online or via mobile devices.
- Implemented a new Public Safety Facebook page to enhance community relations.
- Implemented Leads-Online which tracks all pawn and second hand store transactions resulting in the reduction of criminal behavior.
- Identified commonalities between Police and Fire resulting in consistent processes.
- Upgraded mobile laptops, which improved communication and performance for field personnel.

### FY 2013/14 Objectives

- Continue to strengthen the collaborative public safety culture and maintain consistency in procedures across departments.
- Monitor Public Safety budgets to ensure fiscal responsibility.
- Provide timely operational support and efficient resource allocation.
- Enter all received citations within 2 business days.
- Develop meaningful performance measures for both the Police and Fire departments.
- Establish efficient recruitment processes.
- Maintain reliable Public Safety server "uptime".
- Respond to all Public Safety technology service requests within 60 minutes.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	70.00	65.00	67.00	2.00
% of City's FTEs			2.76 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	9,393,992	10,193,475	11,245,951	1,052,476
<b>Total Budget</b>	<b>9,393,992</b>	<b>10,193,475</b>	<b>11,245,951</b>	<b>1,052,476</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	4,776,556	4,819,231	5,247,614	428,383
Contractual Services	3,270,482	3,788,109	4,369,303	581,194
Commodities	1,343,042	1,586,135	1,629,034	42,899
Capital Outlays	3,912	0	0	0
<b>Subtotal Operating Budget</b>	<b>9,393,992</b>	<b>10,193,475</b>	<b>11,245,951</b>	<b>1,052,476</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,393,992</b>	<b>10,193,475</b>	<b>11,245,951</b>	<b>1,052,476</b>

### Budget Notes and Changes

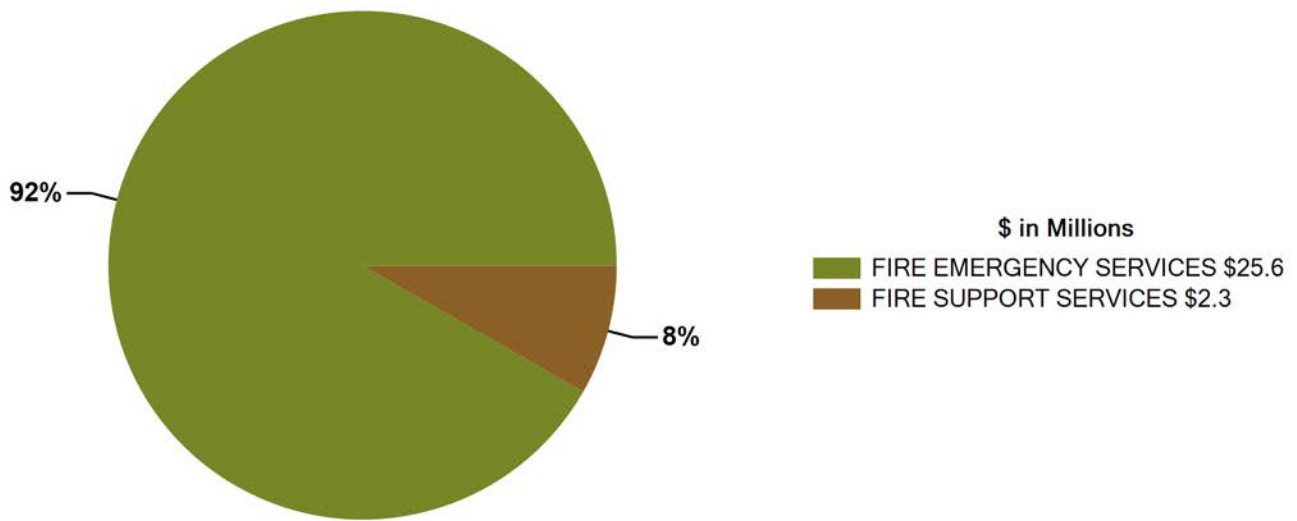
- Changes in Personnel Services are due to citywide increases in health care and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Staffing changes are the result of moving 2.0 FTE from Fire Administrative Services to Public Safety Operational Support Services.
- Contractual Services changes are the result of increases related to Police software as well as the addition of a fire department software maintenance agreement.
- Increase in Commodities is to support Police uniform replacement costs.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Percentage of Public Safety technology service requests responded to within 60 minutes Note: All of the 4,264 requests were met with a response within 60 minutes.	100%	100%	100%
Percent of employment recruitments that completed screening of all applications within 10 days of recruitment closing date Note: Public Safety Personnel Unit assumed responsibility for all Police and Fire department recruitments in October 2011.	75%	79%	80%
Percentage of background checks processed (responded to) within 2 business days Note: This tracks requests from outside agencies/businesses for pre-employment background checks. The decrease in checks completed is attributed to vacancies in records specialists. The area is now fully staffed, and will increase attention to completing requests within the target of 2 business days.	80%	61%	100%
Percentage of citation book requests fulfilled within 1 business day	100%	100%	100%



FY 2013/14 Adopted Budget

FY 2013/14 Adopted Budget



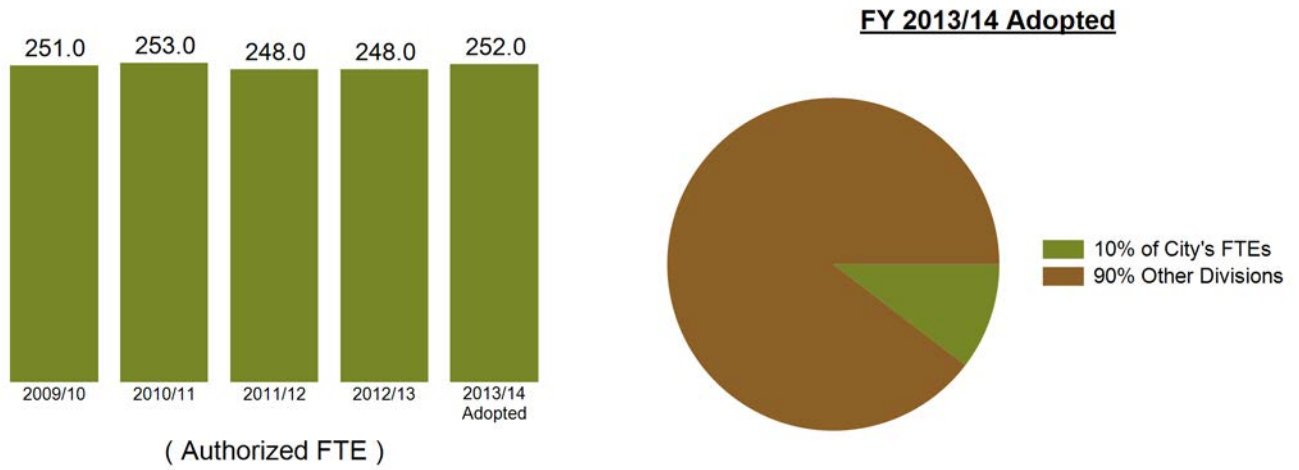
Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
FIRE EMERGENCY SERVICES	22,019,252	24,385,976	25,620,349	1,234,373
FIRE SUPPORT SERVICES	2,104,176	2,223,389	2,307,772	84,383
<b>Total Budget</b>	<b>24,123,428</b>	<b>26,609,365</b>	<b>27,928,121</b>	<b>1,318,756</b>



FY 2013/14 Adopted Budget



**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The Scottsdale Fire Department reduces the incidence and severity of emergencies through timely, skilled and compassionate service. The department responds to all hazards including fire, emergency medical, chemical, biological, nuclear and radiologic, wild land and technical rescue incidents. The department derives its objectives through the development and review of its strategic plan and standard of cover planning documents in accordance with the City Council's mission and goals. The department accomplishes objectives within a systematic approach that allows for and relies on the redundancy of resources within an "automatic aid" system that assures that the closest appropriate resource, regardless of jurisdiction, is dispatched to the incident. The Fire Chief provides leadership, direction and oversight for all personnel, programs and functions, community outreach and connectivity, recommendations regarding emergency resource deployment, employee development and support within the system.

### Strategic Goal(s)



Enhance  
Neighborhoods

### Services Provided

- Emergency Services provides advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection/rescue and other technical rescue operations directly to Scottsdale residents and visitors.
- The Fire and Life Safety Division conducts new construction plan reviews, fire safety occupancy inspections and cause of fire investigations.
- Public Education representatives deliver outreach programs to Scottsdale citizens and deliver fire, medical and overall community safety messages.
- Professional Services assures the required training and support of personnel, professional development, certifications and programs for fire, special operations and emergency medical services.

### FY 2012/13 Achievements

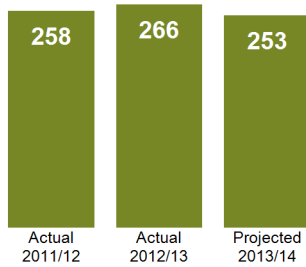
- Utilized a dynamic staffing deployment of a 40-hour peak time company allowing greater capability in addressing high call volume and company training schedules.
- Presented to the City Council Ordinance #4045 and Resolution #9217, which adopted the 2012 International Fire Code and Scottsdale amendments.
- Worked collaboratively with Scottsdale Healthcare to acquire 27 new heart monitors that transmit critical data to emergency room physicians in an ongoing effort to reduce the impacts of heart attacks.
- Scottsdale Fire Fighter Paramedics provided customers with direct patient care from their home or place of incident to the hospital emergency room 98% of the time.

### FY 2013/14 Objectives

- Decrease response times to emergency calls through strategic deployment.
- Increase the percentage of working fires confined to the room of origin in a residence or business through aggressive firefighting techniques.
- Improve the number of patients who attain a return of spontaneous circulation after suffering an out of hospital cardiac arrest through innovative training.
- Increase the number of building inspections at high-risk occupancies in accordance with industry standards and cooperative partnerships.
- Increase community outreach to provide more public education opportunities to demonstrate all the fire department services available to the community.

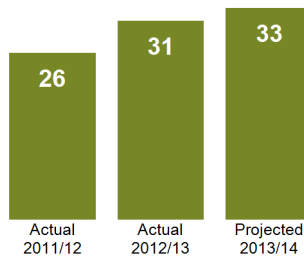
**Charted Performance Measures**

**Average Time (in seconds)**



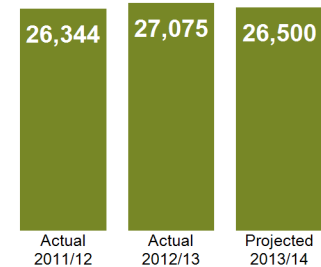
Average travel time to emergency calls that include engines, ladders and ladder tenders.

**Cardiac Save Rate (The Arizona Average is 17.1 Percent)**



Percent of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse

**Incidents**



Total incidents reflects the total number of emergency calls responded to within the City of Scottsdale

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	248.00	248.00	252.00	4.00
% of City's FTEs			10.37 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	23,967,147	25,989,153	27,927,821	1,938,668
Grant Funds	150,000	0	0	0
Special Programs Fund	6,281	620,212	300	(619,912)
<b>Total Budget</b>	<b>24,123,428</b>	<b>26,609,365</b>	<b>27,928,121</b>	<b>1,318,756</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	21,520,386	22,596,199	23,610,398	1,014,199
Contractual Services	2,552,020	3,343,376	4,205,487	862,111
Commodities	51,022	51,073	82,236	31,163
Capital Outlays	0	0	30,000	30,000
<b>Subtotal Operating Budget</b>	<b>24,123,428</b>	<b>25,990,648</b>	<b>27,928,121</b>	<b>1,937,473</b>
Operating Projects	0	618,717	0	(618,717)
<b>Total Budget</b>	<b>24,123,428</b>	<b>26,609,365</b>	<b>27,928,121</b>	<b>1,318,756</b>

**Budget Notes and Changes**

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Noted differences in the Fire Department budget are the result of moving resources to public safety as well as the addition of six new cost centers to support specialty units.
- The increase in Contractual Services is due to internal service charges in property, liability & workers' compensation and fleet replacement; additional budget is also included as part of an agreement with Mesa Community College for educational opportunities.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Percent of fires confined to room of origin Note: This measures the effectiveness of confining fires. There is direct impact to property saved and or lost, and can be correlated to fire caused death or injuries. The goal is to limit fire spread to the room of origin 80% of the time.	78.2%	90%	90%
Unit availability rate Note: This is the percentage of time that the assigned (first-due) company is available to respond to an incident within its district. A high unit availability rate decreases response time and increases positive outcomes. The department's goal is 80% availability rate. For FY 2011/12 the totals were 20,769 out of 25,641 (81%).	81%	80%	81%
Total number of building inspections and fire plans reviewed Note: Industry standard is to be in every target hazard once a year and every business once every 3 years.	12,500	11,000	12,500
Number of Public Education and Outreach Contacts Note: This is the total number of contacts made in a classroom or one-on-one setting, as well as educational opportunities with the public. An important element of fire and injury prevention is education, training and/or awareness of services.	34,000	36,113	36,000



FY 2013/14 Adopted Budget

### Description

Fire Emergency Services consists of Field Operations and 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 advanced life support to ill or injured citizens, structural fire suppression, wildland fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue and technical rescue operations.

### Strategic Goal(s)



Enhance  
Neighborhoods

### Services Provided

- Provide advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection/rescue and other technical rescue operations directly to residents and visitors.
- Provides required training to the department's personnel to ensure maintenance of the required medical certifications and Occupational Safety and Health Act compliance.
- Support fire services to the Phoenix Metropolitan area through the Phoenix Regional Dispatch Center and its associated automatic aid agreement.
- Coordinate and conduct training to meet the requirements established by the nationally recognized Insurance Service Organization.

### FY 2012/13 Achievements

- Maintained an average of 4 minutes and 18 seconds of travel time when responding to emergency incidents within the City.
- Maintained certification and education requirements for 236 sworn 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 in areas of wildfire exposure.
- Enhanced electronic reporting of emergency medical services (EMS) and fire company activities including patient care, training, equipment maintenance, community outreach, and program support activities reducing paper records and improving customer service.
- Deployed four members of the department to Utah to support local resources during the Clay Springs wildfire.

### FY 2013/14 Objectives

- Improve the average travel time for responding fire companies to emergency incidents.
- Deliver out-of-hospital cardiac arrest patients to the doors of an emergency room with a pulse at or above the Arizona average, utilizing advanced cardiac care by fire department paramedics.
- Ensure firefighters receive at least the minimum annual required continuing education training hours in an economically conservative manner for all disciplines.
- Research and implement programs and practices aimed at reducing employee injuries and enhancing employee total wellness.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	229.00	229.00	232.00	3.00
% of City's FTEs			9.55 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	21,869,252	23,767,259	25,620,349	1,853,090
Grant Funds	150,000	0	0	0
Special Programs Fund	0	618,717	0	(618,717)
<b>Total Budget</b>	<b>22,019,252</b>	<b>24,385,976</b>	<b>25,620,349</b>	<b>1,234,373</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	19,608,704	20,596,668	21,553,102	956,434
Contractual Services	2,404,175	3,164,732	4,030,030	865,298
Commodities	6,373	5,859	37,217	31,358
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>22,019,252</b>	<b>23,767,259</b>	<b>25,620,349</b>	<b>1,853,090</b>
Operating Projects	0	618,717	0	(618,717)
<b>Total Budget</b>	<b>22,019,252</b>	<b>24,385,976</b>	<b>25,620,349</b>	<b>1,234,373</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- The shown difference in full time employees is the result of eliminating the Fire Administrative Services cost center thus transferring positions to Field Operations.
- The increase in Contractual Services is due to internal service charges in property, liability & workers' compensation and fleet replacement; additional budget is also included as part of an agreement with Mesa Community College for educational opportunities.
- The difference in Commodities is the result of adding six cost centers to support fire specialty units. The increase also reflects specialty items that were previously allocated in the Fire Resource center.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
<b>Travel time in minutes (En-route to on-scene)</b> Note: This is the average travel time in minutes to emergency calls. It is calculated for Code 3 calls (lights and sirens) from the time the unit goes en route on the Mobile Dispatch Terminal (the onboard computer) to the time they acknowledge arriving on scene through the terminal. Brain death and flash over in fires begins between 4 and 6 minutes (240 to 360 seconds).	4:18	4:26	4:13
<b>Total Incidents</b> Note: This is the number of incidents (calls) responded to by the Scottsdale Fire Department. This is an indicator of the workload volume of overall emergency response services provided to the community and its neighbors, and includes emergency medical services, technical rescues, hazardous materials, aircraft emergencies, fire alarms, canceled and good intent calls.	26,344	27,075	26,500
<b>Cardiac Save Rate</b> Note: Also called the return of spontaneous circulation, this is the percentage of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse. This is directly correlated with travel time, public education and advanced life support skills. The total number of codes treated in FY 2011/12 was 140.	26%	31%	33%





FY 2013/14 Adopted Budget

### Description

Fire Support Services includes 3 major programs: Administrative Support, Fire and Life Safety and Community Relations. Administrative Support is responsible for scheduling, safety and wellness of the department. Fire and Life Safety is responsible for the delivery of fire prevention services to the community through risk evaluation, plan review, occupancy safety inspections and fire cause investigations. Community Relations is responsible for community outreach and education.

### Strategic Goal(s)



### Services Provided

- Respond to all emergency and non-emergency requests for service as well as determining the cause of a fire and loss impacts on the community.
- Deliver educational outreach programs through volunteers and fire department resources, in an effort to address the safety and health issues of the citizens.
- Provide support for internal programs that address injury and wellness issues.

### FY 2012/13 Achievements

- Coordinated a volunteer program with nearly 120 volunteers that contributed more than 7,500 hours of community outreach, education, deliveries and administration.
- Remained a major player in the regional Maricopa County Wild Land Preparedness Plan and training as well as implementation of Community Firewise programs.
- Focused on conducting high-risk target inspections for educational and institutional facilities and worked closely with Scottsdale Unified School District (SUSD) to conduct inspections in support of major remodeling and construction of all SUSD high schools in the city.
- Conducted follow-up educational and injury prevention programs for Scottsdale's pre-school, elementary, middle and high schools.
- Participated in numerous community outreach programs to provide information on fire department services, neighborhood and home safety initiatives and defensible space/wild land prevention methods for community and HOA management groups; efforts impacted more than 36,100 residents.

### FY 2013/14 Objectives

- Identify and implement initiatives to continue reducing injuries to on-duty fire department employees.
- 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 fire department's logistical and community education needs.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	19.00	19.00	20.00	1.00
% of City's FTEs			0.82 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	2,097,895	2,221,894	2,307,472	85,578
Special Programs Fund	6,281	1,495	300	(1,195)
<b>Total Budget</b>	<b>2,104,176</b>	<b>2,223,389</b>	<b>2,307,772</b>	<b>84,383</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,911,682	1,999,531	2,057,296	57,765
Contractual Services	147,845	178,644	175,457	(3,187)
Commodities	44,648	45,214	45,019	(195)
Capital Outlays	0	0	30,000	30,000
<b>Subtotal Operating Budget</b>	<b>2,104,176</b>	<b>2,223,389</b>	<b>2,307,772</b>	<b>84,383</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,104,176</b>	<b>2,223,389</b>	<b>2,307,772</b>	<b>84,383</b>

#### Budget Notes and Changes

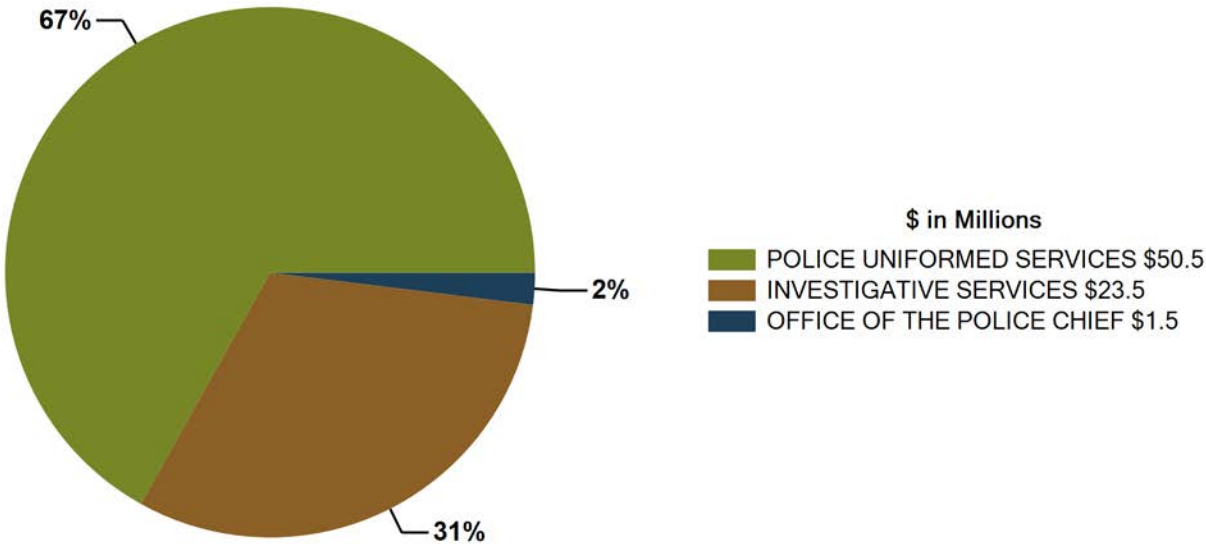
- Differences are the result of eliminating the Administrative Services center and transferring the Resource Management center to the Public Safety Division budget.
- Difference in contractual services is the result of moving base telephone and software maintenance costs to the Public Safety division budget.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Property Saved in Response to a Fire (\$ in millions) Note: The potential total value of property involved in a fire but not damaged. It is calculated by using the current Zillow.com appraised value of the land where the structure resides.	\$52.6	\$55.0	\$60.0
Property Loss Due to a Fire (\$ in millions) Note: The total value of property damaged due to a fire, calculated using the current Zillow.com appraised value.	\$2.9	\$5.0	\$5.0
Work Related Injuries Note: Reportable injuries to fire department employees including all types of injuries sustained on duty.	25	32	30
Fire Caused Deaths/Injuries Note: Total number of deaths and injuries to citizens and firefighters due to a fire, or related to extinguishing a fire.	0/8	0/10	0/10

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Fire department volunteers provide administrative and community outreach support. Administrative duties include mail and equipment deliveries and clerical duties to 15 fire department locations. Volunteers provide community education to adults through "Hands-Only CPR" presentations, "Ready Scottsdale," an emergency preparedness program and the "Home Safe Home" senior fall prevention initiative. Volunteers also provide water and fire safety education to school-aged children, and represent the department at community and city special events.	120	7,561	\$151,825	3.6
<b>Total</b>	<b>120</b>		<b>\$151,825</b>	<b>3.6</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."

FY 2013/14 Adopted Budget

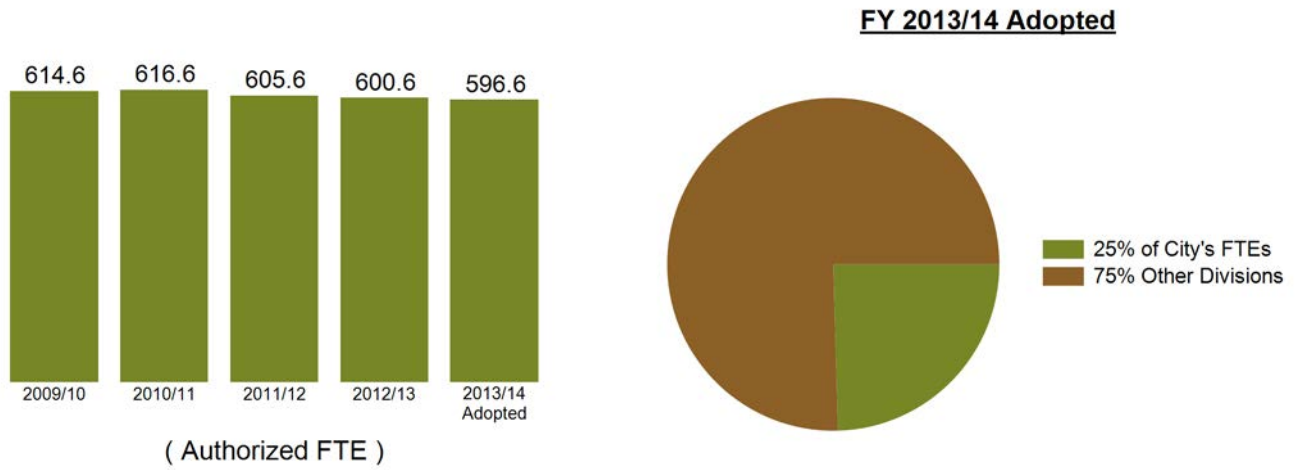


Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
POLICE UNIFORMED SERVICES	48,091,748	49,145,546	50,514,651	1,369,105
INVESTIGATIVE SERVICES	21,658,797	23,492,372	23,529,557	37,185
OFFICE OF THE POLICE CHIEF	1,932,118	1,907,290	1,470,538	(436,752)
<b>Total Budget</b>	<b>71,682,663</b>	<b>74,545,208</b>	<b>75,514,746</b>	<b>969,538</b>



FY 2013/14 Adopted Budget

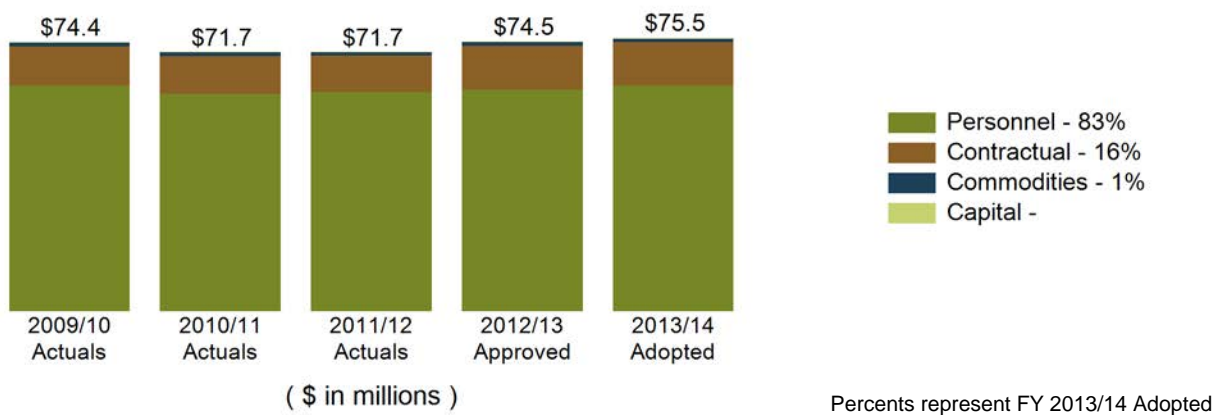
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Description**

The Police Department provides efficient and effective police service throughout the community. The Police Department confronts community crime, responds to community needs and actively seeks citizen involvement and partnerships. The department consists of three areas: Office of the Police Chief, Uniformed Police Services and Investigative Services.

**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability

**Services Provided**

- Respond promptly to all emergency and non-emergency calls for police service.
- Provide crime reduction strategies and citizen education through neighborhood partnerships and community outreach.
- Provide law enforcement and related investigations to reduce traffic collisions.
- Collaborate with federal, state and local law enforcement agencies in multi-disciplinary approaches to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crime trends resulting in the identification, arrest and prosecution of multiple repeat offenders.

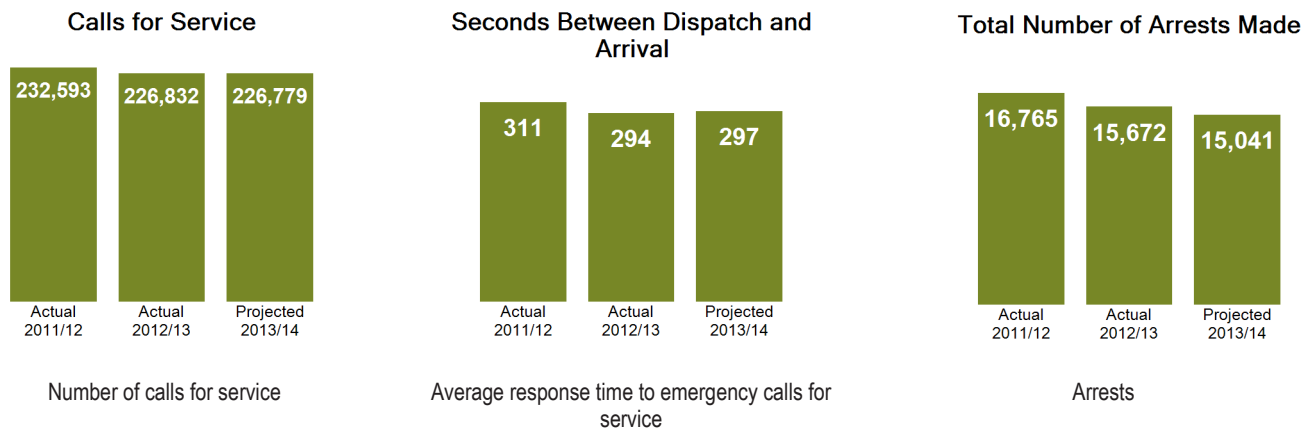
**FY 2012/13 Achievements**

- More than 50 citizens graduated from two Citizen Police Academies conducted by the Community Relations Unit.
- Initiated dedicated enforcement efforts aimed specifically at dealing with juvenile offenders committing a significant number of residential, commercial and vehicle burglaries throughout the city. This effort eventually grew to include many partners, including Patrol, HEAT, School Resource Officers, Gang Investigations, Property Crimes, the City Prosecutors Office and the Boys and Girls Club. Ultimately, two rival gangs were dismantled, and more than 3 dozen arrests were made for a myriad of property and persons crimes committed in Scottsdale and throughout the Valley.
- Conducted multiple drug investigations that resulted in the indictment of numerous suspects and the seizure of illegal drugs and assets.
- Obtained prison sentences on more than 90 percent of target repeat offenders through the Maricopa County Attorney's Office Gang/Repeat Offender Program.
- Provided critical forensic services which helped to resolve several high profile and high priority cases.

**FY 2013/14 Objectives**

- Respond to community concerns and crime trends through increased prevention and enforcement activities.
- Maintain full staffing levels to provide quality customer service.
- Conduct prompt and thorough investigations that positively affect the community.

**Charted Performance Measures**





<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	605.60	600.60	596.60	(4.00)
% of City's FTEs			24.55 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	70,413,899	72,108,928	73,790,741	1,681,813
Grant Funds	381,689	601,912	262,758	(339,154)
Special Programs Fund	887,075	1,834,368	1,461,247	(373,121)
<b>Total Budget</b>	<b>71,682,663</b>	<b>74,545,208</b>	<b>75,514,746</b>	<b>969,538</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	60,506,645	61,227,608	62,397,250	1,169,642
Contractual Services	10,204,735	12,171,927	11,957,792	(214,135)
Commodities	912,984	960,223	1,089,254	129,031
Capital Outlays	58,300	185,450	70,450	(115,000)
<b>Subtotal Operating Budget</b>	<b>71,682,663</b>	<b>74,545,208</b>	<b>75,514,746</b>	<b>969,538</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>71,682,663</b>	<b>74,545,208</b>	<b>75,514,746</b>	<b>969,538</b>

### Budget Notes and Changes

- Staffing changes are due to positions moved to the Public Safety Division and the addition of a Forensic Scientist Supervisor.
- Changes in Personnel Services is the result of an increase in overtime costs to support 24/7 operations such as Patrol, Detention and 911 Communications, in addition to increases in health care and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- A decrease in the Jail Services contract with Maricopa County Sheriff's Office was offset by increases in property, liability and workers' compensation, as well as increases related to investigative service operations.
- The increase in Commodities includes special weapons and tactical ballistic vest replacements funded with special program revenue.
- Decrease in Capital Outlays is the result of purchasing detention vans and forensic service equipment in prior year with special program revenue.
- Change in Special Programs Fund relates to the reduction of one-time funding of personal computer (PC) replacements costs that were covered by Racketeer Influenced and Corrupt Organizations (RICO) funding. In FY 2013/14, the costs will be covered by the General Fund.

Performance Measures	Actual 2011/12	Actual 2012/13	Projected 2013/14
Part I (violent/property) crime volume Note: Includes homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft and arson.	7,149	6,403	6,015
Part I crime rate per 1,000 residents Note: Expected to continue to see a decrease per 1,000 residents.	32.8	29.1	27.4
Homicide clearance rate Note: "Clearance" means an arrest has been made or an exceptional circumstance occurred that results in no further work performed on the case, i.e. suspect deceased.	100%	100%	100%
Incident reports Note: Official departmental report on a crime. Includes alleged crime itself, reporting party, suspects or offender, victim, narratives, etc.	27,024	25,188	23,510
Total arrests for driving under the influence Note: Includes arrests made within City limits.	2,670	2,578	2,718
Total traffic collisions Note: Anticipating a continued decline in traffic collisions.	3,859	3,954	3,669
Total traffic collisions with fatalities Note: Expecting fatal collisions within City limits to remain consistent or close to 2012 estimates.	13	6	7

These statistics are representative of core measures for law enforcement agencies as recommended by the International City/County Management Association's Center for Performance Measurement. These same measures are used to identify, prevent and reduce crime in the City and are submitted to the federal government to compile National Uniform Crime Reporting. Measures are reported on a calendar year basis.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical and miscellaneous community policing efforts for Uniformed Services.	5	4,550	\$91,364	2.2
Clerical support to Investigative Services.	6	1,276	\$25,621	0.6
Handicapped parking enforcement for Uniformed Services.	2	940	\$18,875	0.5
Clerical support, such as data entry, for the crime laboratory.	4	1,199	\$24,082	0.6
Police Museum expansion and honor guard duties.	3	927	\$18,616	0.4
Report redaction and newsletter compilation for the public information office.	3	545	\$10,944	0.3
Delivery services to the supply unit.	3	600	\$12,041	0.3
Administration and training for the crisis intervention unit.	1	112	\$2,249	0.1
Strategic planning consultation and assistance.	1	44	\$884	0.0
<b>Total</b>	<b>28</b>		<b>\$204,676</b>	<b>5.0</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

The Office of the Police Chief provides the leadership to ensure the most effective delivery of public services to the community. These services include special community functions such as citizen and teen academies, citizen and media requests for information and the reporting of public information and community events. The Office of the Police Chief directs the Internal Affairs 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.

### Strategic Goal(s)



Enhance  
Neighborhoods

### Services Provided

- Conduct fair, impartial, timely investigations and foster fair and equal discipline.
- Crime reduction and citizen education through community partnerships and participation.
- Provide public information at the request of media outlets and citizens.

### FY 2012/13 Achievements

- More than 50 citizens graduated from two Citizen Police Academies conducted by the Community Relations Unit.
- Expanded the social media footprint through the continued use of Twitter, increasing the number of followers to more than 5,600.
- The Scottsdale Police Museum was granted CAMA (Central Arizona Museum Association) membership.
- Recognized and celebrated the department's 50th anniversary through various events and commemorative items.

### FY 2013/14 Objectives

- Ensure progress of strategic plan initiatives and communicate outcomes to city leadership and the organization.
- Maintain a positive relationship with the community by investigating all complaints and concerns brought forward to the Police Department.
- Continue to enhance community outreach and education programs through safety fairs sponsored by each patrol district and gang awareness education.
- Expand the department's social media footprint.
- 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.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	13.00	13.00	9.00	(4.00)
% of City's FTEs			0.37 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	1,929,935	1,894,288	1,457,538	(436,750)
Special Programs Fund	2,183	13,002	13,000	(2)
<b>Total Budget</b>	<b>1,932,118</b>	<b>1,907,290</b>	<b>1,470,538</b>	<b>(436,752)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,829,970	1,790,623	1,344,045	(446,578)
Contractual Services	86,192	89,467	99,693	10,226
Commodities	15,956	27,200	26,800	(400)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>1,932,118</b>	<b>1,907,290</b>	<b>1,470,538</b>	<b>(436,752)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,932,118</b>	<b>1,907,290</b>	<b>1,470,538</b>	<b>(436,752)</b>

#### Budget Notes and Changes

- Changes in Personnel Services is due to moving 4.0 FTEs to the Public Safety Division, which was offset by citywide increases in health care and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Increase in Contractual services is the result of an increase in property, liability and workers' compensation expenses, which was slightly offset by decreases in fleet maintenance and operations charges.

Performance Measures	Actual 2011/12	Actual 2012/13	Projected 2013/14
Number of citizen academy programs conducted Note: A hands-on, interactive program designed to educate and inform citizens about the Scottsdale Police Department. There were 70 total attendees, 35 per class.	2	2	2
Number of "Behind the Badge" video presentations Note: An inside look at police issues in Scottsdale with Police Chief Alan Rodbell on City Cable 11.	6	6	6
Number of Police Line newsletters produced Note: A monthly newsletter for department personnel highlighting activities, accomplishments and important information.	12	12	12
Number of crime prevention safety events conducted Note: Crime reduction events and educational opportunities for citizens such as shredding events, homeowner association meeting attendance, as well as child fingerprinting and personal safety instruction.	290	400	350
Number of externally initiated investigations Note: Investigation initiated in response to a citizen complaint involving a police department employee.	4	12	10
Number of internally initiated investigations Note: Investigation initiated by the police department regarding a police department employee.	88	92	92

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Police Museum expansion and honor guard duties.	3	927	\$18,616	0.4
Report redaction and newsletter compilation for the public information office.	3	545	\$10,944	0.3
<b>Total</b>	<b>6</b>		<b>\$29,560</b>	<b>0.7</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

Uniformed Services provides front line law enforcement such as maintaining public order and emergency response in the City of Scottsdale. This includes initial criminal and traffic collision investigations, traffic control and enforcement and community policing. In addition, Communications delivers first line interaction for citizen calls to the Police Department.

### Strategic Goal(s)



Enhance  
Neighborhoods

### Services Provided

- Respond to all emergency and non-emergency calls for police service throughout the city.
- Provide crime reduction and citizen education through neighborhood partnerships and community outreach.
- Conduct traffic law enforcement and related investigations in an effort to reduce traffic collisions.

### FY 2012/13 Achievements

- Initiated dedicated enforcement efforts aimed specifically at dealing with juvenile offenders committing a significant number of residential, commercial and vehicle burglaries throughout the city. This effort eventually grew to include many partners, Patrol, HEAT, School Resource Officers, Gang Investigations, Property Crimes, the City Prosecutors Office and the Boys and Girls Club. Ultimately, two rival gangs were dismantled, and more than 3 dozen arrests were made for a myriad of property and persons crimes committed in Scottsdale and throughout the Valley.
- Enhanced crime prevention and community outreach efforts by having district based Crime Prevention Officers schedule regular hours at primary citizen centers, (Senior Centers and Social Service locations), in an effort to increase visibility and availability.
- Responded to 226,832 emergency and routine calls for service in four police districts encompassing 185 square miles, 217,000+ citizens, and more than 8 million visitors.
- Initiated a new monthly program, "Coffee with a Cop," at the Granite Reef Senior Center.

### FY 2013/14 Objectives

- Prevent crime and disorder by continuing to implement innovative and proactive measures to reduce criminal activity thereby maintaining the quality and effectiveness of police services.
- Develop safer neighborhoods through community partnerships and participation.
- Enhance traffic safety through enforcement and education.
- Respond with an average response time of 5 minutes and 11 seconds to emergency calls for service.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	420.10	415.10	413.10	(2.00)
% of City's FTEs			17.00 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	47,812,337	48,557,135	50,203,267	1,646,132
Grant Funds	109,749	225,010	16,926	(208,084)
Special Programs Fund	169,662	363,401	294,458	(68,943)
<b>Total Budget</b>	<b>48,091,748</b>	<b>49,145,546</b>	<b>50,514,651</b>	<b>1,369,105</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	40,422,874	40,441,591	42,014,234	1,572,643
Contractual Services	7,532,763	8,385,522	8,254,339	(131,183)
Commodities	118,019	232,983	235,628	2,645
Capital Outlays	18,092	85,450	10,450	(75,000)
<b>Subtotal Operating Budget</b>	<b>48,091,748</b>	<b>49,145,546</b>	<b>50,514,651</b>	<b>1,369,105</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>48,091,748</b>	<b>49,145,546</b>	<b>50,514,651</b>	<b>1,369,105</b>

### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in health care and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Transferring the 911 Communications Center to the Uniformed Services Bureau resulted in an increase in Personnel Services.
- Personnel Services increase is also a result of increased overtime costs to support non-fully functional positions caused by turnover in 24/7 operations.
- In Contractual Services, a decrease in the Jail Services contract with Maricopa County Sheriff's Office was offset by an increase in internally allocated property, liability and workers' compensation insurance expenses.
- Decrease in Capital Outlays is the result of the purchase of detention vans and forensic service equipment with special program revenue in the prior year.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of calls received Note: Emergency and non-emergency calls received by the Communications center.	299,222	294,834	285,778
Number of detention bookings Note: Includes adults, juveniles, blue shirts (Scottsdale arrests held at the county but brought back for trial/pre-trial purposes) and courtesy holds (holds for another law enforcement agency).	17,271	15,700	13,855
Total arrests for driving under the influence (DUI) Note: Arrests made within the City of Scottsdale.	2,670	2,578	2,718
Number of traffic collisions Note: Collisions within the City of Scottsdale.	3,859	3,954	3,669

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Clerical and miscellaneous community policing efforts.	4	2,300	\$46,189	1.1
Handicapped parking enforcement.	1	1,659	\$33,303	0.8
<b>Total</b>	<b>5</b>		<b>\$79,492</b>	<b>1.9</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."



FY 2013/14 Adopted Budget

### Description

The Investigative Service Bureau is comprised of Investigative Services, Forensic Services and Training. Investigative Services is separated into 3 investigative sections: Crimes Against Persons, Crimes Against Property and Special Investigations, as well as Police Crisis Intervention. 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. Forensic Services provides services to aid in the successful disposition of all investigations in accordance with legal and professional guidelines through the identification, documentation, collection, analysis and preservation of physical evidence. Training is charged with new recruit academy training, field training, advanced officer training and civilian employee development.

### Strategic Goal(s)



Enhance  
Neighborhoods

### Services Provided

- Maintain clearance rates above regional and national average through timely investigation and utilization of technology.
- Collaborate with federal, state and local law enforcement agencies in multi-disciplinary approach to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crime trends resulting in the identification, arrest and prosecution of multiple repeat offenders.
- Maintain the integrity, quality and effectiveness of policing services.

### FY 2012/13 Achievements

- Conducted multiple drug investigations that resulted in the indictment of numerous suspects and the seizure of illegal drugs and assets.
- Exceeded Western Region Uniform Crime Report (UCR) clearance rates.
- Obtained prison sentences on at least 90 percent of target repeat offenders through the Maricopa County Attorney's Office Gang/Repeat Offender Program.
- Provided critical forensic services which helped to resolve several high profile and high priority cases.
- Completed 19,520 requests for forensic services and handled more than 68,000 items of evidence.
- Partnered with private sector training entities to provide free or reduced cost training.

### FY 2013/14 Objectives

- Target pattern crime through enforcement, crime prevention, use of technology and coordination with federal and state task forces.
- Exceed Western Region Uniform Crime Reporting clearance rates.
- Increase job knowledge and expertise of crime scene personnel by obtaining crime scene certification through the International Association of Identification or like organization for all crime scene specialists.
- Enhance criminal investigations by installing and validating the DNA robotic system and the new advanced Genetic Analyzer in order to increase the capacity of the DNA unit by 20 percent.
- Enhance video capabilities to include the completion of a video studio at the Thomas A. Hontz Police and Fire Training Facility and improve outdoor filming ability.
- Develop relevant reality based training for a variety of specialty units to include nighttime training opportunities during all modular trainings.
- Conduct prompt, thorough and effective investigations that positively affect Scottsdale's neighborhoods, schools and the community.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	172.50	172.50	174.50	2.00
% of City's FTEs			7.18 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	20,671,627	21,657,505	22,129,936	472,431
Grant Funds	271,940	376,902	245,832	(131,070)
Special Programs Fund	715,231	1,457,965	1,153,789	(304,176)
<b>Total Budget</b>	<b>21,658,797</b>	<b>23,492,372</b>	<b>23,529,557</b>	<b>37,185</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	18,253,800	18,995,394	19,038,971	43,577
Contractual Services	2,585,780	3,696,938	3,603,760	(93,178)
Commodities	779,009	700,040	826,826	126,786
Capital Outlays	40,208	100,000	60,000	(40,000)
<b>Subtotal Operating Budget</b>	<b>21,658,797</b>	<b>23,492,372</b>	<b>23,529,557</b>	<b>37,185</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>21,658,797</b>	<b>23,492,372</b>	<b>23,529,557</b>	<b>37,185</b>

### Budget Notes and Changes

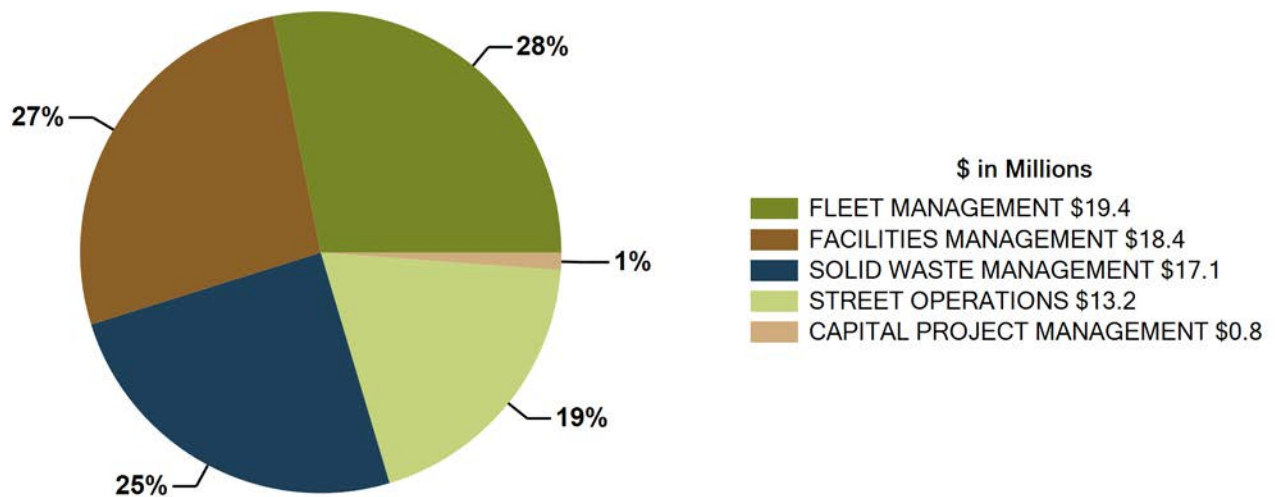
- A decrease in Personnel Services as a result of less tenured employees replacing more senior employees, is partially offset by increases in health care and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Increase in staffing is due to the addition of a 1.0 FTE Forensic Scientist Supervisor.
- Increase in commodities is due to the transition of Forensic Science Services to Police Investigative Services.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Burglary Clearance Rate	19%	13%	13%
Persons Crime Part 1 Clearance Rate	57%	55%	51%
Note: In 2012, 329 crimes against persons were committed in Scottsdale, 182 of those crimes were cleared.			
Total number of items impounded	36,472	37,826	37,400
Note: Items seized for investigative purposes by department personnel.			
Homicide clearance rate	100%	100%	100%
Total number of items disposed	12,490	20,851	20,500
Note: Items seized for investigative purposes destroyed upon case completion as required by state statute.			
Total number of forensic requests for services.	21,983	19,520	21,400
Note: Requested by Scottsdale, Paradise Valley, Salt River and Fort McDowell police departments.			
Property Crime Rate Clearance	20%	21%	23%
Note: In 2012, 6,074 property crimes were committed, 1,279 were cleared.			

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Clerical support.	6	1,200	\$24,096	0.6
Administration and training for the Crisis Intervention Unit.	1	181	\$3,634	0.1
<b>Total</b>	<b>7</b>		<b>\$27,730</b>	<b>0.7</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."

FY 2013/14 Adopted Budget



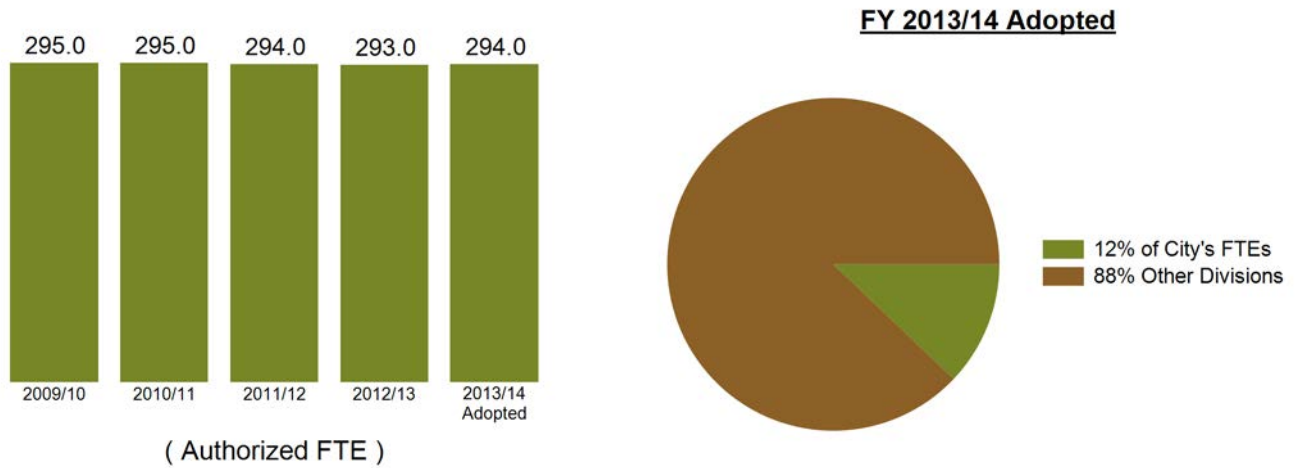
Expenditures By Department	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
FLEET MANAGEMENT	16,553,546	18,681,607	19,423,279	741,672
FACILITIES MANAGEMENT	15,852,266	17,518,122	18,366,776	848,654
SOLID WASTE MANAGEMENT	15,294,692	16,212,537	17,085,234	872,697
STREET OPERATIONS	10,789,708	12,068,536	13,246,368	1,177,832
CAPITAL PROJECT MANAGEMENT	455,263	2,240,224	800,781	(1,439,443)
<b>Total Budget</b>	<b>58,945,475</b>	<b>66,721,026</b>	<b>68,922,438</b>	<b>2,201,412</b>



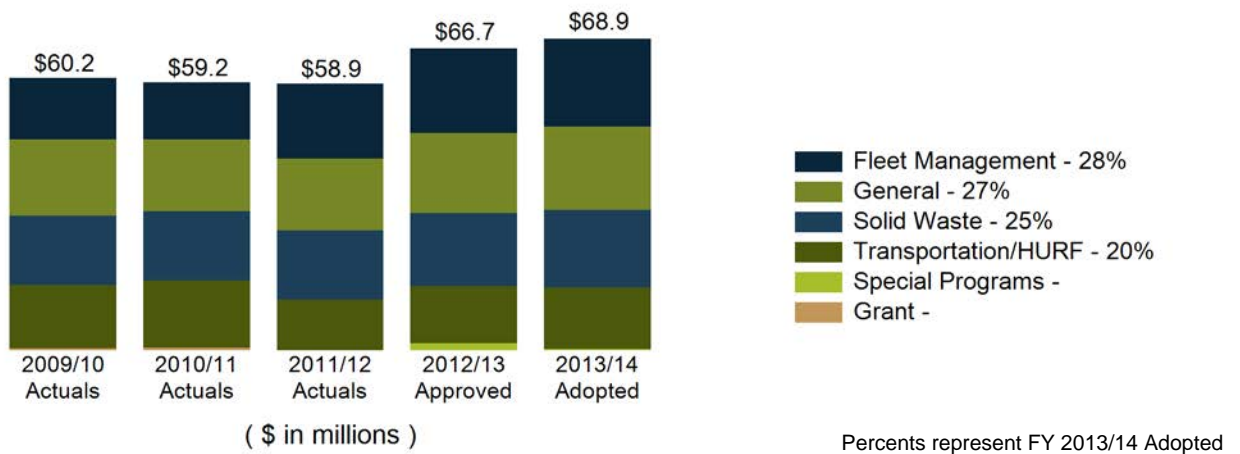
FY 2013/14 Adopted Budget



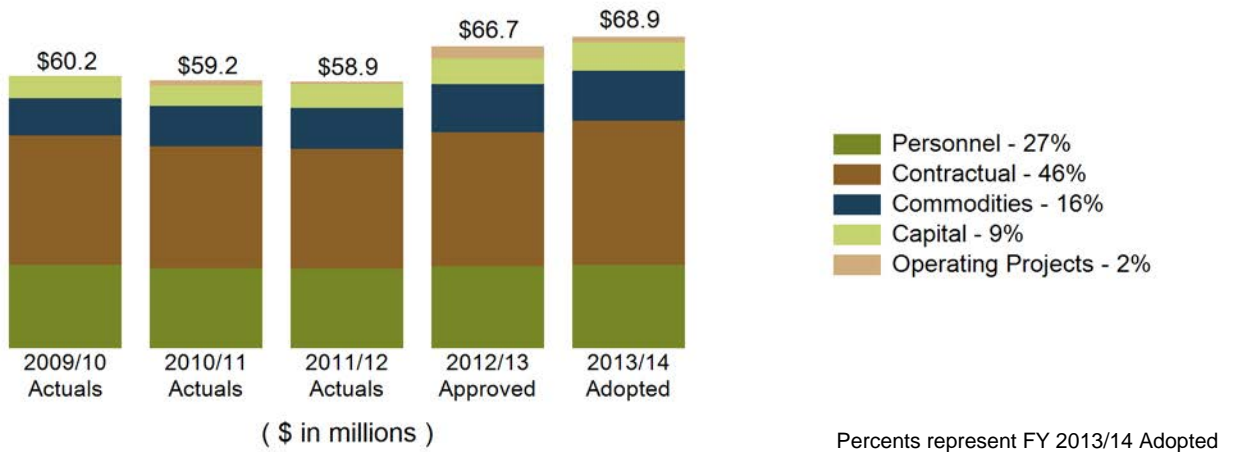
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The Public Works Division comprises five departments: Capital Projects Management, Facilities Management, Street Operations, Solid Waste Management and Fleet Management.

### Strategic Goal(s)



Advance  
Transportation



Enhance  
Neighborhoods



Seek  
Sustainability

### Services Provided

- Capital Projects Management oversees design, project management and construction of capital improvement projects and the Real Estate Services program manages city-owned land uses through revocable licenses, permits and/or leases.
- Facilities Management provides maintenance and repair services for more than three million square feet of buildings, as well as pathway lighting for parks and area lighting for parking lots.
- Street Operations provides maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components.
- Solid Waste Management provides refuse collection services to more than 79,000 residential customers; 1,475 commercial customers, household hazardous waste collection and transfer station operations
- Fleet Management maintains and repairs more than 1,300 vehicles and manages programs to ensure efficient and cost effective maintenance, repair, fueling and replacement of city owned vehicles and equipment.

### FY 2012/13 Achievements

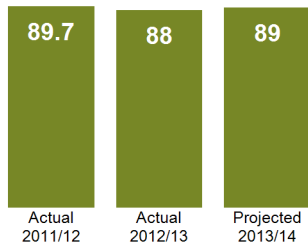
- Capital Projects Management supported the Bond Task Force, which developed the 2013 recommendation for a General Obligation bond program that was sent by the City Council to the November 2013 ballot.
- Facilities Management completed remodel of the Mustang Library Storytime Room and the Civic Center Library lower lobby and auditorium.
- Fleet Management increased the city's use of alternative fuel by adding four compressed natural gas (CNG) powered cargo vans for the Facilities department and six CNG powered refuse collection trucks for the Solid Waste department.
- Solid Waste Management held rates steady for residential and commercial customers.
- Street Operations repaired 35,330 square feet of sidewalk, repaired 10,439 linear feet of curb/gutter (drainage corrections), and installed 12,206 square feet of ADA ramps.

### FY 2013/14 Objectives

- Implement new project management systems to more accurately estimate budgets and cash flow for capital projects to assist Finance and Accounting in accurate forecasting of Capital Improvement Plan expenditures.
- Reduce deferred maintenance by providing timely on-demand maintenance and repair to all city facilities.
- Increase the number of alternative fueled vehicles in the fleet to stabilize fuel costs, emissions and dependence on foreign oil by replacing diesel powered vehicles and equipment with compressed natural gas (CNG) units.
- Negotiate and complete landfill contract to extend through calendar year 2032.
- Maintain paved street system at an average condition index rating of 70 on a 100-point scale.

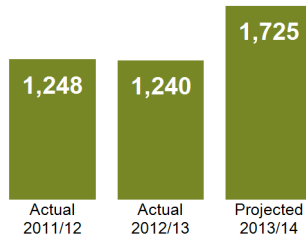
Charted Performance Measures

Fleet maintenance/repair vehicles completed < 1 day (%)



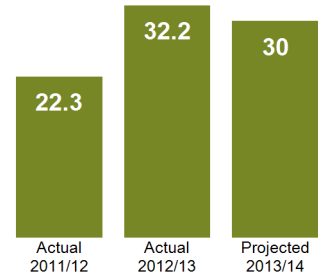
Percentage of vehicles with maintenance and repair completed in less than one day

Preventive maintenance tasks completed



Annual number of preventative maintenance tasks

Street sweeping cost per mile (\$)



Average annual cost per linear mile

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	294.00	293.00	294.00	1.00
% of City's FTEs			12.10 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Fleet Management Fund	16,553,546	18,681,607	19,423,279	741,672
General Fund	15,942,772	17,635,968	18,525,257	889,289
Solid Waste Fund	15,294,692	16,212,537	17,085,234	872,697
Special Programs Fund	0	1,630,078	250,000	(1,380,078)
Transportation/HURF Fund	11,154,465	12,560,836	13,638,668	1,077,832
<b>Total Budget</b>	<b>58,945,475</b>	<b>66,721,026</b>	<b>68,922,438</b>	<b>2,201,412</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	17,573,240	18,176,240	18,383,838	207,598
Contractual Services	26,515,346	29,576,238	31,951,455	2,375,217
Commodities	9,081,545	10,690,484	10,969,795	279,311
Capital Outlays	5,142,489	5,557,000	6,276,375	719,375
<b>Subtotal Operating Budget</b>	<b>58,312,621</b>	<b>63,999,962</b>	<b>67,581,463</b>	<b>3,581,501</b>
Operating Projects	632,855	2,721,064	1,340,975	(1,380,089)
<b>Total Budget</b>	<b>58,945,475</b>	<b>66,721,026</b>	<b>68,922,438</b>	<b>2,201,412</b>

### Budget Notes and Changes

- Changes in Personnel Services reflects the addition of 1.0 FTE Solid Waste Systems Integrator and 1.0 FTE HVAC Technician and the removal of 1.0 FTE Contracts Coordinator, in addition to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Contractual Services increase reflects additional operating services related to landfill costs and professional emergency environmental response services in the Solid Waste Department and deferred maintenance operating costs in the Facilities Management Department. In addition, the increase is due to the number of unpaved road Particulate Matter (PM10) treatments and application contract costs; electricity for traffic signals and street lights; and Fleet rates.
- The change in Commodities is reflective of the addition of budgeted fuel for Compressed Natural Gas (CNG) buses in the Fleet Department as well as the scheduled purchase of new and replacement refuse/recycle containers that are damaged and/or out of warranty.
- Capital Outlays budget increase is due to the scheduled replacement of vehicles and equipment that have exceeded their life cycle.
- The decrease in Operating Projects is due to a change in Administrative Regulation number 226; the Art in Public Places (AIPP) program will be managed out of the Capital Improvement Plan program and not the Special Revenue Fund.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Capital Project Management expenses as a percentage project costs Note: FY 2012/13 reduction due to addition of significant expenditures on several projects (Tony Nelssen Equestrian Center, McDowell Mountain Golf Course, TPC Golf Course) without corresponding increase in staff causing the year over year reduction. Next fiscal year is anticipated to offset the decrease with lower CIP expenditures.	5.7%	5.3%	5.8%
Number of real estate leases/licenses per employee (2.50 FTE committed to lease/license mgmt.) Note: Real Estate continues to identify leases and licenses around the city that need documentation and updating. This increases the number of licenses managed per employee.	60	67	71
Street Operations maintenance system wide Pavement Condition Index (PCI) at 70 or above Note: The Pavement Condition Index (PCI) is used nationally by cities to rate the condition of asphalt streets. An overall system average of 70 is considered "Good". A street with a PCI of 70 may be characterized as "just in need of a surface treatment, but not yet needing an overlay and minor cracking may be present". Crude oil price fluctuations and other economic factors over the past 10 years negatively influenced city's ability to stay current with pavement maintenance needs. The city's system PCI is above the minimum goal of 70, but it has been falling over the past 5 years when it was in the low 80's. The anticipated budget level for FY 2013/14 is barely adequate to slow the overall rate of deterioration of city streets.	77.2	75.5	74.9
Street Operations road rehabilitation expenditures per paved lane mile Note: The anticipated 20 percent increase in expenditures per mile is due to market volatility of materials such as petroleum and consistent cost increases in paving and asphalt services.	\$1,768	\$1,687	\$2,026
Solid Waste average monthly cost to the customer for residential solid waste services Note: There is no service fee increase scheduled for FY 2013/14.	\$15.96	\$15.96	\$15.96

### Description

The Capital Project Management department comprises two programs: Capital Projects oversees design, project management and construction of capital improvement projects including infrastructure improvements; and the Real Estate Services area manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city.

### Strategic Goal(s)



Advance  
Transportation



Preserve  
Meaningful  
Open Space



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Capital Projects Management oversees 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.
- Real Estate Services manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city. The program is responsible for the appraisal, negotiation, acquisition and disposition of real property interests that are necessary for the Capital Projects 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 Scottsdale McDowell Sonoran Preserve.

### FY 2012/13 Achievements

- Capital Projects Management supported the Bond Task Force, which developed the 2013 recommendation for a General Obligation bond program that was sent by the City Council to the November 2013 ballot.
- Completed the initial phase of the Tony Nelssen Equestrian Center expansion on schedule, which allowed the facility to be used for the 2013 equestrian show season.
- Recovered approximately \$245,000 in past due rent from tenants of city property.
- Completed several high profile projects including the Tom's Thumb and Browns Ranch trailheads, the North Scottsdale Park & Ride, and the McDowell Mountain Golf Clubhouse renovations.
- Completed complex lease amendments to two major golf course leases.
- Negotiated the purchase of a 14,000 square foot commercial office/warehouse building and the disposition of several city properties, including a fueling station and well site.

### FY 2013/14 Objectives

- Complete programmed capital projects within approved budget and schedule to the satisfaction of client divisions.
- Implement new project management systems to more accurately estimate budgets and cash flow for capital projects to assist Finance and Accounting in accurate forecasting of CIP expenditures.
- Provide accurate and timely budget and cost estimates to client departments to assist with their capital decision-making process.
- Seek additional opportunities for funding sources, including review of a General Obligation Bond program and present those options to client departments and City Council.
- Provide assistance to client departments in the negotiation, preparation and administration of lease and license agreements for use of city property including the acquisition and disposition of land assets.
- Review excess real estate assets to identify potential candidates for disposition.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	44.00	44.00	44.00	0.00
% of City's FTEs			1.81 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	455,263	610,146	550,781	(59,365)
Special Programs Fund	0	1,630,078	250,000	(1,380,078)
<b>Total Budget</b>	<b>455,263</b>	<b>2,240,224</b>	<b>800,781</b>	<b>(1,439,443)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	355,064	494,399	430,570	(63,829)
Contractual Services	95,254	358,377	364,341	5,964
Commodities	4,945	7,370	5,870	(1,500)
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>455,263</b>	<b>860,146</b>	<b>800,781</b>	<b>(59,365)</b>
Operating Projects	0	1,380,078	0	(1,380,078)
<b>Total Budget</b>	<b>455,263</b>	<b>2,240,224</b>	<b>800,781</b>	<b>(1,439,443)</b>

### Budget Notes and Changes

- The Personnel Services reduction is due to the one-time costs related to the retirement of the management analyst position in FY 2012/13. The decrease was partially offset by citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- The decrease in Operating Projects is due to a change in Administrative Regulation number 226; the Art in Public Places (AIPP) program will be managed out of the Capital Improvement Plan program and not the Special Revenue Fund.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Capital Project Management expenses as a percentage of project costs	5.7%	5.3%	5.8%
Note: FY 2012/13 reduction due to addition of significant expenditures on several projects (Tony Nelssen Equestrian Center, McDowell Mountain Golf Course, TPC Golf Course) without corresponding increase in staff causing the year over year reduction. Next fiscal year is anticipated to offset the decrease with lower CIP expenditures.			
Number of real estate leases/licenses managed per employee	60	67	71
Note: Real Estate continues to identify leases and licenses around the city that need documentation and updating. This increases the number of licenses managed per employee. 2.50 FTE manage leases and licenses.			

### Description

The Facilities Management Department provides on-demand and preventive maintenance services along with scheduled, life-cycle equipment replacements in nearly 3.5 million square feet of city-owned facilities. These facilities include office buildings, museums, performance venues, libraries, recreation, aquatic and tennis centers. Examples of other less traditional facilities maintained include the multi-use pathways along the Indian Bend Wash greenbelt, sports field lighting and sound walls along city streets. Facilities Management Department also pays for all General Fund utilities, including those used to maintain the medians and rights of way. These services are provided by Building Maintenance, Strategic Space Planning and Contract Administration.

### Strategic Goal(s)



Seek  
Sustainability

### Services Provided

- Building Maintenance provides on-demand and preventive maintenance services along with scheduled, life-cycle equipment replacements. In-house expertise includes journeyman-level plumbers, electricians, heating, ventilation and air conditioning technicians, carpenters, mill workers, exterior and interior painters, concrete flat work, metal work and welding technicians. These technicians protect the city's infrastructure and minimize the risk of major-system failures.
- Strategic Space Planning develops plans and implements citywide space planning, strategic space management and the integrated workplace management system.
- Contract Administration comprises three main program areas: Operating Projects, Annual Service Contracts and citywide Custodial Services. Operating Projects include large-scale preventive maintenance projects, life-cycle replacement projects and floor covering replacement. Annual Service Contracts include fire alarm systems, 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 of facility space.

### FY 2012/13 Achievements

- Custom-fabricated replacement stair and structure to improve access the water slide at the McDowell Mountain Ranch Aquatic Center.
- Replaced two sewage ejector pumps, piping, rail system, check valves and stainless steel cover in the Scottsdale Stadium visitor locker room.
- Removed failing lights along multi-use pathway and replaced with new, energy efficient lighting fixtures.
- Replaced failing air conditioning chiller tower at One Civic Center.
- Completed remodel of Mustang Library Storytime Room and the Civic Center Library lower lobby and auditorium.

### FY 2013/14 Objectives

- Reduce deferred maintenance by providing timely on-demand maintenance and repair to all city facilities.
- Reduce deferred maintenance by identifying, scheduling and completing preventative maintenance tasks.
- Reduce deferred maintenance by completing budgeted operating and capital maintenance projects within the approved budget and scheduling to the satisfaction of the requesting division.
- Implement a cross-departmental team that will create a citywide, space management policy and space usage guideline.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	55.00	54.00	54.00	0.00
% of City's FTEs			2.22 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
General Fund	15,487,510	17,025,822	17,974,476	948,654
Transportation/HURF Fund	364,757	492,300	392,300	(100,000)
<b>Total Budget</b>	<b>15,852,266</b>	<b>17,518,122</b>	<b>18,366,776</b>	<b>848,654</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	4,146,263	4,406,443	4,298,688	(107,755)
Contractual Services	10,021,051	10,634,113	11,548,072	913,959
Commodities	1,051,242	1,136,580	1,108,541	(28,039)
Capital Outlays	856	0	70,500	70,500
<b>Subtotal Operating Budget</b>	<b>15,219,411</b>	<b>16,177,136</b>	<b>17,025,801</b>	<b>848,665</b>
Operating Projects	632,855	1,340,986	1,340,975	(11)
<b>Total Budget</b>	<b>15,852,266</b>	<b>17,518,122</b>	<b>18,366,776</b>	<b>848,654</b>

### Budget Notes and Changes

- Transportation/Highway User Revenue Fund (HURF) reduction in budget obligation due to transfer of a portion of the utility cost to the Street Operations Department effective FY 2013/14.
- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average, which were offset by the retirement of a Facilities Management Coordinator, Contract Coordinator and Plumber during FY 2012/13; added 1.0 FTE HVAC Technician position in place of 1.0 FTE Contracts Coordinator position.
- Contractual Services increased due to higher utility costs based on higher demand and a published rate increase for FY 2013/14, as well as deferred maintenance
- Capital Outlays increased due to requests for equipment to offset rental costs and an additional truck for the added HVAC Technician position.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Average hours per work request in man-hours Note: This is a new measure of how efficiently technicians resolve work orders.	Not Available	5.3	4.5
Scheduled preventive maintenance tasks completed Note: More than 200 additional preventive maintenance tasks will be completed in FY 2013/14 partly due to use of a new work order scheduling and tracking system.	1,248	1,240	1,725
Average number of completed operating projects managed per contract administrator Note: This is a new measure of efficiency for facilities contract administrators.	Not Available	11.2	8

## Description

Fleet Management comprises five major programs: Fleet Management Administration, Fleet Management Operations, Fleet Management Parts Supply, Fuel and Vehicle Acquisitions. Fleet Management Administration provides financial planning, management support, IT support and data analysis for all Fleet divisions. Fleet Management Operations maintains and repairs city's fleet of vehicles to ensure safe, efficient and cost effective operation. Fleet Management Parts Supply manages the inventory of parts and materials required to maintain and repair city vehicles. Fleet Fuel manages eight fuel sites throughout the city providing four fuel types: compressed natural gas (CNG), bio-diesel, E-85 and unleaded. Vehicle Acquisitions coordinates the purchasing, equipping and sale of the city's fleet.

## Strategic Goal(s)



Seek  
Sustainability

## Services Provided

- Fleet Management Administration provides administrative and managerial support for fleet operations to ensure safe, efficient and cost-effective maintenance, repair, fueling and replacement of city-owned vehicles and equipment.
- Fleet Operations supports city divisions by maintaining and repairing 1,300 vehicles and pieces of field equipment consisting of more than 140 makes and 300 models.
- Fleet Parts Supply purchases, supplies and inventories parts and accessories required to maintain and repair vehicles and equipment, and develops and maintains Fleet parts contracts.
- The Fleet Fuel program manages fuel inventories at eight fuel sites throughout the city consisting of CNG, bio-diesel, E-85 and unleaded fuels and maintains regulatory compliance with city, county, state and federal regulations.
- Vehicle Acquisitions procures and equips new vehicles, disposes of surplus vehicles and equipment and develops/maintains Fleet service contracts.

## FY 2012/13 Achievements

- Completed the CNG fuel station equipment replacement project ahead of schedule.
- Successfully implemented citywide motor pool program.
- Increased the city's use of alternative fuel usage by adding four CNG powered cargo vans for the Facilities department and six CNG powered refuse collection trucks for the Solid Waste department.
- Continued to improve customer satisfaction rating.
- Vehicle replacements increased from previous years and internal programs were implemented to promote a positive relationship with customers.

## FY 2013/14 Objectives

- Increase the number of alternative fueled vehicles to stabilize fuel costs, reduce emissions and dependence on foreign oil by replacing diesel powered Solid Waste trucks, as well others, with CNG-fuel units.
- Support the increasing the number of CNG vehicles by expanding CNG fueling capacity.
- Increase technician training for CNG systems, emergency vehicles and police motorcycles.
- Stabilize maintenance, repair and fuel costs through improved replacement planning, preventative maintenance compliance, quality repairs, reducing breakdowns, improving fuel economy and utilizing less expensive fuels.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	46.00	46.00	46.00	0.00
% of City's FTEs			1.89 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Fleet Management Fund	16,553,546	18,681,607	19,423,279	741,672
<b>Total Budget</b>	<b>16,553,546</b>	<b>18,681,607</b>	<b>19,423,279</b>	<b>741,672</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	3,090,781	3,316,111	3,353,934	37,823
Contractual Services	1,452,167	1,459,539	1,461,028	1,489
Commodities	7,032,923	8,348,957	8,413,617	64,660
Capital Outlays	4,977,675	5,557,000	6,194,700	637,700
<b>Subtotal Operating Budget</b>	<b>16,553,546</b>	<b>18,681,607</b>	<b>19,423,279</b>	<b>741,672</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>16,553,546</b>	<b>18,681,607</b>	<b>19,423,279</b>	<b>741,672</b>

#### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- The change in Commodities is due to the addition of budgeted fuel for Compressed Natural Gas (CNG) buses.
- Capital Outlays budget increase is due to the scheduled replacement of vehicles and equipment that have exceeded their life cycle.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Fleet maintenance/repairs completed in less than 1 day Note: The goal for FY 2013/14 is to complete maintenance and repair of vehicles in less than one day 89 percent of the time. This is among the highest standards nationally; achieving the goal is assisted through scheduled replacement of older equipment.	89.7%	88.0%	89.0%
Meantime between repairs (average days per vehicle), a counter measure to equipment turnaround. Note: This is new measure for 2013/14. Fleet will monitor and work to improve these measures. This measure tracks the average number of days between work orders per vehicle. It balances the goal to complete vehicle repair/maintenance in less than one day by tracking how soon that same vehicle is back for maintenance. If this measure is below the target, it may indicate that vehicle repairs/maintenance are not being completed thoroughly.	33	41	45
Fleet direct labor hours billed as percent of total available hours Note: The goal is for fleet maintenance to spend at least 72 percent of available staff time on direct labor.	66%	68.2%	72%
Parts availability Note: Of the approximately 80,000 parts issued by the fleet management parts operation, the on demand fill rate of 90 percent is well above the industry average. A higher fill rate could indicate an overstock of slow moving parts. If the fill rate drops, equipment availability drops with it. The target is that parts will be available upon request 88 percent of the time.	91%	90.2%	90%



FY 2013/14 Adopted Budget

### Description

Solid Waste will maintain a comprehensive, integrated solid waste management approach that addresses collection, transportation and disposal. The department provides cost-effective collection and container services to more than 79,000 single family residential customers and 1,475 businesses. The operation also services multi-family housing developments, city facilities, parks and 2,160 businesses and/or residents through the commercial roll-off collection program. Solid Waste Management also provides household hazardous waste collection events for the community and manages transfer station operations for residential, brush and commercial collection vehicles.

### Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability

### Services Provided

- Residential Collection Services provides weekly refuse and recycling collection and monthly brush and bulk collection services to more than 79,000 single family residential customers.
- Commercial Collection Services provides commercial refuse collection six days a week to businesses, multi-family housing developments, all city facilities and parks.
- Container Repair Services provides customer service to more than 79,000 single family homes serviced by residential collection services; provides direct services to more than 1,475 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 provides a safe, legal and convenient way for residents to dispose unwanted or unneeded items.
- Transfer Station Operations provides a central location for solid waste residential, brush and commercial collection vehicles working in the northern part of the city to drop off loads of refuse, brush and recyclables rather than hauling them directly to the landfill or recycling facility.
- Other collection and landfill diversion programs such as electronics recycling, moving box and white goods collections and cardboard baling.

### FY 2012/13 Achievements

- Rates held steady for residential and commercial customers.
- Conducted three Household Hazardous Waste (HHW) Collection events for Scottsdale residents, serving 2,536 vehicles and diverting 63 tons from the landfill; and conducted four Electronics Recycling events for Scottsdale residents, serving 2,785 vehicles and diverting 68 tons from the landfill.
- Increased diversion of HHW from the landfill by piloting a home collection program for household hazardous waste material.
- Increased the department's public outreach efforts by participating in new community events such as the Science of the City of Scottsdale and the Big Green Expo to educate the public about the importance of reducing, recycling and reusing.
- Replaced or repaired 6,690 refuse containers as requested by residential solid waste customers.

### FY 2013/14 Objectives

- 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 2032.
- Identify recycling options for commercial accounts to increase amount of materials diverted from the landfill.
- Review best practices to increase operational efficiencies and maintain low service fees for residents.
- Collaborate with other Public Works departments to draw expertise and share best practices with Solid Waste Management staff.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	89.00	89.00	90.00	1.00
% of City's FTEs			3.70 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Solid Waste Fund	15,294,692	16,212,537	17,085,234	872,697
<b>Total Budget</b>	<b>15,294,692</b>	<b>16,212,537</b>	<b>17,085,234</b>	<b>872,697</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	6,119,073	5,959,900	6,109,590	149,690
Contractual Services	8,782,821	9,770,162	10,377,979	607,817
Commodities	392,799	482,475	596,490	114,015
Capital Outlays	0	0	1,175	1,175
<b>Subtotal Operating Budget</b>	<b>15,294,692</b>	<b>16,212,537</b>	<b>17,085,234</b>	<b>872,697</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>15,294,692</b>	<b>16,212,537</b>	<b>17,085,234</b>	<b>872,697</b>

#### Budget Notes and Changes

- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Solid Waste Management added 1.0 FTE Solid Waste Systems Integrator.
- Increase in Contractual Services reflects additional operating services related to landfill costs and professional emergency environmental response services.
- Commodities increase due to the scheduled purchase of new and replacement refuse/recycle containers for damaged and out of warranty containers.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Average monthly cost to the customer for residential solid waste services	\$15.96	\$15.96	\$15.96
Note: No service fee increase expected for upcoming fiscal year.			
Average pounds of recyclable material collected per residential account	710	610	620
Note: Reduction a result of less municipal solid waste collected			
Fees avoided and revenue generated through various diversion programs	\$32,283	\$30,504	\$32,000
Note: Reduction a result of less municipal solid waste collected			
Diversion rate for material collected by Solid Waste Management	Not Available	16%	18%
Note: This is new measure for FY 2013/14. Measure based on level of recycling efforts used to divert material from landfill.			

**Description**

Street Operations provides cost-effective maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components.

**Strategic Goal(s)**

Advance  
Transportation



Seek  
Sustainability

**Services Provided**

- Traffic Management Center coordinates signal timing and real-time adjustments to reduce driver delay, pollution and collisions.
- Street Cleaning provides scheduled periodic sweeping of public streets, paved alleys, parking garages, parking lots and multi-use paths.
- Street Overlays and Maintenance protects and maintains paved streets, concrete curbs and sidewalks.
- Street Light Maintenance maintains and repairs 6,660 city-owned streetlights.
- Traffic Signals maintains and repairs 290 traffic signals and associated components and underground conduits.
- Street Signs and Markings maintain approximately 46,000 street signs and 1,517 lane miles of roadway striping.
- The Emergency Response Team provides after-hours emergency response by non-uniformed city employees.
- Unpaved Roads and Drainage System Maintenance maintains unpaved roads, alleys, shoulders and the drainage system.
- Alley Maintenance provides vegetation control and grading to maintain safe alley access for city services and emergency vehicles.

**FY 2012/13 Achievements**

- Maintained overall pavement rating condition at 75.5 on a scale of 1 to 100, by overlaying 64 lane miles of road with new pavement and maintaining 2,450,998 square yards of pavement.
- Provided 24/7 emergency responses to traffic signal trouble calls, along with installing 12-inch signal indication upgrades at 10 intersections and upgrading 40 intersections with Pedestrian countdown LED's.
- Repaired 35,330 square feet of sidewalk, 10,439 linear feet of curb/gutter (drainage corrections), and replaced more than 4,700 worn street signs.
- Installed 12,206 square feet of ADA ramps and achieved PM-10 environmental compliance of unpaved roads and shoulders and storm water compliance of drainage systems.
- One hundred percent of Emergency Response Program On-Call employees became certified in the Incident Command System "ICS-100 for Public Works" through FEMA'S Emergency Management program, and responded to 121 trouble calls in 2013.

**FY 2013/14 Objectives**

- Maintain paved street system at an average condition index rating of 70 on a 100-point scale.
- Maintain a 100 percent reliability rate of traffic signals, providing 24/7 emergency responses to traffic signal trouble calls.
- Maintain safe roadway lighting for motorists and pedestrians.
- Install 70 radios at city intersections to eliminate all leased telephone lines, a projected savings of \$22,000 per month.
- Maintain environmental compliance of PM-10 and storm water drainage systems.
- Complete installation of Highway Safety Improvement Program 12-inch signal indication upgrades at 10 intersections.
- Complete upgrade of cabinet controllers at 80 intersections.



<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	60.00	60.00	60.00	0.00
% of City's FTEs			2.47 %	

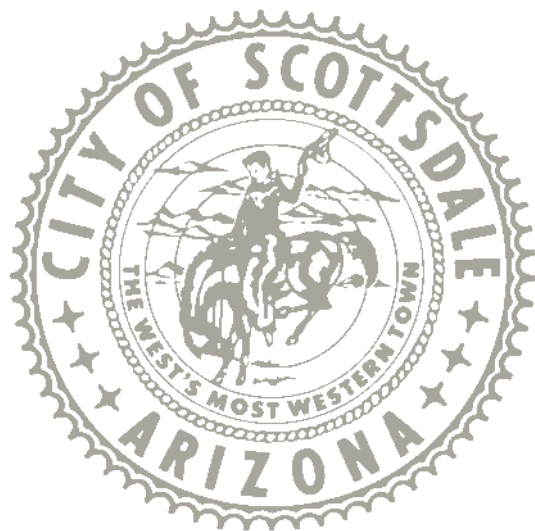
<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Transportation/HURF Fund	10,789,708	12,068,536	13,246,368	1,177,832
<b>Total Budget</b>	<b>10,789,708</b>	<b>12,068,536</b>	<b>13,246,368</b>	<b>1,177,832</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	3,862,060	3,999,387	4,191,056	191,669
Contractual Services	6,164,053	7,354,047	8,200,035	845,988
Commodities	599,636	715,102	845,277	130,175
Capital Outlays	163,959	0	10,000	10,000
<b>Subtotal Operating Budget</b>	<b>10,789,708</b>	<b>12,068,536</b>	<b>13,246,368</b>	<b>1,177,832</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>10,789,708</b>	<b>12,068,536</b>	<b>13,246,368</b>	<b>1,177,832</b>

#### Budget Notes and Changes

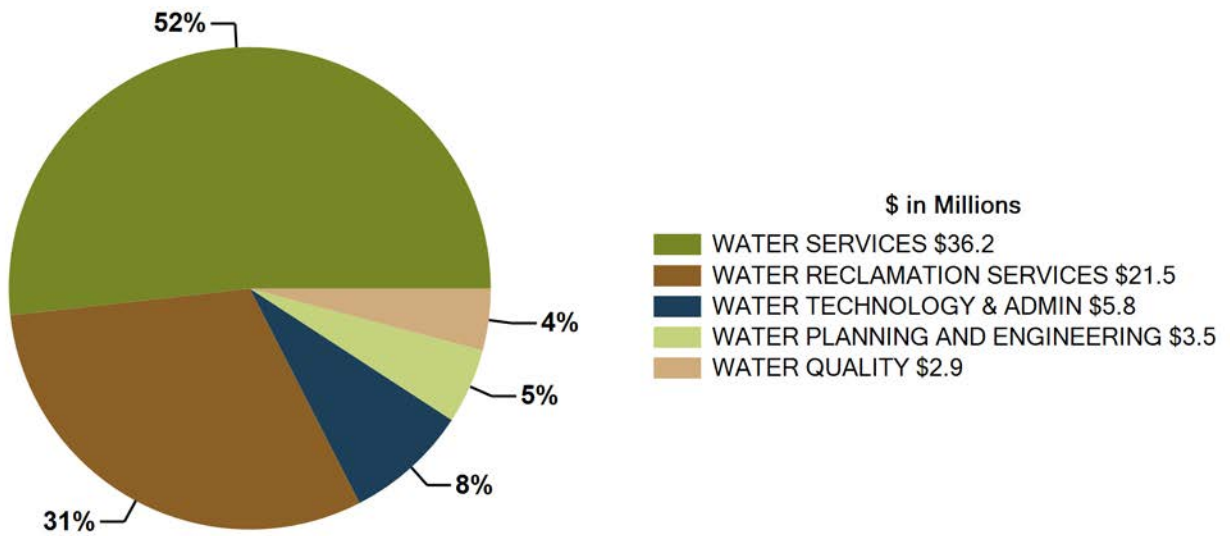
- Changes in Personnel Services are due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Contractual Services increase is due to the number of unpaved road PM10 treatments and application contract costs; electricity for traffic signals and streetlights; and changes to the fleet rates.
- Commodities increase is due to the replacement of damaged or deteriorated traffic signal equipment.
- Increase in Capital Outlays is due to the planned replacement of computer equipment in vehicles, which have exceeded their life span.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Road rehabilitation expenditures per paved lane mile all services	\$1,768	\$1,687	\$2,026
Note: The anticipated 20 percent increase in expenditures per mile is due to market volatility of materials such as petroleum and consistent cost increases in paving and asphalt services.			
Operating and maintenance expenditures per linear mile swept	\$22.30	\$32.20	\$30.00
Note: Increased sweeping cost per mile in FY 2012/13 is due to a staff vacancy and increased annual storm clean-up costs. The FY 2013/14 cost accounts for increases in fleet costs.			



FY 2013/14 Adopted Budget

**FY 2013/14 Adopted Budget**

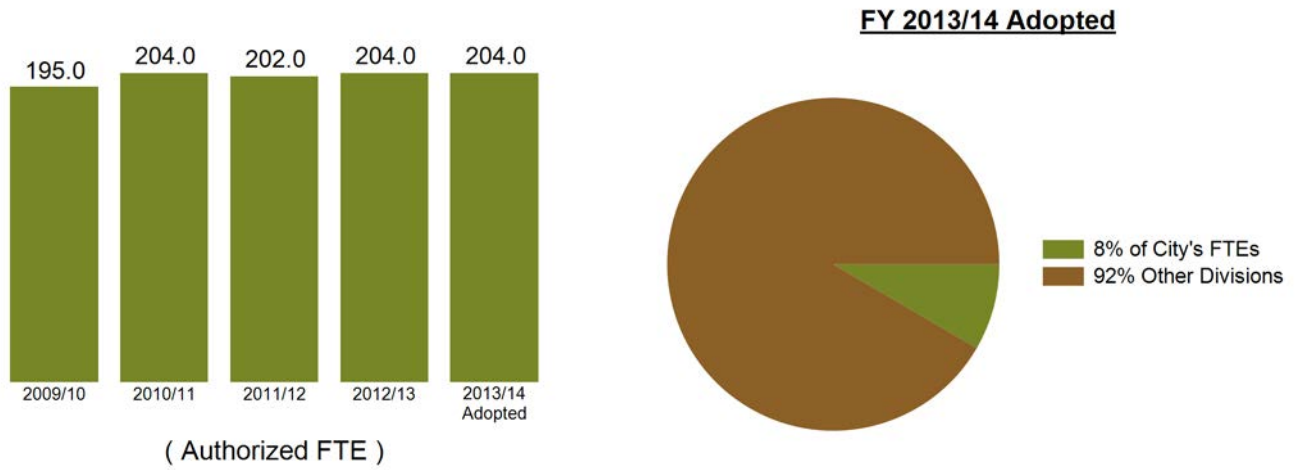


<b>Expenditures By Department</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
WATER SERVICES	31,238,533	35,241,583	36,185,439	943,856
WATER RECLAMATION SERVICES	20,542,174	20,557,112	21,495,875	938,763
WATER TECHNOLOGY & ADMIN	4,590,015	2,619,713	5,788,124	3,168,411
WATER PLANNING AND ENGINEERING	3,959,579	7,021,761	3,530,018	(3,491,743)
WATER QUALITY	2,453,195	2,740,004	2,893,130	153,126
<b>Total Budget</b>	<b>62,783,497</b>	<b>68,180,173</b>	<b>69,892,586</b>	<b>1,712,413</b>

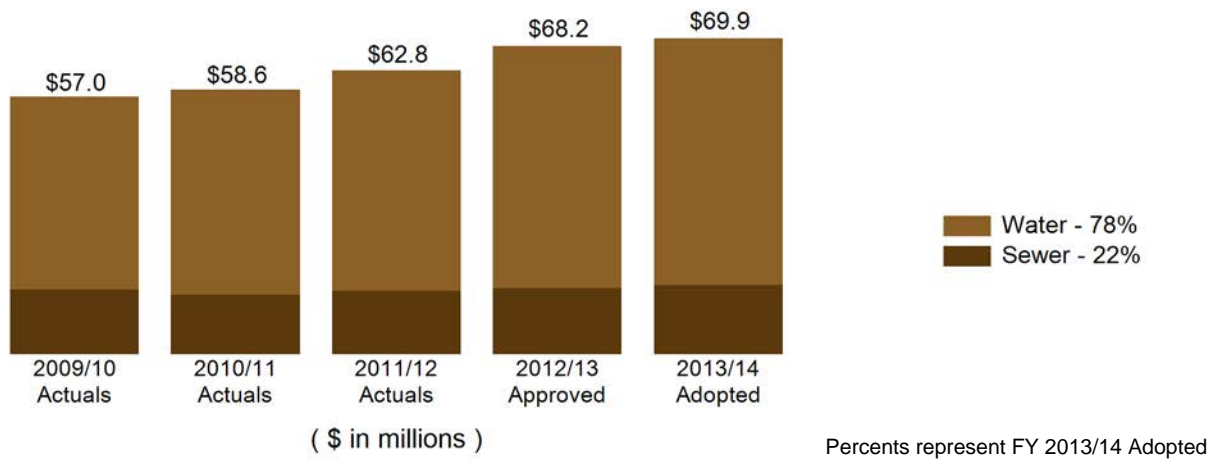


FY 2013/14 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



### Description

The Water Resources Division is committed to providing efficient, high quality, reliable water and sewer service to Scottsdale citizens and residents. The division comprises five areas: Planning and Engineering, Water Services, Water Reclamation Services, Water Quality and Water Technology and Administration. Planning and Engineering provides essential support in engineering, technology, finance and planning for the division and manages the water conservation program. Water Services manages the drinking water system providing service to more than 87,000 accounts within Scottsdale and neighboring areas of Maricopa County and Carefree. Water Reclamation Services manages the sewer collection system, sewage treatment facilities and re-use/recharge facilities providing service to more than 78,000 accounts within Scottsdale. Water Quality ensures Scottsdale meets or surpasses all water- and sewer-related regulations and manages laboratory services and the industrial pretreatment program. Water Technology and Administration provides comprehensive data management, system technology, customer service, employee safety, training and security.

### Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Management of all Water Resources departments and programs to ensure long-term sustainable water and wastewater services to Scottsdale customers.
- Provide safe, reliable, high quality drinking water service to more than 87,000 water accounts within Scottsdale and neighboring areas of Maricopa County and Carefree.
- Provide sanitary, reliable, high quality water reclamation services for more than 78,000 accounts including sewer collection, treatment and re-use/recharge.

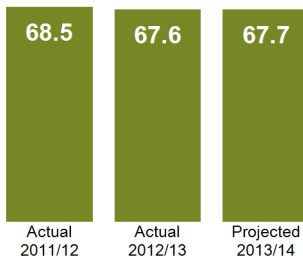
### FY 2012/13 Achievements

- Met all drinking water, reclaimed water and superfund program requirements for federal, state and local regulations including distribution of an annual report to communicate water quality information to customers.
- Implemented internal water conservation changes with other Scottsdale divisions to enhance the city's operations.
- Executed a long-term service agreement with private industry that establishes a local facility to reactivate spent granular activated carbon (GAC). This facility will reduce future GAC costs projected to increase significantly due to disinfection by-product regulatory changes that took effect in 2012.
- Enhanced the Asset Management Program to improve maintenance strategies/budget forecasting.
- Developed and implemented strategies and tools for highly efficient operation of the city's water and sewer systems including, water quality, supply sustainability and energy consumption. This includes staffing a control room 24/7 to monitor the water, reclamation and reuse systems and make adjustments to optimize each system.
- Substantially completed the expansion of the Advanced Water Treatment facility to better manage local groundwater supplies and provide high quality water to the Reclamation Water Distribution System golf courses for non-potable irrigation.
- Increased inspections of restaurant grease removal devices designed to protect the sewer system from blockages, odors and damage.
- Implemented improvements at Chaparral Water Treatment Plant to reduce the formation of Disinfectant/Disinfection By-Products and improve overall plant performance.

### FY 2013/14 Objectives

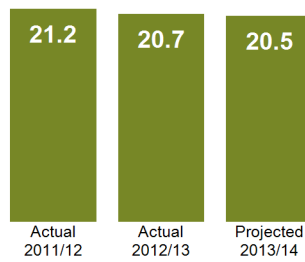
- Finalize implementation strategies to control/comply with future disinfection byproduct regulations
- Complete expansion of the Advanced Water Treatment facility
- Implement pre-treatment processes and rehabilitate microfiltration basins at the Chaparral Water Treatment Plant
- Update Water Master Plan, Infrastructure Improvement Plan, impact fees and formulas
- Ensure future water supply sustainability by increasing stored water credit for drought reserve

Drinking Water Produced Daily



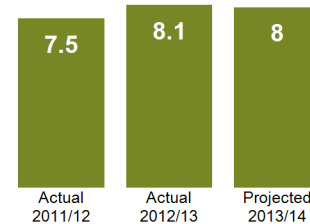
Million gallons per day

Sewage Treated Daily



Million gallons per day

Percent of Lost & Unaccounted For Water



ADWR Requires <10% Annually

Staff Summary	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
Full-time Equivalents (FTE)	202.00	204.00	204.00	0.00
% of City's FTEs			8.40 %	

Expenditures By Fund	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
Sewer Fund	14,708,912	14,650,811	15,260,307	609,496
Water Funds	48,074,585	53,529,362	54,632,279	1,102,917
<b>Total Budget</b>	<b>62,783,497</b>	<b>68,180,173</b>	<b>69,892,586</b>	<b>1,712,413</b>

Expenditures By Type	Actual 2011/12	Approved 2012/13	Adopted 2013/14	Change 12/13 to 13/14
Personnel Services	14,858,894	16,175,310	16,276,899	101,589
Contractual Services	24,460,675	27,273,476	28,254,127	980,651
Commodities	23,361,418	24,568,987	25,206,560	637,573
Capital Outlays	102,509	162,400	155,000	(7,400)
<b>Subtotal Operating Budget</b>	<b>62,783,497</b>	<b>68,180,173</b>	<b>69,892,586</b>	<b>1,712,413</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>62,783,497</b>	<b>68,180,173</b>	<b>69,892,586</b>	<b>1,712,413</b>

Budget Notes and Changes

- Increase in Personnel Services is due to citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Increase in Contractual Services is due to an increase in electrical costs, software maintenance & licensing, property, liability & workers comp, and contractual maintenance costs offset by reductions in natural gas and other professional services costs.
- Increase in Commodities is due to an increase in the cost of water meters, purchased treated Advanced Water Treatment (AWT) Reverse Osmosis (RO), and purchased water costs offset by reductions in treatment filter media, purchased treated effluent, and electrical maintenance costs.
- Reduction in Capital Outlays is due to a reduction in purchased vehicle costs.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Drinking water compliance rate Note: Percentage of days in full compliance	100%	100%	100%
Achieve Safe Yield Note: Pumping less groundwater than recharged	Yes	Yes	Yes
Number of customer calls received	26,912	29,140	29,500

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Filing and assembly of water conservation information packets	1	80	\$1,606	0.0
<b>Total</b>	<b>1</b>		<b>\$1,606</b>	<b>0.0</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."





FY 2013/14 Adopted Budget

### Description

Water Quality ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, air quality and aquifer protection for all Water Resources programs and facilities. It also provides oversight and enforcement on seven U.S. Environmental Protection Agency permitted industries and more than 2,000 commercial establishments that discharge into the city's sewer system. The in-house laboratory performs more than 95,000 water and wastewater quality tests annually to ensure compliance with regulations and permits.

### Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, air quality and aquifer protection for Water Resources programs and facilities.
- Performs more than 95,000 water and wastewater quality tests annually to ensure compliance with regulations and permits.
- Provides oversight and enforcement on seven permitted industries and more than 2,000 commercial establishments that discharge into the city sewer system.

### FY 2012/13 Achievements

- Met all drinking 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 inspections of seven EPA permitted industries, including restaurants and other commercial establishments, to track and monitor compliance with EPA requirements.
- Completed sanitary survey inspections of one-third of the drinking water system.

### FY 2013/14 Objectives

- Finalize implementing strategies to control/comply with future disinfection byproduct regulations.
- Develop customer education program to decrease fats, oils and grease in city sewer system.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	21.00	21.00	21.00	0.00
% of City's FTEs			0.86 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Sewer Fund	659,303	779,440	816,825	37,385
Water Funds	1,793,892	1,960,564	2,076,305	115,741
<b>Total Budget</b>	<b>2,453,195</b>	<b>2,740,004</b>	<b>2,893,130</b>	<b>153,126</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,726,993	1,838,538	1,864,330	25,792
Contractual Services	429,351	561,936	687,700	125,764
Commodities	296,100	339,530	341,100	1,570
Capital Outlays	751	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,453,195</b>	<b>2,740,004</b>	<b>2,893,130</b>	<b>153,126</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,453,195</b>	<b>2,740,004</b>	<b>2,893,130</b>	<b>153,126</b>

### Budget Notes and Changes

- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- Increase in Contractual Services is due to the reorganization of environmental license and permit costs from Water Resources Planning and Engineering.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Drinking water compliance rate Note: Percentage of days in full compliance	100%	100%	100%
Reclaimed water aquifer protection compliance rate Note: Percentage of days in full compliance	100%	95%	100%
Industrial user compliance rate with discharge permits Note: Percentage of days in full compliance	100%	100%	100%

### Description

Water Reclamation Services collects, treats and re-uses wastewater generated within the city. This area manages more than 1,400 miles of sewer lines, 3 separate treatment facilities and hundreds of pumps, lift stations and other equipment that make up the sewer collection system. Continuous 24/7 operations of the system ensures compliance with numerous regulatory requirements to prevent spills/overflows, minimize odors and provide an alternative source of water for non-potable users such as irrigation, power generation and groundwater replenishment.

### Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Provide sewer service to more than 78,000 accounts by maintaining and operating more than 1,400 miles of sewer lines, 3 wastewater treatment plants and irrigation/reclaimed water distribution systems.
- Treat approximately 21 million gallons of wastewater per day.
- Advanced treatment of reclaimed water for non-potable users such as irrigation.

### FY 2012/13 Achievements

- Produced approximately 9 million gallons per day of effluent to meet irrigation demands for 23 golf courses and 2 city recreational facilities (Scottsdale Sports Complex and Rotary Park).
- Recharged approximately 5,500 acre feet of water (1.8 billion gallons) in calendar year 2012 to ensure sustainable water supplies.
- Substantially completed the Advanced Water Treatment Plant Expansion Project.
- Completed the implementation and optimization of new grant funded process blowers at the Gainey Ranch Water Reclamation Plant resulting in approximately a \$50,000 reduction in electrical costs.
- Received over \$100,000 from Arizona Public Service for participation in the Peak Solutions Power Curtailment program.

### FY 2013/14 Objectives

- Complete the expansion of the Advanced Water Treatment facility.
- Perform sewer collection system assessment to prioritize needs and capital improvements.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	38.00	32.00	28.00	(4.00)
% of City's FTEs			1.15 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Sewer Fund	13,103,543	12,830,115	12,641,451	(188,664)
Water Funds	7,438,632	7,726,997	8,854,424	1,127,427
<b>Total Budget</b>	<b>20,542,174</b>	<b>20,557,112</b>	<b>21,495,875</b>	<b>938,763</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	3,405,700	3,085,220	2,546,932	(538,288)
Contractual Services	11,656,763	12,385,846	13,135,342	749,496
Commodities	5,479,711	5,051,046	5,708,601	657,555
Capital Outlays	0	35,000	105,000	70,000
<b>Subtotal Operating Budget</b>	<b>20,542,174</b>	<b>20,557,112</b>	<b>21,495,875</b>	<b>938,763</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>20,542,174</b>	<b>20,557,112</b>	<b>21,495,875</b>	<b>938,763</b>

**Budget Notes and Changes**

- Reduction in FTEs is due to the reorganization of four employees to Water Resources Technology and Administration; changes in Personnel Services also includes citywide increases in healthcare and retirement rates for positions remaining in this area, as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Increase in Contractual Services is due to an increase in electrical and contractual maintenance costs.
- Increase in Commodities is due to an increase in purchased treated Advanced Water Treatment (AWT) Reverse Osmosis (RO) costs for the Reclaimed Water Distribution System (RWDS), offset by decreases in purchased water and effluent costs for the RWDS.
- Increase in Capital Outlays is due to the replacement of a hydro truck with a vactor truck and a maintenance/utility vehicle for use at the Water Campus.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Sewage treated daily (gallons in millions)	21.2	20.7	20.5
Cost of sewage collected and treated per million gallons	\$2,161	\$1,659	\$2,131
Percent of sewer lines cleaned annually	33%	33%	33%
Note: The goal is to clean the entire system every 3 years			
Number of sanitary sewer overflows per year per 100 miles	0.01	0.14	0.50
Note: The national average is 4.5 per 100 miles			

### Description

Water Resources Planning and Engineering provides leadership and management of all Water Resources programs to ensure the drinking water and water reclamation systems are planned, engineered and designed in agreement with the city's General Plan and ensures that all rates and fees are set prudently. This also includes management and administration of water rights, water conservation, contracts and intergovernmental agreement management for water deliveries and water reclamation. This area aims to achieve safe yield (pumping less groundwater than recharged) each year and minimize the amount of lost or unaccounted for water. The Water Conservation office encourages the responsible use of water and conducts numerous adult and youth workshops each year.

### Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Overall leadership and management of all Water Resources programs and efforts.
- Engineering services to assure water and wastewater systems are engineered and designed according to master plans.
- Manage financial plans to assure that all rates and fees are set prudently to operate and maintain the systems.
- Manage the city's water rights and allocations, water conservation programs and contracts and intergovernmental agreement management for water deliveries and sewage treatment.

### FY 2012/13 Achievements

- Developed detailed water recharge plan to provide greater flexibility in system operations to meet required recharge goals and safe yield.
- Initiated system optimization plan which entailed analyzing existing practices and formulating strategies to optimize operations.
- Instituted a new five-tiered water rate structure to allow low water users to maintain or reduce their charges while increasing charges for high-volume water users.
- Began updating the Water Reclamation Master Plan.

### FY 2013/14 Objectives

- Update Water Master Plan, Infrastructure Improvement Plan, impact fees and formulas.
- Ensure future water supply sustainability by increasing stored water credit for drought reserve.
- Perform sewer collection system assessment to prioritize needs and capital improvements.

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	21.00	56.00	21.00	(35.00)
% of City's FTEs			0.86 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Sewer Fund	211,425	582,723	462,221	(120,502)
Water Funds	3,748,153	6,439,038	3,067,797	(3,371,241)
<b>Total Budget</b>	<b>3,959,579</b>	<b>7,021,761</b>	<b>3,530,018</b>	<b>(3,491,743)</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	1,528,405	4,810,580	1,974,819	(2,835,761)
Contractual Services	2,125,490	2,022,225	1,158,292	(863,933)
Commodities	203,926	188,956	396,907	207,951
Capital Outlays	101,757	0	0	0
<b>Subtotal Operating Budget</b>	<b>3,959,579</b>	<b>7,021,761</b>	<b>3,530,018</b>	<b>(3,491,743)</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>3,959,579</b>	<b>7,021,761</b>	<b>3,530,018</b>	<b>(3,491,743)</b>

#### Budget Notes and Changes

- Reduction in FTEs is due to the reorganization of 35 employees to Water Resources Technology and Administration; changes in Personnel Services includes citywide increases in healthcare and retirement rates for positions remaining in this area, as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average.
- Reduction in Contractual Services is due to the reorganization of security costs to Water Resources Technology and Administration and environmental license and permit costs to Water Resources Water Quality.
- Increase in commodities is due to increased purchased water costs for recharge at the Westworld Golf Course facilities.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Achieve safe yield Note: Pumping less groundwater than recharged.	Yes	Yes	Yes
Lost & unaccounted for water Note: The Arizona Department of Water Resources requirement is <10% annually	7.5%	8.1%	8.0%
Attendance at adult and youth education programs	2,148	3,128	2,400

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Filing and assembly of water conservation information packets	1	80	\$1,606	0.0
<b>Total</b>	<b>1</b>		<b>\$1,606</b>	<b>0.0</b>

"The value of volunteer hours calculated at an hourly rate of \$20.08 (Source: IndependentSector.org as of 2011)."





FY 2013/14 Adopted Budget

### Description

Water Technology and Administration supports Water Resources departments by helping to ensure the highest degree of value, quality and service reliability for Water Resources' customers. This area comprises two programs, Technology and Administration. Technology oversees comprehensive data management, control system technologies and system operating services. This area also maintains and repairs Water Resources equipment and infrastructure. Administration includes the customer service call center, employee safety and training, utility system security, accounts payable processing and workforce management support services.

### Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

### Services Provided

- Ensure quality water and sewer service for customers
- Maintains and repairs water and sewer distribution and collection systems, equipment and infrastructure
- Coordinates and manages utility operations, infrastructure and water resources
- Operates customer service call center
- Ensures the safety of all Water Resources facilities and employees
- Conducts annual training for employees

### FY 2012/13 Achievements

- Established Water Systems Efficiency group
- Created centralized Operational Control Center to monitor and manage system operations 24/7/365
- Upgraded 21 radio-telemetry units to newer technology
- Updated internal work order system for efficiency

### FY 2013/14 Objectives

- Complete software development for utility system optimization applications
- Optimize operating criteria for seasonal reservoir storage to improve water quality
- Initiate a project to integrate work order data system with system that helps monitor remote equipment and sites

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	41.00	15.00	56.00	41.00
% of City's FTEs			2.30 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Sewer Fund	734,641	458,533	1,339,810	881,277
Water Funds	3,855,374	2,161,180	4,448,314	2,287,134
<b>Total Budget</b>	<b>4,590,015</b>	<b>2,619,713</b>	<b>5,788,124</b>	<b>3,168,411</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	3,094,065	530,604	4,230,458	3,699,854
Contractual Services	668,154	1,045,988	1,123,082	77,094
Commodities	827,796	998,121	434,584	(563,537)
Capital Outlays	0	45,000	0	(45,000)
<b>Subtotal Operating Budget</b>	<b>4,590,015</b>	<b>2,619,713</b>	<b>5,788,124</b>	<b>3,168,411</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>4,590,015</b>	<b>2,619,713</b>	<b>5,788,124</b>	<b>3,168,411</b>

### Budget Notes and Changes

- The increase in FTEs is due to the reorganization of 41 employees from other Water Resources departments to Water Resources Technology and Administration; changes in Personnel Services also includes citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be at least 105% of the Valley average.
- Increase in Contractual Services is due to the reorganization of security costs from Water Resources Planning and Engineering, offset by the reorganization of contractual maintenance costs from Water Resources Water Services for heating, ventilation and air conditioning (HVAC) systems.
- Reduction in Commodities is due to the reorganization of contractual maintenance costs to the Water Resources Water Services and Water Resources Reclamation Services, offset by increases in materials to maintain and repair electrical equipment.
- Reduction in Capital Outlays is due to a reduction in purchased vehicle costs.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Number of customer calls received	26,912	29,140	29,500
Percentage of completed planned/preventative maintenance activities	N/A*	80%	85%
Note: *Data unavailable prior to internal work order system upgrades			
Vehicle accident frequency rate (per million miles)	14.7	15.2	14.0

**Description**

Water Services treats and distributes drinking water throughout the city. This area manages two surface water treatment plants, the Central Groundwater Treatment Facility, 43 reservoirs, 27 groundwater wells and thousands of fire hydrants, valves, pumps/booster stations and other equipment that make up the drinking water distribution system. Continuous operation of this system ensures compliance with numerous regulatory requirements and provides safe, reliable drinking water to more than 87,000 residential and commercial customers.

**Strategic Goal(s)**



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

**Services Provided**

- Provide safe, reliable drinking water to more than 87,000 accounts by maintaining and operating more than 2,000 miles of water lines, 3 treatment facilities, 43 reservoirs, 27 groundwater wells and thousands of fire hydrants, valves, pumps/booster stations and other equipment that make up the drinking water distribution system
- Treat an average of 70 million gallons of drinking water per day
- Ensures compliance with numerous regulatory requirements

**FY 2012/13 Achievements**

- Increased water production capabilities by 20 million gallons per day with the successful completion of the Central Arizona Project Water Treatment Plant expansion project.
- Developed a cost effective schedule for maximizing the life of Granular Activated Carbon (GAC) resulting in cost reductions in treatment plant operations.
- Enhanced water accountability and water meter accuracy by replacing approximately 7,000 water meters.
- Inspected approximately 900 backflow assemblies to ensure compliance with city ordinances.

**FY 2013/14 Objectives**

- Implement pre-treatment processes and rehabilitate microfiltration basins at the Chaparral Water Treatment Plant
- Maximize life of water system assets by integrating work order system with the asset management system
- Implement 1st phase of fixed automated meter reading system to increase data collection efficiency

<b>Staff Summary</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Full-time Equivalents (FTE)	81.00	80.00	78.00	(2.00)
% of City's FTEs			3.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Water Funds	31,238,533	35,241,583	36,185,439	943,856
<b>Total Budget</b>	<b>31,238,533</b>	<b>35,241,583</b>	<b>36,185,439</b>	<b>943,856</b>

<b>Expenditures By Type</b>	<b>Actual 2011/12</b>	<b>Approved 2012/13</b>	<b>Adopted 2013/14</b>	<b>Change 12/13 to 13/14</b>
Personnel Services	5,103,730	5,910,368	5,660,360	(250,008)
Contractual Services	9,580,918	11,257,481	12,149,711	892,230
Commodities	16,553,886	17,991,334	18,325,368	334,034
Capital Outlays	0	82,400	50,000	(32,400)
<b>Subtotal Operating Budget</b>	<b>31,238,533</b>	<b>35,241,583</b>	<b>36,185,439</b>	<b>943,856</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>31,238,533</b>	<b>35,241,583</b>	<b>36,185,439</b>	<b>943,856</b>

#### Budget Notes and Changes

- Changes in Personnel Services include citywide increases in healthcare and retirement rates as well as adjusting the minimum salary ranges for certain positions to be a least 105% of the Valley average, which is offset by the reduction in FTEs is due to the reorganization of two FTE to Water Resources Technology and Administration.
- Increase in Contractual Services is due to the reorganization of contractual maintenance costs from Water Resources Technology and Administration for heating, ventilation and air conditioning (HVAC) systems.
- Increase in Commodities is due to the increase in meter costs and maintenance needs in the water system offset by a decrease in treatment filter media costs.
- Reduction in Capital Outlays is due to a reduction in purchased vehicle costs.

<b>Performance Measures</b>	<b>Actual 2011/12</b>	<b>Actual 2012/13</b>	<b>Projected 2013/14</b>
Drinking water produced daily (gallons in millions)	68.5	67.6	67.7
Cost of water produced/delivered per million gallons Note: Per Million Gallons	\$1,901	\$2,027	\$2,072
Number of water meters replaced system-wide Note: This reflects 8% of the total inventory of water meters.	7,000	5,058	7,000



FY 2013/14 Adopted Budget

## Operating Projects

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non capital equipment, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset.

Division	Project Description	Adopted FY 2013/14
<b>ADMINISTRATIVE SERVICES</b>		
IT - TELEPHONE EQUIPMENT	The telephone operating project is dedicated to providing systematic upgrades, maintenance and ongoing replacement of the City of Scottsdale's enterprise telephone system. This includes subsystems such as 911, interactive voice response, right fax, and voicemail.	387,000
<b>TOTAL FOR ADMINISTRATIVE SERVICES</b>		<b>387,000</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>		
ART IN PUBLIC PLACES - OPERATING PROJECT	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.	60,000
STORMWATER QUALITY 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 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.	112,095
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 maintenance in the horse barns and other areas at WestWorld. This program may include the purchase of new equipment necessary for operation at WestWorld.	95,000
<b>TOTAL FOR COMMUNITY AND ECONOMIC DEVELOPMENT</b>		<b>884,443</b>
<b>COMMUNITY SERVICES</b>		
PLAYGROUND EQUIPMENT REPLACEMENT	This project includes replacement of playground equipment and shade at one site.	135,000
PUBLIC POOL EQUIPMENT REPLACEMENT	This project will address scheduled replacement of pool equipment at the City of Scottsdale's aquatic facilities.	120,000
<b>TOTAL FOR COMMUNITY SERVICES</b>		<b>255,000</b>
<b>PUBLIC WORKS</b>		
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.	1,340,975
<b>TOTAL FOR PUBLIC WORKS</b>		<b>1,340,975</b>
<b>GRAND TOTAL</b>		<b><u>2,867,418</u></b>

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
COP	Certificate of Participation
COS	City of Scottsdale
CPI	Consumer Price Index
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
FCV	Full Cash Value
FEMA	Federal Emergency Management Agency
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
O&M	Operations and Maintenance
PAYGO	Pay-As-You-Go
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

**Accrual Basis** – A basis of accounting whereby transactions are recognized when they are incurred, as opposed to when cash is received or paid.

**Actual** – As used in the fund summaries and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a modified accrual basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

**Adopted** – As used in the fund summaries and division summaries within the budget document, represents the budget as approved by formal action of the City Council.

**Appropriation** – An authorization made by the City Council, which permits the city to incur obligations and to expend resources for specific purposes.

**Assessed Valuation** – A value that is established annually by the county assessor for real and personal property as a basis for levying taxes.

**Balanced Budget** - Arizona State law requires a “balanced” budget, which is “all-inclusive”. Arizona State Revised Statute (42-17151) defines a “balanced” budget as follow:

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

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

**Base Budget** – Cost of continuing the existing levels of service in the current budget year.

**Beginning Balance** – The residual funds brought forward from the previous fiscal year (ending balance).

**Bond 2000** – General Obligation Bonds that were authorized by voters in calendar year 2000 and are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer’s property taxing power, and must be authorized by the electorate.

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

**Bonds** – Debt instruments, which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

**Bond Rating** – The measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

**Budget Calendar** – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

**Budgetary Basis** – Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that (1) no depreciation is budgeted for proprietary funds; and (2) bond principal in the enterprise funds is subject to appropriation. The budgetary basis of accounting is used to present all proposed budget and forecast amounts in the budget document to facilitate meaningful comparisons. 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 forecasts the capital needs of the community. Generally, it is a cyclical process that forecasts 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 \$10,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as a capital outlay under the same code as the original purchase. Replacement or repair parts are classified under commodities.

**Capital Project** – Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, and water systems.

**Certificate of Participation (COP)** – Funding mechanism similar to bonds utilized for the purchase of capital items.

**Commodities** – Expendable items purchased through the city-approved centralized purchasing process 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 programs of the city with a specific and unique set of goals and objectives (i.e., Public Safety, Finance and Accounting, Community Services, etc.).

**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.

**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 differ 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.

**General Obligation Bonds (GO Bonds)** – Bonds secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). They are usually issued to pay for general capital improvements such as parks and roads.

**Generally Accepted Accounting Principles (GAAP)** – The uniform minimum standards and guidelines to financial accounting and reporting, which govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. 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.

**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 GO bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by either a 0.20 percent sales tax approved by city voters in 1995 and issued for the purpose of acquiring land for the Scottsdale McDowell Sonoran Preserve or a 0.15 percent sales tax approved by city voters in 2004 and issued for the purpose of acquiring land and construction of essential preserve related necessities such as proposed trailheads for the Scottsdale McDowell Sonoran Preserve.

**Primary Assessed Valuation (Limited Property Value)** – In Arizona, the primary assessed valuation is used to compute primary taxes for the maintenance and operation of school districts, community college districts, municipalities, counties, and the state. The limited property value is calculated according to a statutory formula mandated by the Arizona state legislation and cannot exceed the full cash value (also known as secondary assessed valuation).

**Primary Assessment** – The amount of tax calculated according to a statutory formula based on the primary assessed valuation.

**Primary Property Tax** – Levied for the purpose of funding general government operations. Annual increases are limited to two percent of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the city is responsible.

**Program Budget** – A budget, which allocates money to the functions or activities of a government, rather than to specific items of cost or to specific divisions.

**Property Tax** – 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 1<sup>st</sup> and the second half is due on the following March 1<sup>st</sup>.

**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.

**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 Levels** – Describe the present services provided by a city division.

**Sinking Fund** – An account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from there are determined by the terms of the bond contract.

**Special Assessment** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Special Revenue Funds** – Established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The city maintains the following five Special Revenue Funds: Highway User Revenue, Preservation Privilege Tax, Transportation Privilege Tax, Special Programs, and Grants.

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

**Street Light Improvement Districts** – Formed to provide a means for properties within a district to maintain streetlights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the city.

**Tax Levy** – The total amount of revenue to be raised by general property taxes for purposes specified in the tax levy ordinance.

**Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

**Transfers** – The authorized exchanges of cash or other resources between funds, divisions, and/or capital projects.

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

**Trend Analysis** – Examines changes over time, which provides useful management information such as the city's current financial situation and its future financial capacity to sustain service levels.

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

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**Unrestricted General Capital Fund** – Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

**User Fee** – The fee charged for services to the party or parties who directly benefits from the service.

## ORDINANCE NO. 4095

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, 2013, AND ENDING JUNE 30, 2014, AND DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE; RECOGNIZING CONDITIONS ON TRANSFERS OF BUDGETED MONIES; AND ADOPTING THE FINAL FY 2013/14 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 14, 2013, make a budget estimate of the different amounts required to meet the public expenses for the fiscal year beginning July 1, 2013, and ending June 30, 2014 ("Fiscal Year 2013/14"), 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 4, 2013, at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or property tax levy; and

WHEREAS, following the public hearing, the 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 2013/14; 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 18, 2013, in the City Hall Kiva for the purpose of assessing the primary and secondary property tax levies; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not, in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. § 42-17051.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Scottsdale as follows:

SECTION 1. That pursuant to the laws of the State of Arizona, and the Charter of the City of Scottsdale, Schedules A through H, as further described below, attached hereto and incorporated herein by this reference, are hereby adopted as the Final Budget of the City of Scottsdale for the fiscal year beginning July 1, 2013, and ending June 30, 2014 ("Fiscal Year 2013/14"):

Schedule A, Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2013/14

Schedule B, Summary of Property Tax Levy and Property Tax Rate Information Fiscal Year 2013/14

Schedule C, Summary By Fund of Revenues Other than Property Taxes Fiscal Year 2013/14

Schedule D, Summary By Fund Type of Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2013/14

Schedule E, Summary By Division of Expenditures/Expenses Within Each Fund Type Fiscal Year 2013/14

Schedule F, Summary By Division of Expenditures/Expenses Fiscal Year 2013/14

Schedule G, Full-Time Employees and Personnel Compensation Fiscal Year 2013/14

Schedule H, Summary of Specific Budget Appropriations Fiscal Year 2012/13

SECTION 2. That upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made for the budget from contingencies and reserves.

SECTION 3. That the City Council by this Ordinance expressly authorizes the City Manager, at any time, to transfer funds from any unencumbered macro level appropriation balance stated for a specific purpose to a division and/or fund in conformity with that purpose.

SECTION 4. That resources from any fund may be used to meet the adopted budget, except funds specifically restricted by Federal or State law or by City ordinance or resolution.

SECTION 5. That pursuant to section 14-20 *et seq.* of the Scottsdale Revised Code, the Final FY 2013/14 Classification/Compensation Plan, including the number of Authorized Personnel Positions – By Division, Department, & Title, which is on file with, and available for review at, the Office of the City Clerk, is hereby adopted.

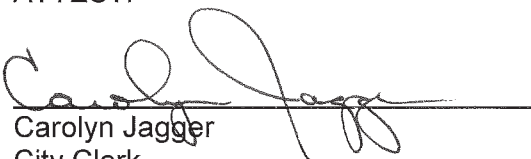
SECTION 6. That the City Council by this Ordinance and subject to the limitation in Section 4 and to the extent allowable by law, expressly authorizes the City Manager, at any time, to transfer grant/match contingency funds to airport Capital Improvement Plan projects as may become necessary or desirable during the fiscal year.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Arizona, this 4<sup>th</sup> day of June, 2013.

CITY OF SCOTTSDALE,  
an Arizona municipal corporation

  
\_\_\_\_\_  
W.J. "Jim" Lane  
Mayor

ATTEST:

  
\_\_\_\_\_  
Carolyn Jagger  
City Clerk

APPROVED AS TO FORM:  
OFFICE OF THE CITY ATTORNEY

  
\_\_\_\_\_  
Bruce Washburn, City Attorney  
By: Sherry R. Scott, Deputy City Attorney

11017363v2

Ordinance No. 4095  
Page 2 of 2

CITY OF SCOTTSDALE  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2013/2014  
Schedule A

Fund	Adopted Budgeted Expenditures 2012/2013	Actual Expenditures 2012/2013*	Estimated Fund Balance July 1, 2013**	Direct Property Tax Revenues 2013/2014	Estimated Revenues Other Than Property Taxes 2013/2014***	Other Financing Sources/(Uses) 2013/2014	Net Interfund Transfers In/(Out) 2013/2014	Total Financial Resources Available 2013/2014	Adopted Budgeted Expenditures 2013/2014	Ending Fund Balance
GENERAL FUND	\$254,303,795	\$249,254,328	\$41,870,630	\$25,510,031	\$202,403,055	\$0	(\$6,543,246)	\$263,240,470	\$261,189,223	\$2,051,247
SPECIAL REVENUE FUNDS	\$74,039,373	\$61,990,012	\$40,284,089	\$0	\$116,461,267	\$0	(\$54,693,718)	\$102,051,638	\$69,347,745	\$32,703,893
DEBT SERVICE FUNDS	\$78,720,583	\$73,297,476	\$15,614,202	\$36,712,519	\$1,383,750	\$0	\$45,152,632	\$98,863,103	\$83,455,841	\$15,407,262
CAPITAL PROJECT FUNDS	\$669,834,200	\$228,977,000	\$162,096,655	\$0	\$307,956,046	\$113,000,000	\$56,802,344	\$639,855,045	\$562,867,500	\$76,987,545
TRUST & AGENCY FUNDS	\$16,000	\$6,000	\$4,021	\$0	\$16,000	\$0	\$0	\$20,021	\$16,000	\$4,021
ENTERPRISE FUNDS	\$182,820,058	\$126,018,176	\$70,528,389	\$0	\$164,718,012	\$20,000,000	(\$39,701,325)	\$215,545,076	\$194,892,749	\$20,652,327
INTERNAL SERVICE FUNDS	\$24,978,417	\$9,346,210	\$28,921,753	\$144,734	\$8,162,010	\$0	(\$1,016,687)	\$36,211,810	\$21,101,884	\$15,109,926
<b>TOTAL ALL FUNDS</b>	<b>\$1,284,712,426</b>	<b>\$748,889,202</b>	<b>\$359,319,739</b>	<b>\$62,367,284</b>	<b>\$801,100,140</b>	<b>\$133,000,000</b>	<b>\$0</b>	<b>\$1,355,787,163</b>	<b>\$1,192,870,942</b>	<b>\$162,916,221</b>

**Expenditure Limitation**

	2012/2013	2013/2014
1. Budgeted expenditures	\$ 1,284,712,426	\$1,192,870,942
2. Add/subtract : estimated net reconciling		
3. Budgeted expenditures adjusted for	1,284,712,426	\$1,192,870,942
4. Less: estimated exclusions	(924,329,442)	(826,993,733)
5. Amount subject to the expenditure	\$ 360,382,984	\$ 365,877,209
6. EEC or voter-approved alternative	\$ 411,520,822	\$ 421,833,986

\*Includes expenditure adjustments approved in FY 2012/2013 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.

**CITY OF SCOTTSDALE**  
**Summary of Property Tax Levy and Property Tax Rate Information**  
**Fiscal Year 2013/2014**  
**Schedule B**

	<b>Fiscal Year 2012/2013</b>	<b>Fiscal Year 2013/2014</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>26,503,770</u>	<u>27,210,635</u>
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)	<u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	<u>25,484,784</u>	<u>25,654,765</u>
B. Secondary property taxes	<u>36,701,738</u>	<u>36,712,519</u>
C. Total property tax levy amounts	<u>62,186,522</u>	<u>62,367,284</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2012/2013 levy	24,975,088	
(2) Prior years' levies	<u>413,877</u>	
(3) Total primary property taxes	25,388,965	
B. Secondary property taxes		
(1) 2012/2013 levy	35,967,703	
(2) Prior years' levies	<u>929,179</u>	
(3) Total secondary property taxes	36,896,882	
C. Total property taxes collected	<u>62,285,847</u>	
5. Property tax rates		
A. City tax rate		
(1) Primary property tax rate	0.5027	0.5342
(2) Secondary property tax rate	<u>0.7225</u>	<u>0.7604</u>
(3) Total city tax rate	<u>1.2252</u>	<u>1.2946</u>

**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 Finance and Accounting Division.

\*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2013/2014**  
**Schedule C**

<b>Source of Revenues</b>	<b>Budgeted Revenues 2012/2013</b>	<b>Actual Revenues 2012/2013*</b>	<b>Estimated Revenues 2013/2014</b>
<b>GENERAL FUND</b>			
<b>TAXES - LOCAL</b>			
TRANSACTION PRIVILEGE TAX - 1.0%	\$88,730,925	\$87,900,692	\$91,547,240
TRANSACTION PRIVILEGE TAX - PUBLIC SAFETY 0.1%	\$8,598,027	\$8,571,638	\$8,934,324
TRANSIENT OCCUPANCY TAX	\$13,385,000	\$0	\$0
ELECTRIC & GAS FRANCHISE	\$8,210,000	\$7,960,000	\$8,412,000
CABLE TV LICENSE FEE	\$3,023,984	\$3,023,984	\$3,023,984
SALT RIVER PROJECT IN LIEU	\$226,142	\$226,142	\$274,000
STORMWATER QUALITY CHARGE	\$859,623	\$859,623	\$894,540
<b>TOTAL TAXES - LOCAL</b>	<u>\$123,033,701</u>	<u>\$108,542,079</u>	<u>\$113,086,088</u>
<b>TAXES- FROM OTHER AGENCIES</b>			
STATE SHARED SALES TAX	\$18,177,784	\$17,977,784	\$18,783,710
STATE SHARED INCOME TAX	\$22,203,397	\$22,203,397	\$24,252,542
AUTO LIEU TAX	\$7,206,645	\$7,006,645	\$7,246,102
<b>TOTAL TAXES- FROM OTHER AGENCIES</b>	<u>\$47,587,826</u>	<u>\$47,187,826</u>	<u>\$50,282,354</u>
<b>CHARGES FOR SERVICE/OTHER</b>			
BUILDING & RELATED PERMITS	\$8,730,000	\$10,530,000	\$9,900,000
BUSINESS & LIQUOR LICENSES	\$1,780,382	\$1,780,382	\$1,765,875
FIRE CHARGES FOR SERVICES	\$466,130	\$466,130	\$660,344
RECREATION FEES	\$3,657,834	\$3,657,834	\$3,623,879
WESTWORLD EQUESTRIAN FACILITY FEES	\$2,729,195	\$2,729,195	\$3,167,710
COURT FINES	\$4,314,501	\$4,314,501	\$4,035,165
LIBRARY	\$318,963	\$318,963	\$357,011
PARKING FINES	\$259,856	\$259,856	\$236,268
PHOTO RADAR	\$2,109,592	\$2,109,592	\$2,330,443
INDIRECT/DIRECT COST ALLOCATIONS	\$6,721,286	\$7,059,120	\$6,502,362
INTERGOVERNMENTAL AGREEMENTS	\$876,637	\$976,637	\$1,221,208
MISCELLANEOUS	\$21,250	\$21,250	\$24,250
PROPERTY RENTAL	\$3,275,345	\$1,872,145	\$1,969,068
<b>TOTAL CHARGES FOR SERVICE/OTHER</b>	<u>\$35,260,971</u>	<u>\$36,095,605</u>	<u>\$35,793,583</u>
<b>INTEREST EARNINGS</b>			
INTEREST EARNINGS	\$1,116,000	\$1,116,000	\$1,000,000
<b>TOTAL INTEREST EARNINGS</b>	<u>\$1,116,000</u>	<u>\$1,116,000</u>	<u>\$1,000,000</u>
<b>OTHER REVENUE</b>			
MISCELLANEOUS	\$727,125	\$1,781,674	\$838,869
ASRS SETTLEMENT		\$1,256,383	
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$1,793,464	\$1,793,464	\$1,402,161
CONTRIBUTIONS & DONATIONS	\$90,000	\$0	\$0
<b>TOTAL OTHER REVENUE</b>	<u>\$2,610,589</u>	<u>\$4,831,521</u>	<u>\$2,241,030</u>
<b>TOTAL GENERAL FUND</b>	<u>\$209,609,087</u>	<u>\$197,773,031</u>	<u>\$202,403,055</u>

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2013/2014**  
**Schedule C**

<b>Source of Revenues</b>	<b>Budgeted Revenues 2012/2013</b>	<b>Actual Revenues 2012/2013*</b>	<b>Estimated Revenues 2013/2014</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>PRESERVATION PRIVILEGE TAX FUNDS</b>			
TRANSACTION PRIVILEGE TAX - 0.15%	\$12,901,477	\$12,857,457	\$13,401,483
TRANSACTION PRIVILEGE TAX - 0.20%	\$17,284,784	\$17,143,276	\$17,868,644
INTEREST EARNINGS	\$250,000	\$250,000	\$151,105
<b>TOTAL PRESERVATION PRIVILEGE TAX FUNDS</b>	<b>\$30,436,261</b>	<b>\$30,250,733</b>	<b>\$31,421,232</b>
<b>TRANSPORTATION/HURF FUND</b>			
TRANSACTION PRIVILEGE TAX - 0.20%	\$16,787,891	\$16,628,977	\$17,332,585
HIGHWAY USER TAX	\$12,233,886	\$12,233,886	\$12,262,558
INTERGOVERNMENTAL AGREEMENTS	\$500,000	\$500,000	\$643,370
FEDERAL GRANTS	\$700,000	\$700,000	\$737,377
STATE GRANTS	\$610,000	\$610,000	\$643,370
MISCELLANEOUS	\$50,000	\$50,000	\$91,200
INDIRECT/DIRECT COST ALLOCATIONS	\$0	\$557,776	\$545,505
<b>TOTAL TRANSPORTATION/HURF FUND</b>	<b>\$30,881,777</b>	<b>\$31,280,639</b>	<b>\$32,255,965</b>
<b>TOURISM DEVELOPMENT</b>			
TRANSIENT OCCUPANCY TAX	\$0	\$13,385,000	\$13,989,000
PROPERTY RENTAL	\$0	\$1,503,200	\$1,600,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$0	\$90,000	\$85,000
<b>TOTAL TOURISM DEVELOPMENT</b>	<b>\$0</b>	<b>\$14,978,200</b>	<b>\$15,674,000</b>
<b>SPECIAL PROGRAMS FUND</b>			
ELECTRIC & GAS FRANCHISE	\$0	\$250,000	\$250,000
BUSINESS & LIQUOR LICENSES	\$70,000	\$70,000	\$36,000
RECREATION FEES	\$1,586,850	\$1,586,850	\$1,706,800
CODE ENFORCEMENT FINES	\$1,012,018	\$1,012,018	\$987,126
COURT FINES	\$85,175	\$85,175	\$101,175
POLICE FEES	\$470,000	\$470,000	\$450,000
INTERGOVERNMENTAL AGREEMENTS	\$221,460	\$221,460	\$208,240
PROPERTY RENTAL	\$691,750	\$691,750	\$631,750
INTEREST EARNINGS	\$5,237	\$5,237	\$14,546
MISCELLANEOUS	\$6,776,261	\$6,776,261	\$6,498,200
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$611,000	\$611,000	\$691,042
CONTRIBUTIONS & DONATIONS	\$1,312,850	\$1,312,850	\$777,115
<b>TOTAL SPECIAL PROGRAMS FUND</b>	<b>\$12,842,601</b>	<b>\$13,092,601</b>	<b>\$12,351,994</b>
<b>GRANT FUNDS</b>			
FEDERAL GRANTS	\$30,564,187	\$30,564,187	\$22,263,557
STATE GRANTS	\$251,248	\$251,248	\$179,300
INTERGOVERNMENTAL AGREEMENTS	\$138,000	\$138,000	\$138,000
CONTRIBUTIONS & DONATIONS	\$1,400,251	\$1,400,251	\$1,530,000
<b>TOTAL GRANT FUNDS</b>	<b>\$32,353,686</b>	<b>\$32,353,686</b>	<b>\$24,110,857</b>
<b>SPECIAL DISTRICTS</b>			
STREETLIGHT DISTRICTS	\$646,728	\$646,728	\$647,219
<b>TOTAL SPECIAL DISTRICTS</b>	<b>\$646,728</b>	<b>\$646,728</b>	<b>\$647,219</b>

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2013/2014**  
**Schedule C**

<u>Source of Revenues</u>	<u>Budgeted Revenues 2012/2013</u>	<u>Actual Revenues 2012/2013*</u>	<u>Estimated Revenues 2013/2014</u>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$107,161,053</b>	<b>\$122,602,587</b>	<b>\$116,461,267</b>
<b>DEBT SERVICE FUNDS</b>			
<b>GO Preserve</b>			
MISCELLANEOUS	\$0	\$2,427,084	\$0
<b>TOTAL GO PRESERVE</b>	<b>\$0</b>	<b>\$2,427,084</b>	<b>\$0</b>
<b>MPC EXCISE DEBT</b>			
INTERGOVERNMENTAL AGREEMENTS	\$678,167	\$1,106,485	\$1,238,750
PROPERTY RENTAL	\$145,000	\$145,000	\$145,000
<b>TOTAL MPC EXCISE DEBT</b>	<b>\$823,167</b>	<b>\$1,251,485</b>	<b>\$1,383,750</b>
<b>SPECIAL ASSESSMENT DEBT FUND</b>			
SPECIAL ASSESSMENTS	\$771,321	\$771,321	\$0
<b>TOTAL SPECIAL ASSESSMENT DEBT FUND</b>	<b>\$771,321</b>	<b>\$771,321</b>	<b>\$0</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$1,594,488</b>	<b>\$4,449,890</b>	<b>\$1,383,750</b>
<b>CAPITAL PROJECT FUNDS</b>			
<b>CAPITAL IMPROVEMENT PROGRAM</b>			
INTERGOVERNMENTAL AGREEMENTS	\$21,544,400	\$5,542,300	\$21,800,600
INTEREST EARNINGS	\$879,600	\$853,700	\$1,064,389
FEDERAL GRANTS	\$29,594,700	\$32,278,400	\$36,894,100
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$140,000	\$195,000	\$110,000
CONTRIBUTIONS & DONATIONS	\$19,768,800	\$3,458,000	\$5,534,800
ESTIMATED UNEXPENDED PRIOR YEAR	\$224,348,100	\$0	\$242,552,157
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$296,275,600</b>	<b>\$42,327,400</b>	<b>\$307,956,046</b>
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$296,275,600</b>	<b>\$42,327,400</b>	<b>\$307,956,046</b>
<b>TRUST &amp; AGENCY FUNDS</b>			
<b>TRUSTS</b>			
MISCELLANEOUS	\$10,000	\$0	\$10,000
CONTRIBUTIONS & DONATIONS	\$6,000	\$6,000	\$6,000
<b>TOTAL TRUSTS</b>	<b>\$16,000</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>TOTAL TRUST &amp; AGENCY FUNDS</b>	<b>\$16,000</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>ENTERPRISE FUNDS</b>			
<b>AVIATION FUND</b>			
TRANSACTION PRIVILEGE TAX	\$115,002	\$115,002	\$146,226
AIRPORT FEES	\$2,979,523	\$2,979,523	\$3,181,300
INTEREST EARNINGS	\$3,463	\$40,000	\$30,149
<b>TOTAL AVIATION FUND</b>	<b>\$3,097,988</b>	<b>\$3,134,525</b>	<b>\$3,357,675</b>
<b>WATER AND SEWER UTILITY FUNDS</b>			
WATER CHARGES	\$86,544,981	\$91,646,620	\$91,819,196
WATER RECLAMATION CHARGES	\$34,085,166	\$35,392,788	\$36,887,303
NON-POTABLE WATER FEES	\$10,395,148	\$8,751,773	\$10,649,421
INTEREST EARNINGS	\$382,337	\$253,497	\$524,682
MISCELLANEOUS	\$1,714,827	\$1,768,573	\$1,210,295
<b>TOTAL WATER AND SEWER UTILITY FUNDS</b>	<b>\$133,122,459</b>	<b>\$137,813,250</b>	<b>\$141,090,897</b>



**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2013/2014**  
**Schedule C**

<b>Source of Revenues</b>	<b>Budgeted Revenues 2012/2013</b>	<b>Actual Revenues 2012/2013*</b>	<b>Estimated Revenues 2013/2014</b>
<b>SOLID WASTE FUND</b>			
SOLID WASTE FEES	\$20,244,741	\$19,981,272	\$20,215,503
INTEREST EARNINGS	\$46,065	\$46,065	\$53,937
<b>TOTAL SOLID WASTE FUND</b>	<b>\$20,290,806</b>	<b>\$20,027,337</b>	<b>\$20,269,440</b>
<b>TOTAL ENTERPRISE FUNDS</b>			
	<b>\$156,511,252</b>	<b>\$160,975,113</b>	<b>\$164,718,012</b>
<b>INTERNAL SERVICE FUNDS</b>			
<b>FLEET MANAGEMENT FUND</b>			
EQUIPMENT REPLACEMENT REVENUE	\$5,650,632	\$5,650,632	\$6,851,280
MAINTENANCE & OPERATIONS REVENUE	\$12,527,712	\$11,860,715	\$12,313,740
INTEREST EARNINGS	\$51,786	\$0	\$0
MISCELLANEOUS	\$200,000	\$325,800	\$267,300
INTERNAL SERVICE OFFSETS	(\$18,178,344)	(\$17,511,347)	(\$19,165,020)
<b>TOTAL FLEET MANAGEMENT FUND</b>	<b>\$251,786</b>	<b>\$325,800</b>	<b>\$267,300</b>
<b>PC REPLACEMENT FUND</b>			
PC REPLACEMENT REVENUE	\$953,208	\$834,513	\$1,012,856
INTERNAL SERVICE OFFSETS	(\$953,208)	(\$834,513)	(\$1,012,856)
<b>TOTAL PC REPLACEMENT FUND</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>SELF INSURANCE FUNDS</b>			
COS DENTAL PREMIUMS	\$848,340	\$814,280	\$816,010
COS MEDICAL PREMIUMS	\$17,315,640	\$17,550,620	\$18,455,230
EMPLOYEE DENTAL PREMIUMS	\$803,370	\$771,970	\$774,830
EMPLOYEE MEDICAL PREMIUMS	\$5,118,110	\$5,580,999	\$5,934,440
PROPERTY - WORKER'S COMP	\$4,000,000	\$4,000,000	\$6,500,000
RETIREE MEDICAL PREMIUMS	\$4,089,040	\$921,880	\$763,290
UNEMPLOYMENT CLAIMS	\$200,000	\$200,000	\$100,000
INTEREST EARNINGS	\$131,572	\$0	\$0
MISCELLANEOUS	\$101,000	\$93,120	(\$129,850)
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$525,233	\$629,360	\$552,000
INTERNAL SERVICE OFFSETS	(\$22,363,980)	(\$22,564,900)	(\$25,871,240)
<b>TOTAL SELF INSURANCE FUNDS</b>	<b>\$10,768,325</b>	<b>\$7,997,329</b>	<b>\$7,894,710</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>			
	<b>\$11,020,111</b>	<b>\$8,323,129</b>	<b>\$8,162,010</b>
<b>TOTAL ALL FUNDS</b>			
	<b>\$782,187,591</b>	<b>\$536,457,150</b>	<b>\$801,100,140</b>

\*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Fund Type of Other Financing Sources/(Uses) and Interfund Transfers**  
**Fiscal Year 2013/2014**  
**Schedule D**

<u>Fund</u>	<u>Other Financing Sources/(Uses) 2013/2014</u>	<u>Tentative Interfund Transfers 2013/2014</u>	
		<u>IN</u>	<u>OUT</u>
<b>GENERAL FUND</b>			
GENERAL FUND		\$10,912,512	\$17,455,758
<b>TOTAL GENERAL FUND</b>		<b>\$10,912,512</b>	<b>\$17,455,758</b>
<b>SPECIAL REVENUE FUNDS</b>			
GRANT FUNDS			\$2,800
PRESERVATION PRIVILEGE TAX FUNDS			\$34,691,708
SPECIAL PROGRAMS FUND		\$60,000	\$5,253,778
TOURISM DEVELOPMENT		\$0	\$6,100,739
TRANSPORTATION/HURF FUND		\$0	\$8,704,693
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>\$60,000</b>	<b>\$54,753,718</b>
<b>DEBT SERVICE FUNDS</b>			
DEBT SERVICE FUND		\$14,280,924	
GO DEBT SERVICE		\$24,396,795	
SPECIAL ASSESSMENT DEBT FUND		\$6,474,913	
<b>TOTAL DEBT SERVICE FUNDS</b>		<b>\$45,152,632</b>	
<b>CAPITAL PROJECT FUNDS</b>			
CAPITAL IMPROVEMENT PROGRAM		\$73,657,432	\$16,855,088
CAPITAL PROJECT FUND	\$113,000,000	\$0	\$0
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$113,000,000</b>	<b>\$73,657,432</b>	<b>\$16,855,088</b>
<b>ENTERPRISE FUNDS</b>			
AVIATION FUND		\$754,387	\$5,100
SOLID WASTE FUND			\$843,600
WATER AND SEWER UTILITY FUNDS	\$20,000,000	\$16,855,088	\$56,462,100
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$20,000,000</b>	<b>\$17,609,475</b>	<b>\$57,310,800</b>
<b>INTERNAL SERVICE FUNDS</b>			
FLEET MANAGEMENT FUND			\$1,013,887
SELF INSURANCE FUNDS		\$0	\$2,800
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>\$0</b>	<b>\$1,016,687</b>
<b>TOTAL ALL FUNDS</b>	<b>\$133,000,000</b>	<b>\$147,392,051</b>	<b>\$147,392,051</b>

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2013/2014**  
**Schedule E**

<b>Fund/Divisions</b>	<b>Adopted Budget Expenditures 2012/2013</b>	<b>Expenditure Adjustments Approved 2012/2013</b>	<b>Actual Expenditures 2012/2013*</b>	<b>Adopted Budget Expenditures 2013/2014</b>
<b>GENERAL FUND</b>				
MAYOR AND CITY COUNCIL	\$778,585	\$4,786	\$783,371	\$811,892
CITY ATTORNEY	\$5,582,195	\$105,239	\$5,687,434	\$5,707,884
CITY AUDITOR	\$753,386	\$8,052	\$761,438	\$750,053
CITY CLERK	\$998,146	\$9,228	\$1,007,374	\$1,217,619
CITY COURT	\$3,745,787	\$13,137	\$3,758,924	\$3,896,081
CITY MANAGER	\$879,946	(\$83,909)	\$796,037	\$887,235
CITY TREASURER - FINANCE AND ACCOUNTING	\$5,453,215	\$33,759	\$5,486,974	\$5,687,153
ADMINISTRATIVE SERVICES	\$14,742,300	\$45,380	\$14,787,680	\$15,679,662
COMMUNITY AND ECONOMIC DEVELOPMENT	\$23,704,234	(\$1,566,613)	\$22,137,621	\$22,826,306
COMMUNITY SERVICES	\$33,818,807	\$161,098	\$33,979,905	\$33,689,227
PUBLIC SAFETY	\$0	\$0	\$0	\$13,023,731
PUBLIC SAFETY - FIRE	\$29,231,484	\$157,956	\$29,389,440	\$27,927,821
PUBLIC SAFETY - POLICE	\$79,541,812	\$1,032,220	\$80,574,032	\$73,790,741
PUBLIC WORKS	\$17,685,952	(\$49,984)	\$17,635,968	\$18,525,257
DEBT SERVICE	\$6,238,021	\$29,200,000	\$35,438,021	\$3,159,903
ESTIMATED DIVISION SAVINGS	(\$3,307,500)	\$2,139,034	(\$3,818,466)	(\$3,900,000)
COMPENSATION ADJUSTMENT	\$649,210	\$0	\$649,210	\$0
LEAVE ACCRUAL PAYMENTS	\$1,873,529	(\$1,424,164)	\$449,365	\$1,800,000
MERIT PROGRAM	\$0	\$0	\$0	\$2,773,632
ONE TIME PUBLIC SAFETY COMPENSATION	\$0	\$0	\$0	\$2,500,000
OTHER SAVINGS	(\$500,000)	\$0	(\$250,000)	\$0
PAY FOR PERFORMANCE	\$2,695,000	(\$2,658,528)	\$0	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$29,739,686	(\$70,000)	\$0	\$30,435,026
<b>TOTAL GENERAL FUND</b>	<b>\$254,303,795</b>	<b>\$27,056,691</b>	<b>\$249,254,328</b>	<b>\$261,189,223</b>
<b>TOTAL GENERAL FUND</b>	<b>\$254,303,795</b>	<b>\$27,056,691</b>	<b>\$249,254,328</b>	<b>\$261,189,223</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>GRANT FUNDS</b>				
NON DIVISIONAL	\$11,044,623	(\$392,269)	\$10,652,354	\$4,525,750
COMMUNITY AND ECONOMIC DEVELOPMENT	\$212,500	\$0	\$212,500	\$0
COMMUNITY SERVICES	\$9,666,889	\$293,073	\$9,959,962	\$12,301,672
PUBLIC SAFETY	\$586,220	\$7,600	\$593,820	\$0
PUBLIC SAFETY - POLICE	\$319,532	\$282,380	\$601,912	\$262,758
COMPENSATION ADJUSTMENT	\$5,117	\$0	\$5,117	\$0
MERIT PROGRAM	\$0	\$0	\$0	\$17,877
PAY FOR PERFORMANCE	\$17,505	(\$15,784)	\$1,721	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$10,500,000	(\$175,000)	\$0	\$7,000,000
<b>TOTAL GRANT FUNDS</b>	<b>\$32,352,386</b>	<b>\$0</b>	<b>\$22,027,386</b>	<b>\$24,108,057</b>
<b>SPECIAL DISTRICTS</b>				
NON DIVISIONAL	\$646,728	\$0	\$646,728	\$647,219
<b>TOTAL SPECIAL DISTRICTS</b>	<b>\$646,728</b>	<b>\$0</b>	<b>\$646,728</b>	<b>\$647,219</b>

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2013/2014**  
**Schedule E**

<b>Fund/Divisions</b>	<b>Adopted Budget Expenditures 2012/2013</b>	<b>Expenditure Adjustments Approved 2012/2013</b>	<b>Actual Expenditures 2012/2013*</b>	<b>Adopted Budget Expenditures 2013/2014</b>
<b>TOURISM DEVELOPMENT</b>				
NON DIVISIONAL	\$0	\$0	\$0	\$500,000
COMMUNITY AND ECONOMIC DEVELOPMENT	\$0	\$8,435,809	\$8,435,809	\$8,870,489
MERIT PROGRAM	\$0	\$0	\$0	\$4,011
CONTINGENCY / RESERVE APPROPRIATION	\$0	\$0	\$0	\$2,500,000
<b>TOTAL TOURISM DEVELOPMENT</b>	<b>\$0</b>	<b>\$8,435,809</b>	<b>\$8,435,809</b>	<b>\$11,874,500</b>
<b>SPECIAL PROGRAMS FUND</b>				
CITY COURT	\$1,921,341	\$16,530	\$1,937,871	\$2,047,556
COMMUNITY AND ECONOMIC DEVELOPMENT	\$7,911,598	(\$6,617,500)	\$811,150	\$1,144,098
COMMUNITY SERVICES	\$2,658,998	\$8,597	\$2,667,595	\$2,681,345
PUBLIC SAFETY - FIRE	\$1,495	\$618,717	\$450,786	\$300
PUBLIC SAFETY - POLICE	\$1,830,073	\$4,295	\$1,834,368	\$1,461,247
PUBLIC WORKS	\$1,380,078	\$250,000	\$250,000	\$250,000
COMPENSATION ADJUSTMENT	\$10,455	\$0	\$0	\$0
MERIT PROGRAM	\$0	\$0	\$0	\$35,157
PAY FOR PERFORMANCE	\$35,767	(\$29,422)	\$0	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$1,500,000	(\$543,717)	\$0	\$1,500,000
<b>TOTAL SPECIAL PROGRAMS FUND</b>	<b>\$17,249,805</b>	<b>(\$6,292,500)</b>	<b>\$7,951,770</b>	<b>\$9,119,703</b>
<b>TRANSPORTATION/HURF FUND</b>				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$9,250,167	\$107,275	\$9,357,442	\$8,916,082
COMMUNITY SERVICES	\$1,052,426	\$0	\$1,052,426	\$1,050,671
PUBLIC WORKS	\$12,508,773	\$52,063	\$12,560,836	\$13,638,668
COMPENSATION ADJUSTMENT	\$27,754	\$0	\$0	\$0
ESTIMATED DIVISION SAVINGS	(\$148,838)	\$76,499	\$27,754	(\$156,300)
LEAVE ACCRUAL PAYMENTS	\$47,518	(\$145,835)	(\$72,339)	\$49,900
MERIT PROGRAM	\$0	\$0	\$0	\$97,045
PAY FOR PERFORMANCE	\$94,954	(\$90,002)	\$0	\$0
<b>TOTAL TRANSPORTATION/HURF FUND</b>	<b>\$22,832,754</b>	<b>\$0</b>	<b>\$22,926,119</b>	<b>\$23,596,066</b>
<b>PRESERVATION PRIVILEGE TAX FUNDS</b>				
DEBT SERVICE	\$957,700	\$0	\$2,200	\$2,200
<b>TOTAL PRESERVATION PRIVILEGE TAX FUNDS</b>	<b>\$957,700</b>	<b>\$0</b>	<b>\$2,200</b>	<b>\$2,200</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$74,039,373</b>	<b>\$2,143,309</b>	<b>\$61,990,012</b>	<b>\$69,347,745</b>
<b>DEBT SERVICE FUNDS</b>				
<b>GO DEBT SERVICE</b>				
DEBT SERVICE	\$58,850,034	\$0	\$55,892,127	\$61,109,315
<b>TOTAL GO DEBT SERVICE</b>	<b>\$58,850,034</b>	<b>\$0</b>	<b>\$55,892,127</b>	<b>\$61,109,315</b>
<b>MPC EXCISE DEBT</b>				
DEBT SERVICE	\$12,613,115	\$0	\$10,147,915	\$15,871,613
<b>TOTAL MPC EXCISE DEBT</b>	<b>\$12,613,115</b>	<b>\$0</b>	<b>\$10,147,915</b>	<b>\$15,871,613</b>

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2013/2014**  
**Schedule E**

Fund/Divisions	Adopted Budget Expenditures 2012/2013	Expenditure Adjustments Approved 2012/2013	Actual Expenditures 2012/2013*	Adopted Budget Expenditures 2013/2014
<b>SPECIAL ASSESSMENT DEBT FUND</b>				
DEBT SERVICE	\$7,257,434	\$0	\$7,257,434	\$6,474,913
<b>TOTAL SPECIAL ASSESSMENT DEBT FUND</b>	<b>\$7,257,434</b>	<b>\$0</b>	<b>\$7,257,434</b>	<b>\$6,474,913</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$78,720,583</b>	<b>\$0</b>	<b>\$73,297,476</b>	<b>\$83,455,841</b>
<b>TRUST &amp; AGENCY FUNDS</b>				
<b>TRUSTS</b>				
MAYOR AND CITY COUNCIL	\$6,000	\$0	\$6,000	\$6,000
CONTINGENCY / RESERVE APPROPRIATION	\$10,000	\$0	\$0	\$10,000
<b>TOTAL TRUSTS</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>TOTAL TRUST &amp; AGENCY FUNDS</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>ENTERPRISE FUNDS</b>				
<b>WATER AND SEWER UTILITY FUNDS</b>				
MAYOR AND CITY COUNCIL	\$110,000	\$0	\$110,000	\$110,000
CITY TREASURER - FINANCE AND ACCOUNTING	\$2,042,228	\$23,585	\$2,065,813	\$2,096,976
WATER RESOURCES	\$67,917,399	\$262,774	\$68,180,173	\$69,892,586
COMPENSATION ADJUSTMENT	\$89,422	\$0	\$89,422	\$0
DEBT SERVICE	\$28,715,013	\$0	\$28,715,013	\$29,504,864
INDIRECT/DIRECT COST ALLOCATION	\$5,413,260	\$0	\$5,413,261	\$5,009,603
MERIT PROGRAM	\$0	\$0	\$0	\$298,776
PAY FOR PERFORMANCE	\$305,926	(\$286,359)	\$296,748	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$52,673,030	\$0	\$0	\$58,044,127
<b>TOTAL WATER AND SEWER UTILITY FUNDS</b>	<b>\$157,266,278</b>	<b>\$0</b>	<b>\$104,870,430</b>	<b>\$164,956,932</b>
<b>SOLID WASTE FUND</b>				
CITY TREASURER - FINANCE AND ACCOUNTING	\$876,781	\$9,188	\$885,969	\$892,210
PUBLIC WORKS	\$16,116,245	\$96,292	\$16,212,537	\$17,085,234
COMPENSATION ADJUSTMENT	\$32,371	\$0	\$0	\$0
INDIRECT/DIRECT COST ALLOCATION	\$1,118,361	\$0	\$1,676,137	\$1,639,861
MERIT PROGRAM	\$0	\$0	\$0	\$110,325
PAY FOR PERFORMANCE	\$110,746	(\$105,480)	\$0	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$3,996,457	\$0	\$0	\$4,181,282
<b>TOTAL SOLID WASTE FUND</b>	<b>\$22,250,961</b>	<b>\$0</b>	<b>\$18,774,643</b>	<b>\$23,908,912</b>
<b>AVIATION FUND</b>				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$1,828,407	\$17,197	\$1,845,604	\$1,997,150
COMPENSATION ADJUSTMENT	\$5,658	\$0	\$0	\$0
INDIRECT/DIRECT COST ALLOCATION	\$189,665	\$0	\$527,499	\$398,403
MERIT PROGRAM	\$0	\$0	\$0	\$18,820
PAY FOR PERFORMANCE	\$19,358	(\$17,197)	\$0	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$1,259,731	\$0	\$0	\$3,612,532
<b>TOTAL AVIATION FUND</b>	<b>\$3,302,819</b>	<b>\$0</b>	<b>\$2,373,103</b>	<b>\$6,026,905</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$182,820,058</b>	<b>\$0</b>	<b>\$126,018,176</b>	<b>\$194,892,749</b>

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2013/2014**  
**Schedule E**

<b>Fund/Divisions</b>	<b>Adopted Budget Expenditures 2012/2013</b>	<b>Expenditure Adjustments Approved 2012/2013</b>	<b>Actual Expenditures 2012/2013*</b>	<b>Adopted Budget Expenditures 2013/2014</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>SELF INSURANCE FUNDS</b>				
CITY TREASURER - FINANCE AND ACCOUNTING	\$7,948,092	\$13,651	\$6,713,796	\$8,083,732
ADMINISTRATIVE SERVICES	\$28,644,227	\$4,727	\$25,346,182	\$27,105,582
COMPENSATION ADJUSTMENT	\$5,371	\$0	\$0	\$0
INTERNAL SERVICE OFFSETS	(\$22,363,980)	\$0	(\$22,564,900)	(\$25,871,240)
MERIT PROGRAM	\$0	\$0	\$0	\$18,548
PAY FOR PERFORMANCE	\$18,378	(\$18,378)	\$0	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$5,000,000	\$0	\$0	\$5,000,000
<b>TOTAL SELF INSURANCE FUNDS</b>	<b>\$19,252,088</b>	<b>\$0</b>	<b>\$9,495,078</b>	<b>\$14,336,622</b>
<b>FLEET MANAGEMENT FUND</b>				
PUBLIC WORKS	\$18,778,781	(\$97,174)	\$17,469,270	\$19,423,279
COMPENSATION ADJUSTMENT	\$17,772	\$0	\$0	\$0
ESTIMATED DIVISION SAVINGS	(\$190,000)	\$191,894	\$0	(\$199,500)
INTERNAL SERVICE OFFSETS	(\$18,178,344)	\$0	(\$17,511,347)	(\$19,165,020)
LEAVE ACCRUAL PAYMENTS	\$33,000	(\$45,729)	\$0	\$33,200
MERIT PROGRAM	\$0	\$0	\$0	\$57,140
PAY FOR PERFORMANCE	\$60,800	(\$48,991)	\$0	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$5,429,806	\$0	\$0	\$6,286,386
<b>TOTAL FLEET MANAGEMENT FUND</b>	<b>\$5,951,815</b>	<b>\$0</b>	<b>(\$42,077)</b>	<b>\$6,435,485</b>
<b>PC REPLACEMENT FUND</b>				
ADMINISTRATIVE SERVICES	\$727,722	\$0	\$727,722	\$842,633
INTERNAL SERVICE OFFSETS	(\$953,208)	\$0	(\$834,513)	(\$1,012,856)
CONTINGENCY / RESERVE APPROPRIATION	\$0	\$0	\$0	\$500,000
<b>TOTAL PC REPLACEMENT FUND</b>	<b>(\$225,486)</b>	<b>\$0</b>	<b>(\$106,791)</b>	<b>\$329,777</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$24,978,417</b>	<b>\$0</b>	<b>\$9,346,210</b>	<b>\$21,101,884</b>
<b>CAPITAL PROJECT FUNDS</b>				
<b>CAPITAL IMPROVEMENT PROGRAM</b>				
CAPITAL PROJECTS	\$586,884,200	\$0	\$228,977,000	\$517,417,500
CONTINGENCY / RESERVE APPROPRIATION	\$82,950,000	(\$29,200,000)	\$0	\$45,450,000
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$669,834,200</b>	<b>(\$29,200,000)</b>	<b>\$228,977,000</b>	<b>\$562,867,500</b>
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$669,834,200</b>	<b>(\$29,200,000)</b>	<b>\$228,977,000</b>	<b>\$562,867,500</b>
<b>TOTAL ALL FUNDS</b>	<b>\$1,284,712,426</b>	<b>\$0</b>	<b>\$748,889,202</b>	<b>\$1,192,870,942</b>

\*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Division of Expenditures/Expenses**  
**Fiscal Year 2013/2014**  
**Schedule F**

<u>Division/Fund</u>	<u>Adopted Budget Expenditures 2012/2013</u>	<u>Expenditure Adjustments Approved 2012/2013</u>	<u>Actual Expenditures 2012/2013*</u>	<u>Adopted Budget Expenditures 2013/2014</u>
<b>MAYOR AND CITY COUNCIL</b>				
GENERAL FUND	\$778,585	\$4,786	\$783,371	\$811,892
TRUST & AGENCY FUND - TRUSTS	\$6,000	\$0	\$6,000	\$6,000
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$110,000	\$0	\$110,000	\$110,000
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>\$894,585</b>	<b>\$4,786</b>	<b>\$899,371</b>	<b>\$927,892</b>
<b>CITY ATTORNEY</b>				
GENERAL FUND	\$5,582,195	\$105,239	\$5,687,434	\$5,707,884
<b>TOTAL CITY ATTORNEY</b>	<b>\$5,582,195</b>	<b>\$105,239</b>	<b>\$5,687,434</b>	<b>\$5,707,884</b>
<b>CITY AUDITOR</b>				
GENERAL FUND	\$753,386	\$8,052	\$761,438	\$750,053
<b>TOTAL CITY AUDITOR</b>	<b>\$753,386</b>	<b>\$8,052</b>	<b>\$761,438</b>	<b>\$750,053</b>
<b>CITY CLERK</b>				
GENERAL FUND	\$998,146	\$9,228	\$1,007,374	\$1,217,619
<b>TOTAL CITY CLERK</b>	<b>\$998,146</b>	<b>\$9,228</b>	<b>\$1,007,374</b>	<b>\$1,217,619</b>
<b>CITY COURT</b>				
GENERAL FUND	\$3,745,787	\$13,137	\$3,758,924	\$3,896,081
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,921,341	\$16,530	\$1,937,871	\$2,047,556
<b>TOTAL CITY COURT</b>	<b>\$5,667,128</b>	<b>\$29,667</b>	<b>\$5,696,795</b>	<b>\$5,943,637</b>
<b>CITY MANAGER</b>				
GENERAL FUND	\$879,946	(\$83,909)	\$796,037	\$887,235
<b>TOTAL CITY MANAGER</b>	<b>\$879,946</b>	<b>(\$83,909)</b>	<b>\$796,037</b>	<b>\$887,235</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>				
GENERAL FUND	\$5,453,215	\$33,759	\$5,486,974	\$5,687,153
ENTERPRISE FUND - SOLID WASTE	\$876,781	\$9,188	\$885,969	\$892,210
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$2,042,228	\$23,585	\$2,065,813	\$2,096,976
INTERNAL SERVICE FUND - SELF INSURANCE	\$7,948,092	\$13,651	\$6,713,796	\$8,083,732
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>\$16,320,316</b>	<b>\$80,183</b>	<b>\$15,152,552</b>	<b>\$16,760,071</b>
<b>ADMINISTRATIVE SERVICES</b>				
GENERAL FUND	\$14,742,300	\$45,380	\$14,787,680	\$15,679,662
INTERNAL SERVICE FUND - PC REPLACEMENT	\$727,722	\$0	\$727,722	\$842,633
INTERNAL SERVICE FUND - SELF INSURANCE	\$28,644,227	\$4,727	\$25,346,182	\$27,105,582
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$44,114,249</b>	<b>\$50,107</b>	<b>\$40,861,584</b>	<b>\$43,627,877</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>				
GENERAL FUND	\$23,704,234	(\$1,566,613)	\$22,137,621	\$22,826,306
SPECIAL REVENUE FUND - GRANT	\$212,500	\$0	\$212,500	\$0
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$7,911,598	(\$6,617,500)	\$811,150	\$1,144,098
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$0	\$8,435,809	\$8,435,809	\$8,870,489
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$9,250,167	\$107,275	\$9,357,442	\$8,916,082
ENTERPRISE FUND - AVIATION	\$1,828,407	\$17,197	\$1,845,604	\$1,997,150
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>\$42,906,906</b>	<b>\$376,168</b>	<b>\$42,800,126</b>	<b>\$43,754,125</b>

**CITY OF SCOTTSDALE**  
**Summary by Division of Expenditures/Expenses**  
**Fiscal Year 2013/2014**  
**Schedule F**

<b>Division/Fund</b>	<b>Adopted Budget Expenditures 2012/2013</b>	<b>Expenditure Adjustments Approved 2012/2013</b>	<b>Actual Expenditures 2012/2013*</b>	<b>Adopted Budget Expenditures 2013/2014</b>
<b>COMMUNITY SERVICES</b>				
GENERAL FUND	\$33,818,807	\$161,098	\$33,979,905	\$33,689,227
SPECIAL REVENUE FUND - GRANT	\$9,666,889	\$293,073	\$9,959,962	\$12,301,672
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$2,658,998	\$8,597	\$2,667,595	\$2,681,345
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$1,052,426	\$0	\$1,052,426	\$1,050,671
<b>TOTAL COMMUNITY SERVICES</b>	<b>\$47,197,120</b>	<b>\$462,768</b>	<b>\$47,659,888</b>	<b>\$49,722,915</b>
<b>PUBLIC SAFETY</b>				
GENERAL FUND	\$0	\$0	\$0	\$13,023,731
SPECIAL REVENUE FUND - GRANT	\$586,220	\$7,600	\$593,820	\$0
<b>TOTAL PUBLIC SAFETY</b>	<b>\$586,220</b>	<b>\$7,600</b>	<b>\$593,820</b>	<b>\$13,023,731</b>
<b>PUBLIC SAFETY - FIRE</b>				
GENERAL FUND	\$29,231,484	\$157,956	\$29,389,440	\$27,927,821
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,495	\$618,717	\$450,786	\$300
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>\$29,232,979</b>	<b>\$776,673</b>	<b>\$29,840,226</b>	<b>\$27,928,121</b>
<b>PUBLIC SAFETY - POLICE</b>				
GENERAL FUND	\$79,541,812	\$1,032,220	\$80,574,032	\$73,790,741
SPECIAL REVENUE FUND - GRANT	\$319,532	\$282,380	\$601,912	\$262,758
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,830,073	\$4,295	\$1,834,368	\$1,461,247
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>\$81,691,417</b>	<b>\$1,318,895</b>	<b>\$83,010,312</b>	<b>\$75,514,746</b>
<b>PUBLIC WORKS</b>				
GENERAL FUND	\$17,685,952	(\$49,984)	\$17,635,968	\$18,525,257
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,380,078	\$250,000	\$250,000	\$250,000
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$12,508,773	\$52,063	\$12,560,836	\$13,638,668
ENTERPRISE FUND - SOLID WASTE	\$16,116,245	\$96,292	\$16,212,537	\$17,085,234
INTERNAL SERVICE FUND - FLEET MANAGEMENT	\$18,778,781	(\$97,174)	\$17,469,270	\$19,423,279
<b>TOTAL PUBLIC WORKS</b>	<b>\$66,469,829</b>	<b>\$251,197</b>	<b>\$64,128,611</b>	<b>\$68,922,438</b>
<b>WATER RESOURCES</b>				
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$67,917,399	\$262,774	\$68,180,173	\$69,892,586
<b>TOTAL WATER RESOURCES</b>	<b>\$67,917,399</b>	<b>\$262,774</b>	<b>\$68,180,173</b>	<b>\$69,892,586</b>



**CITY OF SCOTTSDALE**  
**Summary by Division of Expenditures/Expenses**  
**Fiscal Year 2013/2014**  
**Schedule F**

<b>Division/Fund</b>	<b>Adopted Budget Expenditures 2012/2013</b>	<b>Expenditure Adjustments Approved 2012/2013</b>	<b>Actual Expenditures 2012/2013*</b>	<b>Adopted Budget Expenditures 2013/2014</b>
<b>OTHER</b>				
DEBT SERVICE	\$114,631,317	\$29,200,000	\$137,452,710	\$116,122,808
CAPITAL PROJECTS	\$586,884,200	\$0	\$228,977,000	\$517,417,500
SPECIAL REVENUE FUND - GRANT	\$11,044,623	(\$392,269)	\$10,652,354	\$4,525,750
SPECIAL REVENUE FUND - SPECIAL DISTRICTS	\$646,728	\$0	\$646,728	\$647,219
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$0	\$0	\$0	\$500,000
INDIRECT/DIRECT COST ALLOCATION	\$6,721,286	\$0	\$7,616,897	\$7,047,867
OTHER SAVINGS	(\$500,000)	\$0	(\$250,000)	\$0
ESTIMATED DIVISION SAVINGS	(\$3,646,338)	\$2,407,427	(\$3,890,805)	(\$4,255,800)
LEAVE ACCRUAL PAYMENTS	\$1,954,047	(\$1,615,728)	\$449,365	\$1,883,100
PAY FOR PERFORMANCE	\$3,358,434	(\$3,270,141)	\$298,469	\$0
COMPENSATION ADJUSTMENT	\$843,130	\$0	\$771,503	\$0
ONE TIME PUBLIC SAFETY COMPENSATION	\$0	\$0	\$0	\$2,500,000
MERIT PROGRAM	\$0	\$0	\$0	\$3,431,331
INTERNAL SERVICE OFFSETS	(\$41,495,532)	\$0	(\$40,910,760)	(\$46,049,116)
CONTINGENCY / RESERVE APPROPRIATION	\$193,058,710	(\$29,988,717)	\$0	\$164,519,353
<b>TOTAL OTHER</b>	<u>\$873,500,605</u>	<u>(\$3,659,428)</u>	<u>\$341,813,461</u>	<u>\$768,290,012</u>
<b>TOTAL ALL FUNDS</b>	<u><u>\$1,284,712,426</u></u>	<u><u>\$0</u></u>	<u><u>\$748,889,202</u></u>	<u><u>\$1,192,870,942</u></u>

\*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2013/2014**  
**Schedule G**

Fund	Full-Time Equivalent (FTE) 2013/2014	Employee Salaries and Hourly Costs 2013/2014	Retirement Costs 2013/2014	Healthcare Costs 2013/2014	Other Benefit Costs 2013/2014	Total Estimated Personnel Compensation 2013/2014
<b>GENERAL FUND</b>						
GENERAL FUND	1,930.41	\$123,097,865	\$17,381,373	\$15,220,234	\$9,190,038	\$164,889,510
<b>TOTAL GENERAL FUND</b>	<u>1,930.41</u>	<u>\$123,097,865</u>	<u>\$17,381,373</u>	<u>\$15,220,234</u>	<u>\$9,190,038</u>	<u>\$164,889,510</u>
<b>SPECIAL REVENUE FUNDS</b>						
GRANT FUNDS	13.00	\$799,541	\$92,118	\$107,784	\$65,498	\$1,064,941
SPECIAL PROGRAMS FUND	28.31	\$1,570,711	\$171,924	\$167,520	\$126,386	\$2,036,541
TOURISM DEVELOPMENT	2.00	\$195,869	\$14,006	\$20,976	\$9,544	\$240,395
TRANSPORTATION/HURF FUND	82.00	\$3,978,205	\$585,009	\$698,400	\$412,956	\$5,674,570
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<u>125.31</u>	<u>\$6,544,326</u>	<u>\$863,057</u>	<u>\$994,680</u>	<u>\$614,384</u>	<u>\$9,016,447</u>
<b>ENTERPRISE FUNDS</b>						
AVIATION FUND	14.00	\$849,908	\$95,379	\$77,616	\$66,445	\$1,089,348
SOLID WASTE FUND	90.00	\$5,088,126	\$511,551	\$784,392	\$363,696	\$6,747,765
WATER AND SEWER UTILITY FUNDS	216.00	\$13,500,621	\$1,519,926	\$1,809,558	\$1,077,221	\$17,907,326
<b>TOTAL ENTERPRISE FUNDS</b>	<u>320.00</u>	<u>\$19,438,655</u>	<u>\$2,126,856</u>	<u>\$2,671,566</u>	<u>\$1,507,362</u>	<u>\$25,744,439</u>
<b>INTERNAL SERVICE FUNDS</b>						
FLEET MANAGEMENT FUND	46.00	\$2,387,261	\$288,119	\$362,592	\$206,802	\$3,244,774
SELF INSURANCE FUNDS	8.00	\$916,606	\$61,568	\$52,296	\$43,968	\$1,074,438
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<u>54.00</u>	<u>\$3,303,867</u>	<u>\$349,687</u>	<u>\$414,888</u>	<u>\$250,770</u>	<u>\$4,319,212</u>
<b>TOTAL ALL FUNDS</b>	<u>2,429.72</u>	<u>\$152,384,713</u>	<u>\$20,720,973</u>	<u>\$19,301,368</u>	<u>\$11,562,554</u>	<u>\$203,969,608</u>

**CITY OF SCOTTSDALE**  
**Summary of Specific Budget Appropriations**  
**Fiscal Year 2013/2014**  
**Schedule H**

	<u>ADOPTED OPERATING BUDGET</u>	<u>CAPITAL BUDGET</u>	<u>TOTAL ACTIVITY</u>
<b>Divisions*:</b>			
NON DIVISIONAL	\$5,672,969	\$0	\$5,672,969
MAYOR AND CITY COUNCIL	\$927,892	\$0	\$927,892
CITY ATTORNEY	\$5,707,884	\$0	\$5,707,884
CITY AUDITOR	\$750,053	\$0	\$750,053
CITY CLERK	\$1,217,619	\$0	\$1,217,619
CITY COURT	\$5,943,637	\$0	\$5,943,637
CITY MANAGER	\$887,235	\$0	\$887,235
CITY TREASURER - FINANCE AND ACCOUNTING	\$16,760,071	\$0	\$16,760,071
ADMINISTRATIVE SERVICES	\$43,627,877	\$0	\$43,627,877
COMMUNITY AND ECONOMIC DEVELOPMENT	\$43,754,125	\$0	\$43,754,125
COMMUNITY SERVICES	\$49,722,915	\$0	\$49,722,915
PUBLIC SAFETY	\$13,023,731	\$0	\$13,023,731
PUBLIC SAFETY - FIRE	\$27,928,121	\$0	\$27,928,121
PUBLIC SAFETY - POLICE	\$75,514,746	\$0	\$75,514,746
PUBLIC WORKS	\$68,922,438	\$0	\$68,922,438
WATER RESOURCES	\$69,892,586	\$0	\$69,892,586
DEBT SERVICE	\$116,122,808	\$0	\$116,122,808
ESTIMATED DIVISION SAVINGS	(\$4,255,800)	\$0	(\$4,255,800)
INDIRECT/DIRECT COST ALLOCATION	\$7,047,867	\$0	\$7,047,867
INTERNAL SERVICE OFFSETS	(\$46,049,116)	\$0	(\$46,049,116)
LEAVE ACCRUAL PAYMENTS	\$1,883,100	\$0	\$1,883,100
MERIT PROGRAM	\$3,431,331	\$0	\$3,431,331
ONE TIME PUBLIC SAFETY COMPENSATION	\$2,500,000	\$0	\$2,500,000
	<u>\$510,934,089</u>	<u>\$0</u>	<u>\$510,934,089</u>
CAPITAL PROJECTS	\$0	\$517,417,500	\$517,417,500
CONTINGENCY / RESERVE APPROPRIATION	\$164,519,353	\$0	\$164,519,353
	<u>\$164,519,353</u>	<u>\$517,417,500</u>	<u>\$681,936,853</u>
<b>Total Budget Appropriation</b>	<u><u>\$675,453,442</u></u>	<u><u>\$517,417,500</u></u>	<u><u>\$1,192,870,942</u></u>

\*Division Budgets include Grants and Special Districts.

**ORDINANCE NO. 4085**

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 30<sup>TH</sup> DAY OF JUNE, 2014.

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, 2013, and ending June 30, 2014; 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 4, 2013, 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 one hundred forty four thousand seven hundred thirty four dollars (\$144,734) for tort claims for calendar year 2012; 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, 2014, and allowable tort liability claims. The total primary levy is twenty five million six hundred fifty four thousand seven hundred sixty five dollars (\$25,654,765), resulting in a tax rate of \$0.5342 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 \$0.7604 per one hundred and no/100 dollars (\$100.00) of assessed value, which is a rate sufficient to raise the sum of thirty six million seven hundred twelve thousand five hundred nineteen dollars (\$36,712,519) for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2014.

Ordinance No. 4085  
Page 2 of 2

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 18<sup>th</sup> day of June, 2013.


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