SURPRISE
ARIZONA

Fiscal year 2012
Annual Budget

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City of Surprise, Arizona
Adopted Budget
Fiscal Year 2012

Adopted June 2011

Prepared by the City of Surprise
Finance Department

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Finance Department
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City of Surprise, Arizona

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FY2012 Adopted Budget

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For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

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FY2012 Adopted Budget

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Format of this Document

This document discloses the planned activities of the city for the next twelve months. It has been divided by tabs into 12 major sections. The sections are as follows:

The **City Manager's budget message** provides the framework under which financial decisions are based for FY2012. It also gives the reader a summary of major revenue changes. It also provides a brief discussion of expenditures including personnel changes, operational changes, and capital projects. Other considerations of note are also included.

The **general information** section contains Mayor and City Council profiles, the City Council districts map, the City Council Strategic Plan summary, a map of Surprise, the city's special planning area map, historical and statistical information, and an organization chart. This information provides the reader with background information on the structure, location, demographics, and strategic vision of the city.

The **budget summary** describes why a budget is prepared, how it is prepared, how it may be amended, and how it is structured. It also provides a summary of the major sources and uses of funds, the budget calendar, and a fund structure chart.

The **revenue** section details the major revenue types for the city of Surprise. It also provides a ten-year view of the city's major revenue accounts. Five years of this view are historical and five years are projected revenues. The schedules present summary information of the revenue projections, trends, and underlying assumptions.

The next six sections including **general government, community development, public safety, community and recreation services, public works,** and **utilities** present the city's operating budget by service area. Each area may contain multiple departments and funds. The department and fund pages contain a description and a narrative describing major expenditure allocations and changes. Expenditure and personnel tables for each department/operating fund depict FY2010 actual results, FY2011 adopted budget and FY2012 adopted budget. Department operating pages include accomplishments, goals, objectives, and performance measures.

The **capital improvement plan (CIP)** section contains the FY2012-FY2016 Capital Improvements Plan (CIP), capital fund pages, the vehicle replacement fund and the MPC fund.

The final section, the **appendix**, contains the budget adoption resolution, the official state budget forms, the primary property tax levy resolution, the street light improvement district tax levies, the city's adopted budget transfer policies and procedures, the comprehensive financial management policies, debt service schedules, personnel schedules, and schedules of operating costs associated with capital improvement plan projects. It also contains a CIP acronym table and glossary that define terms and acronyms used frequently in this book.

This document serves as a guide to the FY2012 budget of the city of Surprise. It provides insight into the operations of the city and with a balanced budget demonstrates the city's commitment to fiscal responsibility and the needs of its residents.

City of Surprise, Arizona

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FY2012 Adopted Budget

City Manager's Budget Message

City Manager's Office
Chris Hillman
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August 29, 2011

The Honorable Lyn Truitt, Mayor
Members of the City Council

Dear Mayor Truitt and Members of the City Council:

I am pleased to present the **Adopted Fiscal Year 2012 Budget** for the city of Surprise. Despite limited resources in challenging times, the FY2012 budget continues our commitment to service. It is designed to maintain our safe community, build stronger neighborhoods, and plan for the future. The budget endeavors to maintain existing levels of service and to program public funds in a focused and effective manner based upon desired outcomes identified by the Mayor and City Council and the community.

This budget reflects a collaborative effort, including input from the Mayor and City Council, staff and citizens. It is designed to allocate limited resources in the most efficient and effective manner in order to maintain services and support the strategic planning objectives of the city.

In recognition of the difficult economic circumstances, every effort was put forth to limit the financial burden placed on citizens and businesses. As a result, the FY2012 budget does not include rate or fee increases. This means there will be no increase in rates charged for water, sewer and trash collection services. Furthermore, with the primary property tax levy rate being held constant, the city will collect $1.2 million less in property tax revenues due to the decline in assessed valuations. Even so, the FY2012 Budget reflects an excess of revenues over expenditures totaling $2.1 million in the city's operating funds. This operating capacity will allow the city to begin to address some of its high priority objectives such as covering the near-term cash flow needs of the city's impact fee funds and working to restore the minimum operating fund balance.

Although significant challenges exist, there are a number of recent positive developments that will help the city pursue its path to financial resiliency.

- The city expects to receive an additional $5 million of state-shared revenues in FY2012 based on the 2010 census that now shows Surprise as the 10th largest city in the state with 2.3 percent of the state's overall population, up from the previous 1.8 percent.
- Also, the city's sales tax revenues are showing modest increases and the city's economic development efforts are yielding positive results with the successful attraction of new businesses including the U.S. headquarters of Spain's Rioglass Solar and Gestamp Solar Steel.
- In addition, Standard and Poor's recent affirmation of the city's "AA" credit rating is viewed as a very positive statement about the overall financial and economic health of the city, especially in light of the current economic environment where many municipalities around the country are seeing their debt ratings being downgraded. The city's diversifying and strong local economy, coupled with low debt and new city management that is working proactively to address past financial issues were key considerations in maintaining the AA rating which indicates a very strong capacity to meet financial commitments.

MAJOR ISSUES

The following issues had a significant impact on the development of the FY2012 Budget.

1. **The Economy** – The state of Arizona has suffered a horrific economic downturn, including real estate, adversely affecting government budgets, including ours. This has forced local government to more carefully consider the services and levels of services that will add the most value to their

citizens. Public sector analysts are calling today's economic climate the "New Normal" defined by shrinking revenues that challenge our ability to deliver services effectively and efficiently.

In response to the economic challenges, the city has worked hard to reduce expenditures, making the tough decision to reduce personnel while striving to maintain established levels of service. Over the past few years, the city's payroll has been reduced from 863 full time equivalent employees in the FY2009 budget to 769 full time equivalent employees in the FY2012 budget. Of the 769 budgeted positions, the city begins the year with over 40 positions vacant. The city will continue to carefully manage such vacancies to maximize budget savings while maintaining services to its citizens. In addition, the city will continue to examine any and all opportunities to provide services in a more cost-effective manner.

2. **Interfund Loans** – Based on an analysis of the use of impact fees and the funding of growth and non-growth related capital projects, approximately $73 million of interfund loans were recorded as of June 30, 2010 to correct the situation. In closing the books for FY2010, other interfund loans were recorded to address cash deficits in the city's impact fee funds and the general capital fund. Additional loans were necessary for FY2011 and are anticipated in future years until development impact fee revenues are sufficient to cover the payments on existing debt.

3. **Impact Fee Legislation** – Recent changes to Arizona law (Arizona Revised Statutes §9-463.05) will impact the assessment of future development impact fees which the city had planned on using to pay off the interfund loans and outstanding bonds. The city took action in May 2011 to formalize the interfund debt agreements to better secure future development impact fee revenues; however, the full impacts of the legislative changes are still being analyzed.

4. **Fiscal Year 2010 Financial Statement Corrections** – The FY2010 Comprehensive Annual Financial Report (CAFR) contained 33 prior period adjustments totaling millions of dollars and impacting 23 funds, some dating back ten years. As a result, the information upon which the fiscal year 2011 budget was based was incorrect. For example, the corrections reduced the fund balance of the city's operating budget by $5.6 million. As a result, the city's policy of a two-month minimum operating fund balance was not achieved. Restoring the minimum operating fund balance will be a top priority for the city over the next few years and the FY2012 budget begins to address this issue.

BUDGET HIGHLIGHTS

The cornerstone of this budget is the 'Guiding Principles' that determine how limited revenues are allocated to deliver services. It guides us in considering how appropriations add value to the services we seek to provide.

Guiding Principles

- Maintain Existing Bond Ratings
- Maintain Existing Service Levels
- No Reductions in Force
- Maintain Current Employee Wage and Benefit Levels
- No Primary Property Tax Increase
- No Fee Increases
- Discuss, Educate, and Communicate Options and Decisions

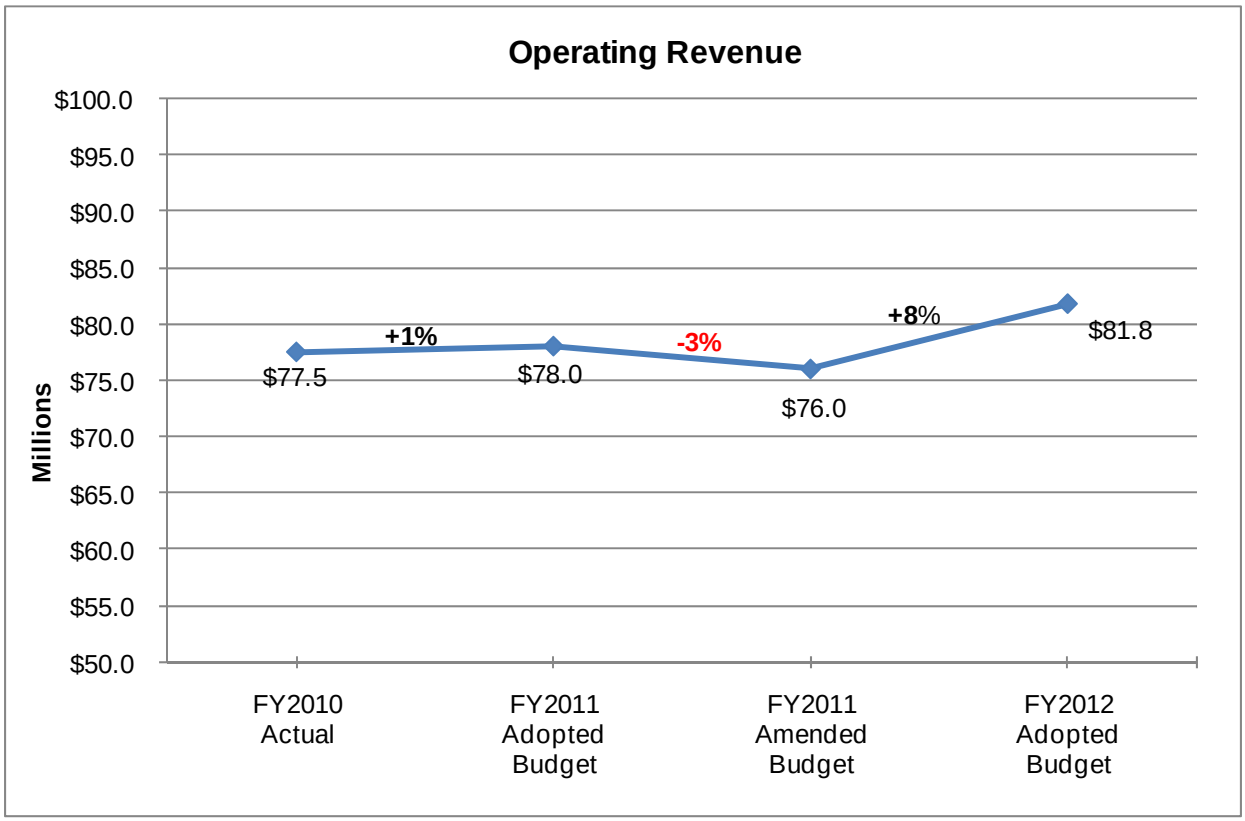
Additionally, the following were financial priorities helped to guide the creation of the current budget.

Financial Priorities

- Develop Plans to Payoff Interfund Loans
- Develop Plans to Fully Fund Two Month Operating Reserve
- Increase Asset Repair and Replacement Funding
- Create Capacity to Build Financial Resiliency and Finance the Strategic Plan
- Increase General Government and Transportation Capital Funding

OPERATING REVENUES

Operating revenues are projected to increase by $5.8 million, or 8% in FY2012. The city's population has increased drastically over the past ten years resulting in the city having a much higher percentage of the state's population. As each city's share of state shared revenues is dependent on their relative population, we have received an increase in our allocated portion. Our projected revenue collections are highly influenced by the economy for which we expect a slow, yet steady recovery that will result in increased consumer spending and sales tax revenues. However, new construction activity and the real estate market, both residential and commercial, are expected to remain at historically low levels.



PRIMARY PROPERTY TAXES

The FY2012 budget does not include a primary property tax levy increase. State law allows the city to increase property tax revenue collections annually by 2% over the prior year's maximum allowable tax levy. The revenue is computed by multiplying the tax levy rate by the assessed value. The City Council kept the levy rate the same as the prior year thereby reducing the property tax revenues by $1.2 million because of the decline in assessed valuations.

SALES TAX REVENUES

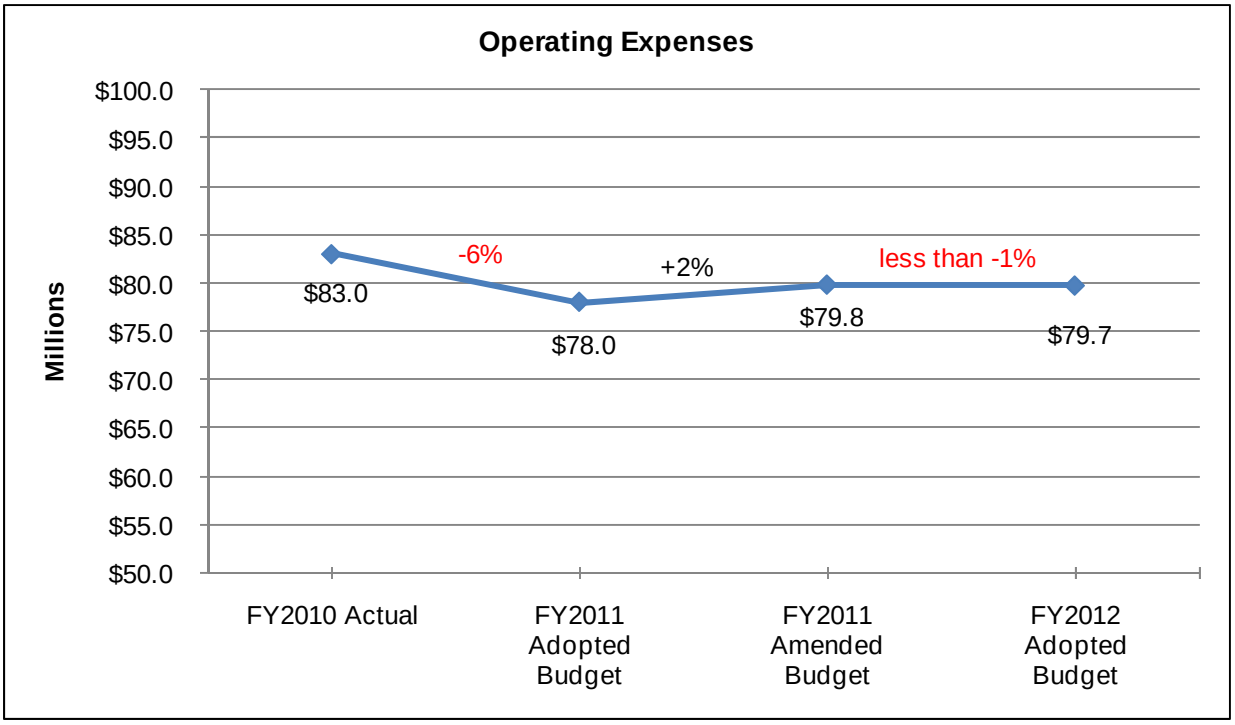
As consumer spending continues to improve with the economy, sales taxes are expected to increase by 5%, or $1.3 million.

STATE SHARED REVENUES

In FY2012, state shared revenues are projected to increase by $5.2 million, or 23% from FY2011 as a result of the new 2010 census population. The city of Surprise is now the tenth most populated city and represents 2.3% of the state's entire population.

OPERATING EXPENSES

Prior to FY2011, the city reduced operating expenses significantly, including reductions in staffing levels, service level reductions, and line item reductions to historical spending levels. For FY2011, some previously reduced service levels were restored. In FY2012, expense increases related to maintaining existing service levels are budgeted and discussed in the following sections.



PERSONNEL

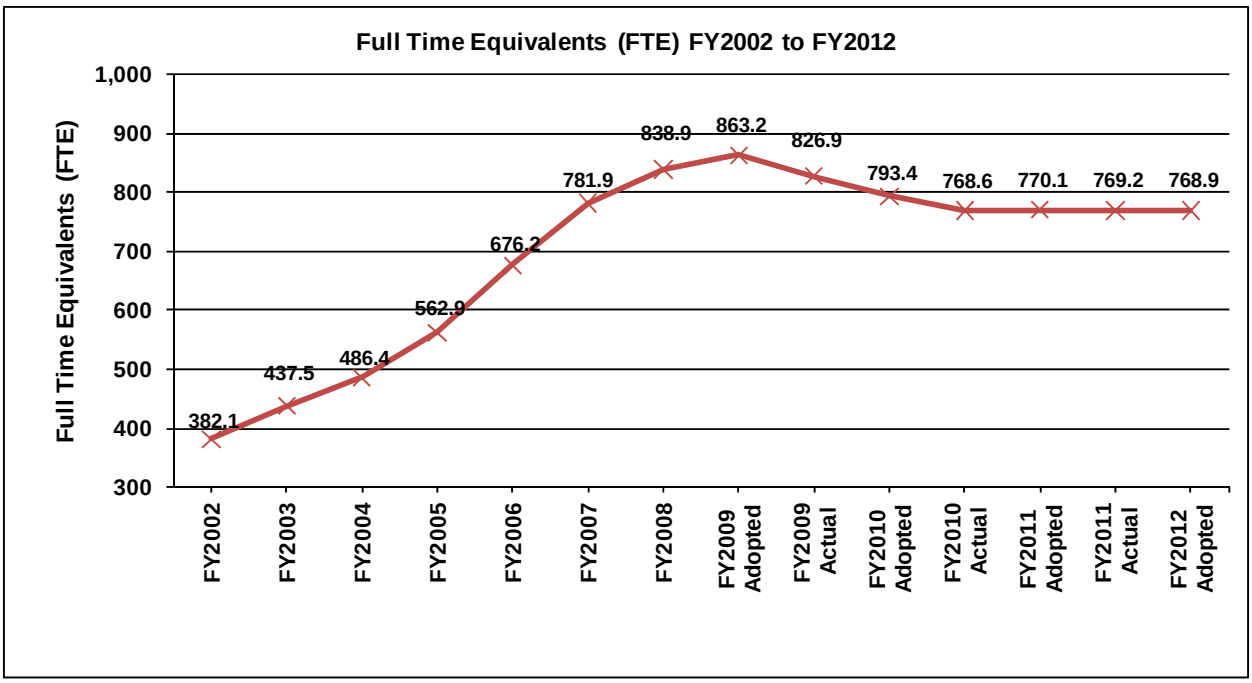
For FY2012, the adopted budget includes 768.9 full time equivalents (FTEs); a net decrease of 1.2 FTE positions from the FY2011 adopted budget. The decrease is the net result of an increase of one full-time equivalent position in the healthcare self-insurance fund, the addition of one position in the sanitation fund, the elimination of six vacant positions in the Public Works Department, and the addition of part-time dollars in Community and Recreation Services with an associated revenue offset.

The percentage of the contribution rate the employer pays for the Arizona State Retirement System (ASRS) has decreased from 50% to 47% of the total. The end result was that the employer contribution rate increased from 9.85% to 10.10% of employee wages in FY2012. The employer share of the Elected Official's Retirement Plan (EORP) increases from 29.79% to 32.99% of employee wages in FY2012. The city contribution for the Public Safety Personnel Retirement System (PSPRS) remains relatively unchanged for FY2012.

The percentage of the contribution rate the employee pays for the ASRS has increased from 50% to 53% of the total. The end result was that the employee contribution rate increased from 9.85% to 11.39% of employee wages. The employee share of the EORP increases from 7% to 10% of employee wages. The employee contribution for the PSPRS increases from 7.65% to 8.65% of employee wages.

In addition, the amount the city pays for the worker's compensation premium is increasing for FY2012 based on prior claims experience.

With the exception of increases to some employee retirement contributions, this budget does not contain further reductions or impacts on employee take home pay or benefits.



NON-PERSONNEL OPERATING EXPENSES

Cost increases to maintain existing levels of service are included in this budget. The major cost increases include election costs, right of way maintenance costs, and a bus route contract.

OPERATING PLANNED SAVINGS

Under normal circumstances there are savings in any organization that follows a budget. For example, there are savings from vacant positions due to employee turnover. In addition, management decisions during the year can result in savings such as reduced energy costs or renegotiating a lower price for a contract. These types of actions usually result in savings between 2% and 4% of the operating budget. The current year operating budget includes an estimate of $2,000,000, or about 2.5% of operating expenses.

OPERATING FUND BALANCE

It is anticipated that most of the expected excess of revenues over expenditures totaling $2.1 million in the city's operating funds may be necessary to cover near-term cash flow needs in the city's impact fee funds. As such, the unrestricted ending operating fund balance may not change significantly from that of the prior year and will remain below the City Council policy amount of $13.1 million (two-month reserve).

CAPITAL IMPROVEMENTS PLAN

The Capital Improvement Plan (CIP) is a five-year plan that outlines projects anticipated to fulfill current and future capital and infrastructure needs and contractual requirements. The plan incorporates estimated project costs and associated ongoing operating costs. It addresses both repair and replacement of existing infrastructure and development of new facilities. It allows the city to anticipate and plan for future projects, long before the projects are necessary.

The CIP is reviewed and updated annually. It is evaluated to ensure the city has the ability to fund all recommended projects through completion. The CIP is mostly funded with construction sales taxes, which are at historically low levels as a result of this economic climate. This issue, combined with the $73 million of interfund loans recorded in conjunction with a comprehensive review of the funding of growth and non-growth infrastructure, results in a very limited CIP today and for the foreseeable future.

WATER, WASTEWATER, AND SANITATION

Having completed a comprehensive review of the current enterprise funds rates, a rate change has not been adopted for FY2012. Rate increases are not expected in FY2013 for wastewater or sanitation; however, a water rate increase may be necessary.

UPCOMING POLICY DECISIONS

The city has made great strides in improving its reporting and in addressing prior year issues. The city acknowledges that there is still much to do, especially related to the most important upcoming policy decisions:

- Collectability of interfund loans
- Adopting a plan to fully fund the two-month minimum operating fund balance
- Address the current shortfall in capital improvement funding.

CONCLUSION AND ACKNOWLEDGEMENTS

Surprise is improving its position in the continuing competition for population, economic growth, job creation, and quality of life. The annual budget priorities reflect the goals and outcomes of the Mayor and City Council and the result of team oriented planning.

I would like to thank the Mayor and City Council for their leadership and service to this community. I would like to take this opportunity to personally thank all the departments for their efforts and hard work in achieving a balanced budget under difficult circumstances.

Sincerely,

Chris Hillman
City Manager

General Information

- Mayor and City Council Members
- District Map
- Strategic Plan
- City Maps
- History of Surprise
- Statistical Information
- Organizational Chart

MAYOR AND CITY COUNCIL MEMBERS

MAYOR LYN TRUITT – Mayor@surpriseaz.gov

Lyn Truitt has been mayor of Surprise since January 1, 2008. He emphasizes jobs in the community, improving transportation systems, making government more accessible, enhancing educational opportunities for all, preserving our natural environment and making Surprise an innovative, compassionate community of neighbor helping neighbor.

During his term, Surprise has created new jobs and planted the seeds for a future of innovation. Gestamp Solar Steel and Rio Glass Solar are bringing hundreds of good jobs in sustainable industries in Surprise, solidifying our reputation as a Solar City, for which we were recognized by the Greater Phoenix Economic Council in 2009.

The city-sponsored AZTechCelerator is hosting innovative new businesses getting them the resources and back office support they need to grow dozens of jobs. The AZTechCelerator now features more than a dozen start up businesses and was recognized in 2010 with a "Best of the West" Award by Westmarc.

During Mayor Truitt's tenure, Surprise has set new standards for open government with live internet streaming of City Council meetings and awards for online openness. Mayor Truitt introduced "workshop" City Council meetings where council members meet informally to publicly discuss ideas on issues such as transportation, economic development and the environment.

He initiated the Surprise "State of the City" speech; his first was an innovative live evening broadcast that garnered the Mayor and national "Telly" award for commentary.

Reinvigorated Boards and Commission members, along with hundreds of other empowered Surprise residents, helped create a new Surprise Strategic Plan, which Council approved in early 2011. The Plan focuses on Economic Development, Transportation, Education, Sustainability and Tourism.

Mayor Truitt acts on his belief partnerships enhance quality of life. A unique partnership with the city, Interfaith Community Care and Rio Salado Lifelong Learning Center unites educational opportunities for all ages with a multi-generational care center and a historic city park, creating an open, inviting environment where generations come together in the heart of Surprise. The partnership was nationally recognized in 2009 with a nomination for the National League of Cities "Municipal Excellence Award."

He is also deeply involved in regional issues, serving as a chair of the Maricopa Association of Governments Transportation Policy Committee and as a member of the Luke Air Force Base/West Valley Council.

Mayor Truitt and Surprise are celebrating many recent advances in transportation. In 2011, the expansion of Grand Avenue through Surprise was completed and expansion of the Loop 303 to a six lane freeway begun.

An active community member for many years, prior to his election Lyn chaired the Surprise Planning and Zoning Commission, served as a volunteer at Saint Mary's Westside Food Bank and on several school committees. He continues to be a strong supporter of local educational excellence.

Lyn and his family moved to Surprise in 1997. He has two children and three grandchildren. Lyn is owner/broker of L.E. Truitt & Associates Real Estate Brokerage and a Certified International Property Specialist (CIPS). Lyn has helped families relocate to the United States from 23 different countries; an experience he believes has broadened his perspective and given him insight into the dream of education and opportunity shared by people all over the world.

Truitt's term expires in December 2011. He is elected at-large.

VICE MAYOR SKIP HALL – Skip.Hall@surpriseaz.gov

City Council member Skip Hall was elected to the City Council from District 6 (Palo Verde). The Palo Verde District includes Coyote Lakes, Canyon Ridge West, Rose Garden, Sunflower Resort, Sun Village, Fox Hill Run, and the eastern portion of the city's Original Town Site.

A resident of Surprise since 2003, Skip served on the Surprise Planning and Zoning Commission for three years and currently serves on the Sun Village Board of Directors as Treasurer.

Skip's goals for the city include additional east-west road crossings over the Aqua Fria River, working with other transportation partners to expand Grand Avenue, and attracting new businesses to Surprise.

He grew up in Idaho and received a business degree from Seattle University. Skip is a Vietnam War Veteran and was awarded the Bronze Star for his outstanding service 1969-1970.

Skip worked in the restaurant and lodging business for decades, opening restaurants in California, Oregon, and Washington and earning a certification in Hotel Administration. He was involved in multi-unit management for two lodging chains and achieved the Best Practice Award from American Express and the National Lodging Institute.

He has worked with Junior Achievement, Veterans of Foreign Wars, and taught community college courses on the hospitality business and restaurant and hotel management.

Skip has two daughters, one son, and five grandchildren.

Hall's term expires in December 2013.

RICHARD ALTON – Richard.Alton@surpriseaz.gov

City Council Member Richard Alton was elected to the City Council from District 2 (Cottonwood). The Cottonwood District encompasses the majority of Sun City Grand, the northwest portion of Sun Village, Stonebrook, Summerfield, and Bell West Ranch.

Richard is not new to city of Surprise committees and commissions. Since arriving in Surprise in 2003, he has served as a member of the Surprise Revitalization Committee, served on the ad hoc committee to analyze and recommend an auto mileage reimbursement method (Alton voted for the IRS standards), and most recently, he served as a Commissioner on the Surprise Planning and Zoning Commission.

His experience on these commissions has given him valuable insight into the complexities and importance of zoning decisions, planning strategies, and redeveloping needy areas. His professional experience in the banking industry gives him a unique understanding of the economic and business development aspects of proper planning, zoning, and revitalization.

Richard brings more than 35 years of banking experience to his post, which will be a valuable asset in the city's budgeting and planning processes. He will address Surprise's urgent transportation needs, and make an impact in economic development strategies and networking. He is committed to enhancing the communications between citizens and the Council regarding Council agenda items.

He and his wife re-located to Surprise from the Seattle, Washington area. He has six children (all grown) and eleven grandchildren and one great grandchild.

Alton's term expires in December 2011.

JIM BIUNDO – Jim.Biundo@surpriseaz.gov

City Council member Jim Biundo was appointed to District 1 (Acacia) on June 14, 2011 to fill a vacancy. District 1 encompasses the northwest portion of Surprise, including Sun City Grand, Happy Trails, and Arizona Traditions. He has been a resident of Surprise since 2003.

Jim served in the United States Marine Corps from 1954 to 1957. Following military service, he attended college in Colorado and received Bachelor of Arts and Master of Arts degrees in English, Speech, and Theatre and continued studies in a post-graduate doctoral graduate program.

Jim has had a career in education as a high school teacher, associate professor, and administrator at colleges in Colorado, Iowa, Arizona, and Missouri. During that time, he also pursued a parallel track in public service. He has served as a Councilmember at-large and has been on boards of directors of Brucemore, Inc., a National Trust for Historic Preservation property located in Cedar Rapids, Iowa.

Jim is the author of two books, several published poems, and over thirty published articles. He has made over forty presentations at regional, national, and international conferences. He retired in 2000 from Southeast Missouri State University where he served as Assistant to the President.

Jim and his wife Antoinette have three daughters: Terrilee Day in del Norte, Colorado; Kimberly Peets in Las Vegas, Nevada; and Tammy Gerstner in Lee's Summit, Missouri. They also have four grandchildren.

Biundo's term expires in December 2013.

ROY VILLANUEVA – Roy.Villanueva@surpriseaz.gov

City Council member Roy Villanueva was re-elected to the City Council from District 4 (Mulberry). Roy Villanueva brings more than 25 years of experience as Surprise Mayor, Vice Mayor, and council member.

During his many years of service, Roy has initiated many important improvements in the area of housing rehabilitation, economic development, utilities, police services, fire services, and federal grants.

While serving as chair of the Community Development Block Grant Committee, Roy was instrumental in targeting these important federal dollars to improve housing, roads, streetlights, sidewalks, baseball fields, sewer systems, and other important neighborhood infrastructure around the city.

He was also instrumental in developing important Surprise economic milestones such as the West Point Towne Center, and bringing major league baseball and Surprise stadium to the community.

He is committed to progressive programs and services for City of Surprise residents. His goals:

- Work with all council members to respectfully represent our city and the residents of District 4.
- Improve Transportation.
- Continue to improve and promote businesses in the Original Town Site.
- Continue recreation programs for young people.
- Support public services such as the Fire and Police Departments.
- Explore more job opportunities for Surprise residents.

Roy has lived in Surprise for 32 years and has been married to Rachel for more than 40 years. His three grown children, all Dysart High School graduates, were raised in Surprise. He has one grandson.

Villanueva's term expires in December 2011.

JOHN WILLIAMS – John.Williams@surpriseaz.gov

City Council member John Williams was elected to the City Council from District 3 (Mesquite). As a teacher, parent, and husband, John brings a community perspective to his commitment to serve as a voice for all residents. John has been in Education and Sports Medicine since he and his wife Melissa bought their home in Surprise in 2000.

A graduate of Hofstra University in New York, John also holds a Masters in Health Science from Towson University in Maryland. His professional career began in Sports Medicine and transitioned into education when he and Melissa came to Surprise.

John is a certified teacher and for the last several years has been building the Peoria Unified School District's Career and Technical Education Sports Medicine program. He has been selected by his peers to be the program lead.

John and Melissa have three children, Connor, Ashlyn, and Matthew. Melissa and John are animal lovers and have opened their home to numerous animals in need including Blaze, the three-legged cocker spaniel whose life was extended for eight years after they took him into their home in 1999.

"I want to give my kids, our kids, the opportunity to be part of a community of connection and opportunity. I hope my oldest, Connor, can attend the next great university right here in Surprise. I hope when he graduates he will have the option of building his own family here because we will have grown a sustainable economy that offers high quality jobs to our residents. These are my hopes and dreams. I believe working together, we can make them happen."

William's term expires in December 2011.

MIKE WOODARD – Mike.Woodard@surpriseaz.gov

City Council member Mike Woodard was elected to City Council from District 5 (Palm). District 5 includes the northern half of West Point, Kingswood Parke, The Orchards, Sierra Verde, a portion of the Original Town Site, the Stadium Village complex, and the Civic Center/Recreational campuses.

Mike, a Surprise resident since 1997, is a retired widower and resident of West Point Towne Center. He has been an active citizen in the community since 2001 as co-founder of the group Citizen's for a Better Surprise, a member of the Planning & Zoning Commission, a Sundancer volunteer, an at-large member of the Citizen Bond Committee, and as a senior center volunteer driver. He also volunteers his time and efforts to the H.O.P.E. Team at Cancer Treatment Centers of America.

His involvement in the city combined with over 40 years of accounting and managerial experience in a broad range of industries will be valuable in the city's budgeting and planning processes. He is committed to bringing commuter rail and improving transportation corridors, major factors impacting the city's economic development strategies. Mike believes communication between the citizens and council is of paramount importance and will be a top personal endeavor for him.

Mike partnered in raising 4 children, numerous foster children and is grandfather to 6, and great grandfather to a beautiful 3 month old girl.

Woodard's term expires in December 2013.

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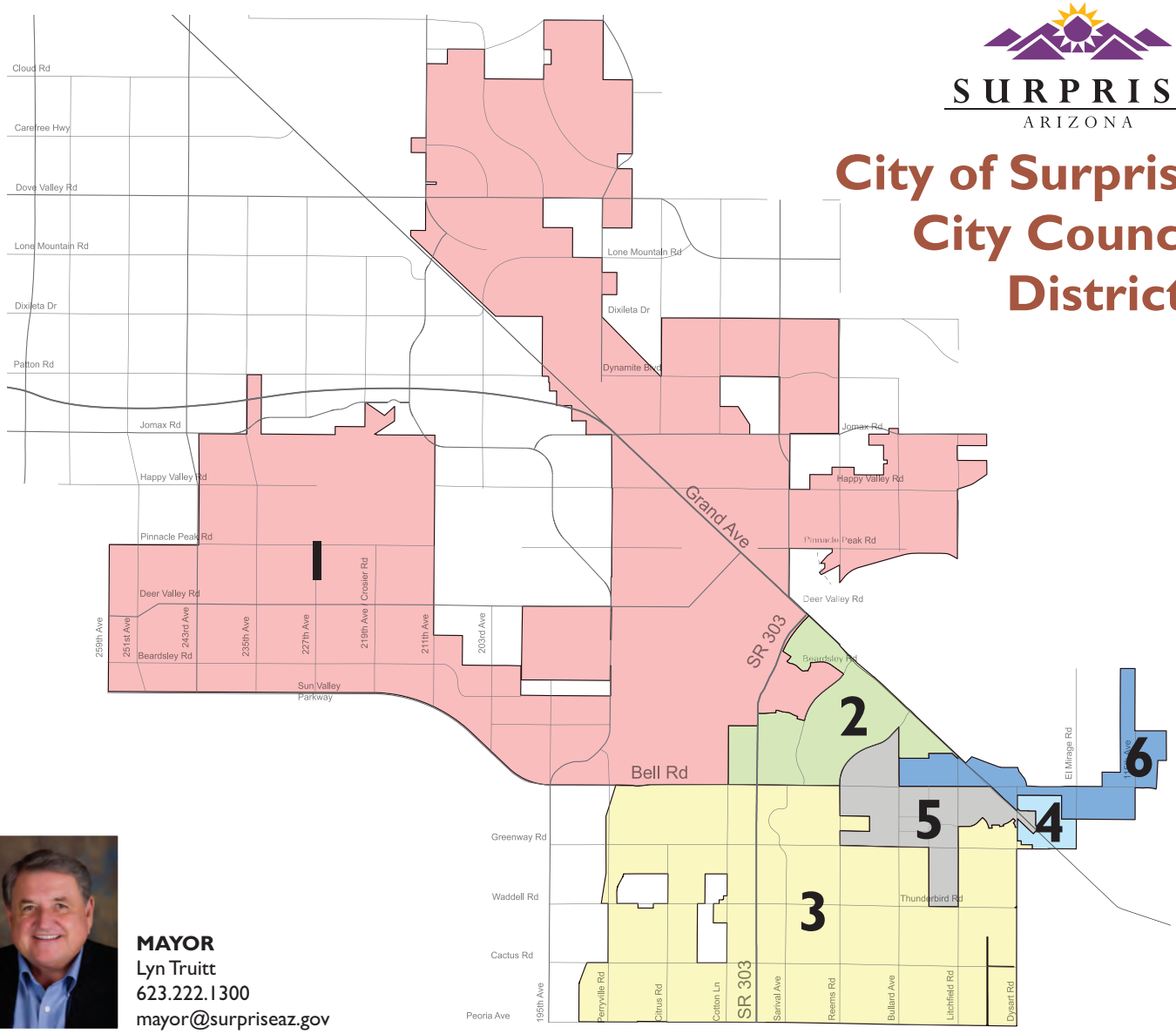
City of Surprise City Council Districts



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DISTRICT 6
Skip Hall, Vice Mayor
623.222.1326
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City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

City Council
Strategic Plan

The Strategic Plan establishes five priorities to guide decision making, shape partnerships and involve the residents of Surprise in building our future based on a shared vision.

For each priority, a series of action steps are identified. These steps are the result of broad community input from the City Council, appointed Boards and Commissions and the general public.

The strategic plan provides focus to a shared vision of the community's future and a yardstick to measure progress.

Economic Development

Create a robust business environment that creates employment, wealth, capital investment, and enhanced opportunities for investors and residents.

- Attract specialty medical and/or research clinics
- Partner with Regional Chamber of Commerce to promote jobs
- Continue hands on approach with small business start ups and retention/expansion opportunities
- Promote north Surprise as a manufacturing/distribution location
- Free program to post job opportunities within Surprise
- Assist property owners with development of Surprise Center
- Market APS power substation in South Surprise
- Investigate opportunities to attract theme park
- Implement and market Foreign Trade Zone

Transportation

The City of Surprise will have an efficient, cost effective, multi-modal transportation network that provides commuter choice, ease of movement into, within and out of Surprise.

- Access to/from Surprise – i.e. east/west connections
- Commuter rail corridor with multiple stations and transit oriented development
- Local Transit Service
- Intelligent Transportation Systems
- Transportation system operation and maintenance i.e. pavement management
- Internal circulation – i.e. scalloped streets
- Transportation System Capital Program – i.e. CIP funding

Sustainability

Develop sustainability road map and carbon footprint reduction strategy.

- Enhance recycling program & increase residential recycling
- Reduce total energy usage in city-owned facilities, i.e. City Hall, Stadium
- Enhance neighborhoods through community clean-up and community reinvestment programs
- Implement code changes that protect critical wildlife corridors
- Establish partnerships with local business to potentially "turn trash into treasure"
- Identify the city's carbon footprint and establish goals to reduce and maintain future levels (sustainability plan)
- Continue implementation of city revitalization plan

Tourism

Increase economic activity in Surprise by infusing tourism dollars into the local economy by focusing on entertainment, partnerships, resorts, and the White Tank Mountains.

- Develop a Regional Entertainment Corridor Plan
- Discuss partnership with Maricopa County to establish White Tanks desert eco park
- Identify a year-round entertainment attraction to co-locate adjacent to the resort
- Develop an annual festival framework
- Work with Surprise Regional Chamber of Commerce to develop a multi-faceted/interactive visitor center.
- Develop a cost/benefit analysis regarding permanent stadium seating at Tennis Complex
- Develop cost/benefit analysis regarding a new soccer complex

Higher Education

Enhance partnership with all public and private K-12 education providers and higher education opportunities in Surprise that leads to the development of a 4-year university campus with college-life amenities that benefit the entire city.

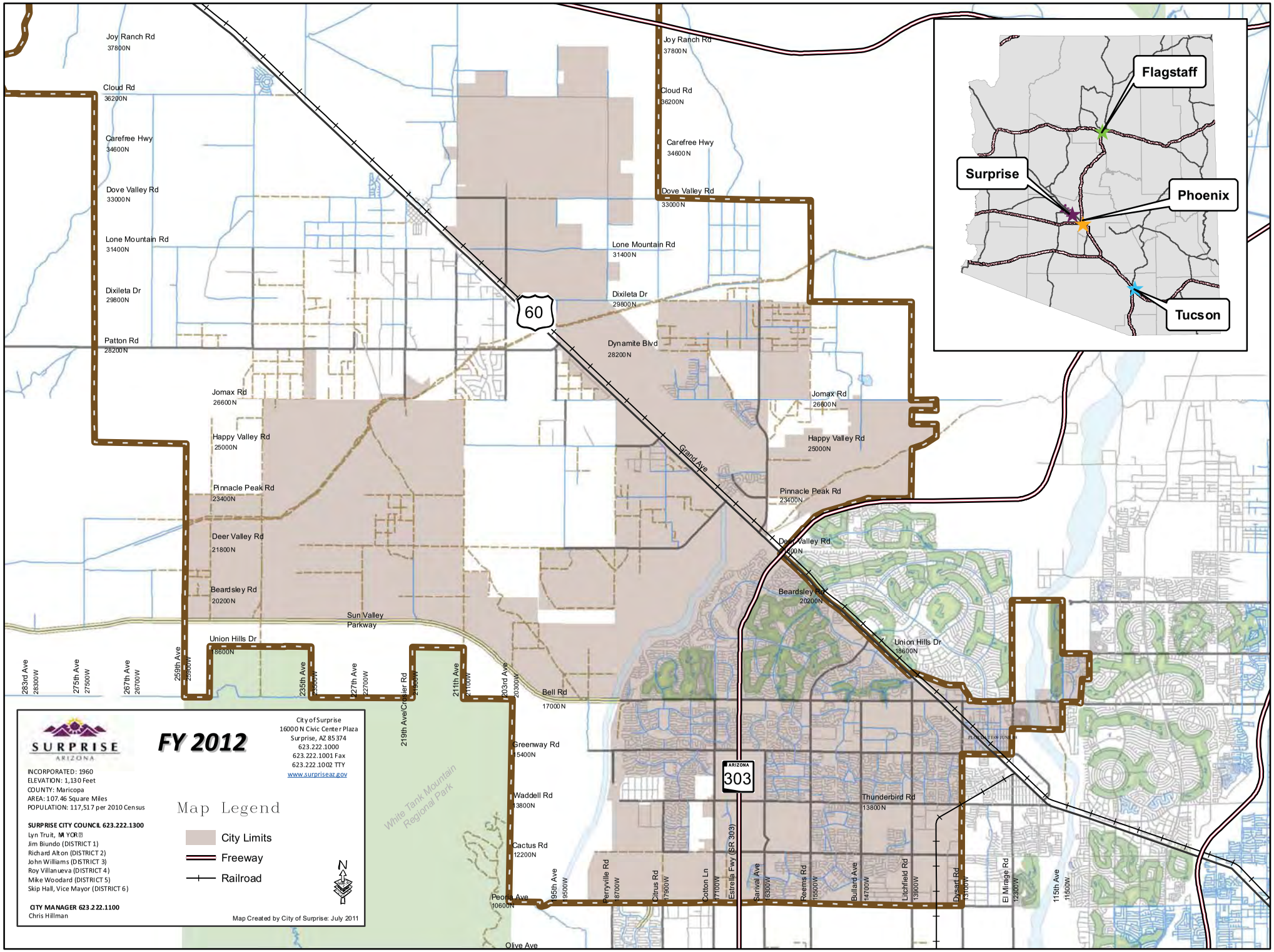
- Facilitate 4-year college campus development
- Incentivize school programs that focus on sports medicine, training and performance, healthcare disciplines, biosciences, sustainability and technology advancement
- Communication, partnerships, and collaboration with all K-12 education providers

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget


FY 2012
SURPRISE
ARIZONA
INCORPORATED: 1960
ELEVATION: 1,130 Feet
COUNTY: Maricopa
AREA: 107.46 Square Miles
POPULATION: 117,517 per 2010 Census
SURPRISE CITY COUNCIL 623.222.1300
Lyn Truit, MAYOR
Jim Biundo (DISTRICT 1)
Richard Alton (DISTRICT 2)
John Williams (DISTRICT 3)
Roy Villanueva (DISTRICT 4)
Mike Woodard (DISTRICT 5)
Skip Hall, Vice Mayor (DISTRICT 6)
CITY MANAGER 623.222.1100
Chris Hillman
City of Surprise
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Surprise, AZ 85374
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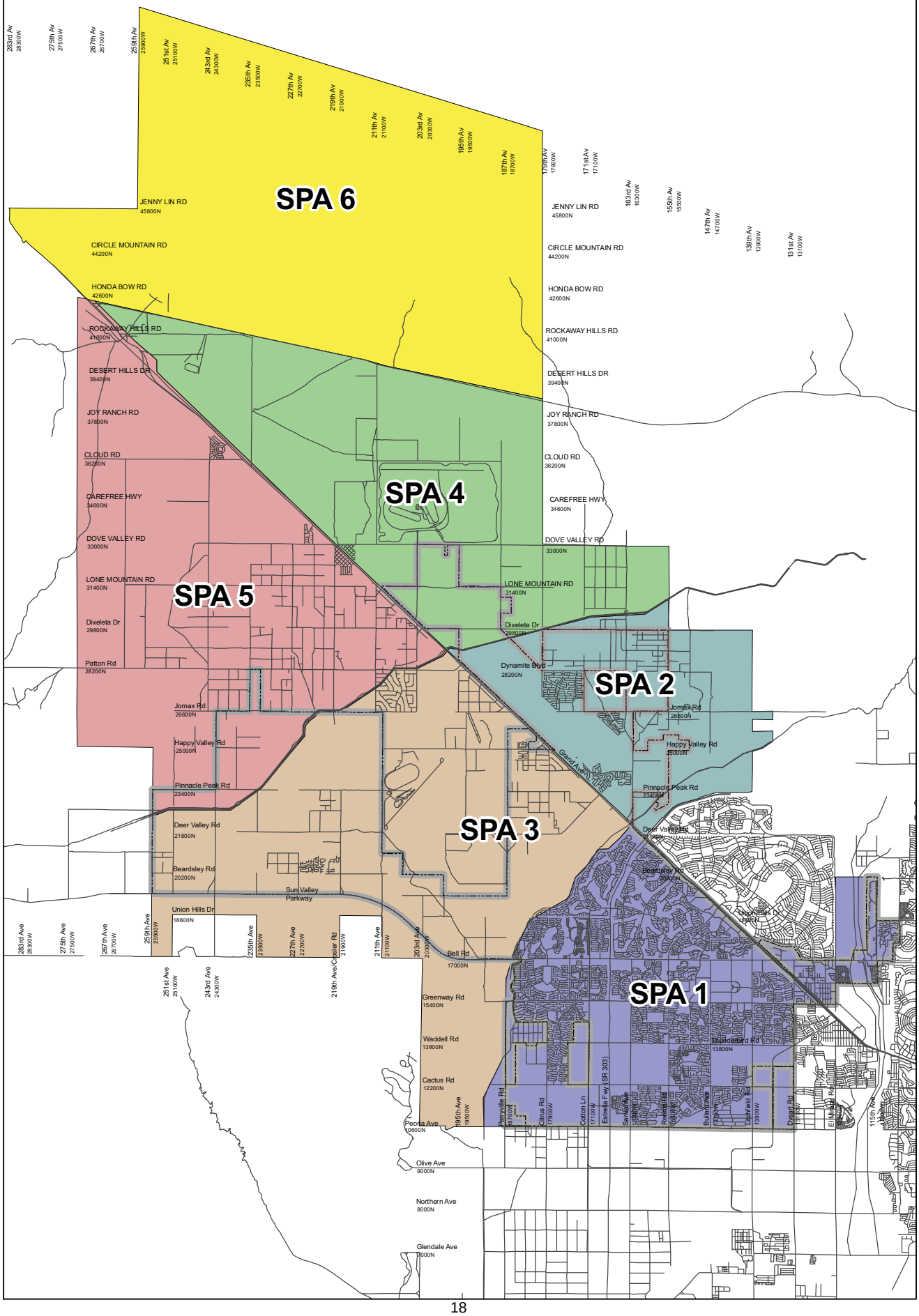
Map Legend
City Limits
Freeway
Railroad
N
Map Created by City of Surprise: July 2011
Flagstaff
Surprise
Phoenix
Tucson
Joy Ranch Rd 37800N
Cloud Rd 36200N
Carefree Hwy 34600N
Dove Valley Rd 33000N
Lone Mountain Rd 31400N
Dixileta Dr 29800N
Patton Rd 28200N
Dynamite Blvd 28200N
Jomax Rd 26600N
Happy Valley Rd 25000N
Pinnacle Peak Rd 23400N
Deer Valley Rd 21800N
Beardsley Rd 20200N
Union Hills Dr 18600N
Sun Valley Parkway
Bell Rd 17000N
Greenway Rd 15400N
Waddell Rd 13800N
Thunderbird Rd 13800N
Cactus Rd 12200N
Peoria Ave 10600N
Olive Ave
Grand Ave
60
303
ARIZONA
Estrella Fwy (SR 303)
White Tank Mountain Regional Park
283rd Ave 28300W
275th Ave 27500W
267th Ave 26700W
259th Ave 25900W
235th Ave 23500W
227th Ave 22700W
219th Ave/Cotsier Rd 21900W
211th Ave 21100W
203rd Ave 20300W
95th Ave 9500W
Perryville Rd 8700W
Citrus Rd 7900W
Cotton Ln 7100W
Sarival Ave 6300W
Reems Rd 5500W
Bullard Ave 4700W
Litchfield Rd 3900W
Dysart Rd 3100W
El Mirage Rd 2300W
115th Ave 1500W

Surprise, AZ
Special Planning Area Map



History of Surprise

Surprise, located just 45 minutes west of downtown Phoenix along U.S. Route 60/State Highway 93, was founded on May 17, 1938 by Flora Mae Statler who purchased and subdivided the original townsite. The former small farming village now encompasses 108 square miles, including urban and commercial developments, ranches, industrial, and business parks. Surprise strives to achieve a balance between the needs of residential communities and the growth of business and industrial areas. Industrial growth zones are selected to operate competitively, but harmoniously, with the residential community.

Year	End of the Year Population	Percentage Change
2001	38,400	N/A
2002	45,125	17%
2003	51,885	14%
2004	64,210	23%
2005	88,265	37%
2006	96,425	9%
2007	98,140	1%
2008	104,895	6%
2009	108,040	6%
2010	117,517	9%

Surprise has grown from 500 residents to a city of over 117,000 people, evolving from a small town government to a regional governmental entity. The city offers a broad range of living styles, from small family subdivisions to a number of secluded ranches. Surprise also offers a number of retirement communities that address the needs and lifestyles of active adults.

Besides year round sunshine and new, clean, safe neighborhoods, bustling Surprise offers excellent opportunities to share our great southwestern lifestyle. You can check out awesome White Tank Mountain Regional Park, where you can puzzle over ancient petroglyphs and hike to a seasonal waterfall, or camp out under twinkling desert stars. Enjoy Spring Training in Surprise, when major leaguers for many of the 12 Cactus League teams visit beautiful Surprise Stadium, home to the Texas Rangers and Kansas City Royals. Play tennis at the Tennis and Racquet Complex featuring 25 tennis courts, racquetball and table tennis. Surprise Aquatic Center is the perfect place to cool off in the one of the pools featuring 2 slides and a zero depth play area for children. Enjoy our eight open to the public golf courses, the region's finest fully accessible community park, and year round events from our fabulous 4th July fireworks to our December community wide Surprise Party, all within an easy drive of the amenities of the Phoenix metro area.

Health and education are top priorities. You will find medical services at nearby Banner Hospitals and several urgent care centers. Kindergarten through twelfth grade schools are run by the rapidly growing Dysart Unified School District. Rio Salado Community College and the Communiversity at Surprise offer collegiate classes in the city. According to the U.S. Census Bureau, 2005-2009 American Community Survey:

- 90% of people 25 years and over had at least graduated from high school and 25% had a bachelor's degree or higher.
- Total school enrollment in Surprise was 26,000
    - Nursery school and kindergarten enrollment was 2,660
    - Elementary or high school enrollment was 13,835 children
    - College or graduate school enrollment was 4,813

Surprise residents are employed in a variety of occupations including management, professional, and related occupations 34%; sales and office occupations 29%; service occupations 18%, construction, extraction, maintenance, and repair occupations 11%; and production transportation, and material moving occupations 8% (U.S. Census Bureau, 2005-2009 American Community Survey).

Excellence in municipal services is a city of Surprise standard. Surprise is a city that operates under the Council/Manager form of government.

Vision

Surprise [ser-prahyz]: a distinctive community; quality, sustained.

Statistical Information

Population Information:

City of Surprise				Maricopa County	
Year	Population	Percentage Change	Percentage of County Population	Population	Percentage Change
1970	2,427		0.25%	971,228	
1980	3,723	53%	0.25%	1,509,175	55%
1990	7,122	91%	0.34%	2,122,101	41%
1995	10,737	51%	0.44%	2,419,394	14%
2000	30,848	187%	1.00%	3,072,149	27%
2005	88,265	186%	2.50%	3,524,175	15%
2010	117,517	33%	3.08%	3,817,117	8%

Source: U.S. Census Bureau

Median Household Income

Year	Median Household Income	Percentage Change
1990	$21,750	
1995	$26,443	22%
2000	$44,156	67%
2005	$53,958	22%

Source: U.S. Census Bureau

Median Age

Year	Median Age	Percentage Change
1980	20.3	
1985	24.2	19%
1990	33.0	36%
1995	41.7	26%
2000	46.1	11%
2005	35.4	23%
2010	36.8	4%

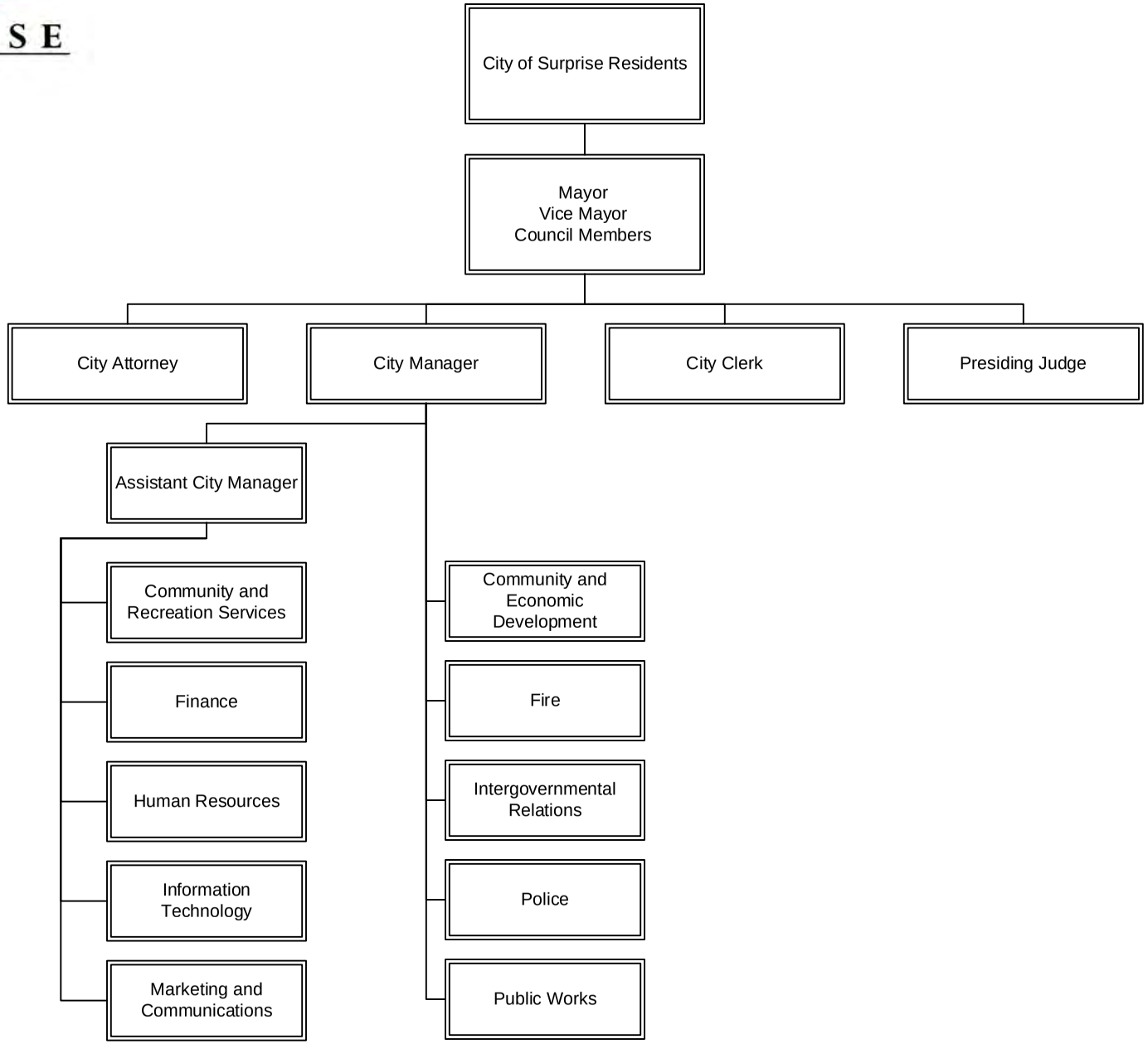
Source: U.S. Census Bureau

City of Surprise Incorporated Area – Date of Incorporation: December 1960

Year	Incorporated Square Miles (Approximately)
1960	1
1970	1
1980	2
1990	63
2000	72
2005	76
2007	89
2008	103
2009	106
2010	107
2011	107

Source: City of Surprise

SURPRISE
ARIZONA



City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Budget Summary

- Budget Summary
- Budget Calendar
- Financial Organization Chart
- Summary of Major Revenues and Expenditures

Budget Summary

Why have we prepared a budget?

Prior to the adoption of a city budget, Arizona state law requires the publication of estimates of expenses under A.R.S. §42-17103. This publication of estimates is accomplished with the publication of the state budget forms provided by the Auditor General. Following the publication of these estimates of expenses, the city is required to adopt an annual expenditure budget under A.R.S. §42-17105. With the adoption of the budget, the total budgeted expenditures shall not exceed the total of amounts that were proposed for expenditure in the published estimates. For the city of Surprise, the FY2012 adopted expenditure budget is $235,184,800. The state forms provided by the Auditor General have been reproduced in the appendix of this document as adopted by the city. The state budget forms include consolidated revenues and expenditures by department, and fund as well as primary and secondary property tax levy information.

For the residents and the general public, the budget reveals the planned activities of the city for the next twelve months. The budget goes beyond a single year planning document, providing a framework for the future with revenue projections and planned capital projects projections extending five years more.

The adopted budget is used as a management tool. It has been programmed to allow as much flexibility as possible while still establishing useful guidelines. The budget is monitored at the departmental level for operating expenditures and at the project level for capital expenditures. Comparisons to budgeted expenditures are built into the cities accounts payable procedures. Deviations from expected expenditures are flagged and discussed. Changes to the budget that are deemed reasonable and necessary are made through the budget amendment process.

Budget Amendments

Changes to the adopted budget must be made in accordance with the city's budget transfer policy as adopted by the Mayor and City Council on July 8, 2004. The budget transfer policy specifies the approval levels required for various types of budget transfers. During the fiscal year, transfer requests are submitted to the Finance Department for preparation and processing. Transfers can be made pursuant to the policy only if funds are unencumbered and available. The full transfer policy is included in the appendix of this document.

Budget Basis

The city has chosen to account for their budgeted funds by using the same basis of accounting that is used in preparing the city's Comprehensive Annual Financial Report (CAFR).

All governmental funds are accounted for using the modified accrual basis of accounting and the current financial resources measurement focus. Under this basis, revenues are recognized in the accounting period in which they become measurable and available, except for the city's court fines for which revenues are recognized when fines are collected. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the city considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. The revenues susceptible to accrual are property taxes, franchise fees, licenses, charges for services, interest income and intergovernmental revenues. Sales taxes collected and held by the state at year end and on behalf of the government are also recognized as revenue. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable.

All proprietary funds are accounted for on the flow of economic resources measurement focus and use of accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

State law only requires the appropriation of two funds, the general fund and the highway user revenue fund (HURF). All other funds of the city have been created by agreement, ordinance, contract, or desire to provide balance sheet accounts for tracking purposes. To the extent feasible, the city has attempted to limit the number of funds. For FY2012, the Storm Water enterprise fund was returned to the HURF fund due to the decision to not implement a new storm water service fee in FY2011.

The city has chosen to present all of its funds however, only four of the funds are considered to be major funds of the budget document. They include the General Fund, Grants and Contingency Fund, Sewer Fund and the Water Fund. The funds presented throughout this document are the same as those used in preparing the city's CAFR. The following section briefly outlines all of the funds and the fund groups utilized by the city.

Summary of Major Revenues and Expenditures

Fund Name	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Permanent Funds	Total
Revenues								
Charges for services	$ 4,859,500	$ 100,000	$ -	$ -	$ 31,324,500	$ -	$ -	$ 36,284,000
County grants	-	1,460,000	-	-	-	-	-	1,460,000
Development fees	-	1,253,700	-	-	1,276,500	-	-	2,530,200
Donations	-	1,700	-	-	-	-	-	1,700
Federal grants	-	2,805,000	-	-	-	-	-	2,805,000
Fines	1,461,400	143,200	-	-	-	-	-	1,604,600
Franchise fees	4,032,400	-	-	-	-	-	-	4,032,400
HURF tax	-	5,917,000	-	-	-	-	-	5,917,000
Interest	146,200	346,800	77,500	246,500	428,700	4,400	800	1,250,900
Intergovernmental revenues non-grant	231,300	90,000	-	620,000	-	-	-	941,300
License	737,100	-	-	-	-	-	-	737,100
Local sales tax	28,937,500	1,885,000	-	-	-	-	-	30,822,500
Other	813,100	18,900	-	-	110,000	10,215,500	-	11,157,500
Property tax	6,243,547	2,162,400	-	-	-	-	-	8,405,947
Rents	543,100	-	4,741,500	-	2,397,700	-	-	7,682,300
State fire insurance premium tax	293,000	-	-	-	-	-	-	293,000
State grants	-	20,200	-	-	-	-	-	20,200
State shared income tax	9,918,900	-	-	-	-	-	-	9,918,900
State shared sales tax	8,890,900	-	-	-	-	-	-	8,890,900
Vehicle license tax	3,963,000	-	-	-	-	-	-	3,963,000
Other financing source	-	68,200,000	-	-	-	-	-	68,200,000
Transfers in	4,854,400	81,300	-	950,000	-	-	-	5,885,700
Total revenues	**75,925,347**	**84,485,200**	**4,819,000**	**1,816,500**	**35,537,400**	**10,219,900**	**800**	**212,804,147**
Expenditures								
Department								
Arts commission	-	32,500	-	-	-	-	-	32,500
City clerk	693,900	-	-	-	-	-	-	693,900
Mayor and city council	495,700	-	-	-	-	-	-	495,700
City court	2,122,100	406,700	-	-	-	-	-	2,528,800
City manager	716,200	-	-	-	-	-	-	716,200
Community & economic development	4,108,000	3,097,600	-	-	14,600	-	-	7,220,200
Finance	2,961,300	128,400	-	-	58,800	-	-	3,148,500
Fire	14,544,800	131,700	-	-	-	-	-	14,676,500
General operations	1,508,800	27,006,000	-	-	-	-	-	28,514,800
Human resources	1,613,100	-	-	-	-	10,197,500	-	11,810,600
Information technology	4,240,000	-	-	-	-	-	-	4,240,000
Intergovernmental relations	288,500	-	-	-	-	-	-	288,500
City attorney	1,743,100	-	-	-	-	-	-	1,743,100
Community & recreation services	12,716,600	1,100,400	-	120,000	-	-	-	13,937,000
Police	18,961,600	447,700	-	-	-	-	-	19,409,300
Marketing & communication	864,300	-	-	-	-	-	-	864,300
Public works	6,524,000	9,855,100	-	349,100	27,541,800	-	-	44,270,000
Capital	195,100	3,827,900	-	4,952,900	4,237,400	-	-	13,213,300
Debt service	-	3,000,000	4,744,000	-	14,258,100	-	-	22,002,100
Contingency expenditures	-	42,686,200	-	-	2,224,000	2,469,300	-	47,379,500
Planned savings	(2,000,000)	-	-	-	-	-	-	(2,000,000)
Transfers out	1,031,300	253,100	-	-	4,601,300	-	-	5,885,700
Total expenditures	**73,328,400**	**91,973,300**	**4,744,000**	**5,422,000**	**52,936,000**	**12,666,800**	**-**	**241,070,500**
Revenues over/(under) expenditures	**2,596,947**	**(7,488,100)**	**75,000**	**(3,605,500)**	**(17,398,600)**	**(2,446,900)**	**800**	**(28,266,353)**
Fund balance, beginning	**10,634,200**	**8,775,600**	**3,875,000**	**40,795,500**	**45,879,300**	**2,446,900**	**99,700**	**112,506,200**
Fund balance, ending	**$ 13,231,147**	**$ 1,287,500**	**$ 3,950,000**	**$ 37,190,000**	**$ 28,480,700**	**$ -**	**$ 100,500**	**$ 84,239,847**

Governmental Funds

- General Fund – The primary operating fund of the city. Any activity that is not accounted for in another fund is placed in the general fund.
- Special Revenue Funds – These funds account for specific non-capital and non-debt service revenue sources that are restricted or committed for specific purposes.
  - *Donations* – This fund is set up to monitor revenues and expenditures associated with donated funds. City policy restricts the use of these funds.
  - *Employee Dependant Scholarship Fund* – This fund tracks employee dependant scholarships awarded to the dependants of current City of Surprise employees. Donations and interest earnings fund these scholarships. City policy restricts the use of these funds.
  - *Fire Development Fee Fund* – This fund accounts for revenues and expenditures associated with fire development impact fees assessed to fund infrastructure and other expenditures for growth-related general government projects
  - *General Government Development Fee Fund* – This fund accounts for revenues and expenditures associated with general government development impact fees assessed to fund infrastructure and other expenditures for growth-related general government projects.
  - *Grants and Contingency Fund* – This fund is used to track grant activity and houses excess budget authority to allow for unforeseen grants that may be received throughout the year.
  - *Highway User Revenue Fund* – This fund accounts for revenues and expenditures that are legally restricted to expenditures for transportation and the construction, repairs, and maintenance of public works and streets.
  - *Library Development Fee Fund* – This fund has been established to account for the inflow of library development fees levied on new residential construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on library services caused by growth.
  - *Marley Park Community Facilities District Fund* – This fund has been established to provide a location to process operating expenditures and for the collection of the related portion of the property taxes from properties located in the district. These proceeds are legally restricted to the payment of operations within the district.
  - *Municipal Court Enhancement Fund* – This fund tracks revenue associated with fines dedicated to Municipal Court technology improvements. City policy restricts the use of these funds.
  - *Municipal Court FARE Fund* – This fund has been established to track revenue and expenses related to the Surprise City Court's participation in the Fines and Restitution Enforcement (FARE) program.
  - *Municipal Court JCEF Fund* – This fund has been established to track revenue and expenses related to the Surprise City Court's participation in the Judicial Collection Enhancement Fund (JCEF) program.
  - *Municipal Court MFTG Fund* – This fund has been established to track revenue and expenses related to the Surprise City Court's participation in the Municipal Fill the Gap (MFTG) program.
  - *Neighborhood Revitalization Fund* – This fund is used to track all revenues and expenditures associated with the city's neighborhood revitalization program. This program is funded through a combination of federal, state, and local funds. City policy, grant agreements, and contractual obligations restrict the use of these funds.
  - *Parks and Recreation Development Fee Fund* – This fund was established to account for the inflow of parks and recreation development fees levied on new residential construction. This fee can only be used for the purchase, construction, financing and furnishing of new items directly related to the increased demand on parks and recreation services caused by growth.
  - *Police Development Fee Fund* – This fund was established to account for the inflow of police development fees levied on new residential and commercial construction. This fee can only be used for ht purchase, construction, financing and furnishing of new capital or one-time items directly related to the increased demand on police services caused by growth.
  - *Public Works Expansion Development Fee Fund* – This fund was established to account for the inflow of public works development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing and furnishing of new capital or one-time items directly related to the increased demand on roadways caused by growth.

- *Roads of Regional Significance SPA 2, 4 and 6 Fund* – This fund was established to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or on-time items directly related to the increased demand on roadways caused by growth.
- *Roads of Regional Significance SPA 3 and 5 Fund* – This fund was established to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or on-time items directly related to the increased demand on roadways caused by growth.
- *SPD DEA Fund* – This fund is used to discretely track funds received from the participation on Drug Enforcement Activity (DEA) task forces in the Greater Phoenix area. The use of these funds is limited to approval by the disbursing program manager and is generally related to purchase and maintenance of departmental equipment not included in the general budgets.
- *SPD RICO Fund* – This fund is used to discretely track funds received from participation in the Maricopa County Attorney's Office Anti-Racketeering Influenced and Corrupt Organizations (RICO) task force.
- *SPD Towing Fund* – This fund is used to track activity in the Police Department for vehicle impounds. The use of these funds is limited to administrative management of the vehicle impound program.
- *Street Lighting Districts Fund* – Ninety-six Street Light Improvement Districts (SLIDs) have been established by ordinance to provide a centralized location for the collection of taxes from properties located in the district. These proceeds are legally restricted to the payment of electricity to operate the street lights within the district.
- *Tourism Fund* – This fund is used to track all restricted and committed revenues associated with the city's bed tax. These funds are used to support tourism within the city. City policy and state statute restrict the use of these funds.
- *Transportation Improvement Fund* – This fund accounts for revenues and expenditures that are legally restricted to expenditures of existing roadway corridor improvements and the related costs of the construction of new roadways.
- *Vehicle Replacement Fund* – The fund is used to track amounts that have been set aside for future vehicle replacement costs.

- Debt Service Funds – This fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.
  - *2000-03 Debt Service Fund* – This fund was created to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.
- Capital Project Funds – This fund is used to track the activities related to the collection and expenditure of funds dedicated to capital acquisition.
  - *General Capital Projects Fund* – This fund accounts for revenues and expenditures relating to the acquisition of capital items.

Proprietary Funds

- Enterprise Funds – These funds are used to account for the business-type activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
  - *Water Fund* – This fund accounts for the provision of the water treatment and distribution to some of the residents and commercial users of the city. This fund is made up of several funds on the general ledger including an operations fund and several development fee funds.
  - *Sewer Fund* – This accounts for sanitary sewer services provided to the residential and commercial users of the city. This fund is made up of several funds on the general ledger including an operations fund, several development fee funds and a debt service fund to account for a portion of the Surprise Municipal Property Corporation 2007 bond issuance.
  - *Sanitation Fund* – This fund accounts for trash collection services provided to residential and some commercial users of the city.

- Internal Service Funds – These funds are used to report any activity that provides goods or services to other funds, departments, or divisions of the city and its component units, or to other governments, on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges.
    - *Risk Management Fund* – This fund provides a mechanism whereby all risk related expenditures are monitored and insurance reserves are established. City policy restricts the use of these funds.
    - *Healthcare Self Insurance Fund* – This fund provides a mechanism whereby health insurance related expenses are monitored and health insurance reserves are established. City policy restricts the use of these funds. This is a new fund for FY2011 with the potential for expansion to include vision, dental, and other healthcare expenditures in the future.

Agency Funds

- Fiduciary Funds – These funds are used to track the city's non-expendable trust activities for outside agencies.
    - *Volunteer Firefighters Pension and Relief Fund* – This fund accounts for the assets of the City's volunteer firefighter pension and trust. The City Council acts as the governing board and the City staff performs all administrative and accounting functions for this fund.

Sources of Funds

The city has three primary sources of funding its budgeted expenditures. These include fund balances, current year revenues and borrowing.

Fund balance is the end result of prior year's activity resulting from revenues and debt related financing sources received and expenditures made.

Revenues – Expenditures = Fund Balance

Although fund balances are available to be spent, these are not a recurring revenue source for the city. They can only be replenished by an excess of revenues over expenditures in a given year. To protect the city's operating fund balance and to ensure that the city has enough funds on hand to continue day to day operations, the city has established a minimum fund balance policy. The full policy can be found in the appendix.

Currently, the city is not meeting the requirements as stated in the minimum fund balance policy. The city is working to increase operating fund balance in the future to be able to meet the policy. So, although the city's collective beginning fund balances of $112.5 million are available to be spent, it is not the city's intention to draw down on these balances in the current year. The ending fund balances for the budget of $84.2 million has built in contingency expenditures. The city is planning on actual ending fund balances being similar to the beginning amounts.

Current year revenues are generated by a variety of activities. Such activities include but are not limited to local sales tax, state shared revenue, charges for services, property taxes, franchise fees, and development fees. The city is projecting $206.9 million in revenues from all funds in FY2012. Included in this amount are both one-time and ongoing revenues. It is the city's policy not to use one-time revenues to meet ongoing operational expenditures.

Borrowing can be accomplished through a variety of methods including obtaining loans or issuing bonds. The city's only source of outside debt from borrowing is the result of a $1.5 million loan to expand the city's water related infrastructure. In addition to this debt, there are various legally separate component units of the city that have issued general obligation bonded debt including the Surprise Municipal Property Corporation and the Marley Park Community Facilities District. The city has no financial liability for their debt, so it is not included in the debt limit calculation.

The Arizona Constitution provides that the general obligation bonded indebtedness for a city may not exceed twenty percent of the net secondary assessed valuation of the taxable property of the city for projects for purposes of water, wastewater, artificial light, open space preserves, parks and recreational facilities, public safety, law enforcement, fire and emergency services facilities, streets, and transportation facilities. Outstanding general obligation bonded indebtedness for all other purposes may not exceed six percent of the City's net secondary assessed valuation. The following summarizes the city's legal general obligation bonded debt borrowing capacity for the fiscal year ended June 30, 2011 as this is the most recent assessed valuation data available.

Legal General Obligation Bond Capacity

Secondary Assessed Valuation		$ 936,730,006	$ 936,730,006
Limitation	X	6%	20%
G.O. Bond Limit	=	56,203,800	187,346,001
Less Outstanding G.O. Debt	-	0	0
Available Debt Capacity	**=**	**$ 56,203,800**	**$ 187,346,001**

There is no additional borrowing anticipated for FY2012. The city's current bond rating is AA.

Uses of Funds

Fund expenditures are broken into five major categories. These include personnel, supplies and services, capital and depreciation, debt service, and contingency.

Personnel, is used to record all personnel related expenditures including full-time, part-time, and overtime salaries. Also included are stipends, taxes, and benefits. For FY2012 personnel is budgeted at $65.2 million or 27% of the budget.

Supplies and services include expenditures for supplies used to continue the operations of the city. Expenditures under this category include but are not limited to office and computer supplies, fuel, and postage. Utilities, service agreements, building maintenance, and general consulting services all fall under the services side of this category. Supplies and services account for 37% of the FY2012 budget at $89.2 million.

Capital and depreciation is budgeted in the third category at $13.2 million, 5% of the FY2012 budget. Vehicle purchases, building and structure purchases, land purchases and street improvements are all included under capital.

Debt service is budgeted at $22 million, 9% of the FY2012 budget. This total includes $7 million for scheduled current year principal and interest payments, $12 million for the repayment of interfund loans and $3 million as a contingency for new debt. The total outstanding principal amount is $98.4 million with payments scheduled through FY2033.

Budgeted expenditures that are set aside for future fiscal years or unforeseen uses are labeled **contingency**. Contingencies of $45.4 million, 19% of fund uses, have been budgeted for FY2012.

Inter-Fund Transfers

In addition to the sources and uses described above, ***inter-fund transfers*** represent a reallocation of resources between funds. For FY2012 inter-fund transfers have been programmed at $5.8 million and are detailed in the appendix of this document as part of the required state budget forms.

Changes in Fund Balance

While the city is planning on having a minimal change in actual ending fund balance, the budgeted fund balance for the city shows a $28.3 million decrease. The General Fund has a budgeted fund balance increase of $2.6 million resulting in higher projected sales tax collections, and increased state shared revenues.

The General Government Development Fee Fund has a negative fund balance totaling $3.5 million. It is the result of budgeted debt service expenditures which exceed anticipated revenues. The Parks and Recreation Development Fee Fund continues to carry a negative fund balance which has reached negative $3 million. This fund also has debt payments that are forecasted to exceed revenues for the next several years. The Street Lighting Districts Fund shows a budgeted decrease in fund balance of $1 million. This fund should be operated at close to zero fund balance; a large positive or negative fund balance is representative of over or undercharging the various lighting districts. The decrease is attributable to the budgeted reduction of fund balance and the budgeting of contingencies.

Of the total decrease, $17.4 million has been budgeted in the Sanitation, Sewer and Water funds. This decrease in budgeted fund balance is the result of the budgeted one time repayment of interfund loans totaling $11.8 million and $2.2 million in budgeted contingencies. In addition to this, the city is expecting to draw down the fund balance by approximately $3 million for FY2012. The Employee Healthcare Fund and the Risk Management Fund have had their fund balances drawn down from 2.4 million to zero in the budget as a result of precautionary budgeting for contingencies. The following schedule provides a detailed look at the changes in fund balance for each of the city's funds.

City of Surprise Fund Balance Summary
FY2012 Adopted Budget

Fund Name	Beginning Balance	Revenue	Transfers In	Total Sources	Expenses and Contingency	Transfers Out	Total Uses	Ending Balance
General Fund	$ 10,634,200	$ 71,070,947	$ 4,854,400	$ 75,925,347	$ 72,297,100	$ 1,031,300	$ 73,328,400	$ 13,231,147
General Fund Total	**10,634,200**	**71,070,947**	**4,854,400**	**75,925,347**	**72,297,100**	**1,031,300**	**73,328,400**	**13,231,147**
Donations Fund	575,800	-	-	-	475,500	100,300	575,800	-
Employee Dep Scholarship Fund	14,800	1,800	-	1,800	16,600	-	16,600	-
Fire Development Fee Fund	(8,234,800)	265,800	-	265,800	144,900	-	144,900	(8,113,900)
General Government Development Fee Fund	(51,900)	230,700	-	230,700	3,708,200	-	3,708,200	(3,529,400)
Grants and Contingency Fund	-	68,200,000	-	68,200,000	68,387,300	-	68,387,300	(187,300)
Highway User Revenue Fund	418,700	5,955,400	81,300	6,036,700	6,455,400	-	6,455,400	-
Library Development Fee Fund	4,263,200	173,000	-	173,000	18,300	-	18,300	4,417,900
Municipal Court Enhancement Fund	322,600	118,200	-	118,200	440,800	-	440,800	-
Municipal Court FARE Fund	7,200	5,600	-	5,600	12,800	-	12,800	-
Municipal Court JCEF Fund	69,400	25,000	-	25,000	94,400	-	94,400	-
Municipal Court MFTG Fund	57,500	14,600	-	14,600	72,100	-	72,100	-
Neighborhood Revitalization Fund	-	2,805,000	-	2,805,000	2,805,000	-	2,805,000	-
Parks and Recreation Development Fee Fund	(2,410,300)	296,000	-	296,000	854,600	-	854,600	(2,968,900)
Police Development Fee Fund	2,653,100	149,500	-	149,500	260,200	-	260,200	2,542,400
Public Works Expansion Development Fee Fund	7,344,100	424,000	-	424,000	697,500	-	697,500	7,070,600
Roads of Regional Significance SPA 2,4 and 6 Fund	1,546,100	30,900	-	30,900	9,300	-	9,300	1,567,700
Roads of Regional Significance SPA 3 and 5 Fund	17,000	300	-	300	9,300	-	9,300	8,000
SPD DEA Fund	315,200	75,000	-	75,000	390,200	-	390,200	-
SPD RICO Fund	98,200	15,000	-	15,000	113,200	-	113,200	-
SPD Towing Fund	276,200	100,000	-	100,000	376,200	-	376,200	-
Street Lighting Districts Fund	803,200	2,169,400	-	2,169,400	3,196,500	-	3,196,500	(223,900)
Tourism Fund	63,100	385,100	-	385,100	295,400	152,800	448,200	-
Transportation Improvement Fund	627,200	2,963,600	-	2,963,600	2,886,500	-	2,886,500	704,300
Special Revenue Funds Total	**8,775,600**	**84,403,900**	**81,300**	**84,485,200**	**91,720,200**	**253,100**	**91,973,300**	**1,287,500**
2000-03 Debt Service Fund	3,875,000	4,819,000	-	4,819,000	4,744,000	-	4,744,000	3,950,000
Debt Service Fund Total	**3,875,000**	**4,819,000**	**-**	**4,819,000**	**4,744,000**	**-**	**4,744,000**	**3,950,000**
General Capital Projects Fund	33,915,000	866,500	950,000	1,816,500	4,011,200	-	4,011,200	31,720,300
Vehicle Replacement Fund	6,880,500	-	-	-	1,410,800	-	1,410,800	5,469,700
Capital Projects Funds Total	**40,795,500**	**866,500**	**950,000**	**1,816,500**	**5,422,000**	**-**	**5,422,000**	**37,190,000**
Volunteer Firefighters Pension and Relief Fund	99,700	800	-	800	-	-	-	100,500
Fiduciary Fund Total	**99,700**	**800**	**-**	**800**	**-**	**-**	**-**	**100,500**
Sanitation Fund	9,151,100	6,650,000	-	6,650,000	7,055,100	889,000	7,944,100	7,857,000
Sewer Fund	29,482,400	18,532,600	-	18,532,600	30,554,500	1,885,100	32,439,600	15,575,400
Water Fund	7,245,800	10,354,800	-	10,354,800	10,725,100	1,827,200	12,552,300	5,048,300
Enterprise Funds Total	**45,879,300**	**35,537,400**	**-**	**35,537,400**	**48,334,700**	**4,601,300**	**52,936,000**	**28,480,700**
Employee Healthcare Fund	298,900	8,232,800	-	8,232,800	8,531,700	-	8,531,700	-
Risk Management Fund	2,148,000	1,987,100	-	1,987,100	4,135,100	-	4,135,100	-
Internal Service Funds Total	**2,446,900**	**10,219,900**	**-**	**10,219,900**	**12,666,800**	**-**	**12,666,800**	**-**
All Funds Total	**$112,506,200**	**$206,918,447**	**$ 5,885,700**	**$212,804,147**	**$235,184,800**	**$ 5,885,700**	**$241,070,500**	**$ 84,239,847**

Financial Policies

On June 28th, 2011, the Mayor and City Council unanimously approved 43 financial policies that were developed by staff to provide the roadmap to achieve financial resiliency and demonstrate the city's commitment to sound financial management practices. The policies cover the following five areas.

1. Operating Management
2. Capital Management
3. Debt Management
4. Minimum Fund Balance
5. Financial Reporting

While all of the policies contribute to the city's efforts to improve its financial processes operating management policy #2 relates directly to this budget document.

> The budget shall be considered balanced if revenues plus use of fund balance are equal to or exceed total expenses, by fund. The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints.

The complete list of all 43 financial policies is included in the appendix of this document.

FY2012 Budget Process

The budget is monitored year-round and various informal FY2012 budget meetings and work session presentations to Mayor and City Council members occur through-out the year; however, the official formal budget process began with an initial memo from the CFO to the City Manager, Assistant City Manager and the directors of each department on February 9th. This memo contained the proposed budget calendar and discussed any changes from the prior year planning process. The largest change from prior year planning was a delay in the initial kick-off meetings due to the City's desire to wait to better understand the ramifications of several state legislative bills as well as pending 2010 census information that could significantly impact the City's FY2012 budget.

The initial memo to senior staff was followed by a meeting on February 14th with all budget points of contacts for each department to discuss the mechanics of the revised process. The deadline for department submissions as well as the entire budget calendar was discussed during this meeting. The budget database was also opened to allow reallocation of existing base budgets, input of new supplemental requests, update of existing capital projects, and input of new capital projects. Throughout February and March, meetings with individual departments were held as necessary to provide additional clarification and direction.

All budget inputs were due by March 7th, at which time the budget database was closed. Finance Department staff reviewed requests and solicited additional information or data as needed from March 8th through March 24th.

From March 14th through March 24th, the City Manager's Office reviewed the base budgets, supplemental requests, capital projects, and available resources with the Finance department staff and the individual departments. The City Manager delivered the recommended budget to the Mayor and City Council on April 20th. Three Budget Open Houses were held on April 21st, 22nd and the 25th to get public input for the citizens of Surprise.

The City Manager's recommended budget was presented to the Mayor and City Council for review and discussion at a two day budget retreat held on April 29th and 30th. During the retreat, city staff presented the recommended budget and was available to address questions from the Mayor and City Council.

As a result of the two day budget retreat, revisions were made to the recommended budget, and the tentative budget was presented to the Mayor and City Council for adoption at a regular City Council meeting on May 24th. Following adoption, the tentative budget was published for two consecutive weeks in the local paper. A public hearing was then held on the budget, after which the Mayor and City Council voted on the final budget adoption on June 16th. Budget adoption adheres to all statutory hearings, publications, and requirements. The property tax was levied on June 30th, fourteen days after the final budget.

The budget calendar contained in this section summarizes the steps involved in adopting the budget.

Strategic Planning

In August 2010, the City Council initiated a process to bring people together and focus on the community's priorities in the development of a City Council strategic plan. The initial focus of the strategic plan was accomplished via a series of exercises by the Mayor and City Council on August 17th, 2010. These exercises were supported and facilitated by the City Manager and department directors to lend technical expertise. Following this work by Mayor and Council, various Boards and Commissions reviewed and provided inputs on the initially identified strategic areas during the month of November 2010. In early 2011, the city's Communications department initiated a public outreach program to educate and solicit citizen inputs on the strategic plan. Several public meetings were held in the month of January 2011, in addition to online and printed surveys, comment cards and news releases to local media identifying the opportunity for citizens to provide input to the strategic planning process.

The 2011 City Council Strategic Plan contains priorities organized in five focus areas:

1. **Transportation:** The City of Surprise will have an efficient, cost effective, multi-modal transportation network that provides commuter choice, ease of movement into, within, and out of Surprise.
2. **Higher Education:** Enhance partnerships with all public and private K-12 education providers and higher education opportunities in Surprise that leads to the development of a 4-yr university campus with college life amenities that benefit the entire city.
3. **Tourism:** Increase economic activity in Surprise by infusing tourism dollars into the local economy by focusing on entertainment, partnerships, resorts, and the White Tank Mountains.
4. **Sustainability:** Develop sustainability road map and carbon footprint reduction strategy.
5. **Economic Development:** Create a robust business environment that creates employment, wealth, capital investment, and enhanced opportunities for investors and residents.

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

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Budget Calendar

Date	Activity
2/14/2011	Budget kick-off – initial meeting with budget contacts (budget process overview, identifying activities, performance measures)
	Database opened for department input
3/7/2011	Database closed
3/14-3/24/2011	Information assembled for City Manager's Office, follow up with departments as necessary
4/20/2011	City Manager's Recommended Budget delivered to Mayor and City Council
4/29 & 4/30/2011	Mayor and Council budget retreat
5/24/2011	Public Hearing and Tentative Budget Adoption – City of Surprise
5/31/2011	Public Notice #1 – Truth in taxation & FY2012 budget estimates
6/7/2011	Public Notice #2 – Truth in taxation & FY2012 budget estimates
6/16/2011	Property Tax Hearing – Primary Property Taxes
	Property Tax Hearing – Street Light Improvement Districts
	Public Hearing and Final Budget Adoption – City Of Surprise
6/30/2011	Property Tax Levy Adoption – Primary Property Taxes
	Property Tax Levy Adoption – Street Light Improvement Districts

City of Surprise, Arizona

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FY2012 Adopted Budget

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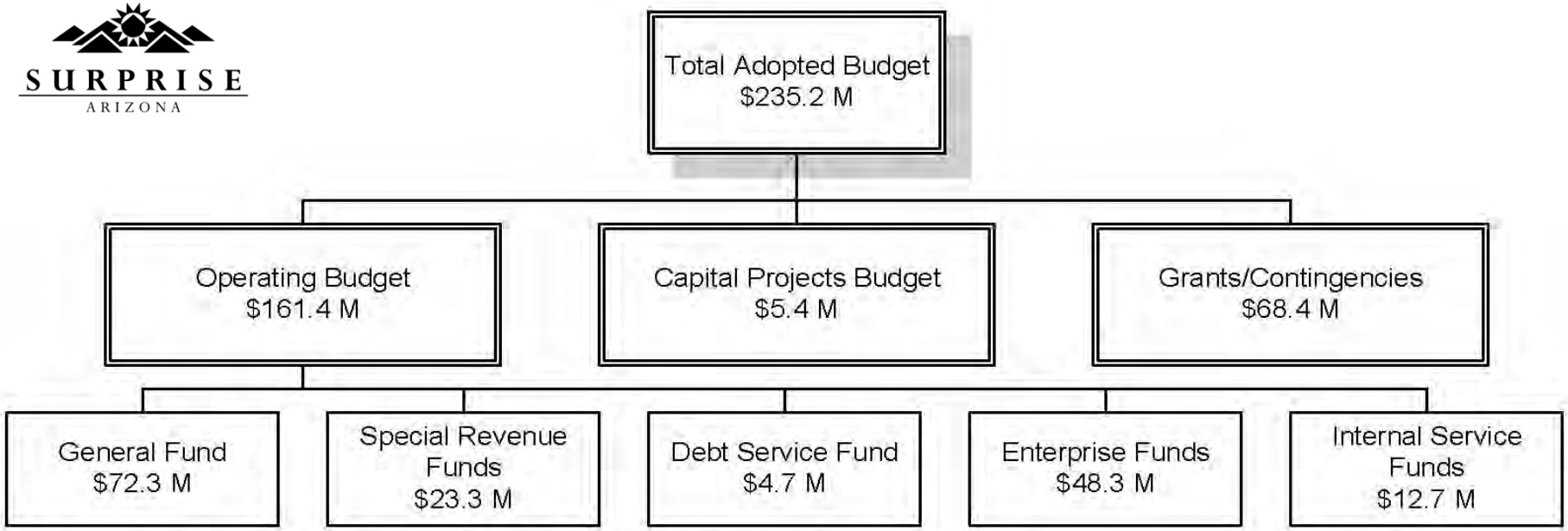

General Fund
- Mayor and Council
- City Manager
- City Attorney
- City Clerk
- City Court
- Communications
- Community Development
- Community & Rec. Services
- Finance
- Fire
- Governmental Relations
- Human Resources
- Information Technology
- Police
- Public Works

Special Revenue Funds
- Dev. Impact Fee Funds ($8.6M)
- Donations
- Highway Users Revenue
- Municipal Court Enhancement
- Municipal Court FARE
- Municipal Court JCEF
- Municipal Court MFTG
- Neighborhood Revitalization
- Police DEA
- Police RICO
- Police Tow
- Scholarship Fund
- Street Light Improvement District Funds
- Tourism Fund

Debt Service Fund
- 2000-2003 Debt Service

Enterprise Funds
- Water
- Wastewater
- Sanitation

Internal Service Funds
- Risk Management
- Employee Health Insurance

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

Summary of Major Revenues and Expenditures

Fund Name	General Fund			Donations Fund			Employee Dep Scholarship Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ 4,784,892	$ 4,951,600	$ 4,859,500	$ 75	$ -	$ -	$ -	$ -	$ -
County grants	10,375	-	-	-	-	-	-	-	-
Development fees	-	-	-	-	-	-	-	-	-
Donations	-	-	-	282,013	190,900	-	2,083	1,700	1,700
Federal grants	669,829	-	-	-	-	-	-	-	-
Fines	1,763,194	1,384,000	1,461,400	-	-	-	-	-	-
Franchise fees	3,734,071	3,869,500	4,032,400	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	184,372	130,700	146,200	8,018	-	-	163	100	100
Intergovernmental revenues non-grant	209,191	245,000	231,300	-	-	-	-	-	-
License	608,475	692,100	737,100	-	-	-	-	-	-
Local sales tax	27,202,604	27,675,000	28,937,500	-	-	-	-	-	-
Other	1,040,634	909,700	813,100	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	6,749,926	7,224,100	6,243,547	-	-	-	-	-	-
Rents	648,431	569,700	543,100	-	-	-	-	-	-
State fire insurance premium tax	285,799	287,300	293,000	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	11,395,938	8,589,800	9,918,900	-	-	-	-	-	-
State shared sales tax	6,464,521	6,621,800	8,890,900	-	-	-	-	-	-
Vehicle license tax	2,960,716	2,863,100	3,963,000	-	-	-	-	-	-
Proceeds from sale of assets	22,934	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	16,558,595	4,714,400	4,854,400	-	-	-	-	-	-
Total revenues	**85,294,497**	**70,727,800**	**75,925,347**	**290,106**	**190,900**	**-**	**2,246**	**1,800**	**1,800**
Expenditures									
Department									
Arts commission	-	-	-	29,400	-	32,500	-	-	-
City clerk	652,350	416,160	693,900	-	-	-	-	-	-
Mayor and city council	398,142	472,992	495,700	-	-	-	-	-	-
City court	1,839,203	2,056,032	2,122,100	-	-	-	-	-	-
City manager	971,055	670,368	716,200	-	-	-	-	-	-
Community & economic development	2,854,180	4,365,984	4,108,000	-	-	6,100	-	-	-
Finance	2,220,814	2,712,960	2,961,300	-	-	-	-	-	-
Fire	13,214,835	13,664,352	14,544,800	2,883	2,000	12,200	-	-	-
General operations	3,025,868	1,446,912	1,508,800	-	-	-	2,000	2,000	6,000
Human resources	1,003,485	1,281,408	1,613,100	-	-	-	-	-	-
Information technology	3,725,494	3,833,568	4,240,000	-	-	-	-	-	-
Intergovernmental relations	388,852	274,176	288,500	-	-	-	-	-	-
City attorney	1,903,486	1,533,888	1,743,100	-	-	-	-	-	-
Community & recreation services	12,319,929	13,806,633	12,716,600	240,142	162,200	319,000	-	-	-
Police	16,661,679	18,359,040	18,961,600	13,749	8,200	37,500	-	-	-
Marketing & communication	926,770	817,728	864,300	-	-	-	-	-	-
Public works	5,658,426	5,651,808	6,524,000	-	-	-	-	-	-
Capital	1,507,878	91,296	195,100	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	(2,000,000)	-	-	68,200	-	-	10,600
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	56,950,332	6,030,096	1,031,300	188,818	-	100,300	-	-	-
Total expenditures	**$ 126,222,778**	**$ 77,485,401**	**$ 73,328,400**	**$ 474,992**	**$ 172,400**	**$ 575,800**	**$ 2,000**	**$ 2,000**	**$ 16,600**

Summary of Major Revenues and Expenditures

Fund Name	Fire Development Fee Fund			General Government Development Fee Fund			Grants and Contingency Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	-	-	-	-	-	-	-	-
Development fees	259,683	168,000	265,800	235,747	149,000	230,700	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	-	-	-	1,227	1,200	-	-	-	-
Intergovernmental revenues non-grant	-	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	40,000,000	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	68,200,000
Transfers in	88,794	-	-	487,313	-	-	-	-	-
Total revenues	**348,477**	**168,000**	**265,800**	**724,287**	**40,150,200**	**230,700**	**-**	**-**	**68,200,000**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	12,500	18,300	-	12,500	18,300	-	-	-
Fire	194,233	119,400	119,500	-	-	-	-	274,400	-
General operations	-	-	-	-	655,100	-	-	-	27,000,000
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	272,600	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	-	-	-	665,225	199,500	655,800	-	-	-
Capital	-	-	7,100	976,031	-	34,100	-	-	-
Debt service	-	-	-	-	-	3,000,000	-	-	-
Contingency expenditures/(savings)	-	-	-	-	-	-	-	-	41,387,300
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	211,984	-	-	1,163,388	-	-	-	-	-
Total expenditures	**$ 406,217**	**$ 131,900**	**$ 144,900**	**$ 2,804,644**	**$ 867,100**	**$ 3,708,200**	**$ -**	**$ 547,000**	**$ 68,387,300**

Summary of Major Revenues and Expenditures

Fund Name	Highway User Revenue Fund			Library Development Fee Fund			Municipal Court Enhancement Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ 12,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	-	-	-	-	-	-	-	-
Development fees	-	-	-	127,564	70,100	87,700	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	139,406	80,000	118,200
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	4,984,457	5,194,300	5,917,000	-	-	-	-	-	-
Interest	21,126	17,700	19,500	41,220	82,400	85,300	3,631	-	-
Intergovernmental revenues non-grant	-	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	92,040	23,100	18,900	-	-	-	-	-	-
Other grants	15,857	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	4,254	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	2,396,559	-	81,300	-	-	-	-	-	-
Total revenues	**7,526,293**	**5,235,100**	**6,036,700**	**168,784**	**152,500**	**173,000**	**143,037**	**80,000**	**118,200**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	77,378	100,000	269,000
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	12,500	18,300	-	-	-
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	5,770,569	6,037,440	6,455,400	-	-	-	-	-	-
Capital	474,906	-	-	-	-	-	42,886	-	-
Debt service	-	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	-	-	-	-	-	-	171,800
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	-	2,071,800	-	-	-	-	-	-	-
Total expenditures	**$ 6,245,475**	**$ 8,109,240**	**$ 6,455,400**	**$ -**	**$ 12,500**	**$ 18,300**	**$ 120,264**	**$ 100,000**	**$ 440,800**

Summary of Major Revenues and Expenditures

Fund Name	Municipal Court FARE Fund			Municipal Court JCEF Fund			Municipal Court MFTG Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	-	-	-	-	-	-	-	-
Development fees	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-	-
Fines	-	-	-	28,345	19,200	25,000	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	10	-	-	82	-	-	31	-	-
Intergovernmental revenues non-grant	-	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	9,792	4,500	5,600	-	-	-	14,581	15,900	14,600
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	2,953	-	-	113,976	-	-	26,996	-	-
Total revenues	**12,755**	**4,500**	**5,600**	**142,403**	**19,200**	**25,000**	**41,608**	**15,900**	**14,600**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	10,100	-	35,000	57,200	82,700	-	-	55,000
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	-	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	12,800	-	-	11,700	-	-	17,100
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	-	-	-	-	-	-	-	-	-
Total expenditures	**$ -**	**$ 10,100**	**$ 12,800**	**$ 35,000**	**$ 57,200**	**$ 94,400**	**$ -**	**$ -**	**$ 72,100**

Summary of Major Revenues and Expenditures

Fund Name	Neighborhood Revitalization Fund			Parks and Recreation Development Fee Fund			Police Development Fee Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	-	-	-	-	-	-	-	-
Development fees	-	-	-	573,541	237,800	296,000	112,634	68,500	96,400
Donations	-	-	-	-	-	-	-	-	-
Federal grants	1,687,665	-	2,805,000	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	2	-	-	-	-	-	-	2,700	53,100
Intergovernmental revenues non-grant	-	-	-	-	-	-	198,754	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	565,363	-	-	-	-	-	150,000	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	68,262	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	2,209	-	-	580,688	-	-	179,703	-	-
Total revenues	**2,323,501**	**-**	**2,805,000**	**1,154,229**	**237,800**	**296,000**	**641,091**	**71,200**	**149,500**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	2,317,909	-	2,805,000	-	-	-	-	-	-
Finance	-	-	-	-	16,100	18,300	-	12,500	18,300
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	120	629,200	-	803,479	780,600	781,400	-	-	-
Police	-	-	-	-	-	-	245,188	241,600	241,900
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	-	-	-	-	-	-	-	-	-
Capital	-	-	-	380,811	-	54,900	327,720	-	-
Debt service	5,472	-	-	5,983	-	-	4,249	-	-
Contingency expenditures/(savings)	-	-	-	-	-	-	-	-	-
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	-	-	-	1,386,307	-	-	429,015	-	-
Total expenditures	**$ 2,323,501**	**$ 629,200**	**$ 2,805,000**	**$ 2,576,580**	**$ 796,700**	**$ 854,600**	**$ 1,006,172**	**$ 254,100**	**$ 260,200**

Summary of Major Revenues and Expenditures

Fund Name	Public Works Expansion Development Fee Fund			Roads of Regional Significance SPA 2,4 and 6 Fund			Roads of Regional Significance SPA 3 and 5 Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	395,700	-	-	-	-	-	-	-
Development fees	318,452	195,900	277,100	91,440	22,900	-	2,219	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	45,275	46,000	146,900	15,604	15,000	30,900	270	300	300
Intergovernmental revenues non-grant	-	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	50,000	-	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	150,000	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	-	-	-	-	-	-	-	-	-
Total revenues	**563,727**	**637,600**	**424,000**	**107,044**	**37,900**	**30,900**	**2,489**	**300**	**300**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	12,500	18,300	-	6,300	9,300	-	6,300	9,300
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	114,511	1,718,200	262,600	-	-	-	-	-	-
Capital	359,162	637,100	416,600	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	-	-	-	-	-	-	-
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	-	-	-	-	-	-	-	-	-
Total expenditures	**$ 473,673**	**$ 2,367,800**	**$ 697,500**	**$ -**	**$ 6,300**	**$ 9,300**	**$ -**	**$ 6,300**	**$ 9,300**

Summary of Major Revenues and Expenditures

Fund Name	SPD DEA Fund			SPD RICO Fund			SPD Towing Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ 143,843	$ -	$ 100,000
County grants	-	-	-	-	-	-	-	-	-
Development fees	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	59,208	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	193	-	-	74	-	-	189	-	-
Intergovernmental revenues non-grant	115,215	85,600	75,000	46,289	500	15,000	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	336,580	-	-	51,494	-	-	169,303	-	-
Total revenues	**511,196**	**85,600**	**75,000**	**97,857**	**500**	**15,000**	**313,335**	**-**	**100,000**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	107,059	24,500	50,000	-	-	-	64,331	-	118,300
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	-	-	-	-	-	-	-	-	-
Capital	150,000	-	-	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	340,200	-	-	113,200	-	-	257,900
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	-	-	-	-	-	-	-	-	-
Total expenditures	**$ 257,059**	**$ 24,500**	**$ 390,200**	**$ -**	**$ -**	**$ 113,200**	**$ 64,331**	**$ -**	**$ 376,200**

Summary of Major Revenues and Expenditures

Fund Name	Street Lighting Districts Fund			Tourism Fund			Transit Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,672	$ 26,500	$ -
County grants	-	-	-	-	-	-	-	-	-
Development fees	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	5,060	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	3,671	7,000	7,000	81	100	100	9,710	3,300	-
Intergovernmental revenues non-grant	-	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	350,000	385,000	-	-	-
Other	45,014	-	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	15,454	-	-
Property tax	2,126,462	2,277,000	2,162,400	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	-	-	-	-	-	-	174,000	-	-
Total revenues	**2,175,147**	**2,284,000**	**2,169,400**	**81**	**350,100**	**385,100**	**226,896**	**29,800**	**-**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	2,175,147	2,055,000	2,441,300	-	-	-	910,736	933,696	-
Capital	-	-	755,200	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	-	-	177,700	295,400	-	-	-
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	-	-	-	84,251	138,900	152,800	-	174,000	-
Total expenditures	**$ 2,175,147**	**$ 2,055,000**	**$ 3,196,500**	**$ 84,251**	**$ 316,600**	**$ 448,200**	**$ 910,736**	**$ 1,107,696**	**$ -**

Summary of Major Revenues and Expenditures

Fund Name	Transportation Improvement Fund			2000-03 Debt Service Fund			Municipal Property Corporation Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	-	1,460,000	-	-	-	-	-	-
Development fees	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	44,783	39,300	3,600	11,284	-	77,500	-	-	-
Intergovernmental revenues non-grant	1,911,442	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	1,794,618	1,650,900	1,500,000	-	-	-	-	-	-
Other	-	2,589,300	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	3,352,513	-	4,741,500	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	-	-	-	8,611,212	-	-	3,379,907	-	-
Total revenues	**3,750,843**	**4,279,500**	**2,963,600**	**11,975,009**	**-**	**4,819,000**	**3,379,907**	**-**	**-**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	1,818	265,700	286,500	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	5,003	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	278,552	4,105,100	40,000	-	-	-	-	-	-
Capital	6,283,793	1,310,500	2,560,000	-	-	-	-	-	-
Debt service	-	-	-	3,304,598	-	4,744,000	-	-	-
Contingency expenditures/(savings)	-	-	-	-	-	-	-	-	-
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	1,944,350	-	-	2,457,704	-	-	13,223,173	-	-
Total expenditures	**$ 8,513,516**	**$ 5,681,300**	**$ 2,886,500**	**$ 5,762,302**	**$ -**	**$ 4,744,000**	**$ 13,223,173**	**$ -**	**$ -**

Summary of Major Revenues and Expenditures

Fund Name	General Capital Projects Fund			Vehicle Replacement Fund			Volunteer Firefighters Pension and Relief Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County grants	-	2,140,600	-	-	-	-	-	-	-
Development fees	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-
Federal grants	58,739	753,200	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	-	244,000	246,500	-	-	-	1,043	800	800
Intergovernmental revenues non-grant	-	-	620,000	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	-	-	-	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	-	-	-	-	-	-	-	-	-
Transfers in	42,353,467	950,000	950,000	11,080,696	7,325,896	-	-	-	-
Total revenues	**42,412,206**	**4,087,800**	**1,816,500**	**11,080,696**	**7,325,896**	**-**	**1,043**	**800**	**800**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	99,700	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	75,000	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	120,000	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	-	2,670,700	349,100	-	-	-	-	-	-
Capital	2,377,178	3,757,500	3,542,100	-	445,500	1,410,800	-	-	-
Debt service	35,071	-	-	-	-	-	-	-	-
Contingency expenditures/(savings)	-	-	-	-	-	-	-	-	-
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-
Transfers out	3,669,606	-	-	11,080,696	-	-	-	-	-
Total expenditures	**$ 6,081,855**	**$ 6,503,200**	**$ 4,011,200**	**$ 11,080,696**	**$ 445,500**	**$ 1,410,800**	**$ -**	**$ 99,700**	**$ -**

Summary of Major Revenues and Expenditures

Fund Name	Sanitation Fund			Sewer Fund			Water Fund		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ 6,134,835	$ 6,433,400	$ 6,471,000	$ 12,448,001	$ 14,934,400	$ 15,032,500	$ 9,711,411	$ 9,835,200	$ 9,821,000
County grants	-	-	-	-	-	-	-	-	-
Development fees	-	-	-	1,082,905	961,000	876,700	231,384	322,500	399,800
Donations	-	-	-	7,692,438	-	-	4,000,305	-	-
Federal grants	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Franchise fees	-	-	-	-	-	-	-	-	-
HURF tax	-	-	-	-	-	-	-	-	-
Interest	70,228	65,000	69,000	274,441	291,400	225,700	78,381	74,600	134,000
Intergovernmental revenues non-grant	-	-	-	-	-	-	-	-	-
License	-	-	-	-	-	-	-	-	-
Local sales tax	-	-	-	-	-	-	-	-	-
Other	41,154	105,000	110,000	108,904	889,100	-	1,245	-	-
Other grants	-	-	-	-	-	-	-	-	-
Property tax	-	-	-	-	-	-	-	-	-
Rents	-	-	-	2,409,687	-	2,397,700	-	-	-
State fire insurance premium tax	-	-	-	-	-	-	-	-	-
State grants	-	-	-	-	-	-	-	-	-
State shared income tax	-	-	-	-	-	-	-	-	-
State shared sales tax	-	-	-	-	-	-	-	-	-
Vehicle license tax	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-
Other financing source	42,527	-	-	22,846,583	2,632,600	-	18,682,517	-	-
Transfers in	3,045,700	-	-	8,739,387	-	-	91,600	-	-
Total revenues	**9,334,444**	**6,603,400**	**6,650,000**	**55,602,346**	**19,708,500**	**18,532,600**	**32,796,843**	**10,232,300**	**10,354,800**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	-	-	-
City clerk	-	-	-	-	-	-	-	-	-
Mayor and city council	-	-	-	-	-	-	-	-	-
City court	-	-	-	-	-	-	-	-	-
City manager	-	-	-	-	-	-	-	-	-
Community & economic development	-	-	-	-	-	-	-	14,400	14,600
Finance	-	-	-	-	16,400	22,200	-	25,000	36,600
Fire	-	-	-	-	-	-	-	-	-
General operations	-	-	-	-	-	-	-	-	-
Human resources	-	-	-	-	-	-	-	-	-
Information technology	-	-	-	-	-	-	-	-	-
Intergovernmental relations	-	-	-	-	-	-	-	-	-
City attorney	-	-	-	-	-	-	-	-	-
Community & recreation services	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Marketing & communication	-	-	-	-	-	-	-	-	-
Public works	4,095,607	4,290,500	4,800,500	8,071,389	10,914,900	13,324,600	7,936,945	8,187,000	9,416,700
Capital	421,644	-	1,485,600	5,677,037	5,517,400	1,584,800	1,844,270	730,400	1,167,000
Debt service	-	-	-	2,913,930	-	14,167,900	-	94,600	90,200
Contingency expenditures/(savings)	-	-	769,000	-	-	1,455,000	-	-	-
Loss on disposal of capital assets	42,527	-	-	-	-	-	-	-	-
Transfers out	622,750	889,000	889,000	3,564,885	1,867,400	1,885,100	1,493,873	1,819,300	1,827,200
Total expenditures	**$ 5,182,528**	**$ 5,179,500**	**$ 7,944,100**	**$ 20,227,241**	**$ 18,316,100**	**$ 32,439,600**	**$ 11,275,088**	**$ 10,870,700**	**$ 12,552,300**

Summary of Major Revenues and Expenditures

Fund Name	Employee Healthcare Fund			Risk Management Fund			Total		
	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2010 Actual	FY2011 Estimated	FY2012 Adopted
Revenues									
Charges for services	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,257,729	$ 36,181,100	$ 36,284,000
County grants	-	-	-	-	-	-	10,375	2,536,300	1,460,000
Development fees	-	-	-	-	-	-	3,035,569	2,195,700	2,530,200
Donations	-	-	-	-	-	-	11,976,839	192,600	1,700
Federal grants	-	-	-	-	-	-	2,480,501	753,200	2,805,000
Fines	-	-	-	-	-	-	1,930,945	1,483,200	1,604,600
Franchise fees	-	-	-	-	-	-	3,734,071	3,869,500	4,032,400
HURF tax	-	-	-	-	-	-	4,984,457	5,194,300	5,917,000
Interest	-	4,400	4,400	22,065	-	-	837,174	1,026,000	1,250,900
Intergovernmental revenues non-grant	-	-	-	-	-	-	2,480,891	331,100	941,300
License	-	-	-	-	-	-	608,475	692,100	737,100
Local sales tax	-	-	-	-	-	-	28,997,222	29,675,900	30,822,500
Other	-	8,205,100	8,228,400	1,903,564	1,675,000	1,987,100	3,997,918	54,396,300	11,157,500
Other grants	-	-	-	-	-	-	31,311	-	-
Property tax	-	-	-	-	-	-	8,876,388	9,501,100	8,405,947
Rents	-	-	-	-	-	-	6,410,631	569,700	7,682,300
State fire insurance premium tax	-	-	-	-	-	-	285,799	287,300	293,000
State grants	-	-	-	-	-	-	242,635	20,400	20,200
State shared income tax	-	-	-	-	-	-	11,395,938	8,589,800	9,918,900
State shared sales tax	-	-	-	-	-	-	6,464,521	6,621,800	8,890,900
Vehicle license tax	-	-	-	-	-	-	2,960,716	2,863,100	3,963,000
Proceeds from sale of assets	-	-	-	-	-	-	27,188	-	-
Other financing source	-	-	-	-	-	-	41,571,627	2,632,600	68,200,000
Transfers in	-	-	-	-	-	-	98,471,132	12,990,296	5,885,700
Total revenues	**-**	**8,209,500**	**8,232,800**	**1,925,629**	**1,675,000**	**1,987,100**	**275,070,052**	**182,603,396**	**212,804,147**
Expenditures									
Department									
Arts commission	-	-	-	-	-	-	29,400	-	32,500
City clerk	-	-	-	-	-	-	652,350	416,160	693,900
Mayor and city council	-	-	-	-	-	-	398,142	472,992	495,700
City court	-	-	-	-	-	-	1,951,581	2,223,332	2,528,800
City manager	-	-	-	-	-	-	971,055	670,368	716,200
Community & economic development	-	-	-	-	-	-	5,173,907	4,646,084	7,220,200
Finance	-	-	-	147	-	-	2,220,961	2,845,560	3,148,500
Fire	-	-	-	-	-	-	13,411,951	14,060,152	14,676,500
General operations	-	-	-	-	-	-	3,027,868	2,203,712	28,514,800
Human resources	-	8,483,400	8,335,400	-	1,675,300	1,862,100	1,003,485	11,440,108	11,810,600
Information technology	-	-	-	-	-	-	3,730,497	3,908,568	4,240,000
Intergovernmental relations	-	-	-	-	-	-	388,852	274,176	288,500
City attorney	-	-	-	-	-	-	1,903,486	1,533,888	1,743,100
Community & recreation services	-	-	-	-	-	-	13,363,670	15,378,633	13,937,000
Police	-	-	-	-	-	-	17,092,006	18,905,940	19,409,300
Marketing & communication	-	-	-	-	-	-	926,770	817,728	864,300
Public works	-	-	-	-	-	-	35,677,107	46,763,844	44,270,000
Capital	-	-	-	151,110	-	-	20,974,426	12,489,696	13,213,300
Debt service	-	-	-	-	-	-	6,269,303	94,600	22,002,100
Contingency expenditures/(savings)	-	-	196,300	-	-	2,273,000	-	177,700	45,379,500
Loss on disposal of capital assets	-	-	-	-	-	-	42,527	-	-
Transfers out	-	-	-	-	-	-	98,471,132	12,990,496	5,885,700
Total expenditures	**$ -**	**$ 8,483,400**	**$ 8,531,700**	**$ 151,257**	**$ 1,675,300**	**$ 4,135,100**	**$ 227,680,476**	**$ 152,313,737**	**$ 241,070,500**

Revenue

- Revenue Summary
- Revenue Forecast Summary
- Major Revenue Account Detail

Revenue Summary

Operating Revenues

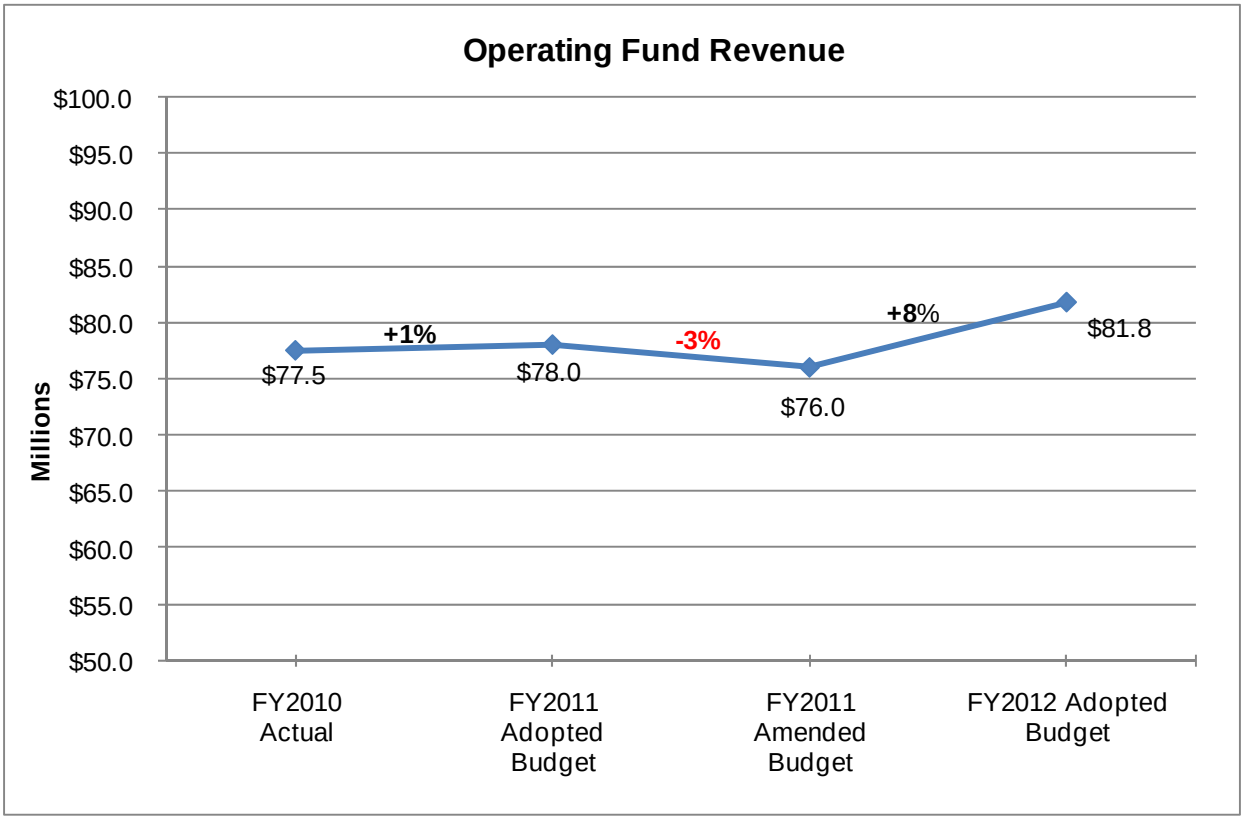
What are Operating Revenues?

Operating revenues are those used to provide core government services (e.g. police, fire, street maintenance, library, parks, etc.) and reflect the activities in the following funds:

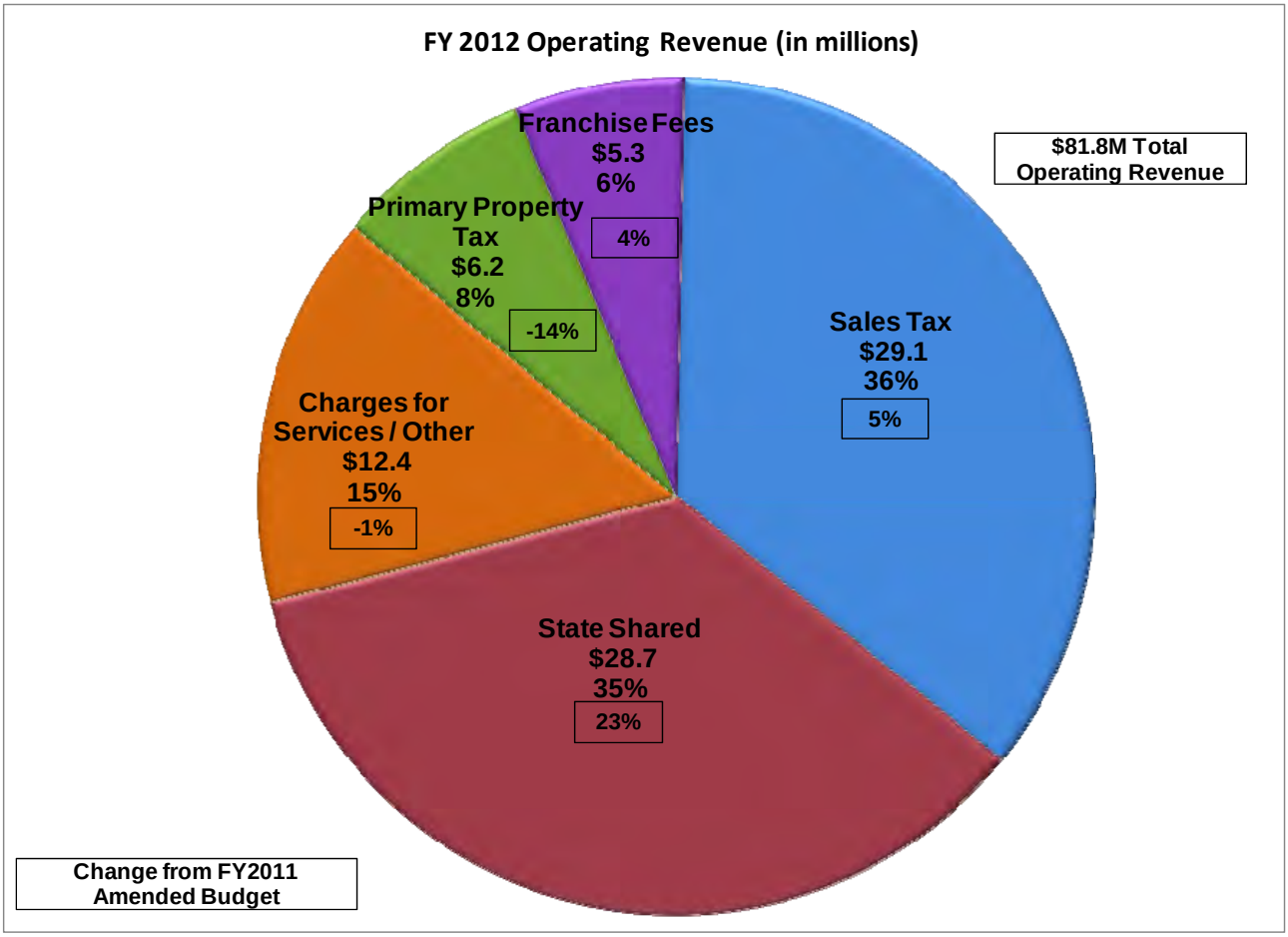
- General Fund: The general fund is the primary operating fund of the city and is used to account for all financial resources not accounted for in the other funds.
- Highway User Revenue Fund (HURF): This fund is used for tracking non-transit transportation related activities. This is the only fund, outside of the general fund, which is required by Arizona state law.
- Transit Fund: The transit fund is used to track all revenues and expenditures associated with providing transit services within the city of Surprise. Included in this fund are state transit dollars, as well as city dedicated transportation funds.

Key Assumptions

A number of assumptions influence the revenue forecast including the character of the economy and the effect of the state budget on the city. The city continues to face a "New Normal" where the economy is different from the recent past. A slow economic recovery from the recent recession is anticipated with a full recovery likely in 2013 or 2014, seven years from the beginning of the recession.



Additionally, the degree of forecast accuracy varies by revenue source. Some revenue sources, such as state shared income tax, which is based on collections from two years prior, are known to the city in advance and the forecast is completely accurate. Other sources, such as construction sales tax, are much more sensitive to market forces and are more difficult to forecast.



Overview

Operating revenue for FY2012 is forecast at $81.8 million, an increase of $5.8 million or 8% over the FY2011 amended budget, mainly the result of increased state shared revenues due to increased population. Operating revenues may be categorized into five major groups:

1. Sales Tax
2. State Shared Revenue
3. Charges for Services/Other
4. Property Tax
5. Franchise Fees

Sales Tax

This category represents the local sales taxes collected for the city of Surprise including construction sales tax. A sales tax projection team comprised of the Chief Financial Officer (CFO), the Deputy CFO, the sales tax audit division, and other staff was created to forecast and monitor the local sales tax. Forecasts are done individually within each of 11 different categories (industries) using industry specific information (e.g. big box retail, construction, etc).

The FY2012 forecast of $29.1 million is an increase of 5% over the FY2011 amended budget. A number of the sales tax categories are driving the increase including major and auto retailers with new accounts, communications/utilities with increased cell phone activity, the creation of a use tax, and the rebounding of transient lodging, restaurants/bars, and arts/entertainment. The construction sales tax is believed to have reached the bottom and is expected to be flat in FY2012.

State Shared Revenue

State shared revenues are forecast at $28.7 million is an increase of 23% over the FY2011 amended budget. State shared revenue sources include income tax, state sales tax, highway user revenue funds (HURF), vehicle license taxes (VLT), and LTAF I. The changes over the prior year are attributable to the 2010 Census, which reported a population increase of 33% from the 2005 Census.

The largest state shared revenue source, income taxes, is distributed to the city of Surprise based on census population. The amount is certain because there is a two-year lag in receipts in which FY2012 revenue results from FY2010 activity. Income tax collections of $9.9 million increased by 15% from the prior year amended budget of $8.6 million.

The state sales taxes reflect the city's portion of statewide collections based on population. State sales taxes are economy driven and are expected to increase 34%, or $2.3 million to $8.9 million.

The third source, HURF, is collected from gas taxes that are also distributed based on population. These revenues are restricted for transportation purposes and expected to increase by 14% to $5.9 million. Like HURF, vehicle license taxes are distributed based on population. Vehicle license taxes are imposed annually in lieu of a personal property tax on automobiles and are anticipated to increase by 38% to $4 million.

Charges for Services/Other

All fees for services charged by city departments are recorded in this category. The four major components include the indirect cost assessment, community and recreation services/campus operations revenue, court revenue, and building/engineering fees. This category decreases by 1% from the prior year to $12.4 million.

The largest component is the community and recreation services/campus operations fee revenue at $3.9 million. This represents the revenue collected from fees charged to participate in the various recreation programs offered by the city. Also included are the rental fees for the stadium and parks.

The second largest source of charges for services is the indirect cost assessment charged to the enterprise funds. Costs are incurred in the general fund on behalf of the enterprise funds and the indirect cost assessment is the mechanism through which the enterprise funds repay these costs to the general fund. This is done to ensure that the general fund revenues are not subsidizing the enterprise funds of water, wastewater, and sanitation. The indirect cost assessment is budgeted for $3.7 million and has not changed from the prior year.

The next notable category is the court revenue. All fees charged by the court in the city of Surprise are captured through this category and these fees increase by 6% for FY2012 to $1.4 million.

The building/engineering fees recorded in this category are decreasing due to the current economy. This source is less than the prior year by $0.2 million. The forecast for these sources is based on building activity including single-family residential permits and commercial, office, and institutional square feet.

Property Taxes

The property tax category captures the taxes levied on properties in the city of Surprise and is forecast at $6.2 million for FY2012. State law allows the city to increase property tax revenues annually by 2% over the prior year's maximum allowable amount. The tax revenue is computed by multiplying the tax levy rate by the assessed value. As assessed values decreased from the prior year, the current year property tax revenues will decrease by $1.2 million.

Franchise Fees

The last major category of operating revenues is franchise fees. This revenue source is related to the gross sales from franchised utility companies within the city of Surprise. This includes Arizona Public Service, Cox Communications, Southwest Gas, and American Water. Also included are in lieu franchise fees paid by city operated utilities (water, wastewater, and sanitation).

Other Sources

Enterprise Funds

There were no rate increases for water, wastewater, and sanitation and, as such, the FY2012 revenue projections are close to FY2011.

Other Funds

Based on limited development activity, the city's 1.5% dedicated sales tax for transportation is expected to be $1.5 million for FY2012. Similarly, all impact fee revenues will be historically low due to limited activity.

Forecast of Major Revenue Accounts

The following schedule presents a summary of the major revenue accounts with historical and forecasted revenues.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

CITY OF SURPRISE REVENUE FORECAST

Major Revenue Accounts	FY2010 Actual	FY2011 Adopted Budget	FY2011 Amended Budget	Amended to Prior Year %	FY2012 Adopted Budget	Adopted to PY Amended %
Operating Funds						
Local Sales Tax						
Local Sales Tax	23,998,429	25,350,000	25,175,000	5%	26,737,500	6%
Local Sales Tax-Construction	3,203,879	2,500,000	2,500,000	-22%	2,200,000	-12%
Local Sales Tax-Bed Tax*	84,251	87,000	138,900	65%	152,800	10%
Subtotal Local Sales Tax	**27,286,559**	**27,937,000**	**27,813,900**	**2%**	**29,090,300**	**5%**
State Shared Revenue						
State Shared Income Tax	11,395,938	8,589,800	8,589,800	-25%	9,918,900	15%
State Shared Sales Tax	6,464,521	6,621,800	6,621,800	2%	8,890,900	34%
HURF Tax	4,984,457	5,194,300	5,194,300	4%	5,917,000	14%
Vehicle License Tax	2,960,716	3,066,900	2,863,100	-3%	3,963,000	38%
LTAF I	262,631	0	0	-100%	0	0%
Subtotal State Shared Revenue	**26,068,263**	**23,472,800**	**23,269,000**	**-11%**	**28,689,800**	**23%**
Charges for Services / Other						
Indirect Cost Assessment	2,746,700	3,660,700	3,660,700	33%	3,660,700	0%
Parks & Rec. Program Fees	3,892,092	3,736,000	3,763,600	-3%	3,937,300	5%
Court Revenue	1,759,817	2,915,700	1,329,600	-24%	1,405,900	6%
Fire Revenue	824,702	858,200	711,800	-14%	726,000	2%
Police Revenue	560,104	881,000	633,000	13%	617,600	-2%
Community Development Fees	873,132	680,600	941,300	8%	769,700	-18%
All Other Operating Revenue	496,971	393,400	393,400	-21%	179,700	-54%
In Lieu Property Tax	0	500,000	379,100	0%	395,100	4%
Interest Income	214,601	254,200	151,700	-29%	165,700	9%
Public Works Fees	222,009	210,600	226,100	2%	184,900	-18%
Facilities Revenue	212,339	140,300	371,600	75%	371,600	0%
Transit Fees	22,672	22,000	26,500	17%	27,600	4%
Grant Revenue	716,575	89,800	0	-100%	0	0%
Subtotal Charges for Services / Other	**12,541,715**	**14,342,500**	**12,588,400**	**0%**	**12,441,800**	**-1%**
Property Tax						
Primary Property Tax	6,749,926	7,224,100	7,224,100	7%	6,243,547	-14%
Subtotal Property Tax	**6,749,926**	**7,224,100**	**7,224,100**	**7%**	**6,243,547**	**-14%**
Franchise Fees						
APS Franchise Fee	2,071,407	2,274,900	2,112,800	2%	2,201,700	4%
Cable Franchise Fee	1,022,863	1,020,500	1,035,300	1%	1,078,900	4%
Business Licenses	575,825	484,100	648,500	13%	693,500	7%
Southwest Gas Franchise Fee	326,264	365,600	365,600	12%	381,000	4%
Water Franchise Fee	313,538	300,200	355,800	13%	370,800	4%
CoS Water Franchise Fee	205,425	296,200	221,600	8%	226,600	2%
CoS Wastewater Franchise Fee	291,643	223,600	289,100	-1%	293,900	2%
Sanitation Hauler's License	32,650	54,000	43,600	34%	43,600	0%
CoS Sanitation Hauler's License	19,250	20,000	25,000	30%	25,000	0%
Subtotal Franchise Fees	**4,858,863**	**5,039,100**	**5,097,300**	**5%**	**5,315,000**	**4%**
Subtotal - Operating Revenue	**77,505,300**	**78,015,500**	**75,992,700**	**-2%**	**81,780,447**	**8%**

*** The city currently imposes a 2.52% transient lodging tax. Of the total tax, 1.52% is recorded in the Tourism Fund and is dedicated for promoting tourism. The remaining 1.0% is recorded in the General Fund and is not restricted for any specific purpose. Only the General Fund portion of the tax is included in the schedule above.**

CITY OF SURPRISE REVENUE FORECAST

Major Revenue Accounts	FY2010 Actual	FY2011 Adopted Budget	FY2011 Amended Budget	Amended to Prior Year %	FY2012 Adopted Budget	Adopted to PY Amended %
Operating Revenue Funds						
General Fund	72,336,543	72,798,200	70,798,400	-2%	75,863,447	7%
HURF	5,168,783	5,217,300	5,194,300	0%	5,917,000	14%
Subtotal Operating Revenue Funds	**77,505,300**	**78,015,500**	**75,992,700**	**-2%**	**81,780,447**	**8%**
Enterprise Funds						
Wastewater Service Fee	14,628,974	14,769,400	14,769,400	1%	14,933,500	1%
Water Service Fee	9,666,702	9,761,400	9,761,400	1%	9,795,700	0%
Sanitation Service Fee	6,134,835	6,098,700	6,244,400	2%	6,276,000	1%
Other One-Time Revenues						
Transportation Improvement	1,794,618	1,704,500	1,855,400	3%	1,500,000	-19%
Wastewater Development Fee	2,130,541	5,371,500	951,800	-55%	876,700	-8%
Fire & EMS Development Fee	259,683	4,385,100	168,000	-35%	265,800	58%
Public Works Development Fee	518,452	1,062,000	195,900	-62%	277,100	41%
General Government Development Fee	723,059	348,200	149,000	-79%	230,700	55%
Parks & Recreation Development Fee	573,541	769,100	237,800	-59%	296,000	24%
Water Development Fee	163,278	733,200	212,100	30%	257,300	21%
Roads of Reg.Significance Dev Fee	93,659	0	22,900	-76%	42,300	85%
Replenishment Development Fee	68,106	134,800	110,400	62%	142,500	29%
Police Development Fee	641,092	449,300	68,500	-89%	96,400	41%
Library Development Fee	127,564	46,800	70,100	-45%	87,700	25%

Local Sales Tax (excluding construction and bed tax)

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
25,175,000	26,737,500	1,562,500	6%

Description

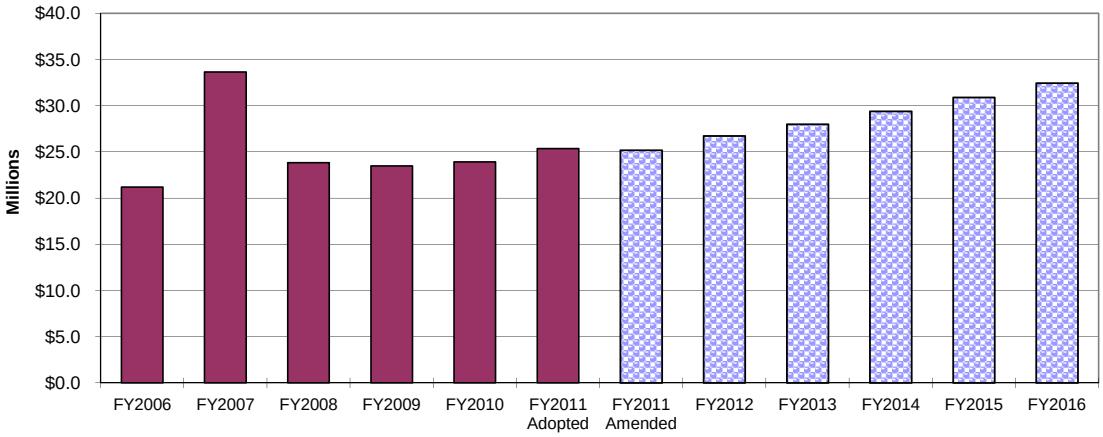
The local sales tax (non-construction sales tax) is the recurring sales tax revenue that is collected by the city on an annual basis through the course of doing business. The construction sales taxes have been separated out and addressed under local sales tax (construction sales tax). These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	21,180,281	33,645,325	23,835,731	23,478,743	23,914,178	25,350,000

Forecast Assumptions

A sales tax projection team comprised of the Chief Financial Officer, the sales tax audit division, and members of the budget staff was created to forecast and monitor the local sales tax. Forecasts are done individually within each of 12 different categories (industries) using industry specific information (e.g. big box retail, restaurant and bar, etc). Sales taxes have declined since FY2006 but are slowly starting to increase.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	25,175,000	26,737,500	27,984,400	29,400,100	30,887,800	32,450,100



Local Sales Tax (Construction)

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
2,500,000	2,200,000	(300,000)	-12%

Description

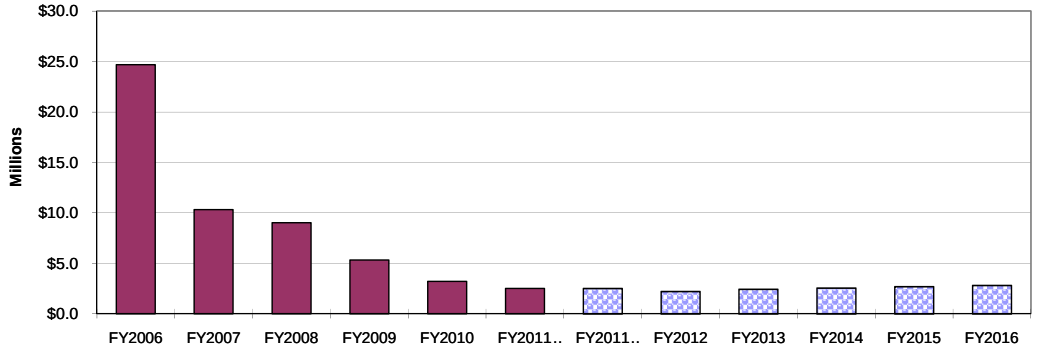
This represents the one-time construction sales tax revenue that is collected by the city of Surprise on an annual basis through the course of doing business. The ongoing sales taxes have been separated out and addressed under local sales tax (non-construction sales tax). These revenues are recorded in the general fund. All revenues received in excess of $1,250,000 are transfered to the General Capital Fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	24,686,191	10,308,703	9,025,489	5,318,360	3,203,879	2,500,000

Forecast Assumptions

The construction sales tax forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits completed and square feet of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Year-to-date trends are used for the projected revenue per square foot starting in FY2010. Construction sales taxes have declined since FY2006 due to the recessionary economy and reduced construction activity but are expected to gradually increase.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	2,500,000	2,200,000	2,416,700	2,539,000	2,667,400	2,802,400



Local Sales Tax (Bed Tax)

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
138,900	152,800	13,900	10%

Description

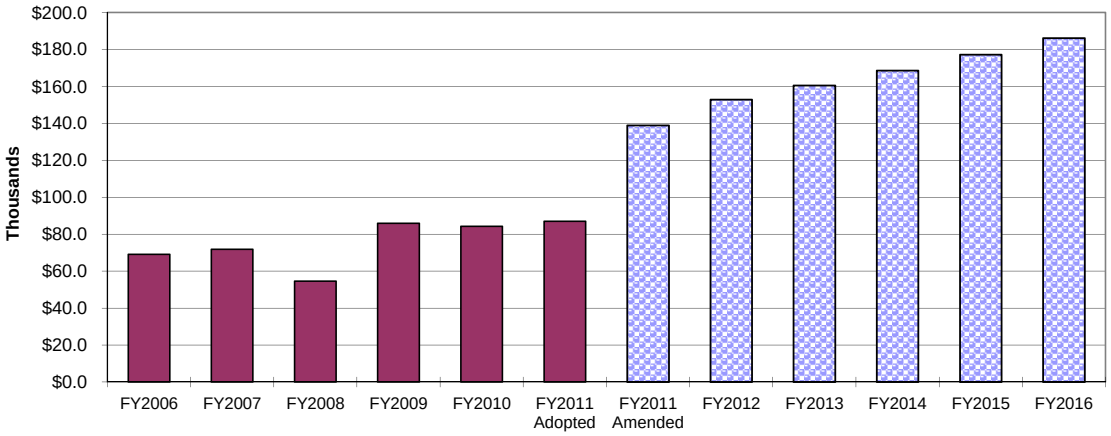
The city currently imposes a 2.52% transient lodging tax. Of the total tax, 1.52% is to be recorded in the Tourism Fund to be used for promoting tourism and 1.0% is to be recorded in the General Fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	69,123	71,821	54,568	85,892	84,251	87,000

Forecast Assumptions

During FY2010 the City Council approved an increase in the bed tax rate from 1.52% to 2.52%. Prior to 2010 the bed tax collected was not tracked seperately in the GL from the sales tax. The city expects the bed tax revenues to increase in accordance with an increase in transient lodging revenues.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	138,900	152,800	160,500	168,600	177,200	186,100



State Shared Income Tax

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
8,589,800	9,918,900	1,329,100	15%

Description

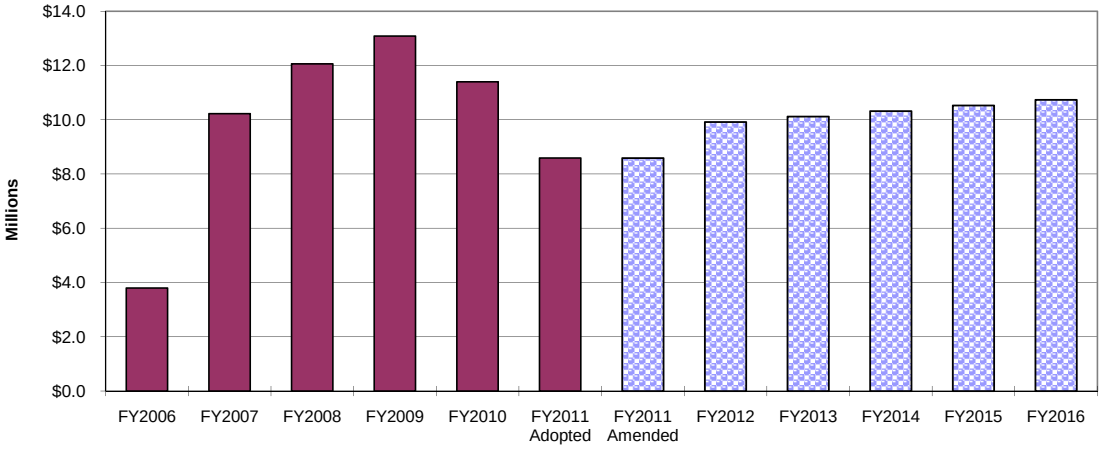
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Income Tax. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	3,795,975	10,221,108	12,055,475	13,080,276	11,395,938	8,589,800

Forecast Assumptions

The FY2011 and FY2012 forecasts are based on data from the League of Arizona Cities and Towns detailing actual income tax collection from FY2009 and FY2010 respectively. State shared income tax is distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	8,589,800	9,918,900	10,117,300	10,319,600	10,526,000	10,736,500



State Shared Sales Tax

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
6,621,800	8,890,900	2,269,100	34%

Description

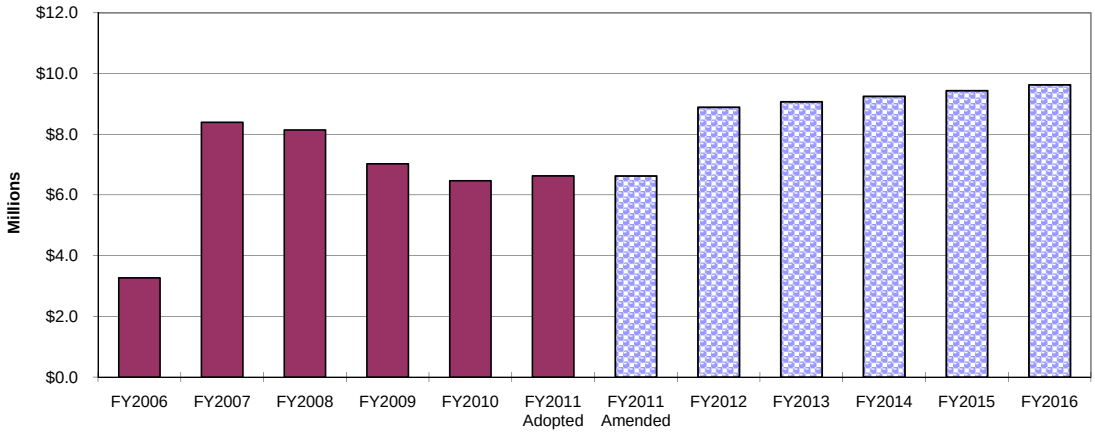
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Sales Tax. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	3,265,881	8,390,104	8,141,197	7,022,643	6,464,521	6,621,800

Forecast Assumptions

The FY2011 and FY2012 forecasts are based on year-over-year percent increase data from the League of Arizona Cities and Towns. The forecast for future years is based on population and revenue per capita. State shared sales tax is distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	6,621,800	8,890,900	9,068,700	9,250,100	9,435,100	9,623,800



Highway Users Revenue Fund (HURF)

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
5,194,300	5,917,000	722,700	14%

Description

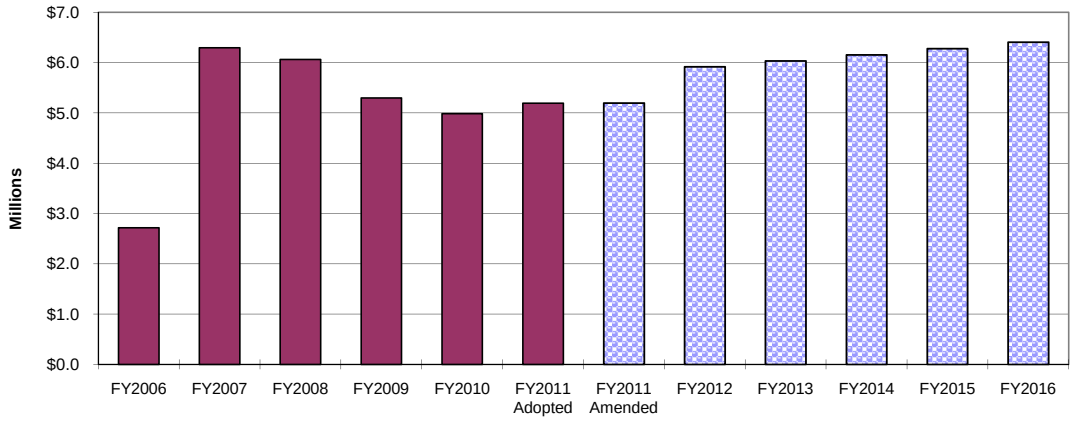
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the Highway Users Revenue Fund (HURF). This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purposes. These revenues are recorded in the city's HURF.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,713,655	6,293,129	6,064,115	5,295,936	4,984,457	5,194,300

Forecast Assumptions

The FY2011 and FY2012 forecasts are based on year-over-year percent increase data from the League of Arizona Cities and Towns. The forecast for future years is based on population and revenue per capita. HURF revenue is distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	5,194,300	5,917,000	6,035,300	6,156,000	6,279,200	6,404,800



Vehicle License Tax

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
2,863,100	3,963,000	1,099,900	38%

Description

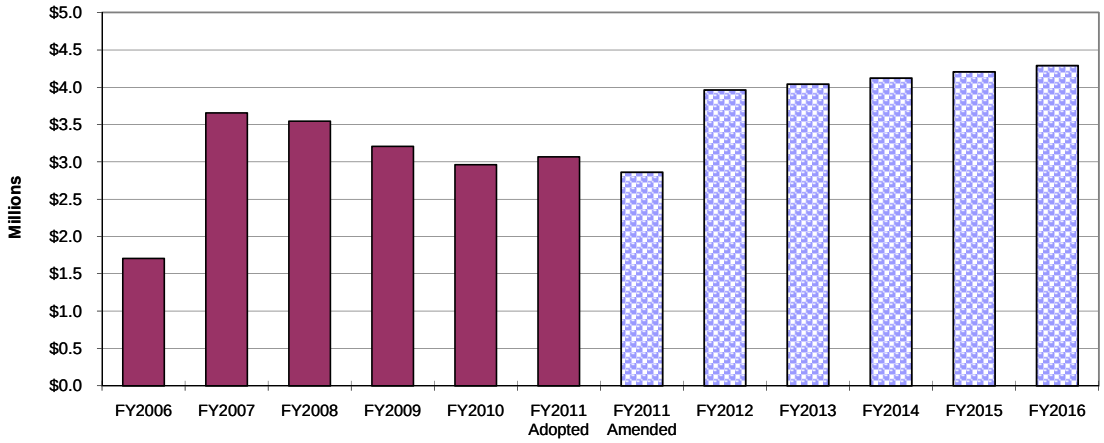
In lieu of a personal property tax on automobiles, the state imposes an annual vehicle license tax (VLT). These are state shared revenues and are distributed to cities and towns based generally on the population at the last census or special census. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	1,707,261	3,655,491	3,545,692	3,207,654	2,960,716	3,066,900

Forecast Assumptions

The FY2011 and FY2012 forecasts are based on year-over-year percent increase data from the League of Arizona Cities and Towns. The forecast for future years is based on population and revenue per capita. Vehicle license taxes are distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	2,863,100	3,963,000	4,042,300	4,123,100	4,205,600	4,289,700



Indirect Cost Assessment

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
3,660,700	3,660,700	0	0%

Description

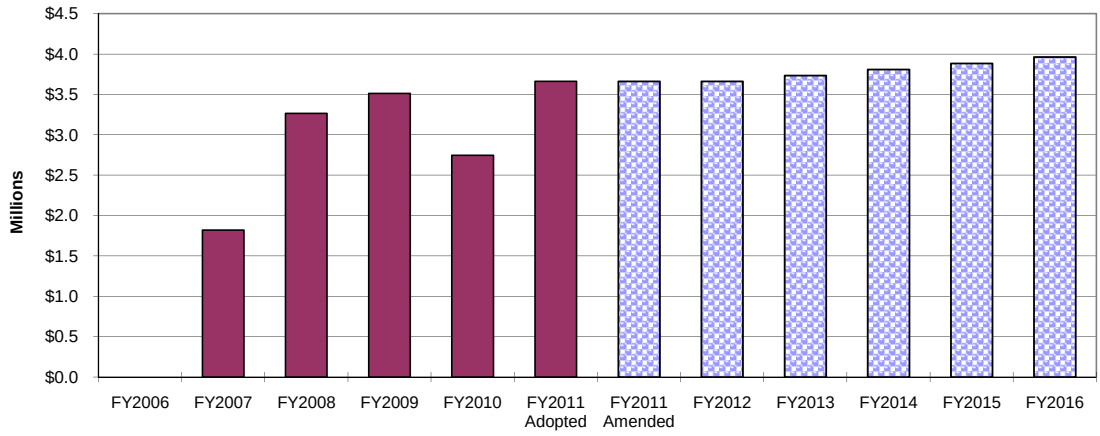
Indirect expenses incurred by the general fund on behalf of the enterprise funds (water, waste water, and sanitation) are recovered through the indirect cost assessment and are recorded as a revenue in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	0	1,818,600	3,264,900	3,511,100	2,746,700	3,660,700

Forecast Assumptions

Indirect cost assessments are calculated through the annual update to the Full Cost Central Services Cost Allocation Plan and are based on the last completed fiscal year. A greater portion of the general fund costs were allocated to the general fund during the FY2010 update than in the prior years, leading to the decrease in revenue from the enterprise funds. The study used for the FY2011 indirect allocation, featured an improved allocation basis that more accurately reflected the amount of general fund support of the enterprise funds. FY2012 was budgeted at the FY2011 amount pending completion of an updated cost allocation plan.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	3,660,700	3,660,700	3,734,000	3,808,700	3,885,000	3,962,700



Parks and Recreation Program Fees

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
3,763,600	3,937,300	173,700	5%

Description

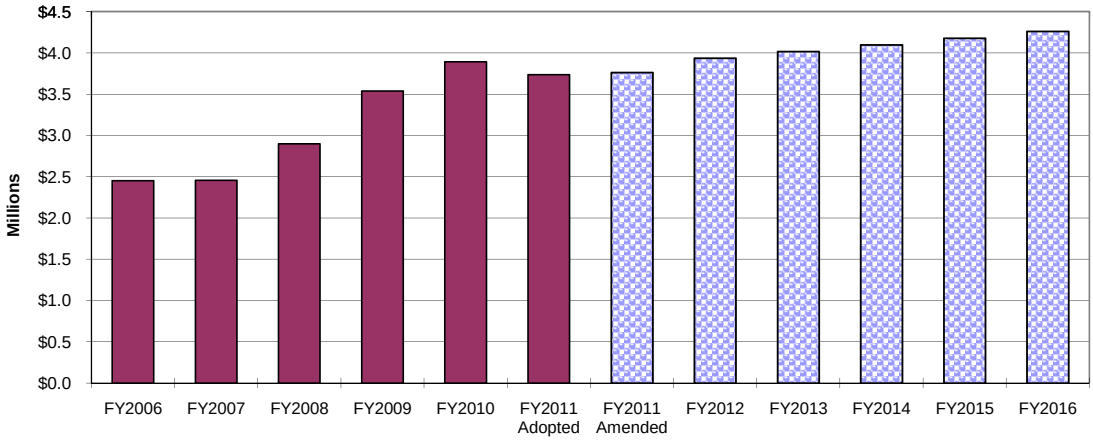
This source reflects revenue collected from fees charged by the Community and Recreation Services Department to participate in the various recreational programs offered by the city. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,451,990	2,456,697	2,898,803	3,538,989	3,892,092	3,736,000

Forecast Assumptions

Forecasts are based on the Community and Recreation Services Department estimates of revenue per participant for recreation programs, aquatics programs, and special events. Special events and recreation participants reflect only revenue generating programs and events. Revenues increased from FY2008 to FY2009 with the addition of the revenue generating Cancer Treatment Centers of America Tennis Tournament.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	3,763,600	3,937,300	4,016,000	4,096,400	4,178,300	4,261,900



Court Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
1,329,600	1,405,900	76,300	6%

Description

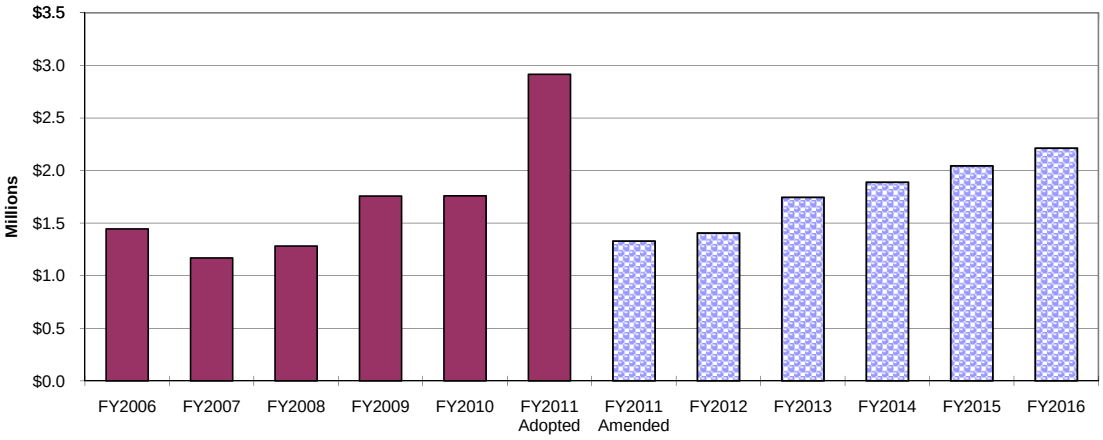
This revenue is generated by all court imposed fines collected by the City Court. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	1,444,508	1,168,244	1,281,739	1,757,682	1,759,817	2,915,700

Forecast Assumptions

The forecast is based on revenue per court case where the number of court cases is relative to population growth. Population is expected to increase by 3.0% in FY2011, 1.25% in FY2012, and 2% per year thereafter. The FY2011 adopted revenues included projections for photo radar which have subsequently been adjusted downward.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	1,329,600	1,405,900	1,746,300	1,889,700	2,044,900	2,212,800



Fire Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
711,800	726,000	14,200	2%

Description

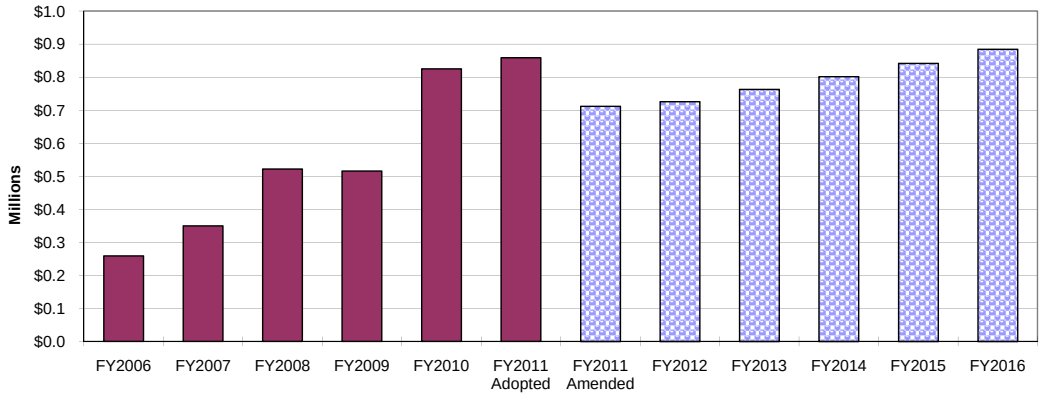
This revenue source reflects revenue related to Fire Department activities. Sources include fire insurance premium tax, wild land fire intergovernmental revenue, and Helicopter Air-Medical and Logistics Operations (HALO) intergovernmental revenue. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	258,765	349,362	521,466	515,291	824,702	858,200

Forecast Assumptions

The fire revenue forecast is based on projections of individual revenue sources based on year-to-date trends and known contracts. The revenue increases in FY2010 include the fire insurance premium tax which was previously netted against retirement expenditures. The amended budgeted revenues for FY2011 decreased as a result of lower than expected advanced life support paramedic and fire suppression revenues, future budgeted revenues were adjusted accordingly.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected population **(A)**	112,770	117,517	121,040	124,670	128,410	132,260
Projected revenue per capita **(B)**	6.31	6.18	6.30	6.43	6.56	6.69
Projected Revenue	711,800	726,000	762,700	801,300	841,900	884,400



Police Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
633,000	617,600	(15,400)	-2%

Description

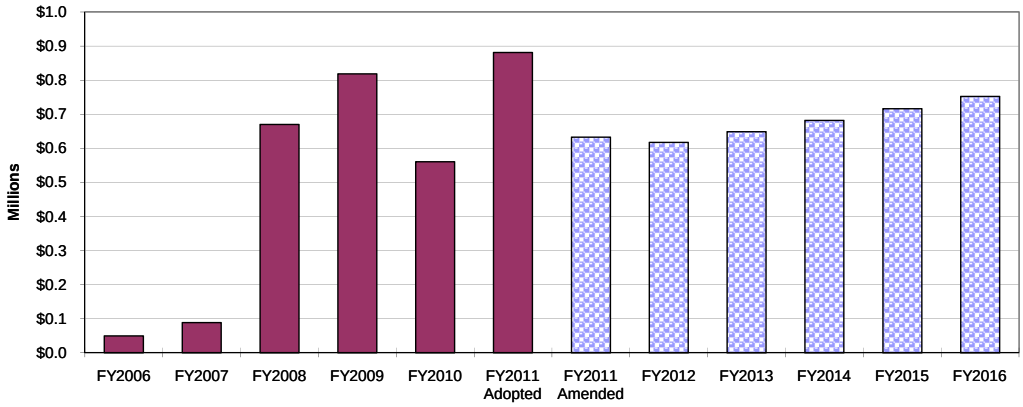
This revenue source reflects the revenue collected by the Police Department, including off-duty fees, vehicle impound fees, finger printing, reimbursement for intergovernmental assignments, and El Mirage dispatch fees. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	48,655	88,240	669,864	818,244	560,104	881,000

Forecast Assumptions

The police revenue forecast is based on projections of individual revenue sources based on year-to-date trends and known contracts. In FY2008, the city of Surprise entered in to an intergovernmental agreement with the city of El Mirage and agreed to provide emergency dispatch to the city for a fee. The fee revenue is recorded in this category. In FY2011, the jail fees previously recorded in the court category, were moved to the police category to align revenue with expenditures. The decrease in the amended FY2011 budgeted revenues is due to the removal of vehicle impound fees and seizure money from DEA and RICO taskforces from the General Fund. New funds were created in late FY 2010 to track these revenues and the corresponding budget adjustments were made during FY2011.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected population **(A)**	112,770	117,517	121,040	124,670	128,410	132,260
Projected revenue per capita **(B)**	5.61	5.26	5.36	5.47	5.58	5.69
Projected Revenue	633,000	617,600	648,800	681,700	716,200	752,400



Community Development Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
941,300	769,700	(171,600)	-18%

Description

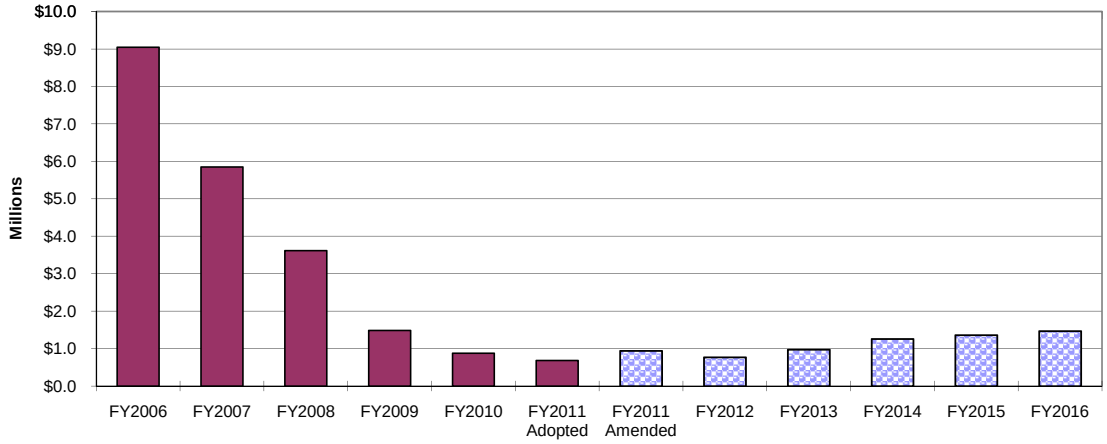
This source reflects fees collected by the city or Surprise including building inspection fees, permit fees, plan review fees, and fire fees related to new construction activities. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	9,044,539	5,847,122	3,617,438	1,481,772	873,132	680,600

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Revenue is forecast by revenue per square foot based on year-to-date trends. This source has been decreasing due to reduced construction activity from the current recession.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	941,300	769,700	972,100	1,258,700	1,361,800	1,468,500



All Other Operating Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
393,400	179,700	(213,700)	-54%

Description

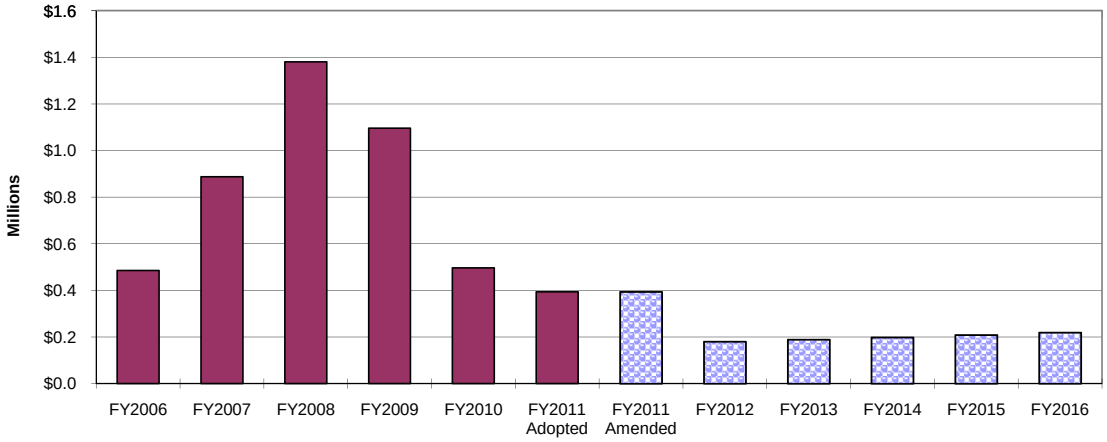
This source includes all other operating revenue collected by the city of Surprise for various programs and services provided on a day to day basis. These revenues are recorded in the general fund, the highway users revenue fund, and the transit fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	485,167	887,109	1,380,261	1,095,839	496,971	393,400

Forecast Assumptions

This forecast is based on estimates of individual revenue sources within this category based on year-to-date trends and known contracts. Forecasts in the out-years are based on population and revenue per capita where population is expected to increase by 3.0% in FY2011, 1.25% in FY2012, and 2% per year thereafter. A number of revenue sources that had been recorded in this category in past fiscal years, were incorreclty recorded here, and have been eliminated or moved to other categories.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	393,400	179,700	188,800	198,300	208,400	218,900



In Lieu Property Tax

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
379,100	395,100	16,000	-

Description

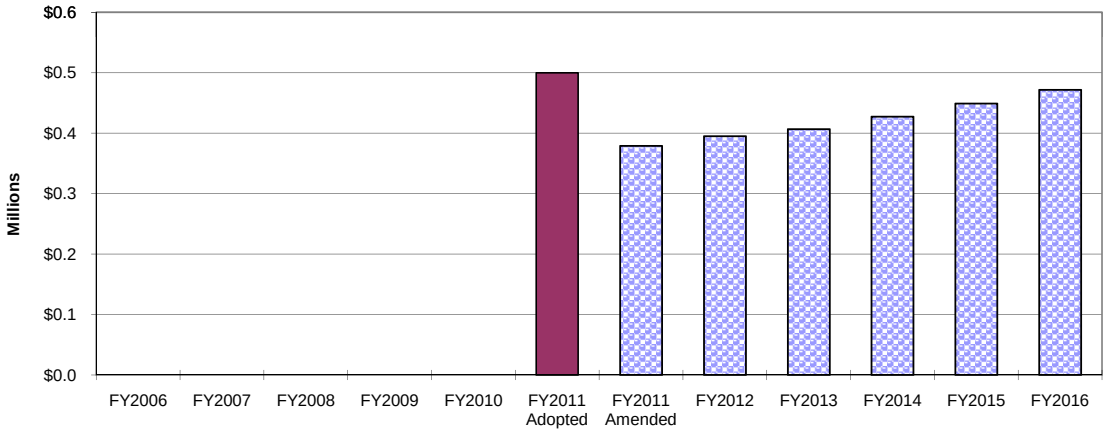
This source reflects a transfer from the enterprise funds (water, wastewater, and sanitation) to the general fund as a payment in lieu of property taxes (PILOT) and was initiated in FY2011.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	N/A	N/A	N/A	N/A	N/A	500,000

Forecast Assumptions

This source is forecasted based on the valuation of water, wastewater, and sanitation property.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	379,100	395,100	406,900	427,500	449,100	471,800



Interest Income

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
151,700	164,300	12,600	8%

Description

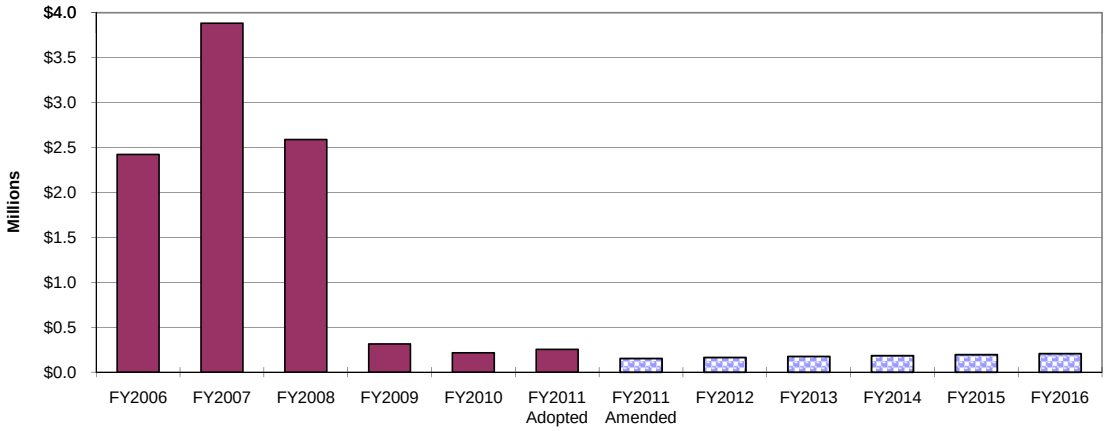
This source includes all interest income earned by the city of Surprise in the operating funds. These revenues are recorded in the general fund, the highway users revenue fund, and the transit fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,423,074	3,883,165	2,588,058	314,281	214,601	254,200

Forecast Assumptions

The activity reflects the recessionary economy with historically low interest rates. Investments are managed by a professional management firm.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	151,700	164,300	174,100	184,600	195,100	206,300



Public Works Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
226,100	184,900	(41,200)	-18%

Description

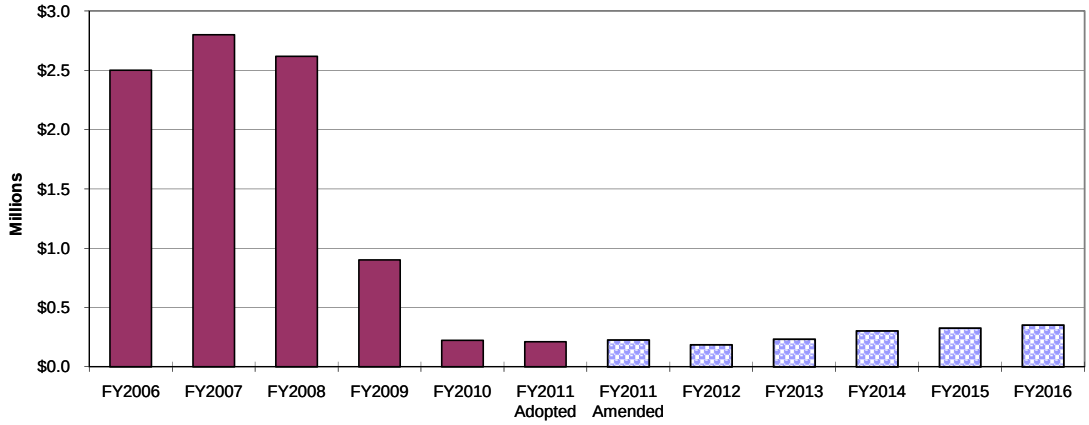
This source reflects revenue collected for engineering and permit fees related to residential and commercial construction activities. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,500,557	2,800,160	2,618,248	901,247	222,009	210,600

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Revenue is forecast by revenue per square foot based on year-to-date trends. This source has been decreasing due to reduced construction activity caused by the recent recession.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	226,100	184,900	233,600	302,400	327,200	352,800



Facilities Fees

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
371,600	371,600	0	0%

Description

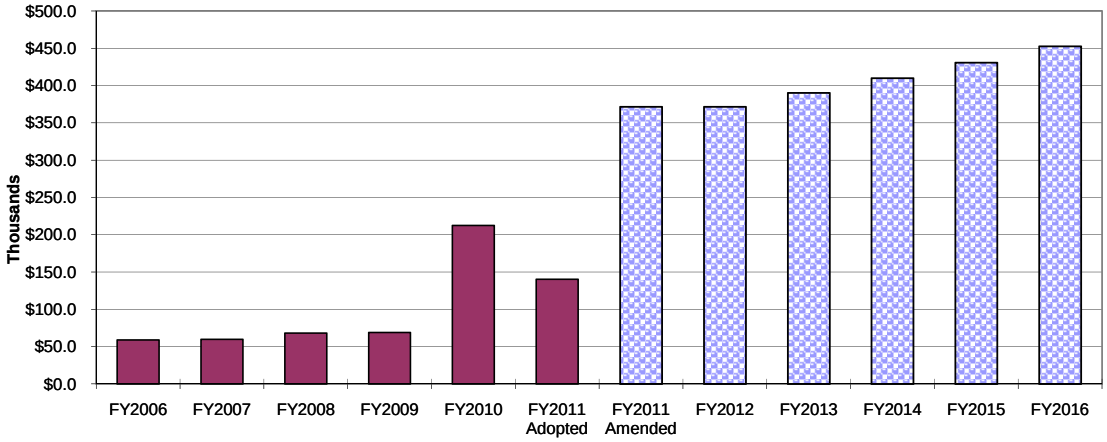
This source includes rent revenue collected by the city of Surprise for the use of city owned facilities. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	59,040	59,872	68,080	68,880	212,339	140,300

Forecast Assumptions

This forecast is based on estimates of individual revenue sources within this category based on year-to-date trends and known contracts. Forecasts in the out-years are based on population and revenue per capita where population is expected to increase by 3.0% in FY2011, 1.25% in FY2012, and 2% per year thereafter. A number of revenue sources that had been recorded in this category in past fiscal years have been eliminated or moved to other categories. The FY2011 amended amount reflects the increased tenant occupancy at the city's former city hall, the AZ Techcelerator.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	371,600	371,600	390,400	410,100	430,900	452,700



Transit Fees

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
26,500	27,600	1,100	4%

Description

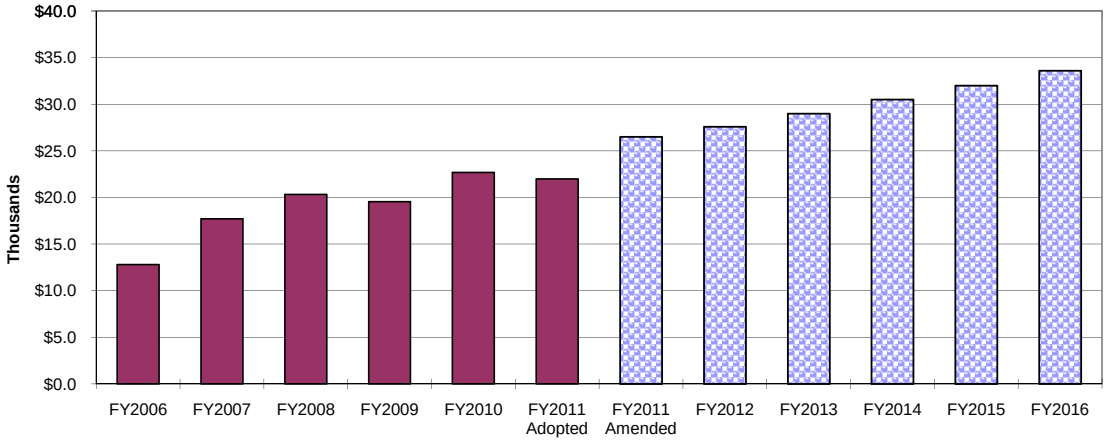
This source includes Dial-a-Ride Transportation (DART) fees. These revenues are recorded in the transit fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	12,802	17,716	20,334	19,543	22,672	22,000

Forecast Assumptions

DART fees are forecast based on year-to-date trends of monthly revenue.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	26,500	27,600	29,000	30,500	32,000	33,600



Grant Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
89,800	0	(89,800)	-100%

Description

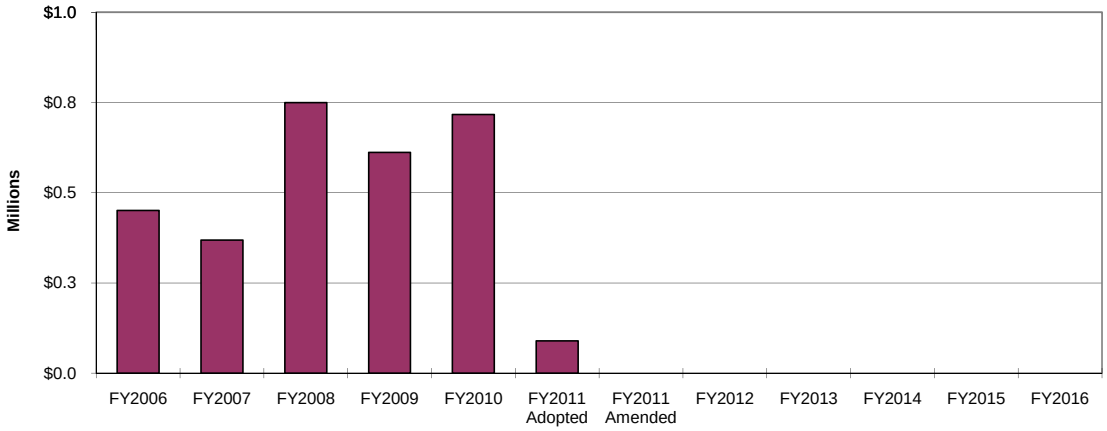
This source includes all other grant revenue awarded to the city of Surprise by various federal, state, and local agencies for a specific purpose. These revenues were previously recorded in the general fund and are now recorded in the grants special revenue fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	450,830	368,515	749,421	611,486	716,575	89,800

Forecast Assumptions

Recorded in the Grant special revenue fund.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	0	0	0	0	0	0



Primary Property Tax

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
7,224,100	6,243,547	(980,553)	-14%

Description

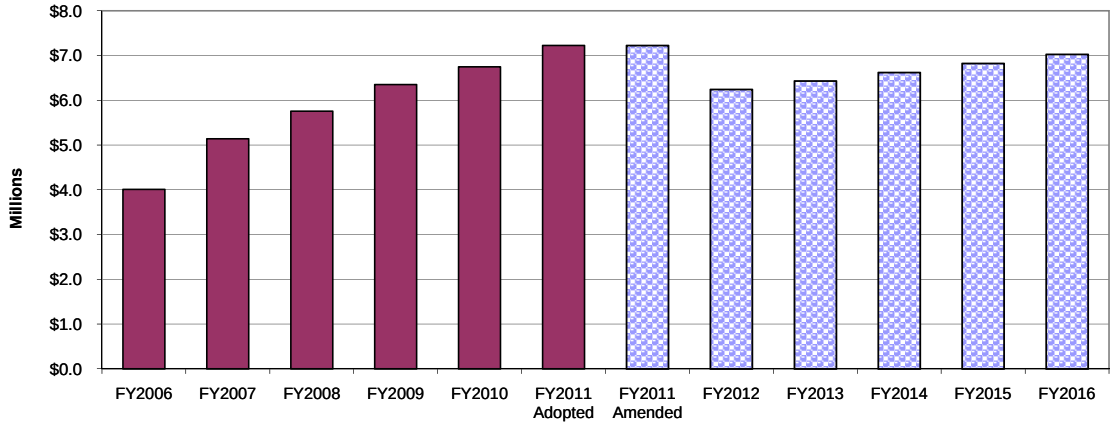
This source reflects the primary property tax levied for general government operations. State statute restricts the total revenue to a maximum 2% annual increase plus an increase for any new construction and/or annexation. These revenues are recorded in the general fund. The FY2012 levy rate is $0.67 per $100 of assessed valuation, as it was in FY2011.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	4,008,424	5,139,517	5,759,123	6,349,918	6,749,926	7,224,100

Forecast Assumptions

The FY2012 amount is based on calculations from data from the Maricopa County Assessor's Office. The FY2012 amount excludes the allowable 2% base levy increase and maintains the same levy rate as in FY2011. Assessed values for the city decreased from FY2011 resulting in a corresponding decrease in tax revenues. Forecasts in the future years include a 3% increase due to the addition of new construction.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	7,224,100	6,243,547	6,430,853	6,623,779	6,822,492	7,027,167



Arizona Public Service (APS) Franchise Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
2,112,800	2,201,700	88,900	4%

Description

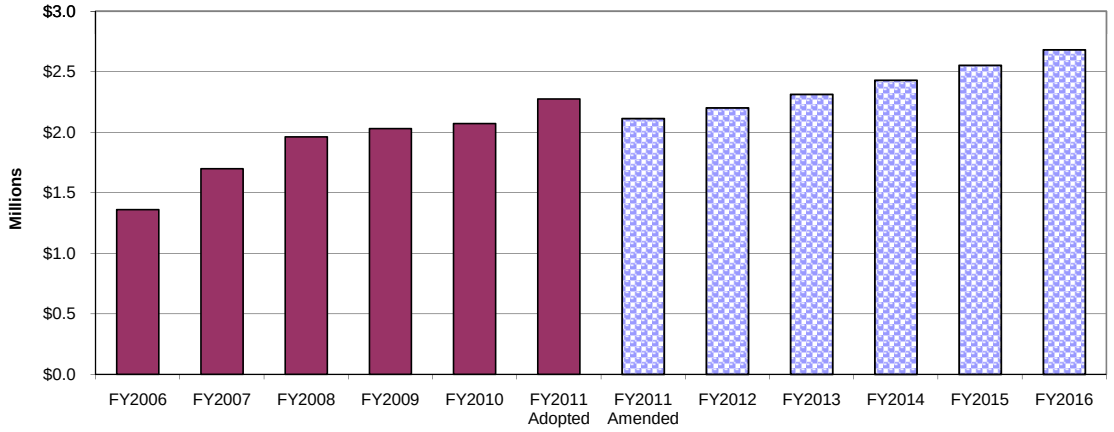
The fee is 2% of revenue earned by the Arizona Public Service (APS) electric utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	1,360,305	1,698,890	1,962,616	2,029,779	2,071,407	2,274,900

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	2,112,800	2,201,700	2,313,100	2,430,100	2,553,100	2,682,200



Cox Communications Cable Franchise Fees

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
1,035,300	1,078,900	43,600	4%

Description

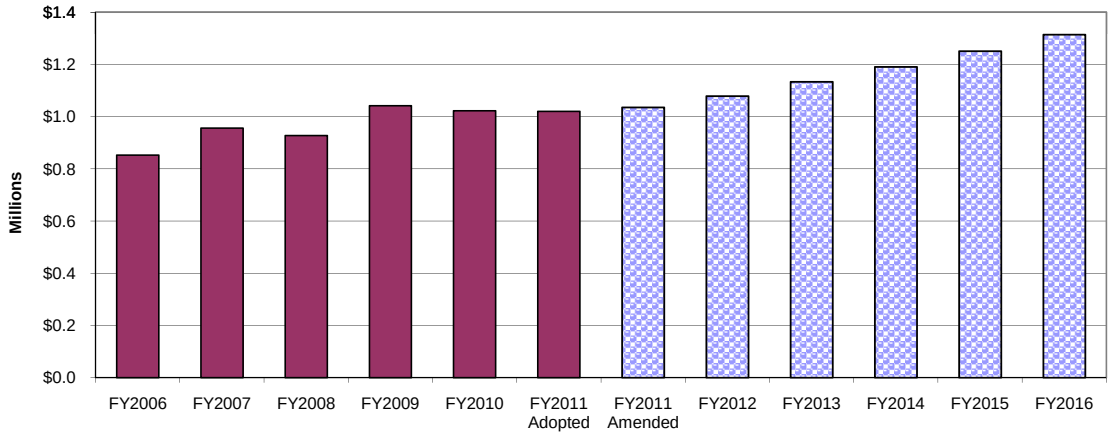
The fee is 5% of revenue earned by the Cox Communications cable utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	852,435	956,108	927,547	1,042,123	1,022,863	1,020,500

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	1,035,300	1,078,900	1,133,400	1,190,800	1,251,000	1,314,300



Business License Revenue

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
648,500	693,500	45,000	7%

Description

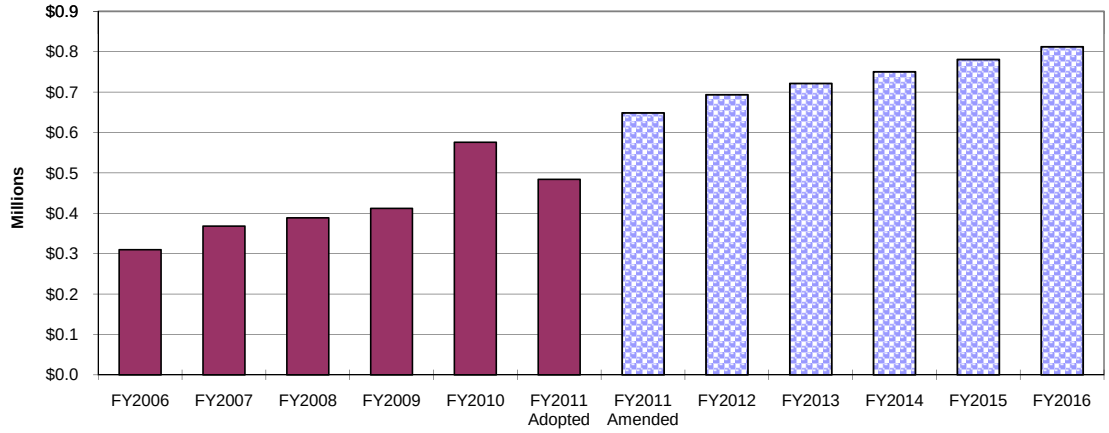
This source reflects the revenue received for licenses permitting businesses to operate within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	309,697	368,332	388,847	412,276	575,825	484,100

Forecast Assumptions

The forecasted revenue increased are based on estimated increases in the number of business licenses issued.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	648,500	693,500	721,600	750,700	781,000	812,600



Southwest Gas Franchise Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
365,600	381,000	15,400	4%

Description

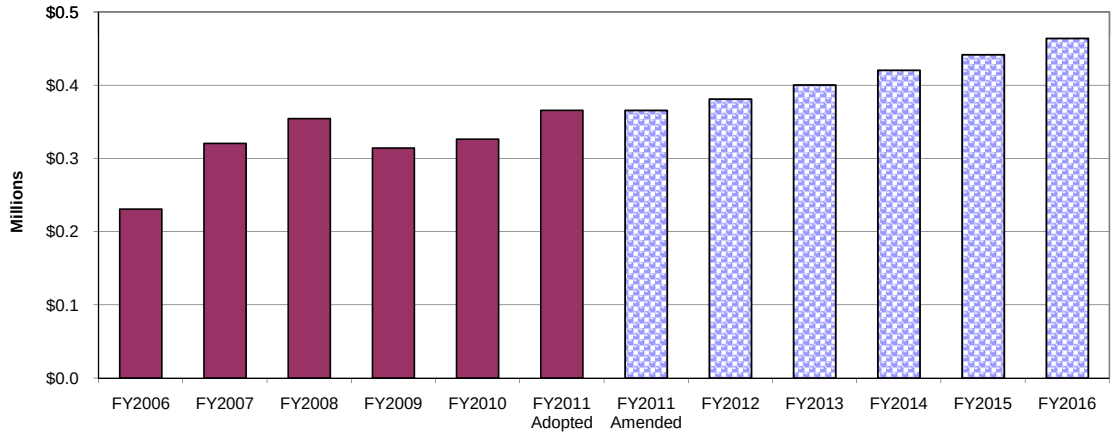
The fee is 2% of revenue earned by the Southwest Gas utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	230,671	320,535	354,442	314,091	326,264	365,600

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	365,600	381,000	400,300	420,500	441,800	464,100



American Water Franchise Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
355,800	370,800	15,000	4%

Description

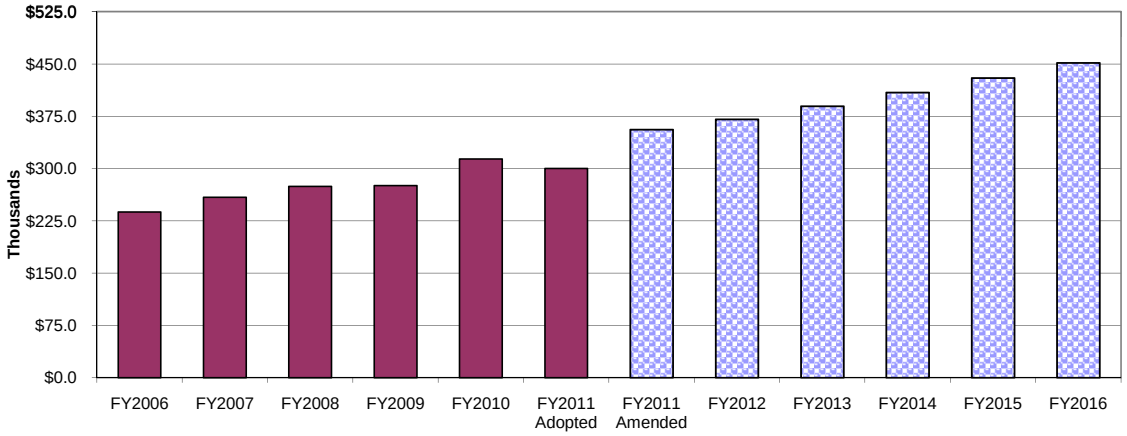
The fee is 2% of revenue earned by the American Water utility company operating within the city of Surprise. About two-thirds of all water customers are served by American Water. These revenues are recorded in the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	237,474	258,851	274,326	275,502	313,538	300,200

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	355,800	370,800	389,500	409,200	429,900	451,700



City of Surprise Water Franchise Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
221,600	226,600	5,000	2%

Description

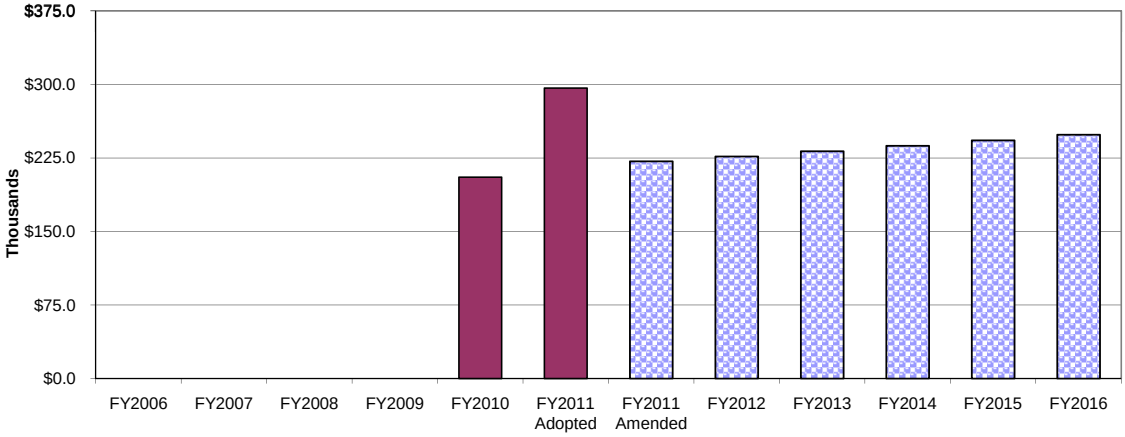
The fee is 2% of revenue earned by the water utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. About one-third of all water customers are served by the city of Surprise. This source is transferred from the water operations fund to the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	N/A	N/A	N/A	N/A	205,425	296,200

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	221,600	226,600	231,900	237,400	243,000	248,700



City of Surprise Wastewater Franchise Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
289,100	293,900	4,800	2%

Description

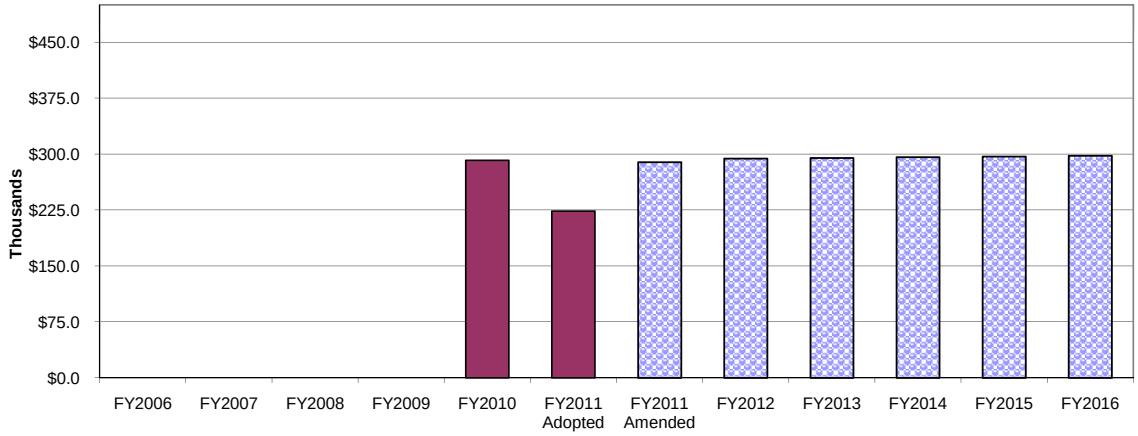
The fee is 2% of revenue earned by the wastewater utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. This source is transferred from the waste water operations fund to the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	N/A	N/A	N/A	N/A	291,643	223,600

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	289,100	293,900	294,900	295,800	296,800	297,800



Sanitation Hauler's License

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
43,600	43,600	0	0%

Description

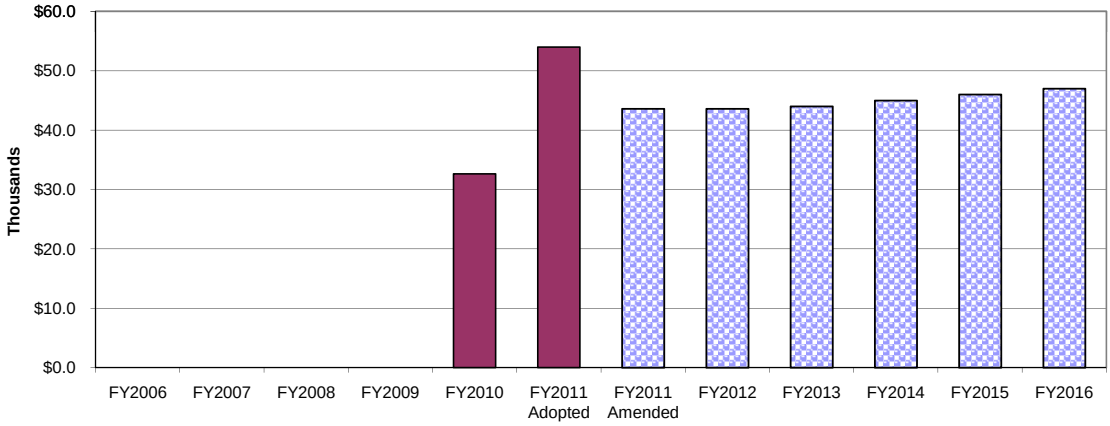
This source reflects the revenue for sanitation hauler's licenses charged per vehicle to all sanitation providers operating within the city of Surprise. These revenues are recorded in the general fund. This fee started in FY2010.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	N/A	N/A	N/A	N/A	32,650	54,000

Forecast Assumptions

Nominal growth is expected.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	43,600	43,600	44,000	45,000	46,000	47,000



City of Surprise Sanitation Hauler's License

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
25,000	25,000	0	0%

Description

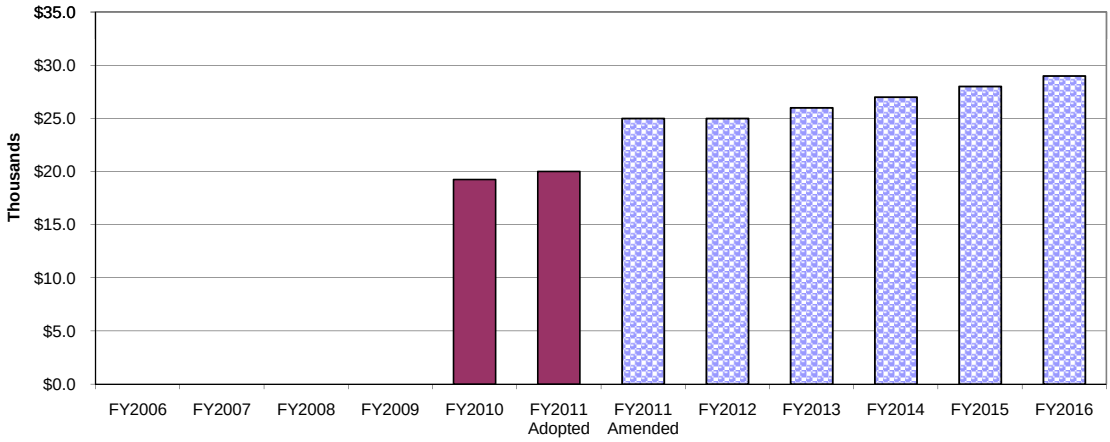
This source reflects the sanitation hauler's licenses charged per vehicle to city of Surprise sanitation operations. This source is transferred from the sanitation operations fund to the general fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	N/A	N/A	N/A	N/A	19,250	20,000

Forecast Assumptions

Nominal growth is expected.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	25,000	25,000	26,000	27,000	28,000	29,000



Wastewater Service Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
14,769,400	14,933,500	164,100	1%

Description

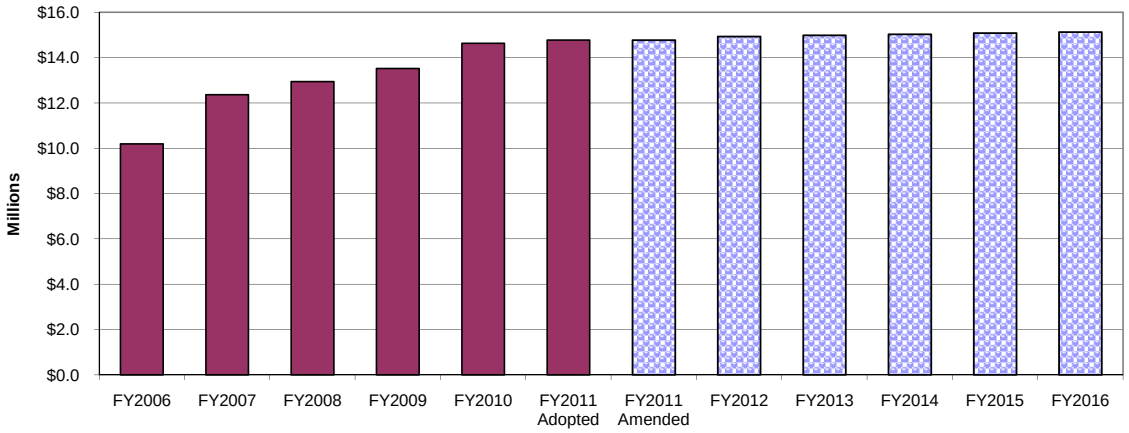
This source reflects the user charges collected from users of the city of Surprise wastewater service. These revenues are recorded in the wastewater operations fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	10,187,758	12,361,727	12,943,202	13,519,397	14,628,974	14,769,400

Forecast Assumptions

Rates were not increased in FY2012. The wastewater service fee forecast is based on estimates of residential customer monthly bills and commercial customer gallons.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	14,769,400	14,933,500	14,982,800	15,032,200	15,081,800	15,131,600



Water Service Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
9,761,400	9,795,700	34,300	0%

Description

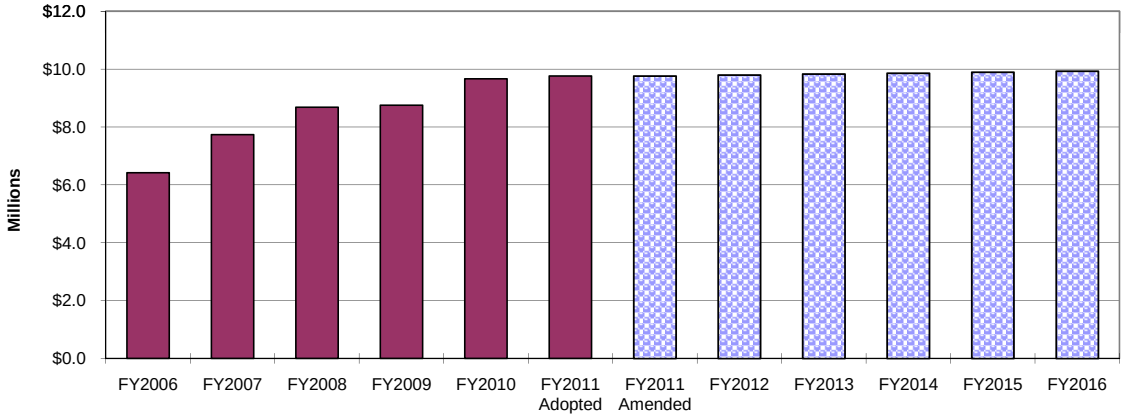
This source reflects the user charges collected from users of the city of Surprise water service in a tiered rate structure. The city serves about one-third of all water customers. These revenues are recorded in the water operations fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	6,416,610	7,737,626	8,683,420	8,751,802	9,666,702	9,761,400

Forecast Assumptions

Rates were not increased in FY2012. The water service fee forecast is based on estimates of residential customer monthly bills.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	9,761,400	9,795,700	9,830,100	9,864,600	9,899,200	9,934,000



Sanitation Service Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
6,244,400	6,276,000	31,600	1%

Description

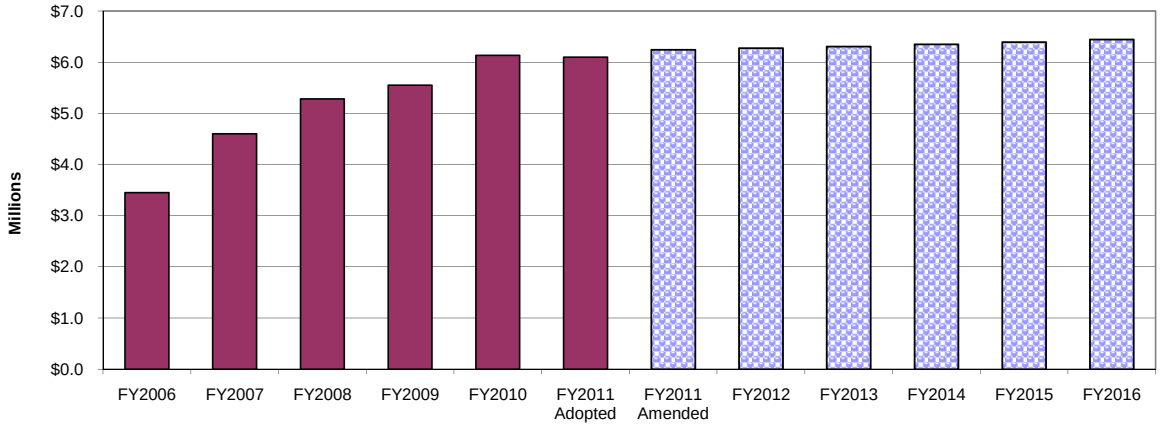
This source reflects the user charges collected from users of the city of Surprise sanitation service. These revenues are recorded in the sanitation service fee fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	3,451,396	4,599,920	5,281,116	5,549,225	6,134,835	6,098,700

Forecast Assumptions

Rates were not increased in FY2012. The sanitation service fee forecast is based on estimates of residential customer monthly bills.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	6,244,400	6,276,000	6,307,500	6,349,200	6,395,600	6,446,700



Transportation Improvement Tax

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
1,855,400	1,500,000	(355,400)	-19%

Description

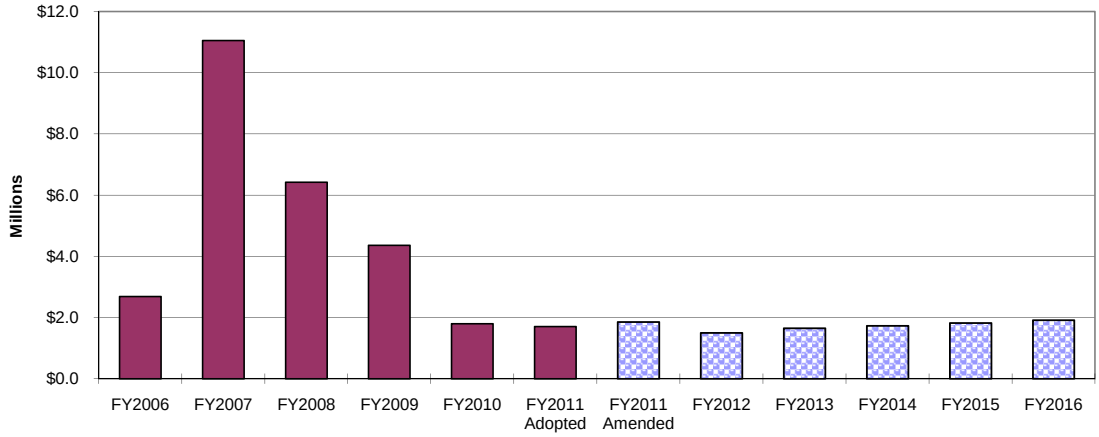
This source reflects a 1.5% local construction transaction tax adopted by the Mayor and City Council. This tax is dedicated for the improvement of existing roadway corridors and costs related to the construction of new roadways. These revenues are recorded in the transportation improvement fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,681,844	11,052,892	6,420,536	4,358,905	1,794,618	1,704,500

Forecast Assumptions

The city charges a 3.7% tax on all construction. 2.2% of the tax is divided between the general fund and the general capital fund according to city policy. The remaining 1.5% has been designated for paying costs related to roadways to refurbish the existing transportation corridors. The forecast for these revenues are calculated in the same manner as the construction sales tax.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	1,855,400	1,500,000	1,647,800	1,731,100	1,818,700	1,910,700



Wastewater Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
951,800	876,700	(75,100)	-8%

Description

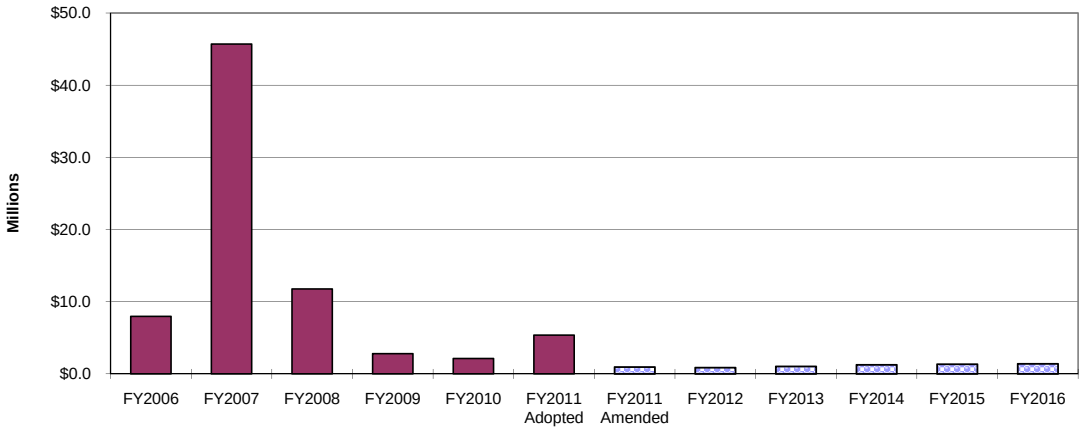
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing wastewater related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-18. These revenues are recorded in the wastewater development impact fee funds.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	7,967,098	45,692,483	11,776,234	2,796,143	2,130,541	5,371,500

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	951,800	876,700	1,040,500	1,257,300	1,337,400	1,417,400



Fire and EMS Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
168,000	265,800	97,800	58%

Description

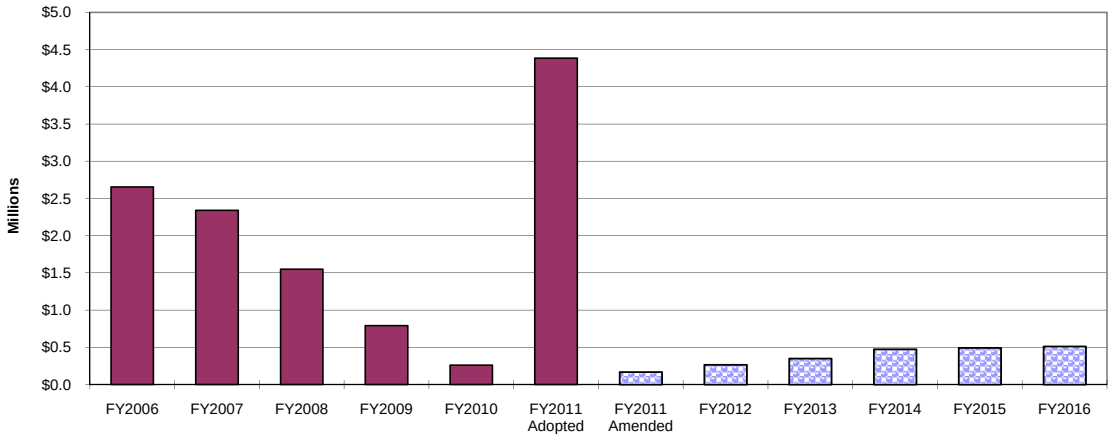
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing fire and emergency facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-22. These revenues are recorded in the fire and EMS development impact fee fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,655,263	2,339,585	1,548,612	791,619	259,683	4,385,100

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	168,000	265,800	349,100	476,200	493,800	511,500



Public Works Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
195,900	277,100	81,200	41%

Description

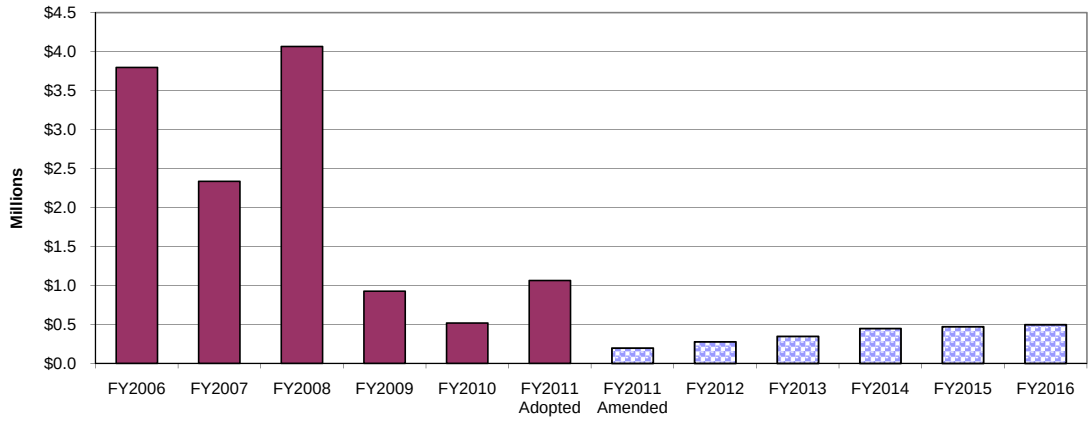
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing public works facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-23. These revenues are recorded in the public works development impact fee fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	3,796,645	2,334,977	4,064,851	926,136	518,452	1,062,000

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	195,900	277,100	347,000	446,800	471,800	496,700



General Government Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
149,000	230,700	81,700	55%

Description

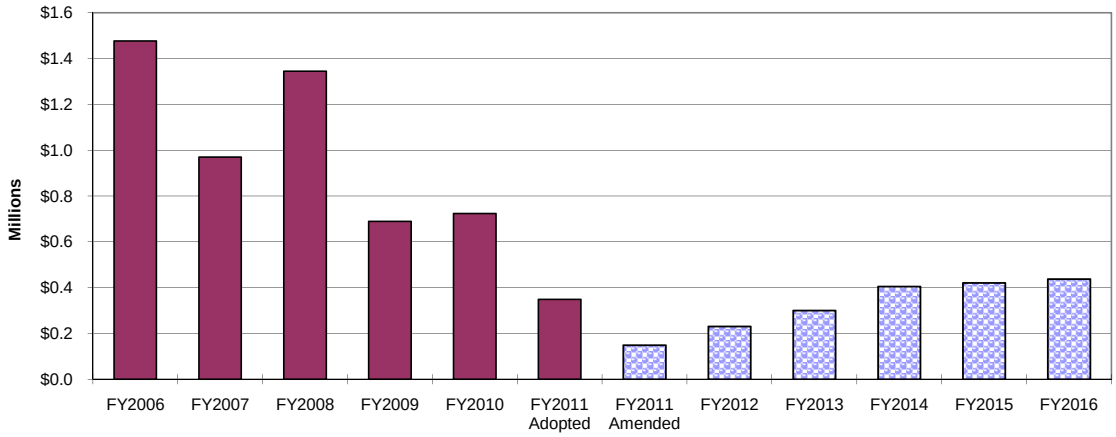
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with general government activities. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-24. These revenues are recorded in the general government development impact fee fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	1,476,440	970,094	1,344,928	688,951	723,059	348,200

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	149,000	230,700	300,000	404,300	420,900	437,400



Parks and Recreation Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
237,800	296,000	58,200	24%

Description

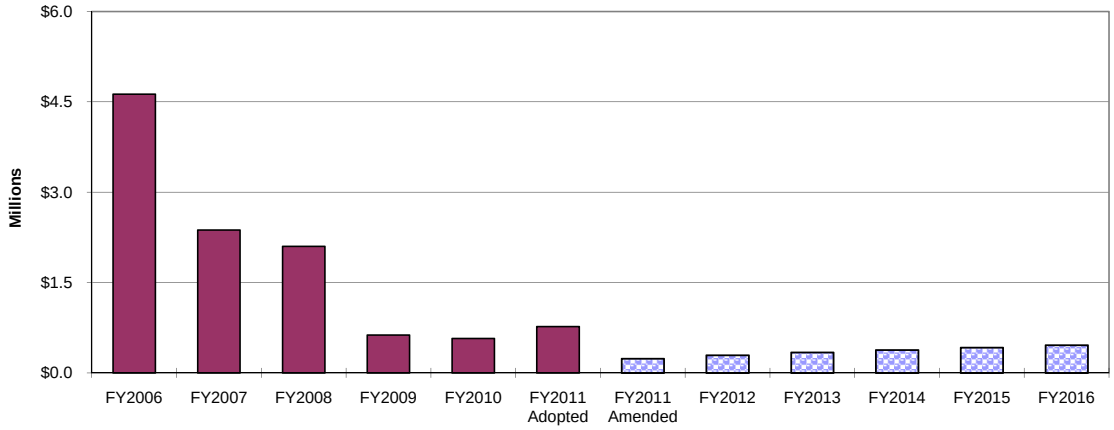
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing parks and recreation facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-20. These revenues are recorded in the parks & recreation development impact fee fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	4,627,284	2,372,708	2,101,227	627,627	573,541	769,100

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	237,800	296,000	341,400	382,000	422,700	463,300



Water Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
212,100	257,300	45,200	21%

Description

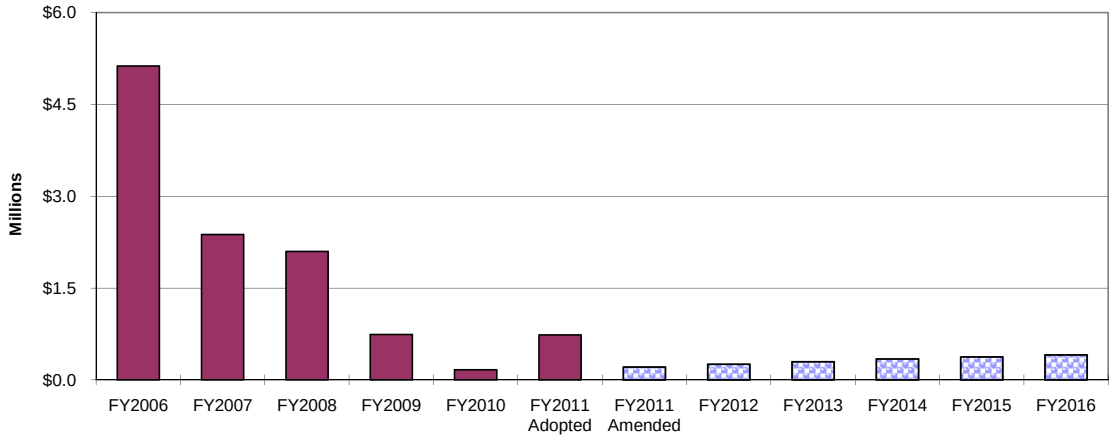
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing water related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-16. These revenues are recorded in the water development impact fee funds.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	5,126,431	2,375,236	2,099,090	741,095	163,278	733,200

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	212,100	257,300	298,100	344,500	376,900	409,400



Roads of Regional Significance

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
22,900	42,300	19,400	85%

Description

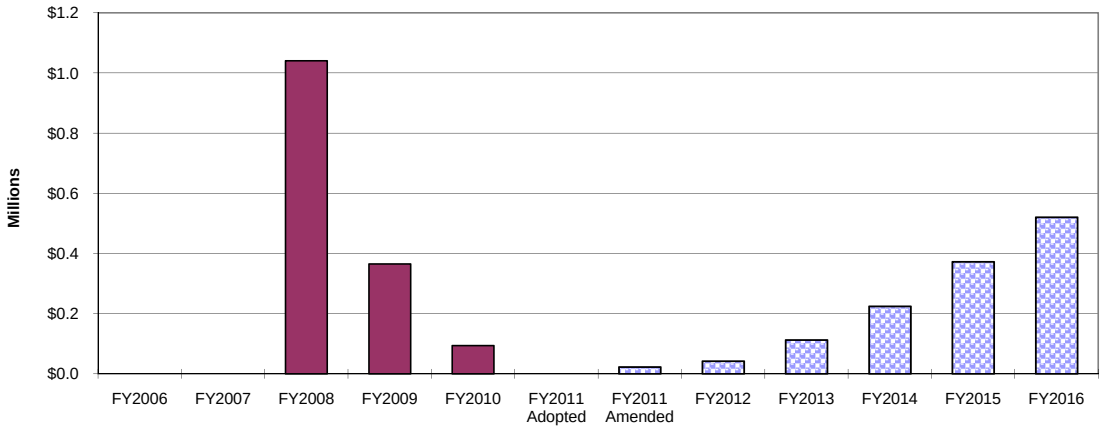
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with roads of regional significance. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-25. This fee was initiated in FY2008. These revenues are recorded in the roads of regional significance development impact fee funds.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	N/A	N/A	1,040,455	364,895	93,659	N/A

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	22,900	42,300	112,200	224,300	372,500	520,600



Replenishment Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
110,400	142,500	32,100	29%

Description

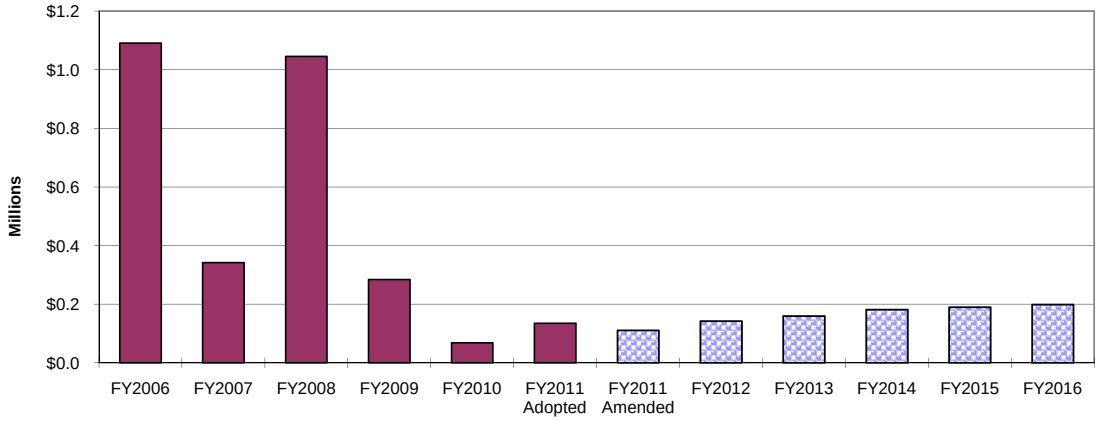
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing water replenishment related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-15. These revenues are recorded in the water replenishment development impact fee funds.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	1,090,641	341,941	1,045,337	283,846	68,106	134,800

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	110,400	142,500	159,800	181,300	190,100	198,900



Police Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
68,500	96,400	27,900	41%

Description

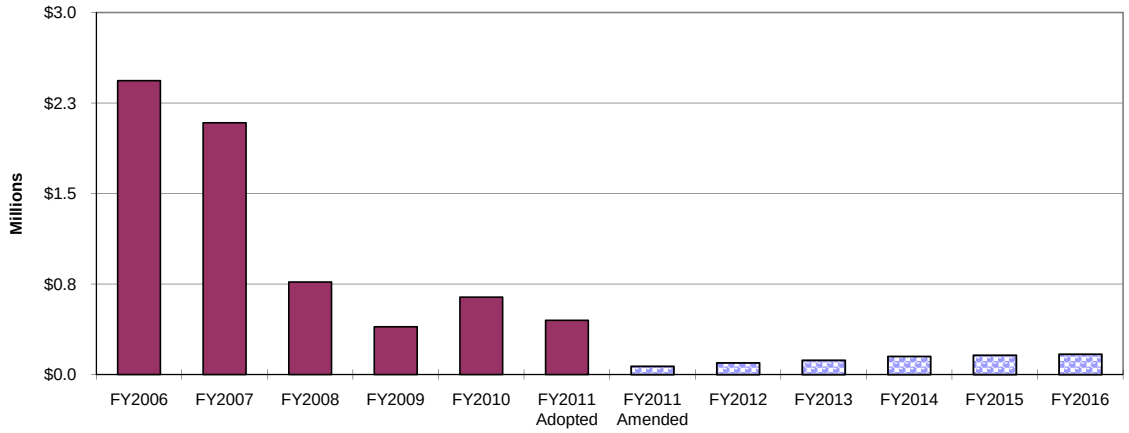
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing police facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-21. These revenues are recorded in the police development impact fee fund.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	2,435,402	2,085,418	766,873	395,950	641,092	449,300

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	68,500	96,400	119,100	150,700	160,000	169,300



Library Development Fee

FY2011 Amended	FY2012 Adopted	$ Inc/(Dec)	% Inc/(Dec)
70,100	87,700	17,600	25%

Description

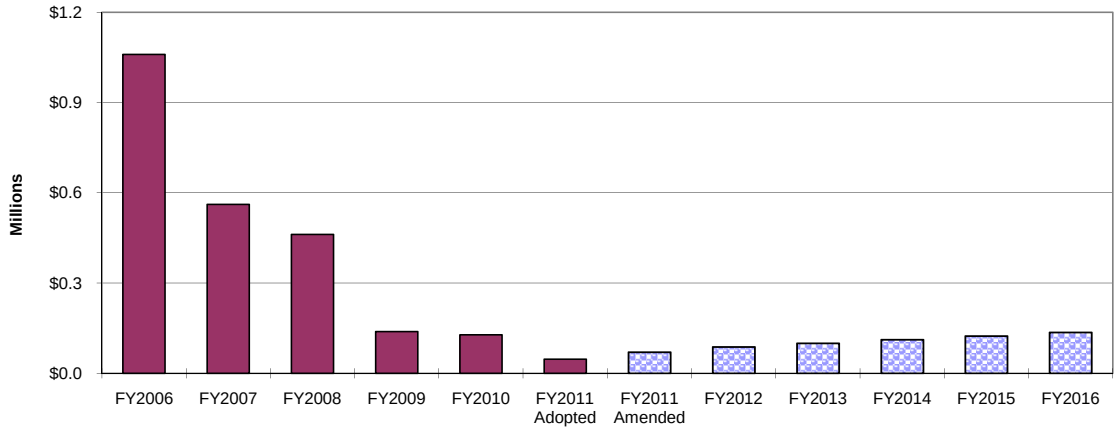
This source reflects one-time impact fees (last revised in FY2008) charged to developers to recover costs associated with providing library facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city Ordinance # 07-19.

Actuals	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted
Revenue Collected	1,060,067	561,270	461,743	138,504	127,564	46,800

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projections reflect a slowly improving economy.

Forecast	FY2011 Amended	FY2012	FY2013	FY2014	FY2015	FY2016
Projected Revenue	70,100	87,700	99,900	111,800	123,700	135,600



General Government

- Mayor and City Council
- City Manager's Office
- Intergovernmental Relations Department
- Marketing and Communications Department
- City Attorney's Office
- City Clerk's Office
- Finance Department
- Human Resources Department
- Healthcare Self Insurance Fund
- Risk Management Fund
- Information Technology Department
- Employee Dependant Scholarship Fund
- Donations Fund
- General Operations
- Grants & Contingency Fund

Mayor and City Council

Description

The Mayor and City Council are the legislative body of the city of Surprise. The Council is comprised of seven elected officials: six council members (one of whom is appointed Vice Mayor) and the Mayor.

Organizational Chart

Primary Functions

- Set policy for the city of Surprise.

Major Budget Changes

The adopted FY2012 general fund budget of $495,700 represents a 1% increase over the FY2011 adopted budget of $492,700. The increase in personnel is due to an increase in the employer contribution for the Elected Official's Retirement Plan from 29.79% of wages to 32.99% of wages. In addition, $4,300 of existing budget was reclassified from supplies to services to better reflect intended usage.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	325,766	348,500	351,500	1%
Supplies	37,941	43,000	38,700	-10%
Services	34,436	101,200	105,500	4%
Total	398,142	492,700	495,700	1%
By division				
General Ops	398,142	492,700	495,700	1%
Total	398,142	492,700	495,700	1%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Mayor	1	1	1	0%
Vice Mayor	1	1	1	0%
City Council	5	5	5	0%
Executive Administrative Specialist	1	1	1	0%
Total	8	8	8	0%

Accomplishments, Enhancements and Efficiencies

- Completed 2011 City Council strategic plan.
- Gestamp Solar Steel development agreement.
- Rioglass Solar development agreement.

Major Initiatives and Policy Issues

- **Transportation:** The City of Surprise will have an efficient, cost effective, multi-modal transportation network that provides commuter choice, ease of movement into, within, and out of Surprise.
- **Higher Education:** Enhance partnerships with all public and private kindergarten through twelfth grade education providers and higher education opportunities in Surprise that leads to the development of a four year university campus with college life amenities that benefit the entire city.
- **Tourism:** Increase economic activity in Surprise by infusing tourism dollars into the local economy by focusing on entertainment, partnerships, resorts, and the White Tank Mountains.
- **Sustainability:** Develop sustainability road map and carbon footprint reduction strategy.
- **Economic Development:** Create a robust business environment that creates employment, wealth, capital investment, and enhanced opportunities for investors and residents.

City Manager's Office

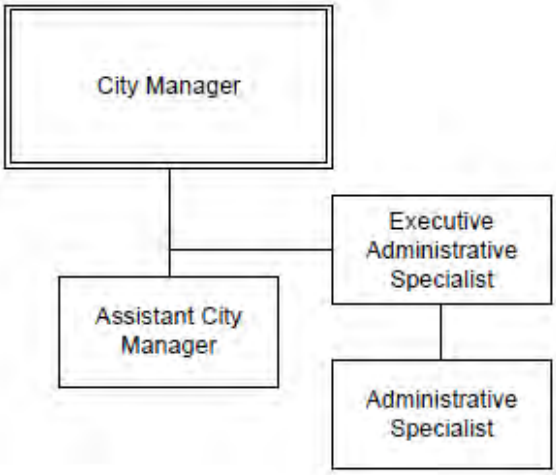
Description

The city of Surprise operates under a Council/City Manager form of government. The Mayor and City Council are responsible for appointing a City Manager who carries out Council adopted policies and directs the day-to-day operations of city government.

The City Manager's Office is responsible for ensuring operations are running effectively throughout the entire organization. The City Manager is responsible for drafting a balanced budget for Mayor and City Council review and approval each year. To that end, the office focuses on funding programs to achieve the Council's goals through strategic planning, process improvement assessments, and improving internal and external customer service.

The Assistant City Manager (ACM) reports directly to the City Manager. The ACM oversees the output and budgets of various city departments, assuring high quality work, and facilitating inter-departmental cooperation on important issues.

Organizational Chart



Primary Functions

- Support Mayor and City Council.
- Provide financial guidance to maintain the city of Surprise as a fiscally sustainable organization.
- Provide leadership and direction to staff.
- Ensure an enhanced quality of life to citizens.
- Operate the "Care line" – a call line for the benefit of citizens who have a question or complaint.

Major Budget Changes

The adopted FY2012 general fund budget of $716,200 represents a 4% decrease from the FY2011 adopted budget of $748,300. The decrease is primarily due to the shift of $35,000 in training budgets to the Human Resources Department where city-wide training is managed. In addition, minor reductions in miscellaneous supplies and services, dues and memberships budgets were programmed in FY2012. Offsetting these reductions are minor increases in personnel costs resulting from an increase in the employer contribution for the Arizona State Retirement System in the FY2012 and increases in worker's compensation premium rates.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	761,236	551,900	567,100	3%
Supplies	2,303	6,200	4,500	-27%
Services	207,516	190,200	144,600	-24%
Total	971,055	748,300	716,200	-4%
By division				
Administration	971,055	748,300	716,200	-4%
Total	971,055	748,300	716,200	-4%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Specialist	1	1	1	0%
Assistant City Manager	1	1	1	0%
City Manager	1	1	1	0%
Executive Administrative Specialist	1	1	1	0%
Total	4	4	4	0%

Accomplishments, Enhancements and Efficiencies

- Facilitated development of the 2011 City Council Strategic Plan.
- Implemented the National Citizens' Survey to determine outcomes the community values most.
- Conducted a financial audit to review financial policies and processes.
- Held two council planning retreats to refine the vision of the Mayor and City Council and to develop potential future focus areas.

Major Initiatives and Policy Issues

- Performance metrics program leading to meaningful departmental measures and outcome based planning.

Goals, Objectives and Performance Measures

The City Manager's office leverages the strategic plan in the day to day management of city operations:

1. **Transportation:** The city of Surprise will have an efficient, cost effective, multi-modal transportation network that provides commuter choice, ease of movement into, within, and out of Surprise.
2. **Higher Education:** Enhance partnerships with all public and private kindergarten through twelfth grade education providers and higher education opportunities in Surprise that leads to the development of a four-year university campus with college life amenities that benefit the entire city.
3. **Tourism:** Increase economic activity in Surprise by infusing tourism dollars into the local economy by focusing on entertainment, partnerships, resorts, and the White Tank Mountains.
4. **Sustainability:** Develop sustainability road map and carbon footprint reduction strategy.
5. **Economic Development:** Create a robust business environment that creates employment, wealth, capital investment, and enhanced opportunities for investors and residents.

Intergovernmental Relations Department

Description

The Office of Intergovernmental Relations develops, represents and advocates the interests of the City of Surprise by fostering and maintaining the City's relationships with other governmental entities and the community organizations.

Organizational Chart

Primary Functions

- Liaison to the Mayor, Council and the City Manager's office on legislative issues at the local, state and federal level.
- Monitor and discuss state and federal legislation impacting the City.
- Strengthen relationships and partnerships with major regional public policy organizations.
- Seek funding opportunities through grants and federal appropriations.

Major Budget Changes

The adopted FY2012 general fund budget of $288,500 for Intergovernmental Relations represents a 39% decrease from the FY2011 adopted budget of $474,400 due to the reduction of a senior analyst and the transfer of a manager position to Finance as part of the Finance Department reorganization. In addition minor adjustments between the services and supplies budgets are programmed in FY2012 to reflect intended usage.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	232,019	323,300	137,400	-58%
Supplies	6,548	4,700	5,100	9%
Services	150,285	146,400	146,000	0%
Total	388,852	474,400	288,500	-39%
By division				
General Ops	388,852	474,400	288,500	-39%
Total	388,852	474,400	288,500	-39%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Department Director	1	1	1	0%
Manager	1	1	0	-100%
Senior Analyst	0	1	0	-100%
Total	2	3	1	-67%

Accomplishments, Enhancements and Efficiencies

- Increased communication of key state and federal issues to residents and the Mayor and City Council.
- Enhanced and expanded citizen involvement in state, regional, and federal issues.
- Increased relationships between our state representatives and the Mayor and City Council.

Major Initiatives and Policy Issues

- To secure external funding sources to augment the city of Surprise's capacity to provide quality services.
- Create a community and government network that will maintain regional stability through the effective use of local resources and state shared revenue.
- To be organizationally effective and provide high-quality service to our constituents.

Goals, Objectives, and Performance Measures

- **Department Goal:** Increase communication of key intergovernmental issues with residents, the Mayor and City Council, and city staff by utilizing a web based tracking system for bills and the Intergovernmental Relations web page. Expand resident involvement in the legislative process and regional issues.
  - **Objective:** Develop a web based legislative bill tracking system and generate the required feedback needed for monitoring legislation.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Visits to legislative bill tracking	110	150	175	195	250

  - **Objective:** Enhance the Intergovernmental Relations internet web site to include links for resident input and feedback regarding intergovernmental issues.

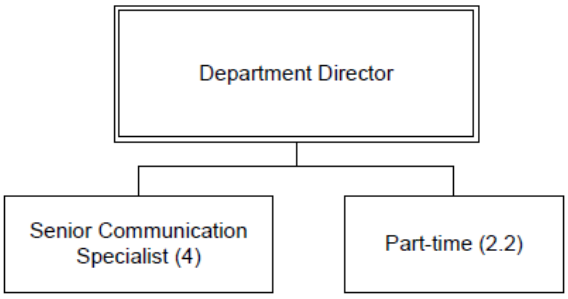
Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Visits to office's internet site	87	120	700	820	950

Marketing and Communications Department

Description

The mission of the Marketing and Communications Department is to engage and inform Surprise residents on activities and issues, to achieve a positive image of Surprise as a responsive, open government and a community of connection and opportunity, promote the advancement of the City of Surprise Strategic Plan, assist and advise city departments and management in their communication needs, and to supervise internal employee communications.

Organizational Chart



Primary Functions

- Designs and implements strategies to engage and inform the community on important issues.
- Strategically coordinates the communications needs of individual city departments, provides material support, promotion, and publicity of their programs, events, and activities.
- Strategically coordinates employee communication and facilitates employee participation so that city employees are informed and engaged.
- Operates merchandising and advertising operations as city marketing and branding tools.
- Creates, operates, and/or strategically directs city of Surprise official communications such as:
    - News releases, official statements, media remarks,
    - The city's internet site www.surpriseaz.gov,
    - The city's intranet site "Inside Surprise",
    - The city's government access TV station, Surprise 11,
    - The quarterly magazine, *Progress*
    - Event planning and management such as ground breaking and ribbon cutting ceremonies, news conferences, and other special events,
    - Leverage the National Citizen Survey to gauge resident and employee perception,
    - The creation (design, writing, and printing) of brochures, programs, fliers, maps, logos, informational signage, advertising, and other public relations collateral,
    - The photography required to execute these functions.

Divisions

Public Information Office (PIO) -	Oversees the overall operations of the department.
Broadcast -	Directs programming of the government access channel and related activities.
Web -	Directs the development of the city website, intranet site and related activities.

Major Budget Changes

The adopted FY2012 general fund budget of $864,300 represents a 1% increase over the FY2011 adopted budget of $851,800. The increase is the result of increases in the employer contribution for the Arizona State Retirement System and the worker's compensation premium rates increase in FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	726,926	587,400	601,400	2%
Supplies	46,665	49,900	49,400	-1%
Services	153,179	214,500	213,500	0%
Total	926,770	851,800	864,300	1%
By division				
Broadcast	186,506	169,900	175,000	3%
General Ops	597,625	575,100	578,600	1%
Web	142,638	106,800	110,700	4%
Total	926,770	851,800	864,300	1%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Department Director	1	1	1	0%
Senior Communications Specialist	4	4	4	0%
Part Time	2.2	2.2	2.2	0%
Total	7.2	7.2	7.2	0%

Major Initiatives and Policy Issues

- Develop employee and community surveys in FY2012 through the National Research Center.
- Publish the city's first Facebook site.
- Refine Twitter services and increase social media subscribers.
- Maximize use of File Transfer Protocol (FTP) site to distribute video regionally and to promote city coverage by local TV stations.
- Enhance YouTube Channel to maximize the city's national exposure.
- Develop enhanced toolbar and other usability improvements on the city's website.

Accomplishments, Enhancements and Efficiencies

- Organized successful public and media events for the Police Chief announcement and news conference, for the 50th anniversary book and video release and city parade, for the Historical Society ribbon cutting ceremony, and for the Rio Glass and Gestamp Solar Steel announcements and news conferences.
- Increased resident engagement with Police Chief candidate meetings and developed unique web portals for public input on the Police Chief selection process and for the Police Chief applicants.
- Coordinated the public input process for the Council Strategic Plan with the Community and Economic Development department via interactive websites, paper surveys, and public meetings.
- Twitter strategies increased followers and number of tweets by twice the FY2011 goal.
- Initiated work order system process to track department requests for communications services and implemented system to review internet and intranet web pages for current information.
- Provided communications strategizing and support for every city department, the Mayor and City Council, and internal employee committees.

Goals, Objectives, and Performance Measures

Strategic Focus Area: Organizational Effectiveness

Focus Area Goal: Improve organizational structures, process, procedures, and operational methods to be adaptable and responsive to council, citizens, and economic conditions while ensuring financial sustainability.

- **Department Goal:** Increase public awareness of and opportunities to engage in civic affairs.
  - **Objective:** Develop and implement mechanisms and strategies that engage the public and encourage involvement in civic affairs.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Progress articles promoting resident engagement/input opportunities	---*	---*	25	20	25
Web sites with interactive components	---*	---*	10	15	19
Number of residents offering feedback on budget	---*	---*	150	n/a	200
Civic issues with a developed public input component	---*	---*	---*	---*	8

**New measure, data not available*

- **Department Goal:** Enhance Surprise 11 as relevant and dynamic information source for city news and information.
  - **Objective:** Create city-generated programming regarding Surprise information and events; tie to the web site.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of programs originating from the studio setting	66	N/A	70	85	90
Number of Council Conversations Programs featuring civic events/affairs	---*	---*	10	10	12
Number of “Surprise in 5” programs highlighting the work of city departments	---*	---*	12	12	20

** New measure, Data not available*

- **Department Goal:** Communicate with residents and media regarding city news and developments
  - **Objective:** Enhance information delivery systems to increase reliability and timeliness of products and increase number of residents engaged.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of news releases	---*	---*	300	300	300
Number of “Notify Me” subscriptions	---*	---*	9,500	11,500	13,000
Number of Tweets	---*	---*	150	330	400
Number of Twitter subscribers	---*	---*	300	600	800
Number of Tweets/news releases from Council meetings	---*	---*	---*	---*	48

**New measure, data not available*

- **Department Goal:** Maximize coordination and effectiveness of communications platforms and resources.
  - **Objective:** Demonstrate leadership in a changing web and social media environment.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Launch City of Surprise Facebook site, attain "friends"	---**	---**	---**	---**	500
Launch enhanced web site toolbar increasing exposure to Twitter/Facebook/You Tube	---**	---**	---**	---**	1
Enhance YouTube channel with renewed emphasis on video posting/promotion	---**	---**	---**	---**	36
Enhance FTP-posted videos as media access tool	---**	---**	---**	---**	12

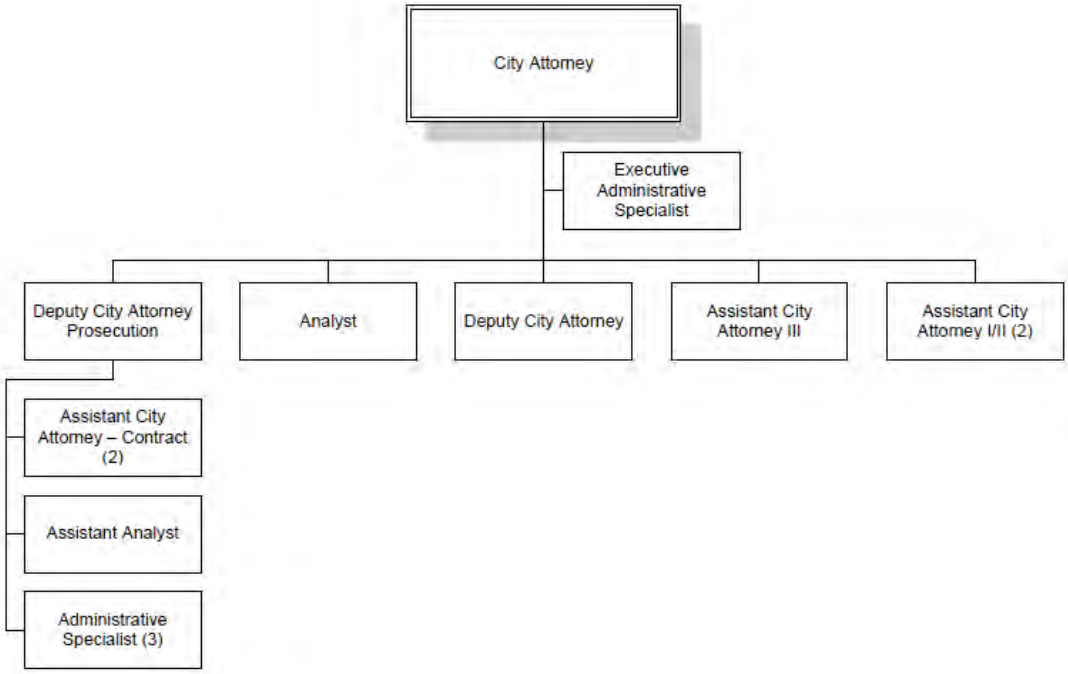
*** New communications method to be implemented in FY2012.*

City Attorney's Office

Description

The City Attorney's Office protects the legal rights and interests of the city at all times; and provides the highest quality legal support to the city of Surprise and its residents, elected officials, management, and employees.

Organizational Chart



Primary Functions

- In-house legal work.
- Prompt and knowledgeable legal services.
- Advice to the Mayor and City Council and all city departments.
- Prepare legal forms for departmental use.
- Ensures compliance with applicable laws.

Divisions

Civil- The Civil division of the City Attorney's Office is responsible for providing advisory and transactional legal support, which includes preparing opinions, contracts, deeds, ordinances, and resolutions. The division also defends and prosecutes civil actions on behalf of the city. This division is reflected in the general operations division in the table below.

Criminal- The Criminal division of the City Attorney's Office is responsible for prosecuting all misdemeanors and civil offenses that occur within the city. The division also provides legal support and training for the city's Police Department.

Major Budget Changes

The adopted FY2012 general fund budget of $1,743,100 represents a 9% increase over the FY2011 adopted budget of $1,597,800. The increase is due to the transfer of an assistant city attorney I & II position from the Police department to the City Attorney's Office in FY2012 to more accurately reflect the reporting structure. In addition, personnel expenditure increases result from an increase in the employer contribution for the Arizona State Retirement System in the FY2012 and increases in worker's compensation premium rates and minor adjustments to supply and services budgets are programmed for FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	1,471,641	1,380,900	1,527,800	11%
Supplies	14,651	50,600	37,500	-26%
Services	417,195	166,300	177,800	7%
Total	1,903,486	1,597,800	1,743,100	9%
By division				
Criminal	724,888	685,800	691,200	1%
General Ops	1,178,598	912,000	1,051,900	15%
Total	1,903,486	1,597,800	1,743,100	9%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Specialist	3	3	3	0%
Analyst	1	1	1	0%
Assistant Analyst	1	1	1	0%
Assistant City Attorney I & II	1	1	2	100%
Assistant City Attorney (Contract)	2	2	2	0%
Assistant City Attorney III	1	1	1	0%
City Attorney	1	1	1	0%
Deputy City Attorney	2	2	2	0%
Executive Administrative Specialist	1	1	1	0%
Total	13	13	14	8%

Accomplishments, Enhancements and Efficiencies

- Increased focus on the arraignment process.
- Inclusion of development agreement process in the department.
- Enhanced document maintenance.

Major Initiatives and Policy Issues

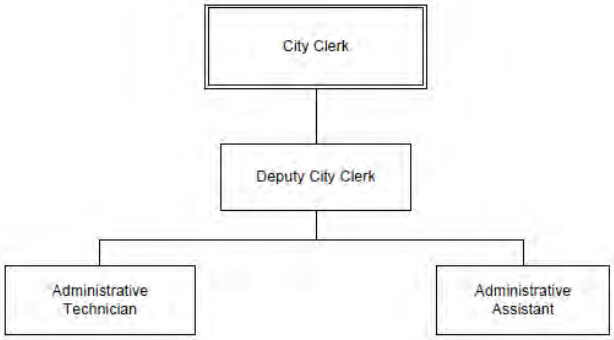
- Close-out of expired development agreements.

City Clerk's Office

Description

The City Clerk is appointed by the Mayor and City Council and maintains city records in accordance with Arizona State Law. The City Clerk also serves as the City's Chief Elections Officer.

Organizational Chart



Primary Functions

- Official records custodian.
- Chief Elections Officer.
- Administration of Mayor and City Council meetings.
- Posting of meeting notices and advertisement of public hearings.
- Secretary to the Surprise Municipal Property Corporation.

Major Budget Changes

The adopted FY2012 general fund budget of $693,900 represents a 60% increase over the FY2011 adopted budget of $433,500 due to the inclusion of one-time funding for a primary election for the Mayor and three Council Districts in FY2012. The personnel expenditures decrease as a result of a healthcare plan election change for one employee.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	411,390	359,000	348,100	-3%
Supplies	6,201	11,200	10,700	-4%
Services	234,759	63,300	335,100	429%
Total	652,350	433,500	693,900	60%
By division				
General Ops	652,350	433,500	693,900	60%
Total	652,350	433,500	693,900	60%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Assistant	1	1	1	0%
Administrative Support Supervisor	1	1	1	0%
Administrative Technician	1	1	1	0%
City Clerk	1	1	1	0%
Total	4	4	4	0%

Accomplishments, Enhancements and Efficiencies

- Completed the city of Surprise 50th anniversary history book and DVD project ahead of schedule.
- On-the-road history presentation and book sales through various communities and city events.
- Assisted with forming the Surprise Historical Society and received non-profit status while planning fund raising events.
- Started the city's history photo gallery in the Mayor's Atrium.

Major Initiatives and Policy Issues

- Continue working on archiving history documents collected from research for the history book.
- Continue towards completing the city's history photo gallery in the Mayor's Atrium.

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide timely public access to city information.
  - **Objective:** Efficient communication of city related information and data and effective management of bi-annual election process.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Mayor and City Council agendas	55	56	65	65	65
Posting of all City agendas including all Mayor and Council, Boards and Commissions	112	143	160	150	160
Mayor and City Council items	665	495	600	500	500
Number of city code updates	4	3	3	2	4
Number of requests for public records	690	644	900	700	750
Percent completed in 3-5 days*	55%	60%	90%	75%	90%

* Some requests require document retrieval from storage.

- **Department Goal:** Ensure citizen access to elective process.
  - **Objective:** Increase registered voters, ballots cast and percentage of votes cast for city-wide elections.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of registered voters	57,929	N/A	58,680	60,000	N/A
Number of ballots cast in election	17,560	N/A	N/A	30,000	N/A
Percent of votes cast in city-wide election	30.3%	N/A	N/A	50%	N/A

- **Department Goal:** Memorialize and archive the city's history.
  - **Objective:** Increase historical documentation collection and educate citizens.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Collecting historic photos (annually)	100	400	450	450	600
Collection of city historic documents (cumulative)	400	500	600	600	1000
On-the-Road history presentations *	N/A	17	3	10	10

*Totals include presentations at the Surprise Stadium and various neighborhoods throughout Surprise.

City of Surprise, Arizona

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FY2012 Adopted Budget

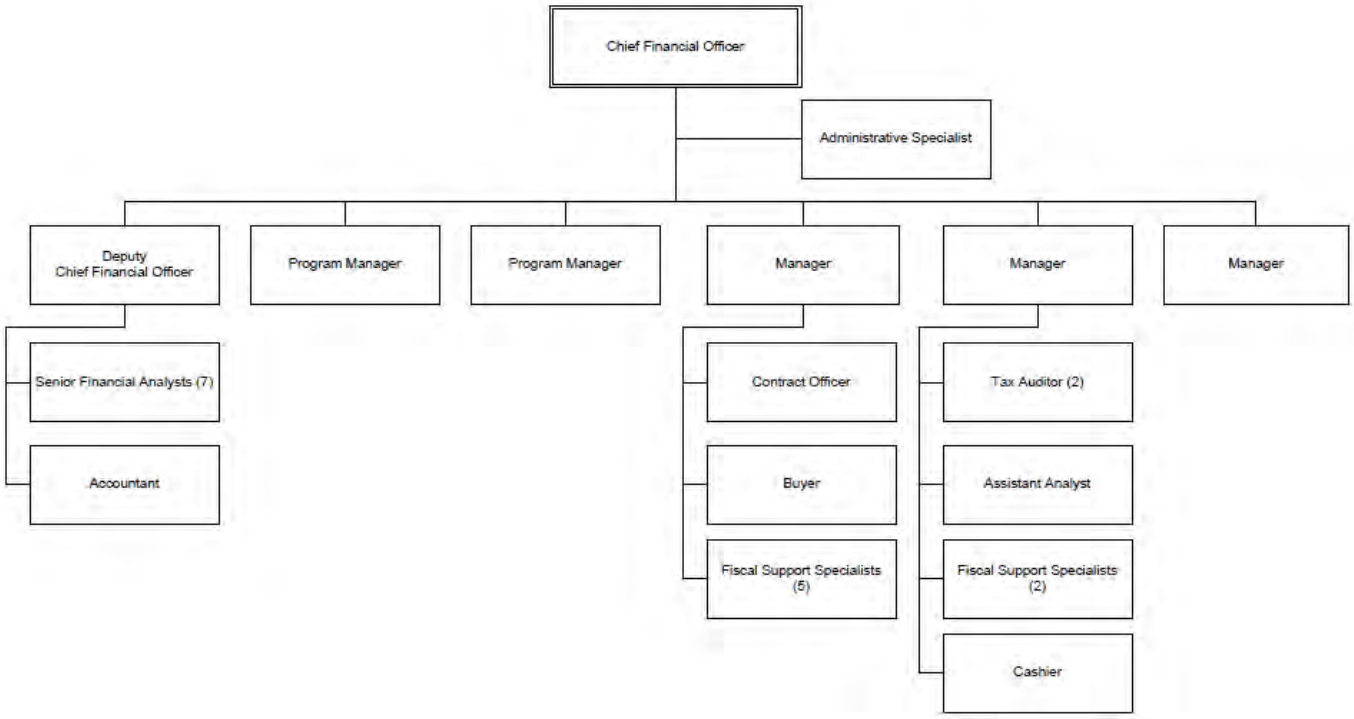
Finance Department

Mission Statement

The city of Surprise Finance department strives to be proactive leaders, identifying issues, and offering innovative solutions while providing excellent customer service.

Organizational Chart

One senior financial analyst position and one assistant analyst position are jointly funded by the water, wastewater, and solid waste utility funds. These positions are managed by the Finance department and are shown in the Finance department organizational chart below but are not shown in the expenditure and personnel tables. These positions are included in the detail for the water, wastewater, and solid waste utility funds.



Primary Functions

- Financial analysis and general ledger accounting and reporting.
- Bi-weekly payroll processing.
- Contract and purchasing services and support.
- Business license processing, sales tax audits, and city cashiering.
- Internal audits.
- Processing and distribution of city payments.
- Fiscal management of city grants.

Divisions

Administration - The Administration division is primarily responsible for department oversight and policy development.

Budget & Accounting - The Budget and Accounting division is responsible for the preparation of the annual budget, the comprehensive annual financial report (CAFR), development agreement assistance, project expense and fixed assets tracking.

Procurement & Payroll - The Procurement and Payroll division is responsible for processing all city payments, employee payroll, and managing the contract and procurement services of the city.

Audit - The mission of the Internal Audit division is to provide independent, reliable, accurate, and timely information to city Management for the purpose of identifying

opportunities to minimize risks, maximize efficiency and effectiveness, and strengthen public accountability.

Revenue - The Revenue division is responsible for issuing business licenses, managing the cashiering and accounts receivable functions of the city, tracking and auditing transaction privilege tax, and providing investment oversight and reporting.

Major Budget Changes

The adopted FY2012 general fund budget of $2,961,300 represents a 10% decrease from the FY2011 adopted budget of $3,285,900. During FY2011, the Mayor and City Council approved Resolution 2010-79 on July 22, 2010 authorizing the reorganization of the Finance department in response to several consultant recommendations and generally accepted best practices.

This reorganization resulted in the elimination of 14 existing positions as well as the elimination of the former Accounting, Management and Budget, and Purchasing divisions. Concurrently, a consolidated Budget and Accounting division and a Procurement and Payroll division were created along with an Internal Audit division. The reorganization included the creation of 13 new positions to better support the city of Surprise. The overall impact was a net reduction of 1.5 full time equivalent positions and $178,300 in personnel costs.

Not related to the re-organization, several non-personnel related adjustments for FY2012 include a $300,000 economic incentive transfer to the Community Development department offset by increases for software upgrades and enhancements related to the city's payroll software and fixed asset management software.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	2,000,136	2,474,200	2,399,300	-3%
Supplies	32,638	37,700	37,200	-1%
Services	188,041	774,000	524,800	-32%
Total	2,220,814	3,285,900	2,961,300	-10%
By division				
Accounting	1,000,451	1,263,800	0	-100%
Administration	228,975	240,200	467,600	95%
Budget & Accounting	0	0	1,103,500	0%
Internal Audit	0	0	112,900	0%
Management & Budget	0	525,900	0	-100%
Revenue	636,775	890,000	559,500	-37%
Procurement & Payroll	0	0	717,800	0%
Purchasing	354,613	366,000	0	-100%
Total	2,220,814	3,285,900	2,961,300	-10%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Accountant/Tax Auditor	3	3	3	0%
Accounting Supervisor	3	3	0	-100%
Administrative Specialist	1	1	1	0%
Analyst	0	2	0	-100%
Assistant Department Director	0	0	1	100%
Buyer	1	1	1	0%
Cashier	1	1	1	0%
Department Director	1	1	1	0%
Division Manager	1	2	0	-100%
Fiscal Support Assistant	2	2	0	-100%
Fiscal Support Specialist	5	5	7	40%
Manager	0	0	3	100%
Program Manager	0	0	2	100%
Purchasing Supervisor	1	1	0	-100%
Purchasing Technician	1	1	0	-100%
Senior Accountant/Senior Tax Auditor	3	2	0	-100%
Senior Analyst	0	2	0	-100%
Senior Buyer/Contract Officer	1	1	1	0%
Senior Financial Analyst	0	0	6	100%
Part Time	0.2	0.5	0	-100%
Total	24.2	28.5	27	-5%

Accomplishments, Enhancements and Efficiencies

- Completed department reorganization.
- Monthly financial reporting to Mayor and City Council.
- Automated 1099 form creation and distribution process.
- Eliminated duplicative invoice processing data entry requirements.
- Developed and implemented an in-lieu property tax assessment to the water, wastewater and sanitation enterprise funds to treat these internal city enterprises similar to private sector businesses. Tax assessments for FY2011 total $379,000 and are used to support the city's general operating budget.

Major Initiatives and Policy Issues

- Update impact fee analysis to ensure future city growth pays for future city infrastructure.
- Update water services (water and wastewater) utility rates to ensure full cost recovery of utility service provision via monthly billings.
- Update indirect cost assessment models to ensure full cost recovery of general fund funded positions supporting enterprise activities within the city.

Goals, Objectives, and Performance Measures

- **Department Goal:** Continuous improvement of employees and services: Establish an environment where we improve employees and services through staff involvement, education, and development.
  - **Objective:** Conduct financial management system evaluation and software needs assessment.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of automated clearing house (ACH) transactions	1,701	2,245	2,600	3,120	3,500
Number of accounts payable transactions	50,935	31,573	40,000	46,000	38,000

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of checks printed	9,815	6,624	6,845	5,545	5,000

- **Department Goal:** Trust, accountability, and respect: We will strive to enhance the trust and respect of all stakeholders through responsible stewardship of public resources.
  - **Objective:** Improve bond rating

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Bond Rating	AA	AA	AA	AA	AA+

- **Department Goal:** Customer service: Serve customers through providing accurate, timely information and guidance in a courteous, compassionate and approachable manner.
  - **Objective:** Enhance in-house and debt collection process.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Percentage of collection on outstanding balance	6%	12%	13%	12%	13%
Percentage of receivables assigned to outside collections	30%	3%	3%	3%	3%
Disconnects processed	15,045	12,196	12,000	10,000	10,000

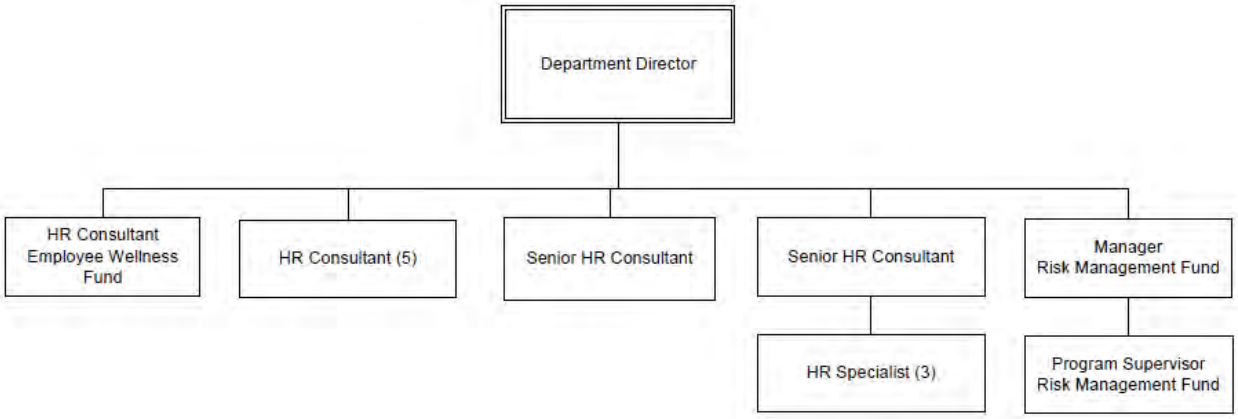
Human Resources Department

Description

The Human Resources department provides service and support to city departments in recruitment and selection, compensation and benefits, employee and organizational development, and employee relations. The focus of the department budget is the development and revision of effective personnel policies and procedures, effective programs in recruitment and selection, compensation and benefits, and supervisory/management development. Staff will focus activities and provide guidance to management, supervisors, and employees in these target areas to facilitate operational consistency, legal compliance, and accurate employee data.

Organizational Chart

The chart below reflects the organizational structure for the Human Resources department. Three of the positions shown on the chart, a human resources consultant, a program supervisor, and a manager are funded in the employee healthcare self insurance fund and the risk management fund and are detailed on separate pages of this document. The remaining positions are funded in the general fund and are reflected in the personnel and expenditure tables.



Primary Functions

- Compensation and classification system administration.
- Employee benefits administration.
- Federal and state regulations compliance.
- Employee development and training.
- Employment relations.
- Workforce planning and development.
- Risk management.

Major Budget Changes

The adopted FY2012 general fund budget of $1,613,100 represents a 30% increase over the FY2011 adopted budget of $1,241,200. This increase is the result of two additional positions being budgeted in the Human Resources department in FY2012. To more accurately reflect the reporting structure, a senior human resources consultant was transferred from the Police department to the Human Resources department for FY2012. In addition, through the Finance department reorganization that resulted in the transfer of risk management to the Human Resources department, a human resources consultant was added to manage a city-wide training program.

Non-personnel changes include funding of $172,500 (of which, $35,000 was transferred from the City Manager's Office) for city-wide training and centralized tuition reimbursement programs, $28,800 for anticipated increases in human resource information system license and software costs and $10,000 for the City Manager supported Employee Appreciation Program. Additionally, in FY2012 the former People Development and People Employment divisions have been incorporated into the Administration division to enable better cross-training and more effective customer service.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	766,792	766,500	924,400	21%
Supplies	37,281	66,600	156,600	135%
Services	201,769	408,100	532,100	30%
Total	1,005,843	1,241,200	1,613,100	30%
By division				
Administration	454,119	459,100	1,613,100	251%
People Development	232,583	390,200	0	-100%
People Employment	319,141	391,900	0	-100%
Total	1,005,843	1,241,200	1,613,100	30%

Personnel	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Administrative Specialist	1	0	0	0%
Department Director	1	1	1	0%
Division Manager	0	0	0	0%
Human Resources Consultant	4	4	5	25%
Human Resources Specialist	2	3	3	0%
Senior Human Resources Consultant	1	1	2	100%
Total	9	9	11	22%

Accomplishments, Enhancements and Efficiencies

- Increased employee investigations that are conducted in-house.
- Reduced costs by transitioning from a fully insured to a self-funded medical plan administered by a third party administrator.
- Administrator for five boards and commissions:
    1. Public Safety Retirement Board - Police
    2. Public Safety Retirement Board - Fire
    3. Personnel Appeals Board
    4. Judicial Selection Advisory Commission
    5. Disability Advisory Board.
- Execution of two executive recruitments, one in-house, saving the city $28,000.

Major Initiatives and Policy Issues

- Continued enhancement to existing human resource information systems to leverage self-service efficiencies and automated interfacing with other support software.
- Transition of risk management program from the Finance department to Human Resources.
- Continued development of city-wide wellness program with the goal of reducing health insurance premiums through education and training of city employees.
- Enhance city-wide training program to include supervisor academy and additional skill-based and compliance curriculum.
- Implement department-wide workforce planning to assist departments in identifying required staffing and employee skill sets to ensure departmental goals and objectives are achieved.
- Oversight of city's healthcare plans to ensure continued compliance with federal and state healthcare reform.
- Centralized tuition reimbursement program administration for all city employees.
- Transition of Disability Advisory Board oversight and management from the Community and Recreation Services department to Human Resources.

- City-wide volunteer program policy and administration to continue to augment existing staff's ability to provide quality service to citizens.

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide employee and organizational development.
  - **Objective:** Present city-wide annual compliance and skill focused employee training courses.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of compliance training courses	5	2	7	31	20
Number of employees attending compliance training courses	100	310	150	529	300
Number of skill based training courses	4	16	8	8	15
Number of employees attending skill based training courses	80	774	150	145	300
Number of employee engagement training workshops	---*	---*	---*	10	8
Number of employees attending engagement training workshops	---*	---*	---*	63	60

**New measure, data not available*

- **Department Goal:** Effective management of employee relations and compliance matters.
  - **Objective:** Successful application of policies/procedures and legal compliance with equal employment opportunity (EEO) related employee matters and legislative requirements.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of elevated employee matters	---*	12	18	74	82

**New measure, data not available*

- **Department Goal:** Conduct workforce analysis of all departments.
  - **Objective:** Analyze departments and identify the number of employees and types of employee skill sets required to meet organizational goals and strategic objectives.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of analyses completed	---*	---*	2	9	3

**New measure, data not available*

- **Department Goal:** Excellence in customer service.
  - **Objective:** Provide customers with responsive, accurate and efficient service.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of HR customer service contacts	1,988	2,739	1,987	3,031	3,300
Customer overall satisfaction rating with HR of excellent or good	99%	99%	98%	98%	95%

City of Surprise, Arizona

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FY2012 Adopted Budget

Healthcare Self Insurance Fund

Description

The healthcare self insurance fund is an internal service fund established to provide health insurance claims, plan administration, stop loss premiums, and fund reserves. The costs of these services are charged directly back to appropriate funds. Employee health insurance is managed by the Human Resources Department.

Organizational Chart

There is one human resources consultant assigned to the healthcare self insurance fund. This position is managed by the human resources director and is shown on the Human Resources Department organizational chart.

Major Budget Changes

The adopted FY2012 budget of $8,531,700 represents a 4% increase over the FY2011 adopted budget of $8,225,100. The primary increase is due to the assignment of a human resources consultant to the fund during FY2011 through the Finance Department reorganization. This position is tasked with the development of an overall wellness program within the city to ensure current and future costs related to healthcare premiums remain reasonable. The city anticipates a small fund balance remaining at the end of FY2011. This fund balance is programmed to offset the additional personnel costs as well as provide a small contingency in FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	0	0	84,100	100%
Supplies	0	0	0	100%
Services	0	8,225,100	8,251,300	0%
Contingency	0	0	196,300	100%
Total	0	8,225,100	8,531,700	4%
By department				
Human Resources	0	8,225,100	8,531,700	4%
Total	0	8,225,100	8,531,700	4%

Personnel	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Human Resources Consultant	0	0	1	100%
Total	0	0	1	100%

Major Initiatives and Policy Issues

- Request dental and vision self-insurance proposals with the goal of continued cost containment for both the city and employees.

Goals, Objectives, and Performance Measures

- **Department Goal:** Contribute to cost containment measures by implementing wellness program initiatives.
  - **Objective:** Provide custom wellness programs to educate, empower, and support better health among employees and family members.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of wellness programs/events	---*	---*	---*	7	9
Percentage of participants of total employee benefit population at wellness programs/events	---*	---*	---*	15%	18%

**New measure, data not available*

Risk Management Fund

Description

The risk management fund is established to provide general insurance coverage as well as risk management, loss control, and safety programs citywide. The fund operates as an internal service fund of the city. The costs of these services are charged directly back to appropriate funds. Risk Management is a division under the Human Resources Department.

Organizational Chart

There is one manager and one program supervisor assigned to the risk management fund in FY2012. These positions are managed by the human resources director and are shown on the Human Resources Department organizational chart.

Primary Functions

- Research and analysis on exposure to losses.
- Assist in procuring insurance coverage for such loss exposures.
- Investigate claims made against the city.
- Assist the insurance administrator in resolving claims.
- Provide on-going safety related training to city employees and citizens.

Major Budget Changes

The adopted FY2012 budget of $4,135,100 reflects a 28% increase over the FY2011 adopted budget of $3,233,100. This increase is due primarily to contingency programming based on anticipated FY2011 ending fund balance levels. Additionally, $50,000 is programmed as one-time funding to conduct a Title II ADA liability assessment. As part of the Finance Department reorganization, responsibility for the risk program in the city was transferred to the Human Resources Department. In addition, a division manager position that served as the risk manager was eliminated during the FY2011 budget through the Finance Department reorganization. A manager position is added in FY2012 to oversee equal employment opportunity (EEO) compliance and investigations.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	202,538	217,300	216,000	-1%
Supplies	1,315,126	1,353,700	1,362,400	1%
Services	59,436	230,600	283,700	23%
Capital	151,110	0	0	0%
Contingency	0	1,431,500	2,273,000	59%
Total	1,728,210	3,233,100	4,135,100	28%
By department				
Finance	147	3,233,100	0	-100%
Human Resources	0	0	4,135,100	0%
Management & Budget	1,728,063	0	0	0%
Total	1,728,210	3,233,100	4,135,100	28%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Division Manager	1	1	0	-100%
Manager	0	0	1	100%
Program Supervisor	1	1	1	0%
Total	2	2	2	0%

Accomplishments, Enhancements and Efficiencies

- Integration of risk management and safety functions into the Human Resources department.
- Reduced the recordable injury/illness rate by 31%.
- Reduced the lost workday incident rate by 16%.

Major Initiatives and Policy Issues

- Partner with the Finance Department to evaluate feasibility of implementing a self-insured risk program.
- Work to complete transition of Americans with Disabilities Act (ADA) compliance responsibilities from the Community and Recreation Services Department to the Human Resources Department.
- Audit of all city facilities to ensure conformance to Title II ADA public access requirements.
- Implement pro-active safety audit program to mitigate potential workplace hazards and safety issues.

Goals, Objectives, and Performance Measures

- **Department Goal:** Lower the city's experience modifier rate closer to 1.0 by FY2013, thereby lowering city and employee insurance costs, through active management of factors affecting modifier assigned to city.
  - **Objective:** Provide workers' compensation training for managers and supervisors explaining their role in controlling costs.
  - **Objective:** Focus on incident investigation and remediation of casual factors.
  - **Objective:** Encourage timely return to work through expanded modified duty opportunities.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Experience modifier rate (Emod)	0.86	0.90	0.92	0.92	1.06
Recordable injury/illness rate	5.22	3.61	---*	---**	3.00
Lost workday incident rate	3.97	3.33	---*	---**	2.80

** New measure, target not established*
*** Not available until after close of FY2011*

- **Department Goal:** Ensure compliance with Occupational Safety and Health Administration (OHSA) regulations and reduce liability through effective safety training.
  - **Objective:** Conduct safety program audits to identify areas that need improvement.
  - **Objective:** Partner with departments to implement proactive safety training and education.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of program audits conducted	---*	---*	---*	---*	50
Number of employee safety training sessions	---*	---*	---*	---*	75

** New measure, data not available*

Information Technology Department

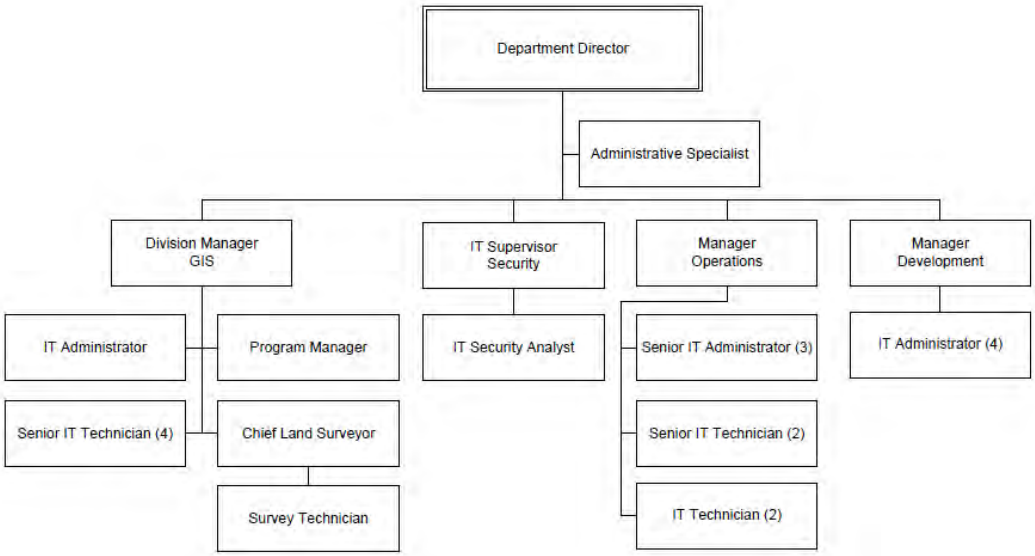
Mission Statement

The Information Technology department provides world-class, technology-based solutions to effectively manage city assets. The department provides service excellence in the support of internal and external customers, develops highly skilled and knowledgeable staff, and provides training in the effective use of computer technology and applications. The department collaborates with other departments and organizations to provide the delivery of effective and efficient government services.

Description

The Information Technology department is the central technology provider for the city. The services provided include data center operations, network services, end-user support for personal computers, project oversight, telecommunications support, application development/support, geographical information systems, real estate, and survey services. The second responsibility is to provide vision, leadership, strategic planning, and innovative technology that will benefit the city and improve services provided to the residents.

Organizational Chart



Primary Functions

- Provide and support a secure centralized network, telephony, and computer technology.
- Integrate and maintain existing applications and development of new applications.
- Mitigate risk of loss to the city's information and computer resources, and develop security policies and guidelines.
- Provide a spatial data repository, tools, and services for city departments so they can create, maintain, represent, and analyze geographic information.
- Provide timely right of way, leasing, property, and land management services.
- Provide professional cadastral surveys and research.

Divisions

Information Services - Provides centralized information technology services required by all city departments.

Geographical Information Systems (GIS) - Provides centralized geographical information services, real estate, and surveying services to all city departments.

Major Budget Changes

The adopted FY2012 general fund budget of $4,335,100 is a 6% increase over the FY2011 adopted budget of $4,088,400. This increase is due to the transfer of an information technology administrator, a senior information technology administrator, and an information technology technician from the Police department to the Information Technology department to better align reporting hierarchies. Also, personnel increases result from an increase in the employer contribution for the Arizona State Retirement System in the FY2012 and increases in worker's compensation premium rates.

An operating capital budget of $95,100 is continued in FY2012 in order to provide budget to accommodate the purchase of supplies and equipment over $5,000 that are not currently planned as part of larger capital improvement projects.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	2,185,945	2,228,900	2,478,800	11%
Supplies	205,016	164,000	161,100	-2%
Services	1,334,533	1,600,400	1,600,100	0%
Capital	139,891	95,100	95,100	0%
Total	3,865,386	4,088,400	4,335,100	6%
By division				
GIS	1,231,371	1,141,800	1,132,700	-1%
Info. Technology	2,634,015	2,946,600	3,202,400	9%
Total	3,865,386	4,088,400	4,335,100	6%

Personnel	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Administrative Specialist	1	1	1	0%
Chief Land Surveyor	1	1	1	0%
Department Director	1	1	1	0%
Division Manager	1	1	1	0%
Information Technology Administrator	5	5	5	0%
Information Technology Security Analyst	0	0	1	100%
Information Technology Supervisor	1	1	1	0%
Information Technology Technician	1	1	2	100%
Manager	2	2	2	0%
Program Manager	1	1	1	0%
Senior IT Administrator	2	2	3	50%
Senior IT Technician	6	6	6	0%
Survey Technician	1	1	1	0%
Total	23	23	26	13%

An existing information technology administrator position was reclassified to an information technology security analyst during FY2011. This conversion offsets the additional position transferred from the Police department.

Accomplishments, Enhancements and Efficiencies

- Self-hosted the Citizen Web Portal for service requests.
- Leveraged the data warehouse architecture to enhance performance and availability of internal financial and asset management reporting.
- Enhanced the digital imaging system to support additional paperless storage and capabilities.
- Implemented a network access control (NAC) system to support integrity and security of the city network and the data that resides on it.
- Created 12 customized city intranet web map services with the implementation of the GIS web server providing city staff maps on desktop machines and mobile devices while reducing the paper map requests.
- Completed the local update of census addressing (LUCA) validations for the 2010 census.

Major Initiative and Policy Issues

- Compliant with government transparency requirements prior to January 2013.
- Asset replacement and technology refresh planning.
- Analyze and identify data security compliance.
- Analyze and identify an enterprise document management solution.

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide effective and efficient informational technology support to departments.
  - **Objective:** Implementation of new technology to support mobility in the workforce.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Department users supported	1,654	1,234	1,654	1,709	1,709

- **Department Goal:** Provide effective and efficient informational technology support to departments.
  - **Objective:** Provide increased controls for network availability and security.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Network devices supported	200	308	580	580	580

- **Department Goal:** Utilize technology to link transportation and land use planning.
  - **Objective:** Develop an active vertical and horizontal control network increasing density by 8% to ensure continuity between existing infrastructure and new construction.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of vertical and horizontal survey controls	150	102	127	127	127

- **Department Goal:** Update the GIS service.
  - **Objective:** Develop and implement an accurate, comprehensive, and up-to-date geographic information system in order to improve department efficiency and decision processes.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
GIS data layers maintained	157	159	159	159	162
New GIS applications developed	4	5	10	10	11

City of Surprise, Arizona

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ARIZONA

FY2012 Adopted Budget

Employee Dependant Scholarship Fund

Description

The employee dependant scholarship fund is established to temporarily hold and collect assets for a third party (employees). These assets are then awarded as scholarships to dependants of employees who are attending, or plan on attending college. Two scholarships are planned for award to city of Surprise employee dependants on a merit basis prior to the commencement of fall 2011 classes.

Budget Summary

For FY2012, the employee dependant scholarship fund has been programmed with expenditures equal to the anticipated amounts of the two scholarships to be awarded. Additional fund balance is programmed as contingency. Resources for this fund are comprised of a beginning fund balance, investment earnings and revenues from a portion of the vending machine concessions in City Hall. All expenditures are dedicated to scholarships.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Services	2,000	14,600	6,000	-59%
Contingency	0	0	10,600	0%
Total	2,000	14,600	16,600	14%
By department				
General Operations	2,000	14,600	16,600	14%
Total	2,000	14,600	16,600	14%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Donations Fund

Description

The donations fund is established to temporarily hold and collect assets that have been donated to the city for a specific department or purpose. These assets are expended according to the designated use of the donation. The establishment of a separate fund allows these donations to be carried forward.

This fund allows departments to expend donations without having an impact on respective adopted expenditure limitation budgets. These funds will be monitored to ensure adequate revenue is available prior to expenditures being approved.

Budget Summary

The adopted FY2012 budget for the donations fund of $575,800 represents a 32% reduction from the FY2011 adopted budget of $840,900 due to the transfer of the Drug Enforcement Agency (DEA) donation budget to the special revenue fund established in September 2010. Additionally, an update was made to the available donations in the Police Department Administrative Division. For FY2012, only the existing fund balance is programmed as an expense. A transfer of $100,300 is programmed in FY2012 to move remaining Arts Commission donation funds to the General Fund.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	0	56,100	0	-100%
Supplies	205,231	644,200	359,800	-44%
Services	80,943	133,200	47,500	-64%
Capital	0	7,400	0	-100%
Contingency	0	0	68,200	0%
Transfer Out	0	0	100,300	0%
Total	286,174	840,900	575,800	-32%
By department				
Arts Commission	29,400	133,200	132,800	0%
Community Development	0	5,600	6,100	9%
Community Initiatives	0	0	0	0%
Community and Rec Svcs	240,142	356,500	387,200	9%
Fire-Emergency Services	2,883	9,600	12,200	27%
Police	13,749	336,000	37,500	-89%
Total	286,174	840,900	575,800	-32%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

General Operations

Description

General operations is established to provide support to the general operating activities of the city. General operating activities are those that cannot be accurately charged to a specific department, or those that serve a city-wide purpose, such as operating fund transfers and contingency planning.

Budget Summary

General operations serves as a clearinghouse for spending not directly associated with a specific department. Included in this budget are funds for debt payments and transfers to other funds, less an estimated amount for planned budget savings.

The adopted FY2012 general fund budget of $540,100 represents a net decrease of 80% from the FY2011 budget of $2,703,900 due primarily to additional planned savings estimates and a reduction in the operating subsidy transfers. The Transfer Out budget represents the estimated subsidy required for the HURF fund as well as the estimated construction sales tax collections that will transfer to the general capital fund. The decrease in the Transfer Out budget in FY2012 is due to the Transit fund being absorbed into the general fund. Additionally, in FY2012, the city is expecting to realize approximately $2,000,000 in expenditure savings due to the vacant positions authorized during the fiscal year. Lastly, the increase to services represents the annual MPC debt payments programmed into the general fund.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Supplies	-130	0	0	0%
Services	3,003,498	0	1,508,800	100%
Contingency	0	750,000	0	-100%
Planned Savings	0	-1,000,000	-2,000,000	100%
Transfer Out	6,364,228	2,953,900	1,031,300	-65%
Total	9,367,726	2,703,900	540,100	-80%
By division				
General Ops	9,367,596	2,703,900	540,100	-80%
Total	9,367,596	2,703,900	540,100	-80%

Transfers

All general fund transfers are programmed in general operations. Transfers to other funds are made to cover the deficit balances that would otherwise occur in these funds or to meet Mayor and City Council policies. All transfers to operational funds are made strictly based upon actual need.

For FY2012, $950,000 is programmed for transfer to the general capital fund in addition to $81,300 programmed as an operating subsidy transfer to the HURF fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Grants & Contingency Fund

Description

The grants & contingency fund is used to centralize budget appropriation authority for budget contingencies, capital project budget carry-forwards, and future grant awards. This budget authority allows the city flexibility to address unplanned expenses and participate in new grant funding opportunities without exceeding the annually established maximum authorized expenditure limit. Use of this budget appropriation authority requires City Council approval of a budget transfer for the specific authorized purpose. For example, as grants are awarded to the city and approved by the City Council, budget transfers from unforeseen revenue and expenses into grant project line items are processed. Previously, these activities were recorded on project line items within the general fund budget under the respective department managing the grant award.

Budget Summary

The adopted FY2012 budget of $68,387,300 includes $17,000,000 for estimated capital project budget carry-forwards, $10,000,000 for new grants, plus $41,387,300 as a contingency for unplanned operating and capital expenses.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	0	0	0	0%
Supplies	0	0	0	0%
Services	0	32,592,000	27,000,000	-17%
Capital	0	0	0	0%
Contingency	0	0	41,387,300	100%
Total	0	32,592,000	68,387,300	110%
By department				
Community and Rec Svcs	0	0	0	0%
Fire-Emergency Services	0	0	0	0%
General Operations	0	32,592,000	68,387,300	110%
Police	0	0	0	0%
Total	0	32,592,000	68,387,300	110%

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

Community Development

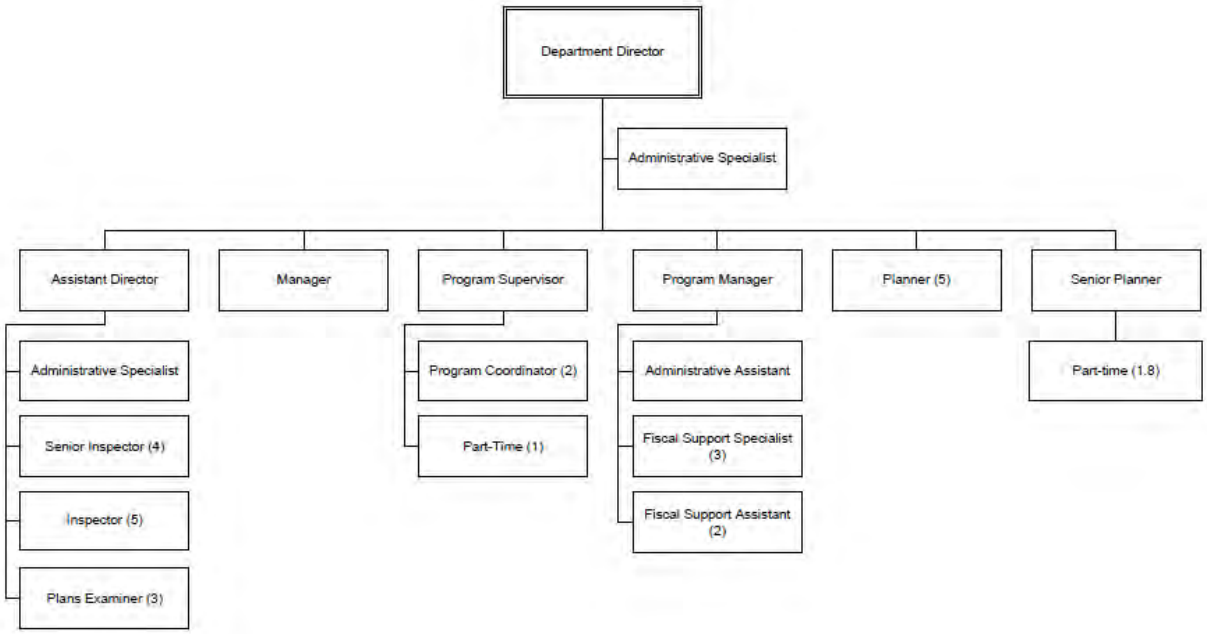
- Community and Economic Development Department
- Neighborhood Revitalization Fund

Community and Economic Development Department

Description

The Community and Economic Development Department provides development services, planning and zoning, building safety, code enforcement, neighborhood services, welcome center, and economic development. The department is charged with ensuring responsible planning within the current and future city limits, and that new and existing structures are safe for occupancy.

Organizational Chart



One program coordinator position is funded by the neighborhood revitalization fund, which is detailed on a separate page in the Community Development section of this document.

Primary Functions

- Assistance on site design, architecture, urban design, and landscaping
- City representation
- Community civic education
- Customer service
- Development project coordination
- Economic development
- Education and enforcement of building, zoning and property maintenance codes
- Education on city functions
- Ensure developments are in conformance with the General Plan
- Establish development regulations
- Plan review and approval
- Programming and neighborhood coordination
- Provide planning and development information and assistance to residents, developers, and outside agencies.
- Resources for assistance and reinvestment
- Special projects – census, strategic plan, etc.
- Timely review of proposed development projects

Divisions

Administration - The Administration Division is responsible for the overall coordination of the department's activities and performance in relation to the organization.

Building Safety - The Building Safety Division reviews, approves, and inspects new development, tenant improvements and restoration.

Code Enforcement - The Code Enforcement Division is charged with ensuring the health and safety of residents as it relates to property maintenance, zoning regulations, education and enforcement.

Development Services - The Development Services Division provides a single point of contact for city services to the customer so they may complete their development project in a faster, more cost efficient manner. The division also administers development agreements and creates process improvements for the city.

Economic Development - The Economic Development Division provides services for business attraction, retention, and expansion. The division also provides small business assistance and administers the city's business innovation center, the AZ TechCelerator.

Neighborhood Services - Neighborhood Services is committed to improving the condition of neighborhoods through reinvestment. Staff works closely with homeowners, advising on code requirements and various opportunities available for home improvements and enhancements through grant programming.

Planning & Zoning - The Planning Division's primary function is to ensure that projects are developed according to government regulations and development agreements. Long range planning is achieved by following the city's General Plan, which is a blueprint for future development.

Major Budget Changes

The adopted FY2012 general fund budget of $4,108,000 represents a 13% increase over the FY2011 adopted budget of $3,625,300. The increase is due to funding for economic incentives approved by Mayor and City Council. Specifically, $650,000 was added during FY2011 to account for approved tax incentive development agreements with Prasada and Prasada area automotive dealerships.

During FY2011, a plans examiner and an inspector were transferred to the Fire Department. The reduction in personnel from the transfer of these positions is partially offset by increases in part-time positions in order to pursue additional economic development opportunities in the city and by increases in employer contributions to the Arizona State Retirement System and worker's compensation rates.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	2,622,899	2,948,300	2,882,100	-2%
Supplies	52,474	97,800	91,700	-6%
Services	176,449	554,800	1,134,200	104%
Capital	0	24,400	0	-100%
Total	2,851,823	3,625,300	4,108,000	13%
By division				
Administration	251,087	309,000	252,200	-18%
Building Safety	772,014	760,900	778,600	2%
Code Enforcement	592,608	644,900	521,000	-19%
Development Services	453,236	461,300	495,300	7%
Economic Development	3,065	411,500	1,085,900	164%
Neighborhood Svcs	212,724	287,900	291,700	1%
Planning and Zoning	567,090	749,800	683,300	-9%
Total	2,851,823	3,625,300	4,108,000	13%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Assistant	2	2	1	-50%
Administrative Specialist	2	2	2	0%
Administrative Support Supervisor	1	1	0	-100%
Assistant Department Director	1	1	1	0%
Department Director	1	1	1	0%
Economic Dev. Coordinator (Contract)	0	2	0	-100%
Fiscal Support Assistant	2	2	2	0%
Fiscal Support Specialist	3	3	3	0%
Inspector	5	5	5	0%
Manager	0	1	1	0%
Planner	5	5	5	0%
Plans Examiner	4	4	3	-25%
Program Coordinator	0	1	1	0%
Program Manager	0	0	1	100%
Program Supervisor	1	1	1	0%
Senior Inspector	4	4	4	0%
Senior Planner	0	0	1	100%
Part Time	1	1	2.8	180%
Total	32	36	34.8	-3%

The program coordinator position total does not match organizational chart due to the funding of one position in the neighborhood revitalization fund.

Accomplishments, Enhancements and Efficiencies

- Economic development initiatives that will lead to 1,200 new jobs.
- Implemented new code enforcement database management system.
- Enhanced customer service by adding software at the development center.
- Continue cross-training for inspectors.
- Encouraging applicants to use “bundled” development review process.
- Improved electronic case management system.
- AZ TechCelerator exceeding tenant projections.
- New developer of greater than 80 acres at Skyway Business Park.
- Procurement of over $2 million in grant funding for neighborhood reinvestment.
- Village Plan 1 approved plans 3 and 5 in process.

Major Initiatives and Policy Issues

- Implement Council’s Strategic Plan initiatives including medical and renewable energy economic development and expansion of higher education opportunities in Surprise.
- Updates to the Surprise Uniform Development Code (SUDC) to provide clear, consistent, yet flexible, development standards.
- Complete Village Plans 3 and 5.

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide a single point of contact for city services to the customer so they may complete their development project in a faster, more cost efficient manner.
  - **Objective:** Assist 95% of development center customers within 15 minutes of sign in.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of customers anticipated	---*	8,000	3,000	3,000	7,000
Number of customers assisted	---*	8,117	3,000	6,000	7,000
Average time spent per customer	---*	27 minutes	30 minutes	30 minutes	30 minutes
Percent of customers assisted within 15 minutes of sign in	---*	95%	95%	95%	95%

**New measure, data not available*

  - **Objective:** Maintain customer wait times for submittal reviews to less than 30 minutes.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of submittal reviews anticipated	---*	4,350	3,800	3,500	3,500
Number of submittal reviews completed	5,404	4,198	3,800	3,500	3,500
Average time spent per submittal review	9 minutes	19 minutes	30 minutes	15 minutes	20 minutes
Percent submittal reviews completed within 30 minutes	89%	92%	95%	95%	95%

**New measure, data not available*

- **Department Goal:** The Code Enforcement Division ensures the health and safety of residents as it relates to property maintenance, zoning regulations, education and enforcement.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of new cases opened	2300	3061	3650	3665	4000
Number of cases resolved	1691	3072	3700	3800	3900
Number of inspections	NA	5924	6800	7900	8500

  - **Department Goal:** The Building Safety Division reviews, approves, and inspects new development, tenant improvements and restoration

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Average number of inspections performed (per inspector per day)	13	12	13	13	13
Number of building permit inspections performed	17,749	11,349	10,600	10,550	10,000

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of building plan sheets reviewed	NA	28,158	24,750	25,554	21,720

- **Department Goal:** The Economic Development Division will respond and assist with requests from entrepreneurs, small companies, and local businesses, increasing the growth rate of all types of business.
  - **Objective:** Help 20 new companies start a business in Surprise.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Small Business Inquiries	52	86	80	87	82
Small Business Technical Assists	40	52	40	47	45
Small Business Start-up successes	26	27	24	20	22
Local Business Retention/Expansion successes	2	5	4	4	5

- **Department Goal:** Increase employment and retail opportunities for Surprise residents.
  - **Objective:** Attract one significant employer and one significant retailer to Surprise.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Large business and retail inquiries	111	108	100	90	100
Large business and retail site visits	7	8	10	8	5
Large business and retail successes	2	1	2	5	2

- **Department Goal:** Develop a business incubator that helps start-up companies become commercially viable.
  - **Objective:** Build AZ TechCelerator to 14 program tenants with at least 10 tenants meeting goal.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
AZ TechCelerator inquiries	N/A*	N/A*	50	70	60
AZ TechCelerator technical assists	N/A*	N/A*	25	45	40
AZ TechCelerator events/programs	N/A*	N/A*	4	4	4
AZ TechCelerator program tenants	N/A*	N/A*	14	15	16

**Not applicable: The TechCelerator was started in the fall of FY2010.*

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Neighborhood Revitalization Fund

Description

The neighborhood revitalization fund is established to track revenues and expenses associated with the city's neighborhood revitalization program. This special revenue fund includes a combination of federal, state, and local funding sources. The neighborhood services division of the Community and Economic Development Department administers the programs associated with this fund.

Major Budget Changes

The adopted FY2012 budget for the Neighborhood Revitalization Fund of $2,805,000 is a 20% decrease from the FY2011 adopted budget of $3,520,900. This is due to reduced forecasts of grant revenue from the Community Development Block Grant (CDBG) program in FY2012. One full time equivalent program coordinator position is funded by this fund.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	114,443	64,900	73,400	13%
Supplies	0	0	0	0%
Services	2,203,482	3,456,000	2,731,600	-21%
Total	2,317,924	3,520,900	2,805,000	-20%
By department				
Community Initiatives	120	0	0	0%
Community Development	2,317,804	3,520,900	2,805,000	-20%
Total	2,317,924	3,520,900	2,805,000	-20%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Program Coordinator	2	1	1	0%
Total	2	1	1	0%

Accomplishments, Enhancements and Efficiencies

- Purchased 15 properties to sell with financial assistance to qualified buyers under the Neighborhood Stabilization Program.
- Completed ten rehabilitations under the Emergency Repair Program with grant funds awarded through the Arizona Department of Housing.
- Completed a Senior Center flooring project using Community Development Block Grant-Recovery (CDBG-R) funding.

Goals, Objectives, and Performance Measures

- **Department Goal:** Increase the number of residents served in neighborhood programs.
  - **Objective:** Create neighborhood reinvestment programs that are easily accessible.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Homes improved through grant funds	37	14	22	25	30
Grant amounts awarded for neighborhood revitalization activities	$736,000	$2,370,120	$573,588	$1,709,620	$2,805,000

City of Surprise, Arizona

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FY2012 Adopted Budget

Public Safety

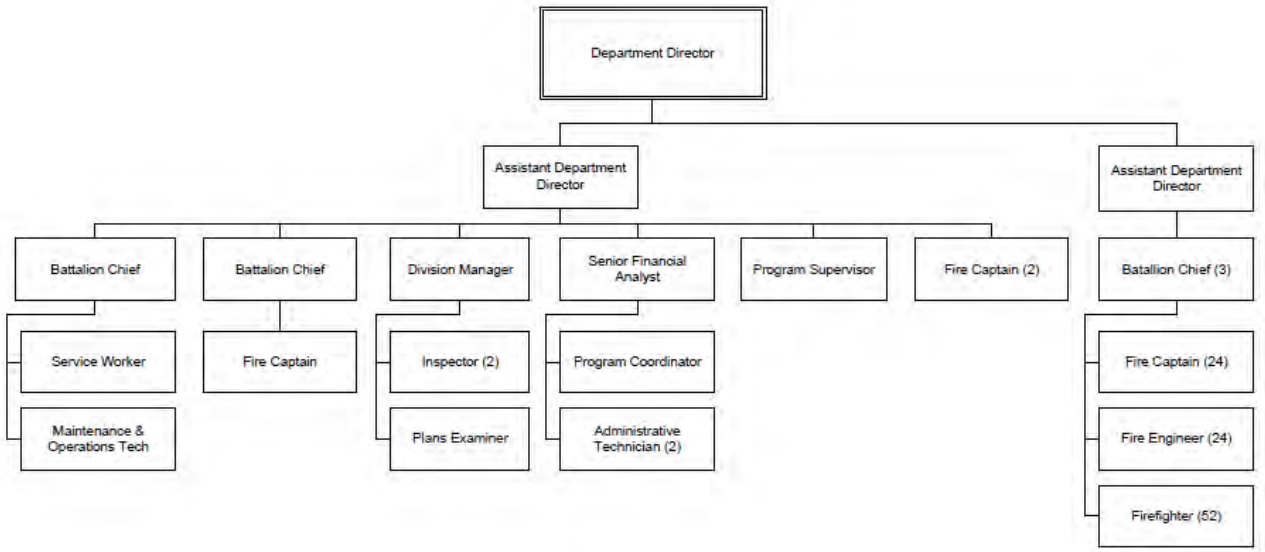
- Fire Department
- Firefighter's Pension Fund
- Police Department
- Police Department DEA Fund
- Police Department RICO Fund
- Police Department Tow Fund
- City Court
- Municipal Court Enhancement Fund
- City Court FARE Fund
- City Court JCEF Fund
- City Court MFTG Fund

Fire Department

Description

The Fire Department is a full-service organization that provides fire suppression, emergency medical services, hazardous material response, fire prevention services, and community educational services.

Organizational Chart



Primary Functions

- Administrative services
- All hazard emergency response
- Automatic aid consortium participant
- Crisis response volunteer program
- Emergency operations center management
- Emergency medical services
- Fire investigations
- Lockbox
- Personal protective equipment inspections
- Records management
- Safety inspections
- Self contained breathing apparatus maintenance and replacement
- Smoke detector installs/replacements
- Training department

Divisions

Administration -	Responsible for the administrative and support functions of the department.
Community Affairs -	Offers a variety of fire and life safety programs that directly benefit the community.
Crisis Response -	Manages volunteers who provide on-scene victim assistance and support.
Emergency Medical Services -	Maintains all emergency medical supplies and equipment and researches new patient care technologies.
Operations -	Responsible for all field operations and will provide emergency service to the city 24 hours per day, seven days a week.
Fire Prevention -	Supports programs designed to reduce the loss of life and property through education, prevention, and code enforcement.
Support Services -	Ensures stations and apparatus remain fully equipped and all personal protective equipment remains functional.
Training -	Coordinates all individual training programs in addition to inter-agency and multi-company drills and Training Academy curriculum.

Major Budget Changes

The adopted FY2012 general fund budget of $14,544,800 is relatively unchanged from the FY2011 adopted budget. Increases in personnel costs result from the transfer of an inspector position and a plans examiner position from Community Development. In addition, in FY2011, a firefighter was reclassified to a battalion chief, and a program specialist and a firefighter were reclassified to captain through a department reorganization.

Additionally, personnel increases result from an increase in the employer contribution for the Arizona State Retirement System in FY2012 and increases in worker's compensation premium rates. One-time grant funding for the purchase of an all-hazard emergency response vehicle is expected to be fully expended in FY2011 and is not continued in FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	11,649,934	12,328,000	12,710,700	3%
Supplies	494,881	535,100	466,000	-13%
Services	1,070,020	1,370,600	1,368,100	0%
Capital	383,379	250,000	0	-100%
Total	13,598,213	14,483,700	14,544,800	0%
By division				
Administration	1,335,270	1,706,200	1,841,900	8%
Community Svcs	65,980	125,000	180,800	45%
Crisis Response	100,418	117,300	113,700	-3%
EMS	168,670	123,100	244,500	99%
Fire Ops	10,996,939	11,481,100	11,141,600	-3%
Prevention	353,614	322,900	427,700	32%
Support Svcs	412,148	436,800	409,800	-6%
Training	165,174	171,300	184,800	8%
Total	13,598,213	14,483,700	14,544,800	0%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Technician	2	2	2	0%
Assistant Department Director	2	2	2	0%
Battalion Chief	4	4	5	25%
Department Director - Fire Chief	1	1	1	0%
Division Manager	1	1	1	0%
Fire Captain	25	25	27	8%
Fire Engineer	24	24	24	0%
Firefighter	54	54	52	-4%
Inspector	1	1	2	100%
Maintenance & Operations Technician	1	1	1	0%
Plans Examiner	0	0	1	100%
Program Coordinator	1	1	1	0%
Program Specialist	0	1	0	-100%
Program Supervisor	1	1	1	0%
Senior Analyst	1	1	0	-100%
Senior Financial Analyst	0	0	1	100%
Service Worker/Groundskeeper	1	1	1	0%
Total	119	120	122	2%

Accomplishments, Enhancements and Efficiencies

- Received a $49,999 Public Safety Stabilization Program grant from the state of Arizona.
- Applied for registered agency status with the Commission on Fire Accreditation International to begin the accreditation process.
- Re-established the department's Community Services Division to develop new risk reduction programs following the accreditation model.
- Established Nefsis video conferencing capabilities at all fire stations.

Major Initiatives and Policy Issues

- Seek Accredited Agency status with the Commission on Fire Accreditation International by conducting a self-assessment of core program areas, comprehensive risk analyses, critical tasking, and performance measurement identification and evaluation by FY2014.

Goals, Objectives, and Performance Measures

- **Department Goal:** Annually review existing training curriculum, programs, facilities, inter-agency agreements and new training opportunities to ensure the department continues to utilize the most effective training delivery plan.
  - **Objective:** Ensure department personnel receive sufficient annual training to maintain compliance with applicable National Fire Protection Association national standards.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of target training hours per fire fighter	240	262	250	270	250
Number of training hours	26,280	28,344	27,000	29,160	27,000
Percent of target hours attained	110%	109%	100%	108%	100%

- **Department Goal:** Ensure the city of Surprise remains a viable location for new businesses.
  - **Objective:** Continue on path of continuous quality improvement with long-range goal of further reducing ISO rating from 3 to 2 by FY2016.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
ISO rating	5	3	3	3	3

- **Department Goal:** Complete a citywide risk assessment.
  - **Objective:** Evaluate structures within the city of Surprise and identify appropriate risk levels.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of structures assessed	0	0	0	30	500

- **Department Goal:** Re-establish efficient and timely inspections to Surprise businesses and citizens.
  - **Objective:** Inspect all commercial structures.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of inspections completed	916	639	NA	700	900

- **Department Goal:** Improve department emergency response times to better serve the needs of the residents and citizens living and working in Surprise.
  - **Objective:** Develop monthly process to review incidents with lengthy response times to determine cause or nature of delay.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Number of total calls	10,718	11,176	11,500	11,200	11,400
Percent of time 5 minute response attained*	39.4%	39.9%	42.0%	40.0%	41.0%
90th percentile response time**	7:55	7:47	7:45	7:45	7:40

** % of total calls where an emergency response unit arrived in 5 minutes or less, 1-minute for turn-out and 4-minutes for travel.*
*** 90% of all calls had an emergency response unit on-scene within the stated timeframe.*

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Firefighter's Pension Fund

Description

The firefighter's pension fund is established to temporarily hold or collect resources on behalf of a third party (firefighters).

Budget Summary

The firefighter's pension fund has been programmed with expenditures equal to anticipated revenues. Revenues for this fund are comprised of a beginning fund balance and investment earnings. Although there are no participants in this plan and no current or future liabilities, state law prevents the city from closing this fund.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Services	0	97,900	100,500	3%
Total	0	97,900	100,500	3%
By department				
General Operations	0	97,900	100,500	3%
Total	0	97,900	100,500	3%

City of Surprise, Arizona

SURPRISE

ARIZONA

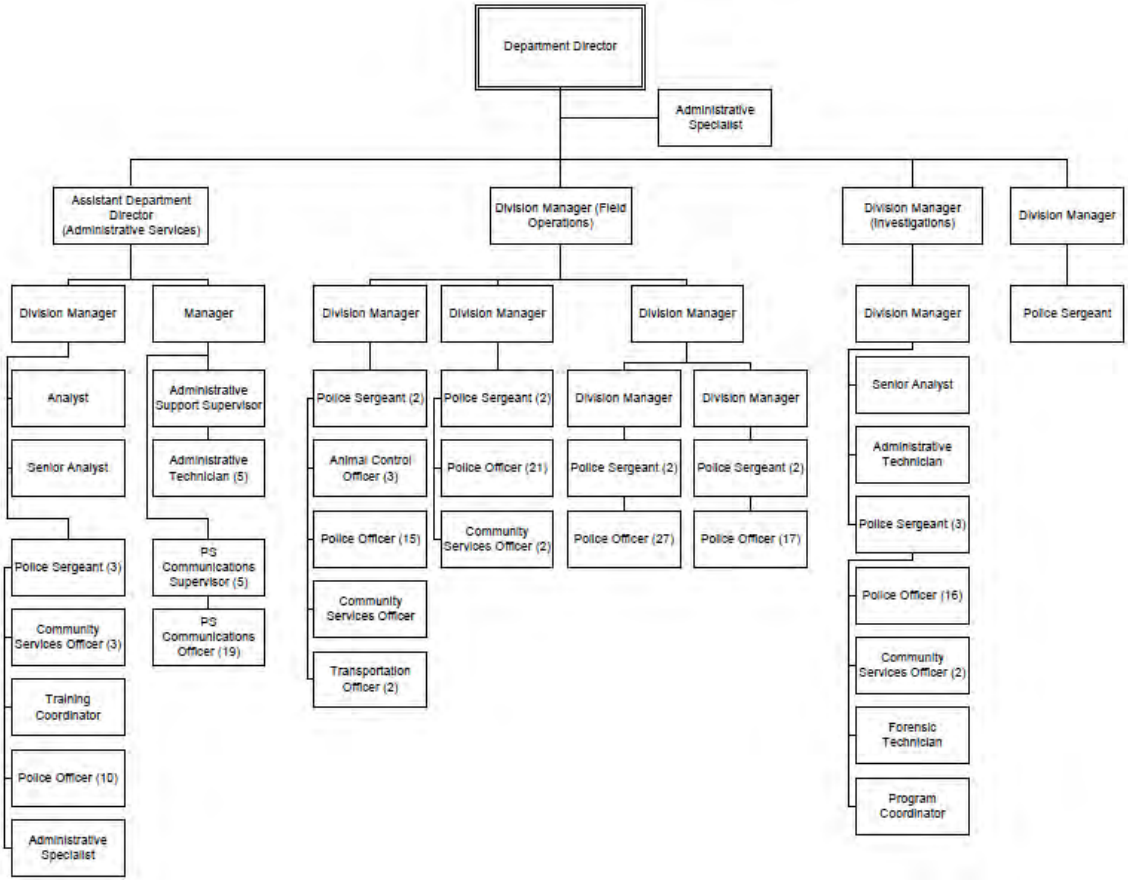
FY2012 Adopted Budget

Police Department

Description

The Surprise Police Department, in partnership with the community, provides the delivery of progressive crime prevention and protection. Crime prevention is provided through multiple programs and patrol techniques. Traffic safety is provided through enforcement and education programs. Criminal investigations are conducted for crimes against persons and for property crimes. The department provides proactive patrols and responds to police related calls for service. Calls for service from 911 emergencies/non emergencies are dispatched through the department. Victim support services/sex offender notices are also provided.

Organizational Chart



Primary Functions

- Administration/professional standards
- Animal control
- Communications
- Community services
- Crime prevention
- Criminal Investigations
- Enforcement and education
- Information to the media and public
- Internal audits and inspections
- Investigations
- Jail transport
- Mandated court transportation and jail booking
- Notifications and referral
- Park ranger
- Proactive patrols and response to calls for service
- Professional assessments and information
- Property and evidence management
- Public information
- Public notification
- Records

- Recruitment
- Response to police, fire, and medical assistance requests
- Sex offender registration/notification
- Technical services
- Traffic enforcement
- Training
- Viable candidates for vacant positions
- Victim advocacy

Divisions

Office of the Chief - Responsible for the performance of the Police Department and its commanding officers. The professional standards unit is also a component of this office and is responsible for the internal inspections and investigations. This division is recorded in administration in the table below.

Administrative Services - Responsible for the centralized administrative functions of the department and includes police communications/911, records management, community relations programs and services, and technical services. This division includes communications and technical services as reported in the table below.

Criminal Investigations - The investigative arm of the department, performing investigations into criminal activity, includes evidence and property management and victim services.

Field Operations - Provide service in the field to the community including the beat team program, traffic enforcement, animal control, jail transport, and other directed community policing activities. This division is recorded under patrol in the table below.

Major Budget Changes

The adopted FY2012 general fund budget of $18,961,600 represents a 2% reduction from the FY2011 adopted budget of $19,439,900 due to the transfer of several personnel to other departments and funds in the city to more accurately reflect personnel reporting relationships. An assistant city attorney I & II who serves as the legal advisor was transferred to the City Attorney's Office, one senior human resources consultant was transferred to the Human Resources Department, one information technology administrator, one information technology technician, and one senior information technology technician were transferred to the Information Technology Department. In addition, due to an accounting change, a tow program special revenue fund was added to the budget for FY2011 and an administrative specialist position was transferred to this fund.

A senior financial analyst position was added to the Police Department for FY2011 through the Finance Department reorganization. Further changes in personnel result from an increase in the employer contribution for the Arizona State Retirement System in the FY2012 and increases in worker's compensation premium rates. Non-personnel costs decreased primarily due to a reduction in the anticipated expenses from the photo radar program, resulting in a reduction of $312,400 in service agreement costs.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	15,572,753	17,019,200	16,865,100	-1%
Supplies	589,885	596,900	518,200	-13%
Services	499,040	1,820,700	1,578,300	-13%
Capital	22,052	3,100	-	-100%
Total	16,683,731	19,439,900	18,961,600	-2%
By division				
Administration	2,687,152	3,438,900	2,825,700	-18%
Communications	1,777,711	1,983,300	2,070,800	4%
Investigations	2,409,422	2,818,100	3,123,000	11%
Patrol	9,326,162	10,613,700	10,263,800	-3%
Tech Svcs	483,284	585,900	678,300	16%
Total	16,683,731	19,439,900	18,961,600	-2%

Police	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Specialist	2	2	2	-50%
Administrative Support Supervisor	1	1	1	0%
Administrative Technician	6	6	6	0%
Analyst	1	1	1	0%
Animal Control Officer	3	3	3	0%
Assistant City Attorney I & II	1	1	0	-100%
Assistant Department Director	3	3	2	-33%
Commander	0	0	2	0%
Community Services Officer	6	6	6	0%
Department Director - Police Chief	1	1	1	0%
Division Manager - Lieutenant	6	6	6	0%
Forensic Technician	1	1	1	0%
Information Technology Administrator	1	1	0	-100%
Information Technology Technician	1	1	0	-100%
Manager	1	1	1	0%
Police Officer	107	107	106	-1%
Police Sergeant	15	15	15	0%
Program Coordinator	1	1	1	0%
PS Communications Officer	19	19	19	0%
PS Communications Supervisor	5	5	5	0%
Senior Analyst	2	2	2	0%
Senior Financial Analyst	0	0	1	100%
Senior Human Resources Consultant	1	1	0	-100%
Senior IT Administrator	1	1	0	-100%
Training Coordinator	1	1	1	0%
Transportation Officer	2	2	2	0%
Total	188	188	184	-3%

Total staff decreased by four full time equivalent positions due to the re-alignment of an assistant city attorney I & II, a senior human resources consultant, and three information technology positions to the City Attorney's Office, the Human Resources Department, and Information Technology Department respectively. One senior financial analyst position was added to the Police Department as part of the FY2011 Finance Department re-organization. Additionally, while shown in the organizational chart, one administrative specialist position is funded by the towing program special revenue fund.

Accomplishments, Enhancements and Efficiencies

- Received re-accreditation from the Commission on Accreditation for Law Enforcement Agencies.
- Enhanced technological capabilities by replacing mobile data computers through grant funding.
- Departmental reorganization/realignment.
- Completed hiring of new command staff.
- Readdress Department efforts:
    - Community policing (crime prevention/safe communities/citizen participation)
    - Customer service/employee performance
    - Raising community visibility

Major Initiatives and Policy Issues

- Develop Policing Plan (Strategic Plan), by August 31, 2011.

- Enhance safety and security of citizens of Surprise by maintaining/reducing violent and property crime rates (Implement 8th patrol squad/evaluating Pawn ordinance, Explorer Post)
- Implement Citizen Satisfaction Survey by July 31, 2011.

Goals, Objectives, and Performance Measures

- **Department Goal:** Educate residents and increase community awareness.
  - **Objective:** Increase public awareness of program that allows the community to access crime statistical information.
  - **Objective:** Provide public awareness of Victim Services programs.
  - **Objective:** Participate in city home owner's association (HOA) Connection program and conduct interactive community meetings to increase awareness of neighborhood issues.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of risk assessments conducted	62	56	150	54	75
Number of victim services provided	618	918	750	735	750
Number of times crime mapping website accessed	---*	5,450	6,000	4,341	5,500

**New measure, data not available*

- **Department Goal:** Maintain Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation standards.
  - **Objective:** Audit policies and procedures to ensure the CALEA standards are met.
  - **Objective:** Successfully complete re-accreditation process.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Reviewed and/or revised policies	111	26	29	14	46
Completed Annual Quality Assurance/ Reaccreditation	Met August	Met Novembe r	August	August	August

- **Department Goal:** Provide quick response to calls for service, high visibility neighborhood patrols and traffic enforcement in the community.
  - **Objective:** Provide directed patrols and respond to police related calls for service.

Performance Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of calls for service	43,002	41,497	42,250	41,333	42,021
Number of report actions*	27,123	25,084	25,771	19,596	25,000
Number of directed patrols	11,266	11,198	12,000	8,464	11,000

** Arrests, reports, accident reports, and citations issued*

Department Goal: Make a positive impact on traffic related incidents.
- **Objective:** Increase traffic safety through public awareness and education.
- **Objective:** Conduct focused traffic related campaigns.

Performance Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of traffic stops by support services	7,152	6,528	7,500	5,400	6,500

Performance Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of citation issued by support services	6,265	5,789	6,375	4,158	5,700
Number of traffic related campaigns	13	19	25	15	20

- **Department Goal:** Enhance safety and security of the citizens of Surprise by reducing violent and property crime.
  - **Objective:** Identify, arrest, and prosecute habitual offenders.
  - **Objective:** Increase case clearance rates.

Performance Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
UCR Part 1 crimes*	2,552	2,095	New Metric	2146	2,264
UCR Part 1 crimes per 1,000 population	22.19	19.14	New Metric	18.34	19.35

* UCR Part 1 crimes include homicide, sexual assault, robbery, aggravated assault, burglary, larceny, automobile theft, and arson.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Police Department DEA Fund

Description

The Drug Enforcement Agency (DEA) fund is a new special revenue fund established in September 2010 to account for the Surprise Police Department's assistance to DEA task forces. Personnel expenses related to this assistance are transferred from the general fund based on actual hours worked. Reimbursement of personnel expenses are accomplished via billing as allowed in executed intergovernmental agreements. Occasionally, revenue from the sale of seized assets is shared amongst all participating agencies. The Police Department is able to use this revenue to supplement services and supplies necessary to maintain readiness to continue assisting the DEA.

Organizational Chart

There are no dedicated personnel assigned to this fund. Personnel expenses are incurred via transfer of costs based on actual hours incurred in support of the DEA.

Budget Summary

The DEA fund was established during the preparation of the FY2010 financial statements for the city's Comprehensive Annual Financial Report (CAFR). Due to the CAFR preparation occurring after the adoption of the FY2011 budget, there is no adopted budget for FY2011. The total FY2012 programming of $390,200 consists of $50,000 programmed as miscellaneous supplies and the remaining estimated fund balance is programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	57,612	0	0	0%
Supplies	16,209	0	50,000	100%
Services	33,238	0	0	0%
Capital	150,000	0	0	0%
Contingency	0	0	340,200	100%
Total	257,059	0	390,200	100%
By department				
Police	257,059	0	390,200	100%
Total	257,059	0	390,200	100%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Police Department RICO Fund

Description

The RICO fund is a new special revenue fund established in September 2010 to account for the Surprise Police Department's participation on several inter-agency task forces established to enforce Racketeer Influenced Corrupt Organization (RICO) laws. Personnel expenses related to these task forces are transferred from the general fund based on actual hours worked. Reimbursement of personnel expenses are accomplished via billing as allowed in executed intergovernmental agreements. Occasionally, revenue from the sale of seized assets is shared amongst all participating agencies. The Surprise Police Department is able to use this revenue to supplement services and supplies necessary to maintain readiness to participate in these task forces.

Organizational Chart

There are no dedicated personnel assigned to this fund. Personnel expenses are incurred via transfer of costs based on actual hours incurred in support of these inter-agency task forces.

Budget Summary

The RICO fund was established during the preparation of the FY2010 financial statements for the city's Comprehensive Annual Financial Report (CAFR). Due to the CAFR preparation occurring after the adoption of the FY2011 budget, there is no adopted budget for the FY2011 final budget. The FY2012 budget of $113,200 consists of estimated fund balance programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Contingency	0	0	113,200	100%
Total	0	0	113,200	100%
By department				
Police	0	0	113,200	100%
Total	0	0	113,200	100%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Police Department Tow Fund

Description

The tow fund is a new special revenue fund established in September 2010 to account for the program expenses and administrative charges (revenues) related to the vehicle impound requirements as stipulated in ARS §28-3511 and ARS §28-3513. Revenues collected are to be used for the purpose of implementing and managing a vehicle impound program pursuant to ARS §28-872.

Organizational Chart

There is one administrative specialist in the Police Department that is dedicated to this fund. This position is shown in the organizational chart included in the Police Department section of this document.

Budget Summary

The tow fund was established during the preparation of the FY2010 financial statements for the city's Comprehensive Annual Financial Report (CAFR). Due to the CAFR preparation occurring after the adoption of the FY2011 budget, there is no adopted budget for the FY2011 final budget. The FY2012 budget of $376,200 consists of one full-time equivalent (FTE) administrative specialist in addition to programming of estimated supplies to maintain the program. Remaining fund balance is programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	58,492	0	65,600	100%
Supplies	4,150	0	52,700	100%
Services	1,689	0	0	0%
Contingency	0	0	257,900	100%
Total	64,331	0	376,200	100%
By department				
Police	64,331	0	376,200	100%
Total	64,331	0	376,200	100%

City of Surprise, Arizona

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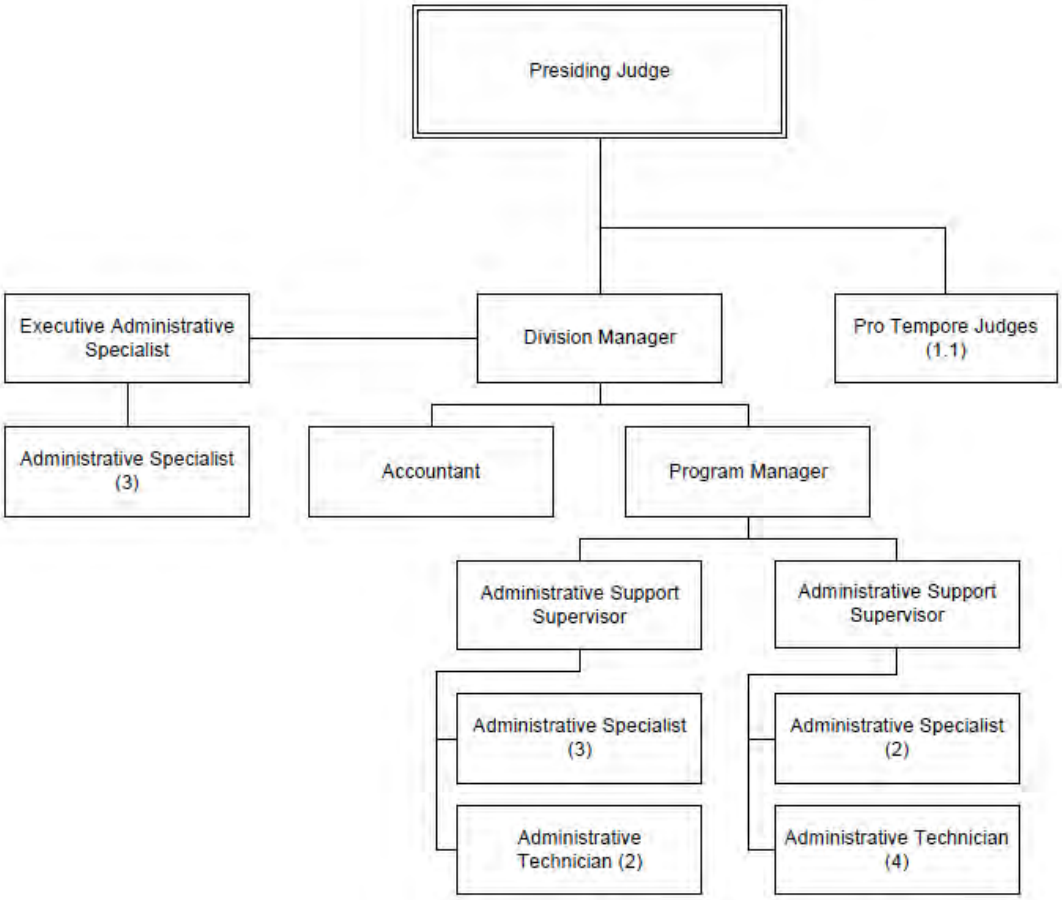
FY2012 Adopted Budget

City Court

Description

The Surprise City Court's primary function is to fairly and impartially adjudicate all cases filed in the court and to ensure proper and timely compliance with judicial and administrative standards as prescribed by law, the Arizona Supreme Court and the Constitution of the United States. Court staff answers questions from the public and provides assistance to those having business at the court and also ensures accounting for both judicial and financial activities.

Organizational Charts



Primary Functions

- Organizational policies, procedures, and reports.
- Resolution of all criminal and civil cases filed in the court.
- Quality customer service, accurate information, and timely support.

Major Budget Changes

The adopted FY2012 general fund budget of $2,122,100 represents a 3% decrease from the FY2011 adopted budget of $2,178,700. This decrease is primarily related to an accounting change with the transfer of $37,000 of computer maintenance budget to the judicial court enhancement fund (JCEF). Additionally, the City Court has minor reductions in the medical budget in the personnel category due to several employees electing to switch to a lower cost healthcare option.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	1,741,933	1,748,700	1,739,100	-1%
Supplies	24,942	35,100	34,100	-3%
Services	72,328	394,900	348,900	-12%
Total	1,839,203	2,178,700	2,122,100	-3%
By division				
JCEF	0	37,000	0	-100%
General Ops	1,839,203	2,141,700	2,122,100	-1%
Total	1,839,203	2,178,700	2,122,100	-3%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Accountant/Tax Auditor	1	1	1	0%
Administrative Specialist	8	8	8	0%
Administrative Support Supervisor	2	2	2	0%
Administrative Technician	6	6	6	0%
Associate Judge	1	0	0	0%
Division Manager	1	1	1	0%
Executive Administrative Specialist	1	1	1	0%
Presiding Judge	1	1	1	0%
Program Manager	1	1	1	0%
Part Time	0.8	1.1	1.1	0%
Total	22.8	22.1	22.1	0%

Accomplishments, Enhancements and Efficiencies

- Piloting a new statewide case management system in conjunction with the Supreme Court.
- Collaboration with Arizona Superior Court and other local courts to provide operations training to court staff.

Major Initiatives and Policy Issues

- Implement online payment system to increase court efficiency and the public's convenience.
- Implement various federal and state legislative mandates, rules, and policy initiatives.

Goals, Objectives, and Performance Measures

- **Department Goal:** Maintain an access and fairness rating of the court's accessibility and treatment of customers in terms of fairness, equality, and respect.
  - **Objective:** Maintain court access and fairness.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of court visitors	64,203	63,892	68,000	50,000	55,000
Number of surveys distributed	---*	500	500	500	500
Number of surveys returned	99	197	200	200	200
Percent of court users surveyed with a positive experience	79%	65%	80%	75%	80%

**New measure, data not available*

- **Department Goal:** Improve customer service by ensuring case files meet established standards for completeness and accuracy of contents.
  - **Objective:** Maintain reliability and integrity of case files.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Total number of filings	19,369	21,919	20,000	16,000	18,000
Number of cases audited	2,500	2,400	4,000	2,000	2,000
Percent of cases meeting conformance criteria for timely retrieval	80%	87%	85%	85%	85%
Percent of cases accurate and complete	85%	83%	85%	85%	85%

- **Department Goal:** Improve "Time to Disposition" – the percentage of cases disposed or otherwise resolved within established time frames.
  - **Objective:** Resolve DUI cases according to Arizona Supreme Court Standards (Administrative Order 2007-94):
    - 85% of all DUI cases must be resolved within 120 days.
    - 93% of all DUI cases must be resolved within 180 days.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of criminal cases filed	4,879	3,778	5,500	3,100	3,200
Number of criminal cases resolved	4,039	5,197	4,700	4,400	4,000
Percent of criminal cases resolved	83%	137%	85%	140%	125%
Percent of DUI's resolved within 120 days	71%	90%	85%	85%	85%
Percent of DUI's resolved within 180 days	93%	97%	93%	93%	93%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Municipal Court Enhancement Fund

Description

The municipal court enhancement fund is established to account for the inflow of municipal court enhancement fees added to all fines levied by the Surprise City Court. Funds collected by this fee are to be used exclusively for capital acquisitions and court enhancements. Ordinance #02-19 established this fee effective on July 13, 2003, in order to recover the costs of administration and enforcement of court orders.

Major Budget Changes

The adopted FY2012 budget of $440,800 represents a 149% increase over the FY2011 budget of $176,800 due to the programming of $169,000 in one-time funding to replace the audio-visual equipment with the Jefferson audio-visual equipment in each court room and a continuation of funding in the amount of $100,000 for court security services. Remaining fund balance is programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Supplies	102	0	169,000	100%
Services	77,277	100,000	100,000	0%
Capital	42,886	0	0	0%
Contingency	0	76,800	171,800	124%
Total	120,264	176,800	440,800	149%
By department				
City Court	77,378	176,800	440,800	149%
Information Services	42,886	0	0	0%
Total	120,264	176,800	440,800	149%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

City Court FARE Fund

Description

Throughout the year, the City Court may receive funds from the state pursuant to Arizona Supreme Court Administrative Order No. 2003-126 which established the Fines/Fees and Restitution Enforcement Program (FARE). FARE is a private/public partnership between the Arizona Supreme Court, Administrative Office of the Court (AOC), and Affiliated Computer Services (ACS) to provide enhanced collection services to Arizona courts.

In September 2010, the Finance Department established a new special revenue fund to manage the funds received through participation in this program. These funds are the remaining balance of any revenues which have been divided between the Administrative Office of the Courts and local courts to recover costs incurred to administer the FARE program. Presently, no restrictions have been issued on the courts use of these funds.

Organizational Chart

There are no dedicated personnel in this fund.

Budget Summary

The FARE fund was established during the preparation of the FY2010 financial statements for the city's Comprehensive Annual Financial Report (CAFR). Due to the CAFR preparation occurring after the adoption of the FY2011 budget, there is no adopted budget for FY2011. The total FY2012 programming of $12,800 consists of anticipated fund balance programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Supplies	0	0	0	0%
Contingency	0	0	12,800	100%
Total	0	0	12,800	100%
By department				
City Court	0	0	12,800	100%
Total	0	0	12,800	100%

City of Surprise, Arizona

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ARIZONA

FY2012 Adopted Budget

City Court JCEF Fund

Description

The City Court generates revenue through the collection of monies pursuant to the Judicial Collection Enhancement Fund (JCEF) established in A.R.S. §12-113 et seq. In September 2010, the Finance Department established a new special revenue fund to manage this revenue source. Revenues generated may be used to improve the administration of justice by enhancing the enforcement of court orders. JCEF funds may also be used to train court personnel, improve, maintain, and enhance the ability to collect and manage monies assessed or received by the courts, and to improve court automation projects likely to improve case processing or the administration of justice.

Organizational Chart

There are no dedicated personnel in this fund.

Budget Summary

The JCEF fund was established during the preparation of the FY2010 financial statements for the city's Comprehensive Annual Financial Report (CAFR). Due to the CAFR preparation occurring after the adoption of the FY2011 budget, there is no adopted budget for FY2011. The total FY2012 programming of $94,400 consists of $82,700 in overtime (wages and benefits) related to a data conversion project required to update all existing court records to a new court management system. The remaining $11,700 is anticipated fund balance programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	0	0	82,700	100%
Services	35,000	0	0	0%
Contingency	0	0	11,700	100%
Total	35,000	0	94,400	100%
By department				
City Court	35,000	0	94,400	100%
Total	35,000	0	94,400	0%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

City Court MFTG Fund

Description

The City Court receives funds from the State of Arizona pursuant to the Municipal Fill the Gap Fund (MFTG) program established by A.R.S § 41-2421(J)(6) and (K). In September 2010, the Finance Department established a new special revenue fund to manage these funds. Municipal courts may use these funds to improve, maintain, and enhance the ability to collect and manage monies assessed or received by the courts, to improve court automation and to improve case processing or the administration of justice.

Organizational Chart

There are no dedicated personnel in this fund.

Budget Summary

The MFTG fund was established during the preparation of the FY2010 financial statements for the city's Comprehensive Annual Financial Report (CAFR). Due to the CAFR preparation occurring after the adoption of the FY2011 budget, there is no adopted budget for FY2011. The total FY2012 programming of $72,100 consists of $40,000 for computer maintenance services, $15,000 for anticipated audit service costs related to a mandatory triennial minimum standards audit with the remaining anticipated $17,100 fund balance programmed as contingency to establish budget authority for potential use of available funds.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Services	0	0	55,000	100%
Contingency	0	0	17,100	100%
Total	0	0	55,000	100%
By department				
City Court	0	0	72,100	100%
Total	0	0	72,100	100%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Community and Recreation Services

- Community and Recreation Services Department
- 10% Set-Aside Fund
- Tourism Fund

Community and Recreation Services Department

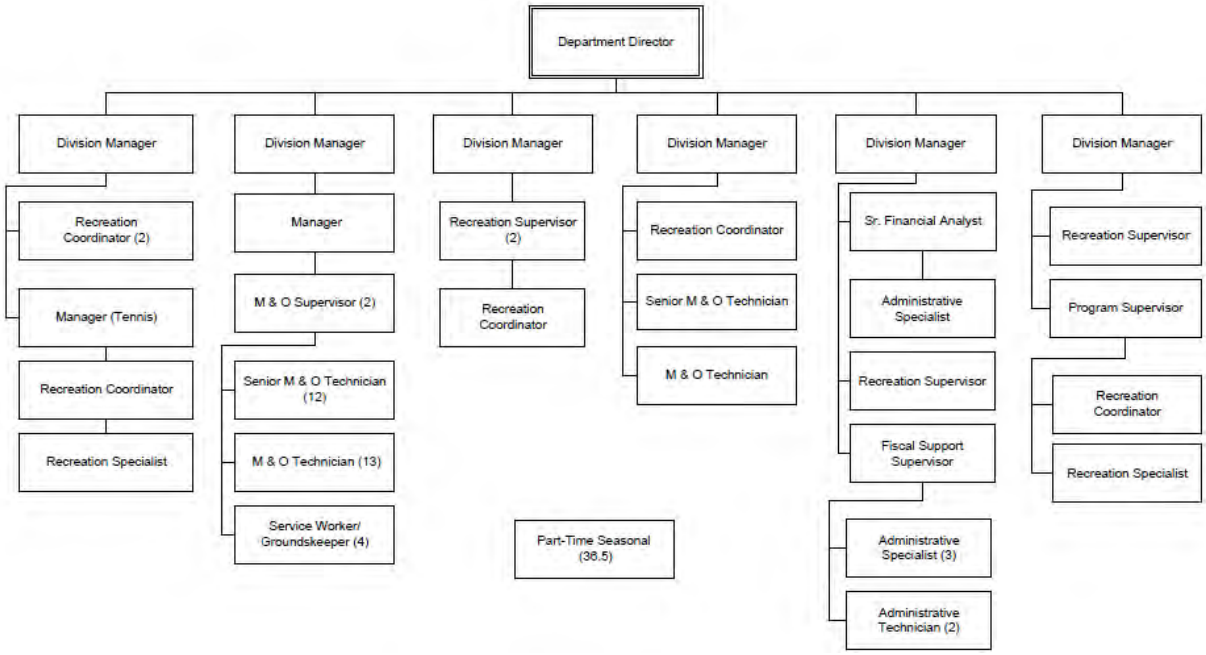
Description

The city of Surprise Community and Recreation Services Department is responsible for recreational and special event programming, recreational facility operations, aquatics programming, library services, and ground maintenance of city parks.

Mission Statement

The mission of the city of Surprise Community and Recreation Services Department is to enrich and complement the lives of Surprise residents through stewardship of our resources while providing responsive programs which promote and prioritize diversity, cultural, neighborhood, family, education, recreation, and wellness opportunities.

Organizational Chart



Primary Functions

The following services are provided by the department:

- Provide quality, cost-effective and safe recreational programs to the community of Surprise.
- Offer safe and clean facilities to the residents of Surprise.
- Facilitate quality, affordable special events.
- Promotion of community, recreation and sports tourism programs enhancing and creating quality of life opportunities for the residents in Surprise.
- Parks and recreation open space and facility master planning.
- Oversight of personnel, budget, resources, program and policy development.
- Provides human resources support, internal and external customer service, fiscal management and departmental marketing and promotions.
- Operational, organizational, and daily general facility maintenance and parks maintenance.

Divisions

Administration - The Administration Division provides managerial support to all of Community and Recreation Services, including 64 full time employees and 33.2 full time equivalents (FTE) in part time employee support, and five boards and commissions. Provides fiscal oversight for an operating budget of $13.2 million and revenues of $3.9 million.

Aquatics - The Aquatics Division manages the Surprise Aquatic Center and the Hollyhock Community Pool. Water safety, lessons, open swim, and pool rentals are offered at both pools.

Campus Operations - The Campus Operations Division is responsible for the operation and facility maintenance of the 145-acre Surprise Recreation Campus, specifically stadium operations, turf, and ground maintenance.

Business and Promotions - The Business and Promotions Division provides marketing and promotion of the department, supports five boards and commissions, and oversees all aspects of business services.

Library - The Library Division provides for a service agreement with the Maricopa County Library District which operates the Northwest Surprise Regional Library and the Hollyhock Branch Library.

Park Maintenance - The Park Maintenance Division manages 15 parks and recreation center grounds that include nearly 400 acres.

Recreation - The Recreation Division manages programming that includes youth and adult sports, adaptive recreation, senior programs, special interest classes, tot time and teens totaling over 790 programs.

Special Events/ Special Programs - The Special Events / Special Programs Division develops and facilitates special event programs and activities that include the Cancer Treatment Centers of America Tennis Championships, the "Surprise Party" in December, Performances in the Park, Memorial Day Parade, Spring Eggstravaganza, and the annual 4th of July celebration. The Special Events / Special Programs Division promotes sports tourism and special event facilitation which attracts local, regional and national participants.

Major Budget Changes

The adopted FY2012 general fund budget of $12,716,600 represents a 2% increase over the FY2011 adopted budget of $12,473,000. The increase is primarily due to additional part-time personnel budgets to support additional revenue generating program activities in FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	4,778,644	6,042,000	6,218,000	3%
Supplies	1,407,815	1,690,400	1,733,500	3%
Services	3,031,115	4,740,600	4,765,100	1%
Capital	341,422	0	0	0%
Total	9,558,995	12,473,000	12,716,600	2%
By division				
Administration	466,470	488,700	474,400	-3%
Aquatics	562,152	550,100	584,900	6%
Campus Operations	0	3,157,500	3,202,700	1%
Community Promo	141,875	143,700	140,700	-2%
Countryside Rec	0	0	169,800	0%
Library	158,446	162,800	162,800	0%
Park Maintenance	2,503,019	2,568,900	2,539,200	-1%
Recreation	3,892,756	3,660,200	3,442,300	-6%
Sierra Montana Rec	0	0	248,900	0%
Special Events	440,398	486,400	515,400	6%
Tennis	1,393,880	1,254,700	1,235,500	-2%
Total	9,558,995	12,473,000	12,716,600	2%

Additional budget authority for the Memorial Day parade, increased Dysart Unified School District sports field costs, expanded United States Tennis Association (USTA) events, High School All-Stars, and programming at the Countryside and Sierra Montana Recreational Centers is included. These activities are revenue generating and will recovery nearly 100% of the estimated expenses through increased charges for services. These activities account for the increase in part time personnel from the FY2011 adopted budget to FY2012.

Position changes in FY2011 resulted in the conversion of a recreation aide into and administrative specialist and of an analyst into a senior financial analyst. In addition, personnel increases result from an increase in the employer contribution for the Arizona State Retirement System in the FY2012 and increases in worker's compensation premium rates.

City policies updated in 2010 for FY2011 resulted in the conversion of recreation instructors from consultants to employees. Budget authority was moved from services to personnel to account for this change resulting in the increase to part time personnel in FY2011.

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Specialist	3	3	4	33%
Administrative Technician	2	2	2	0%
Analyst	1	1	0	-100%
Department Director	1	1	1	0%
Division Manager	4	6	6	0%
Fiscal Support Supervisor	1	1	1	0%
Maintenance & Operations Supervisor	0	2	2	0%
Maintenance & Operations Technician	9	14	14	0%
Manager	2	2	2	0%
Program Supervisor	1	1	1	0%
Recreation Aide	1	1	0	-100%
Recreation Coordinator	6	6	6	0%
Recreation Specialist	2	2	2	0%
Recreation Supervisor	5	5	5	0%
Senior Financial Analyst	0	0	1	0%
Sr Maintenance & Operations Technician	9	13	13	0%
Service Worker/Groundskeeper	0	4	4	0%
Part Time	25	33.2	36.5	10%
Total	72	97.2	100.5	3%

Accomplishments and Enhancements

- The Community and Recreation Services Department delivered over 2,000 recreation and special events servicing nearly 250,000 participants.
- The 2011 Spring Training was the 2nd highest gross season in nine years, generating over $4.1 million dollars. Overall attendance was up 4% and the Rangers were one of only three teams to report an attendance increase in the Cactus League.
- Received the 2010 Arizona Parks and Recreation Association Adaptive Recreation Program of the Year for the department's Adaptive Outreach Prom, the 2010 AzTech award for the Surprise Tennis and Racquet Complex Ball Kids volunteer program, and the 2010 Arizona Parks and Recreation Association Outstanding Education Program Award for the Surprise Youth Council.
- Continued coordination of over 750 Surprise Sundancer volunteers who contributed 42,500 volunteer hours; a value to the city of over $827,900 (based on the 2009 National Average of Independent Sector Dollar Value of a Volunteer Hour in Arizona).
- In partnership and coordination with Surprise Tourism Committee, a transient lodging tax (bed tax) increase was adopted by the Mayor and City Council to fund initiatives that promote tourism. The bed tax percentage increase will generate over $150,000 annually.

- Coordinated the city's 50th Anniversary Celebration, attracting over 40,000 people. Events included the Fiesta Surprise, 3rd Annual Cancer Treatment Centers of America Tennis Championships, Arizona Fall League Rising Stars Game and the 9th Annual Surprise Party which featured a 50th Anniversary Parade and Brunch.
- The Surprise Tennis and Racquet Complex hosted the 3rd Annual Cancer Treatment Centers of America Tennis Championships and was the official site for seven national signature United States Tennis Association (USTA) tennis tournaments including: Junior Team Tennis Championships (14 and 18 and under); Women's $25,000 Pro Circuit; Senior Mixed Invitational, Super Senior League Championships (6.0, 7.0, 8.0 and 9.0) and the Boys and Girls 18 and Under National Open. These events had a combined economic impact of over $2.5 million dollars.
- Expanded the Youth Leadership Council which consists of 35 youth from several Dysart and Charter schools. Eight teams are working on projects related to a Community Garden, Bullying in schools, Texting and Driving, Career/College Preparation, Group Homes and Foster Kids, Volunteerism, Childhood Obesity.

Efficiencies

- Recruited and trained over 1,250 volunteer youth sports coaches totaling 45,000 donated hours (a monetary value of over $876,600) (based on the 2009 National Average of Independent Sector Dollar Value of a Volunteer Hour in Arizona).
- Continued coordination of over 750 Surprise Sundancer volunteers who contributed 42,500 volunteer hours; a value to the city of over $827,900 (based on the 2009 National Average of Independent Sector Dollar Value of a Volunteer Hour in Arizona).
- The Sierra Montana and Countryside Recreation Centers are in the second year of a three year plan to be 100% cost recoverable; the plan detailed year one at 70% recovery, 85% recovery in year two and full cost recovery in year three. For FY2011 it is projected the recreation centers will realize 95% cost recovery.
- The Surprise Tennis and Racquet Complex is in the second year of a three year plan to be 100% cost recoverable; the plan details that year one be at 70% recovery, year two at 85% recovery and year three 100% cost recoverable. For FY2011 the complex is projected to realize 80% recovery.
- Submitted and received grant funding from the American Recovery and Reinvestment Act of 2010 for operation of the Senior Center Congregate Meals.
- Continued reduction in over-seeding, and maintained shrubs and trees with an initial aggressive trimming to reduce the frequency.
- Modified use of full time staff and volunteers by staggering schedules to provide coverage in lieu of using part time salaries or reducing services. Salary savings used to staff and promote additional revenue generating programs.
- The Community and Recreation Services Department participated in city-wide functional teams study issues related to performance measures, finance, wellness, and safety. The teams were tasked with developing initiatives related to improved interdepartmental communication, transparency, and moral.
- Study proposed policy to reduce part time salary rate via a tiered system to recognize experience and longevity of seasoned and experienced part time staff and realize appropriate compensation levels similar to other valley programs.

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide quality sports programs to residents and visitors of Surprise.
  - **Objective:** Provide youth sports at a 50% revenue recovery rate or greater.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of programs offered	18	21	24	27	30
Number of participants	7,714	7,696	8,200	7,800	8,200

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Revenue	$393,249	$421,221	$425,000	$400,000	$430,000
Direct expenses of offering the program (per participant)	$94.33	$80.64	$69.51	$73.71	$70.12
Direct cost to the city per participant (after revenues applied)	$43.34	$25.92	$17.68	$22.43	$17.69
Revenue recovery (net revenue less expenses)	54%	68%	75%	69.5%	80%

***Began paying out-of-pocket costs for use of Dysart Unified School District Facilities*

- **Objective:** Provide signature community events which include 4th of July, Performance in the Park, Surprise Party, College Baseball, Fan Fest, Spring Eggstravaganza, Movie Nights and Memorial Day Parade.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of Events Offered	9	11	10	11	11
Number of Participants	35,376*	47,170**	62,350	69,442	75,000
Direct cost per participant	$8.81	$4.13	$4.96	$4.13	$3.81

**Surprise Party both days cancelled due to weather*
***Spring Eggstravaganza cancelled due to weather*

- **Objective:** Engage the teen community while maximizing use of recreation facilities

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of programs offered	80	90	81	90	90
Number of participants	18,895	20,557	18,791	21,824	22,000
Number of teen volunteers	98	146	150	150	160
Number of teen volunteer hours	400	1,327	1,400	1,400	1,500

- **Department Goal:** Provide safe and well-maintained facilities that protect public safety, maximize the usability of facilities, and instill community pride in its parks.
  - **Objective:** Maintain parks at an average level of service of 2.5 or better.

Performance Measures	FY2009 Actual	FY2010 Actual*	FY2011 Target	FY2011 Estimate	FY2012 Target
Total park acres	329	392.5	392.5	392.5	392.5
Actual hours of parks maintenance	66,782	55,735	66,600	66,600	66,600
Maintenance cost per acre	$12,545	$9,427	$10,015	$10,015	$10,015

**Surprise Farms (Full Year), Asante (Mar-Jun) – actual maintenance hours did not increase due to reductions in force. FY12 Asante full year*

- **Objective:** To maximize use of the Surprise Recreation Campus / Surprise Stadium / Practice Fields / 8-Acre Multi Purpose

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Number of calendar days the surprise recreation campus / stadium is in use	258	266	269	272	280
Attendance (all uses)	314,980	305,375	340,960	350,160	365,800
Total volunteer hours	37,492	35,560	42,000	42,500	43,000

- **Objective:** To provide Cactus League Spring Training Major League Baseball in the City of Surprise generating an economic impact of over $30 million dollars *.

Performance Measures	**Spring Training 2009 (actual)**	**Spring Training 2010 (actual)**	**Spring Training 2011 (target)**	**Spring Training 2011 (estimate)**	**Spring Training 2012 (target)**
Gross Revenue	$3,715,585	$3,707,255	$4,000,000	$4,141,945	$4,200,000
Attendance	183,047	169,762	175,000	176,407	180,000
Number of Games	34	29	30	30	30

**Source Arizona Cactus League Association*

10% Set-Aside Fund

Description

The 10% set-aside fund is established to provide a dedicated funding source equal to 10% of the city's primary property tax levy for the development and improvement of any area of the city that has a current revitalization plan to ensure all residents share the benefits of growth within the city of Surprise.

Major Budget Changes

During FY2009, the Mayor and City Council suspended transfers to the 10% set-aside. All funds that were not encumbered were returned to the general fund during FY2010. No expenditures or revenues are anticipated in the fund for FY2011 and no budgets have been established for FY2012.

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

Tourism Fund

Description

The tourism fund is established to track expenses and revenue associated with the dedicated 1.52% transient lodging tax (bed tax). The fund was a newly established special revenue fund for FY2011. The city of Surprise Tourism Board recommended on January 5, 2010, as part of the on-going strategic plan development, a 1.52% increase to the transient lodging tax. The Mayor and City Council approved the increase on January 28, 2010 with Ordinance No. 2010-04.

Major Budget Changes

The adopted FY2012 budget of $448,200 represents a 104% increase over the FY2011 adopted budget of $219,200 due to 76% increase in expected local sales tax in FY2012 and the programming of anticipated fund balance as contingency.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Contingency	0	132,200	295,400	123%
Transfer Out	84,251	87,000	152,800	76%
Total	84,251	219,200	448,200	104%
By department				
General Operations	84,251	219,200	448,200	104%
Total	84,251	219,200	448,200	104%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Public Works

- Public Works Department – General Fund
- Public Works Department – Highway User Revenue Fund
- Transit Fund
- Street Light Improvement District Fund

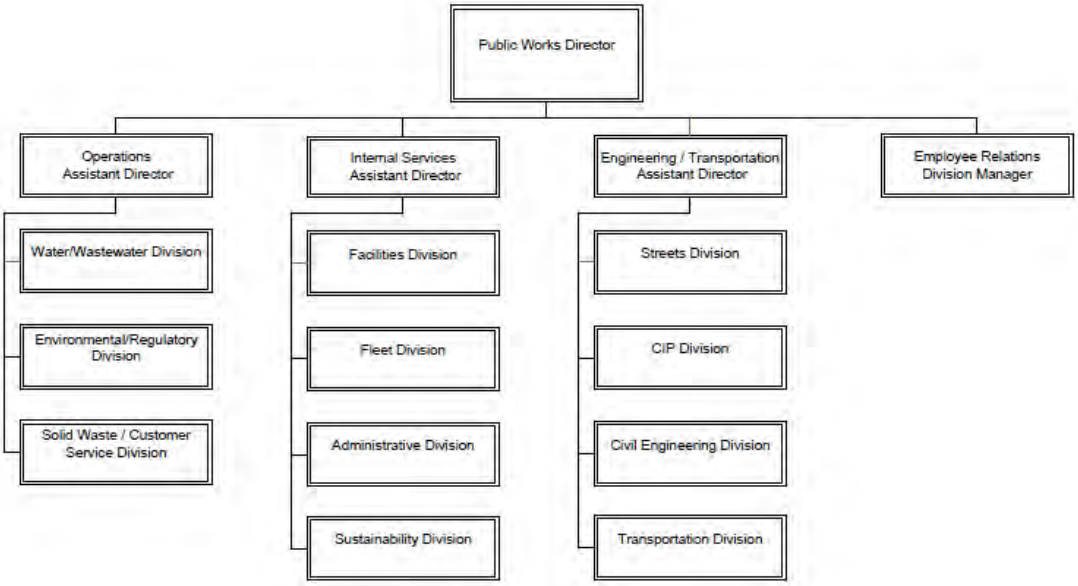
Public Works Department
General Fund

Description

The divisions of the Public Works Department funded by the general fund include: vehicle maintenance, facilities management, sustainability, engineering development, and storm water services. Other divisions and funds managed by the Public Works Department and detailed on separate pages include streets and transportation funded by the highway user revenue fund (HURF), transit funded by the transit fund, and water, wastewater, and sanitation.

Organizational Chart

Due to the intricacies of the reporting structure within the Public Works Department, a high-level organizational chart, summarized at the division level, is provided below. Actual personnel budgeted in the general fund are detailed in the personnel table under the Major Budget Changes section by position title.



Primary Functions

- Centralized administrative and management services including purchasing, budget, information technology, and management support.
- Fuel management plans and salvage and auction services.
- Ensuring all fleet vehicles are within required specifications and providing motor pool services.
- Vehicle repair, diagnostic services, and preventative and scheduled maintenance.
- Engineering development and civil plan reviews, civil inspections, permitting, in-house design, and updates to the engineering design standards.
- Construction inspection.
- Develop and promote sustainability initiatives citywide, conduct efficiency audits, and manage sustainability related projects.
- Manage the planning, architectural, and engineering design and construction of city capital projects and provide infrastructure planning.
- Cleaning of facilities, day porter services, meeting set-ups, compliance checks for exit signage and fire extinguishers, security escorting and minor building maintenance, window washing, parking lot cleaning, and pest control.
- Electrical services for all electrical systems and emergency standby systems.
- Heating, ventilation, and cooling services to all city facilities.

- Maintenance upkeep of city property including carpentry and minor renovations, mechanical systems, card access, security systems, plumbing, and other property and equipment requiring repair or maintenance on a scheduled, emergency, or reactive basis.
- Permit administration and reporting to comply with local, state, and federal laws and regulations related to storm water pollution, surface water quality standards, and erosion control.
- Regional representation involving storm water management to monitor changes and updates in federal, state, and county regulations.
- Perform maintenance and inspections of the Municipal Separate Storm Sewer System (MS4) and construction sites ensuring proper operations to address storm water pollution prevention, flood control situations, and promptly manage storm recovery efforts.
- Monitor the maintenance and effectiveness of privately owned storm water retention basins, drywells, and post-construction erosion control systems to prevent pollutants from entering the city's MS4.

Divisions

Engineering Services - The Engineering Development Services Division provides engineering development review, civil engineering plan review, permit issuance, and construction inspection within the public right of way. This division is detailed on the development engineering line of the table below.

Facilities Management - The Facilities Management Division is comprised of custodians and building maintenance personnel and is tasked with maintaining city buildings and facilities as well as project management of new construction.

Vehicle Maintenance - The Vehicle Maintenance Division maintains and repairs the city's fleet of vehicles and equipment.

Sustainability - The Sustainability Division is comprised of program managers and conservation analysts and is tasked with developing and maintaining a citywide Sustainability Action Plan, promoting sustainability initiatives, and implementing and managing efficient sustainable projects.

Storm Water - The storm water program component of the Environmental Division is responsible for compliance with the Federal Clean Water Act, the Arizona Pollution Discharge Elimination System (AZPDES) Permit, and enforcement of regulations regarding illegal discharges to the MS4.

Major Budget Changes

The adopted FY2012 general fund budget of $6,624,000 represents a 38% decrease from the FY2011 adopted budget primarily due to the removal of funding for vehicle replacement from the Public Works operating budget of $3,954,400, which will be funded in the vehicle replacement fund for FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	3,653,720	3,532,000	3,699,900	5%
Supplies	593,040	701,900	788,800	12%
Services	1,411,665	1,653,400	2,035,300	23%
Capital	284,165	911,500	100,000	-89%
Contingency	0	3,954,400	0	-100%
Total	5,942,591	10,753,200	6,624,000	-38%
By division				
Development Engineering	1,087,240	987,100	943,700	-4%
Facilities Management	3,147,870	3,358,100	2,994,300	-11%
Vehicle Maintenance	1,613,332	6,305,300	1,543,500	-76%
Storm Water	94,150	102,700	141,000	37%
Transportation	0	0	1,001,500	100%
Total	5,942,591	10,753,200	6,624,000	-38%

New in FY2012 is the return of the Transit fund operational expenses to the General Fund due to the elimination of the LTAF revenue stream. This resulted in approximately $1.0M in additional expenses programmed in Public Works for FY2012. This increase is offset by a re-alignment of several of the Public Works management positions that have been jointly funded by the water, wastewater, sanitation and the HURF funds as part of a workload analysis in FY2012. Additionally, the department will experience increases in the employer contribution for the Arizona State Retirement System in the FY2012 and an increase in worker's compensation premium rates.

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Administrative Specialist	3	3	3	0%
Assistant Department Director	0	0	0.2	100%
Associate Civil Engineer	1	1	1	0%
Civil Engineer	2	2	2	0%
Civil Engineering Supervisor	1	1	1	0%
Department Director	1	1	0.2	-80%
Division Manager	4	4	1.8	-56%
Fiscal Support Specialist	1	1	1	0%
Information Technology Administrator	1	1	1.2	20%
Inspector	1	1	1	0%
Maintenance & Operations Specialist	9	9	9	0%
Maintenance & Operations Supervisor	2	2	3	50%
Maintenance & Operations Technician	1	1	1	0%
Manager	0	0	0	0%
Program Assistant	0	0	8	100%
Program Supervisor	0	0	1	100%
Project Associate	0	0	0	0%
Project Manager	1	1	1	0%
Senior Civil Engineer	1	1	0	-100%
Senior Financial Analyst	0	0	0.2	100%
Senior Inspector	1	1	1	0%
Sr Maintenance & Operations Technician	8	8	7	-13%
Service Worker/Groundskeeper	6	6	6	0%
Utilities Analyst	1	1	1	0%
Part Time	0	0	1.3	100%
Total	45	45	51.9	15%

Capital

A one-time operating capital budget of $50,000 is added for FY2012 for the construction of a dedicated multi-functional meeting room in the fleet maintenance facility that is separate from the work area and $50,000 in one-time operating capital is programmed to build a utility connection between the Chamber of Commerce building to the City Hall Central Utility Plant (CUP).

Accomplishments, Enhancements and Efficiencies

- Realign the department for more efficient operations and reduce Public Works staff by five positions.
- Developed a Sustainability Division to interact with all city departments and residents.
- Maximized fleet usage.
- Initiated a reduction in non-public safety fleet size with a target of 5%.
- Developed an intranet reporting website for performance and finance reports for the department.

- Evaluated energy consumption at City Hall, the Public Safety building, and Special Planning Area 1 Water Reclamation Facility.
- Partnered with Arizona Public Service (APS) utility for solar public/private partnership at the Northwest Regional Library.
- Developed a comprehensive and sustainable storm water management plan to ensure a healthier, greener Surprise.
- Analyzed costs and benefits of alternative methods for controlling storm water and pollution from dust, erosion, and point sources.
- Prepare and distribute city-wide fuel report.
- Create underutilized vehicle report.
- Reduction of fleet parts inventory.
- International City and County Manager's Association – Center for Performance Management (ICMA – CPM), Customer Service Measures; city of Surprise customer satisfaction with custodial service ranked highest of ten participating cities in Arizona and Yuma county.
- ICMA – CPM Customer Service Measures; city of Surprise customer satisfaction for timeliness of repair service ranked highest of ten participating cities in Arizona and Yuma county.
- Added local area network (LAN) resources to the Energy Management Systems at both recreation centers for remote capabilities, enabling greater control and energy savings.
- Reconfigured City Hall fan coils from continuous use to automatic resulting in a 50% energy reduction per fan coil.
- Participated in APS Peak Solution program for a reduction of electrical consumption during peak times resulting in the City receiving approximately $10,000.

Major Initiatives and Policy Issues

- Develop Sustainability Plan for the city.
- Determine if city intends to pursue a storm water fee or utility.

Goals, Objectives, and Performance Measures

- **Department Goal:** Vehicle Maintenance Division will focus on operational improvement and financial sustainability.
  - **Objective:** Complete all work orders and service requests timely and efficiently by improving response times and reducing or maintaining current costs of providing services.
  - **Objective:** Reduce non-public safety fleet size by 5%.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Estimate	FY2012 Target
Work orders completed (includes equipment)	---*	---*	5,333	5,300	5,400
Reduce non public safety fleet size	---*	---*	0%	0%	5%
Average time to respond to emergency call outs	---*	30 Minutes	30 Minutes	30 Minutes	30 Minutes
Average time spent on vehicle set-ups	---*	90 days	90 days	120 days	120 days
Operating costs per job for preventative maintenance	---*	$75	$75	$75	$90

**New measure, data not available*

- **Department Goal:** Facilities Management will focus on operational improvements.
  - **Objective:** Perform high quality heat/ventilation/air conditioning (HVAC), electrical, maintenance, custodial requests, work orders, and emergency requests by improving response times and reducing or maintaining current cost levels of providing services.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
HVAC - major repair services – on time completion	99%	98%	99%	99%	98%
HVAC - minor repair services – on time completion	99%	99%	99%	92%	99%
Electrical - work orders completed	150	360	350	375	360
Electrical - on time completion	99%	98%	99%	99%	98%
Electrical - average response time for emergency requests	30 minutes	30 minutes	30 minutes	15 minutes	30 minutes
Facility support - turnaround time for work orders completed	---*	12 days	1 week	9 days	12 days
Maintenance - work order requests	1,200	2,634	2,300	1,521	2,634
Maintenance - on time completion	99%	97%	99%	99%	97%
Custodial - cost per square foot for city custodial services	$0.55	$0.85	$0.90	$0.86	$0.86
Custodial - cost per square foot for contracted custodial services	$1.00	$0.56	$0.42	$0.53	$0.56

**New measure, data not available*

- **Department Goal**: Engineering: Improve public's knowledge of the review process to reduce the number of third and subsequent reviews required, increase the number of approvals upon first review, and maintain staff presence on active construction sites.
  - **Objective:** Reduce the number of "third and subsequent submittals approved" by increasing approvals in the "initial submittal approval."
  - **Objective:** Increase inspector percent of time on construction sites to 67%.
  - **Objective:** Increase percentage of active construction sites visited daily to 30%.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Plan review - number of sheets reviewed	3,663	1,811	2,000	1,200	2,000
Inspections – number of permits issued for civil inspection	436	269	300	190	300
Inspections - fee collected for civil inspection	501,000	57,347	50,000	100,000	150,000
Inspection - percent of time on site	64%	65%	65%	67%	67%
Inspection - percent of sites inspected daily	11%	26%	20%	30%	28%

- **Department Goal:** The Sustainability Division will seek to organize all sustainable initiatives Citywide.
  - **Objective:** Develop Surprise Sustainability Action Plan by which the city will use to develop and track its sustainable programs and goals.
  - **Objective:** Seek and acquire grants and other forms of funding to implement sustainable projects and programs benefitting the City and its residents.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Apply for sustainability related grant programs and projects	---*	---*	---*	---*	12
Commence awarded sustainable projects and programs	---*	---*	---*	---*	2
Complete baseline development of Citywide electrical and water uses	---*	---*	---*	---*	All
Complete sustainability audits in support of other department or citizen programs	---*	---*	---*	---*	3

**New measure, data not available. The Sustainability Division was established during FY2011.*

- **Department Goal:** Expand storm water program as specified in the city of Surprise Storm Water Management Plan as approved by the Arizona Department of Environmental Quality.
  - **Objective:** Perform monitor and inspect the Municipal Separate Storm Sewer System (MS4) and constructions sites ensuring proper operations to address storm water pollution prevention, flood control situations.
  - **Objective:** Monitor the maintenance and effectiveness of privately owned storm water retention basins, drywells, and post-construction erosion control systems to prevent pollutants from entering the city's MS4.
  - **Objective:** Regional involvement in drainage master planning to identify areas of existing flooding problems and alternative solutions.
  - **Objective:** Plan for and respond to illicit discharges to minimize or eliminate the introduction of pollutants into the city's MS4, the environment and the waterways of the state.

Performance Measures	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Target
Number of new federal, state, and county storm water rules/ regulations reviewed and commented on within regulatory timeframe	---*	---*	---*	15	8
Number of SWPPPs reviewed and commented on within 14 days	---*	18	20	10	15
Number of outreach events participated in for storm water public outreach component	19	21	19	11	15
Number of storm water outfalls inspected for Illicit Discharge Detection Elimination (IDDE) component (103 outfalls total)	21	21	20	21	20
Number of IDDEs detected and remedied	0	3	5	2	3

**New measure, data not available.*

Public Works Department
Highway User Revenue Fund

Description

The highway user revenue fund (HURF) is established to track non-transit transportation related activities. HURF is the only fund other than the general fund required by state law. The transportation, traffic engineering workgroups and the streets division of the Public Works Department are funded by HURF. The streets division is structured in eight functions as follows: operations, asphalt, concrete, crack sealing, right of way, street sweeping, traffic management, and pavement preservation. The transportation division is structured in three primary functions as follows: general operations, signs, and signals.

Organizational Chart

HURF is managed by the Public Works Department within the Engineering/Transportation Division. This organizational chart can be found on the Public Works Department general fund page of this document. The personnel who are directly funded by HURF are detailed in the personnel table within the Major Budget Changes section.

Primary Functions

- Centralized administrative and management services including purchasing, budget, information technology, and management support.
- Street maintenance services including asphalt patching, surface repairs and milling, level up and deep patching, pothole repairs, and crack sealing.
- Construct, repair, and maintain sidewalks, ramps, curbs, gutters, truncated domes, utility access covers, guardrails, and barricades.
- Street preservation including systematically applying a series of preventative maintenance treatments over the life of the pavement areas.
- Right of way maintenance including landscaping, weed abatement, graffiti removal, response to road hazards and accidents, and dirt street, shoulder, and alley maintenance.
- Street sweeping.
- Intelligent Transportation System operation.
- Traffic signal service and maintenance.
- Traffic signs and markings service and maintenance.
- Traffic engineering, planning, management, and control services.
- Transportation planning.

Divisions

Streets Division - The streets division is responsible for the care and maintenance of dedicated pavement, sidewalks and rights of way within the city of Surprise.

Transportation Division - The transportation division is responsible for the transportation planning for all modes in the city with emphasis on regional connectivity. Additionally, the department oversees all aspects of traffic engineering.

Major Budget Changes

The adopted FY2012 budget of $6,455,400 represents a 20% decrease from the FY2011 adopted budget primarily due to the removal of the contingency funding for vehicle replacement from the Public Works operating budget of $1,345,800, which will be funded in the vehicle replacement fund for FY2012. In addition, service expenses increase in FY2012 to maintain current levels of service for the provision of landscape maintenance in the public right of way and for additional streetlight operations associated with the completion of Loop 303 roadway improvements.

Personnel costs increased from the FY2011 adopted budget due to the return of four full time equivalent positions including three maintenance and operations technicians and one maintenance and operations supervisor to the HURF fund from the storm water utility fund. A storm water enterprise fund was contemplated during the adoption of the FY2011 budget in association with an update to the enterprise fee study which has been postponed. In addition, as part of the Public Works re-alignment, several management positions have been jointly funded for FY2012 by the water, wastewater, sanitation, HURF and transit funds resulting in a reduction of general fund personnel expenses in FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	3,082,167	2,977,900	3,320,900	12%
Supplies	770,148	926,200	922,600	0%
Services	1,918,254	2,134,900	2,211,900	4%
Capital	474,906	272,000	0	-100%
Contingency	0	1,778,600	0	-100%
Total	6,245,475	8,089,600	6,455,400	-20%
By department				
Public Works	6,245,475	8,089,600	6,455,400	-20%
Total	6,245,475	8,089,600	6,455,400	-20%

Personnel	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Administrative Specialist	3	3	2.4	-20%
Assistant Department Director	1	1	0.6	-38%
Civil Engineering Supervisor	1	1	1	0%
Department Director	0	0	0.2	100%
Division Manager	1	1	1.9	94%
Information Technology Administrator	0	0	0.2	100%
Maintenance & Operations Specialist	2	2	2	0%
Maintenance & Operations Supervisor	4	3	3	0%
Maintenance & Operations Technician	14	11	14	27%
Program Coordinator	2	2	2	0%
Program Supervisor	1	1	1	0%
Senior Financial Analyst	0	0	0.2	100%
Sr Maintenance & Operations Technician	8	8	8	0%
Senior Planner	1	1	1	0%
Service Worker/Groundskeeper	7	7	7	0%
Total	45	41	44.6	9%

Accomplishments, Enhancements and Efficiencies

- Revamped the Street Light Improvement District (SLID) application and processing.
- Realigned signals and signing activities have been placed into the Streets division for better efficiencies.
- Staff has integrated the Greenway Road Fiber Optics with the Traffic Management Center for the Intelligent Transportation System (ITS).
- Increased landscape maintenance areas to include Bullard Avenue, monument signs, and Bell Road and Loop 303 with no additional budget.

Major Initiatives and Policy Issues

- Perform feasibility study to convert Bell Road Landscaping to xeriscape for water savings.
- Code update to clarify Right-of-Way maintenance responsibilities
- Integrate Litchfield and Peoria Ave. fiber optics with the Traffic Management Center for the City ITS.

Goals, Objectives, and Performance Measures

- **Department Goal:** Remove graffiti within twenty-four hours of notification.
  - **Objective:** Reduce graffiti tag events by responding in a timely manner, thus discouraging repeat episodes by taggers.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of calls requesting graffiti removal	24	41	60	42	50
Average days to respond to graffiti calls	1	1	1	1	1

- **Department Goal:** Proactively provide cost effective street repair, minor construction, right of way, pavement preservation, and street sweeping services within target time frames.
  - **Objective:** Ensure timely responses to service requests and work orders while reducing or maintaining current cost levels for providing services.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Turnaround for completed work orders	---*	16 days	20 days	20 days	20 days
Percent of streets in satisfactory condition	---*	78%	78%	81%	83%
Road rehabilitation expenditures per paved lane mile	---*	$388	$40,473	$836	$1,254
Number of lane miles swept	21,230	22,615	26,400	23,600	24,000
Number of times a cycle of sweeping all residential streets was completed	21	22	24	23	23
Number of times a cycle of sweeping all arterial streets was completed	26	23	24	23	23
Percent of street sweeping work orders completed within 30 days	---*	100%	95%	98%	98%

**New measure, data not available*

- **Department Goal:** Enhance traffic safety and efficiency in the city by utilizing the latest technology and traffic engineering standards to ensure the safest, most efficient and cost effective transportation system possible.
  - **Objective:** Analyze traffic impacts of new development and work with developers on mitigation strategies for generated traffic.
  - **Objective:** Review traffic control plans within two business days.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of traffic impact analysis reviewed	28	18	20	15	20
Number of traffic control plans approved	471	287	300	250	300
Percent of traffic control plans reviewed within 2 business days	---*	95%	95%	90%	95%

**New measure, data not available*

  - **Objective:** Analyze high collision intersections and develop countermeasures to improve traffic safety at these locations.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
High collision intersections analyzed	35	0	30	30	30
Number of intersection counts performed	67	62	70	70	70

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Number of intersection warrants performed	88	30	70	25	25
Number of intelligent transportation system reports reviewed	---*	120	500	500	500

**New measure, data not available*

- **Objective:** Install and replace pavement markings in accordance with department policies and provide traffic signs in a timely and cost effective manner.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Lane miles completed	69	160	175	160	115
Number of signs requested by a customer	---*	463	1,250	502	500
Number of signs fabricated	998	2,686	2,500	2,418	2,500
Cost per fabrication completed	---*	$27.49	$27.50	$27.59	$27.50

**New measure, data not available*

Transit Fund

Description

The transit fund was previously established to the provision of public transit services to Surprise residents. The Dial-a-Ride program provides curb-to-curb services which are especially needed by the elderly and persons with disabilities. Valley Metro regional routes provided either through the Regional Transportation Plan or city funds provide intercity connections and commuter express services to Surprise residents and those working in the community. The Public Works Department is responsible for planning, coordinating, and some operating of public transportation programs to meet the city's transit needs.

Organizational Chart

The Dial-a-Ride program is managed by the Public Works Department within the Administrative Division. This organizational chart can be found on the Public Works Department general fund page of this document.

Primary Functions

- Public transit and commuter express services

Budget Summary

The FY2012 budget for Dial-a-Ride operations has been programmed in the Public Works General Fund. Additionally, all remaining fund balance has been transferred to the General Fund. Due to the elimination of all LTAF revenue shares from the State, the General Fund will completely subsidize all Dial-a-Ride operations in FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	503,916	534,800	0	-100%
Supplies	67,428	60,500	0	-100%
Services	339,392	377,300	0	-100%
Capital	0	192,000	0	-100%
Contingency	0	114,900	0	-100%
Transfer Out	0	0	0	0%
Total	910,736	1,279,500	0	-100%
By department				
Public Works	910,736	972,600	0	-100%
Total	910,736	972,600	0	-100%

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Program Assistant	8	8	0	-100%
Program Supervisor	1	1	0	-100%
Part Time	1.1	1.1	0	-100%
Total	10.1	10.1	0	-100%

Accomplishments, Enhancements and Efficiencies

- Dial-a-Ride was accident-free during revenue service, logging over 159,000 miles without mishaps.
- The on-time performance remained over 99%. This is an accomplishment unsurpassed in the Valley Metro Regional Public Transportation Authority (RPTA) region since November 2007.
- Reduced customer complaints by implementing staff training to improve customer service.

Major Initiatives and Policy Issues

- Ongoing issues to verify residents actually living in Surprise.
- Review Dial-a-Ride services and fares with the Mayor and City Council.
- Partner with other cities to develop improved GAL/571 Route.

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide efficient and safe transportation for residents while increasing annual ridership.
  - **Objective:** Continue to reduce operating costs, accidents, and increase on-time performance and overall efficiency.
  - **Objective:** Continue monthly staff training to improve customer service.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Total Dial-a-Ride Boarding's	19,336	22,310	22,500	22,656	23,000
On-time performance	99.4%	99.0%	99.0%	98.7%	99.0%
Miles logged with no accidents	153,008	159,977	160,000	159,972	160,000
Route 571 average daily ridership (east-bound)	91	78	80	71	75
Route 571 average daily ridership (west-bound)	83	71	73	68	71
Dial-a-Ride costs per revenue hour	$81.42	$68.79	$60.00	$50.00	$50.00
Number of Dial-a-Ride customer complaints	30	23	36	30	30
Percent of Dial-a-Ride customer complaints	0.2%	1%	1%	1%	1%

Street Light Improvement District Funds

Description

Street light improvement district (SLID) funds are established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the district. These proceeds are legally restricted to expenditures for a specified purpose (including the payment for electricity to operate the streetlights within the district). The Mayor and City Council serve as the governing board for each of the districts. The city has the authority to levy taxes on properties included in the district.

Major Budget Changes

Currently there are 96 SLIDs operated by the city. Additional districts will be added as new subdivisions open. All street light operational costs are paid for through a special district property tax assessment. The City of Surprise assesses up to the maximum levy of $1.20 per hundred dollars of assessed valuation for each district and has established a separate fund for each district. Actual assessment is based upon estimated expenditures.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Services	2,175,147	2,822,500	2,439,369	-14%
Contingency	0	0	757,131	0%
Total	2,175,147	2,822,500	3,196,500	13%
By department				
Public Works	2,175,147	2,822,500	3,196,500	13%
Total	2,175,147	2,822,500	3,196,500	13%

As homes are constructed and sold within the SLID, the property tax levy should reach a point wherein the funds raised are adequate to cover the operating costs of the street lights. Currently, several districts have negative fund balances. The maximum tax rate is being charged to property owners within each district to the extent warranted by the expenditures of the SLID. As assessed valuation of the district increases, the SLID tax levy rate will generally decrease.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Utilities

- Water Operations Fund
- Water Systems Development Fee Fund SPA 1
- Water Systems Development Fee Fund SPA 2
- Water Systems Development Fee Fund SPA 3
- Water Replenishment Development Fee Fund
- Wastewater Operations Fund
- Wastewater System Development Fee Fund SPA 1
- Wastewater System Development Fee Fund SPA 3
- Sanitation Operations Fund

Water Operations Fund

Description

The water operations fund is established as an enterprise fund to account for the provision of water services to users. The Public Works Department manages this fund to provide the city and customers water for drinking, irrigation, commercial, and industrial uses in a quantity and quality that meets or exceeds standards. The department also provides water infrastructure that supports a long-term assured water supply. The department is also responsible for the planning, implementation, operation, and maintenance of all city of Surprise water facilities and systems.

The Public Works Department is responsible for oversight of an agreement with Arizona American Water Company that provides for the billing of city of Surprise water customers. The city is serviced by several water systems including Arizona American Water Company, the city of El Mirage, the Beardsley Water Company, and the city of Surprise. The city serves about one-third of total customers. The department provides for the coordination of these entities in providing quality service to the residents of Surprise.

Organizational Chart

The personnel assigned to the water operations fund are managed by the Public Works Department as a division under the Assistant Director of Operations. Due to the intricacies of the reporting hierarchy within the Public Works Department, a division level organizational chart showing the Water Operations Division, can be found in the Public Works general fund section of this document. A detailed list of actual positions funded by the water operations fund can be found on the following page.

Primary Functions

- Coordinates and provides centralized administrative and management services including purchasing, budget, information technology, and management support.
- Oversees maintenance, operation, process engineering, and administrative support services related to the drinking and reclaimed water systems.
- Operates and maintains the drinking and reclaimed water pipeline infrastructure systems.
- Participates in development reviews and management and planning of architectural and engineering design and construction of city capital projects.
- Operates a centralized call center to provide one location for customer services.
- Provides utility locating services to ensure legal compliance with the Arizona Blue Stake laws requiring all facility owners to accurately mark all underground facilities within specified time frames.
- Ensures environmental regulatory compliance in such areas as cross connection controls, conservation and resource management, bio-solids, pretreatment, quality control and assurance, and data administration.

Divisions

Administration -	Maintains all the centralized administrative functions.
Operations -	Oversees all the day-to-day operations of the division.
CIP – Utilities -	Responsible for city related water infrastructure construction projects and utility locations.
Customer Service -	Responds to customer's water infrastructure needs.
Utility Locating -	Handles all the utility locating - blue stake activities.
Environmental -	Oversees compliance with government regulations regarding water quality and supply.

Major Budget Changes

The adopted FY2012 budget of $11,192,600 represents a 10% decrease from the FY2011 adopted budget of $12,374,400. Personnel costs increased $116,600 due to a workload analysis resulting in a percentage allocation of the department director, an assistant director, and several division managers to the water operations fund from the general fund. In FY2011, the water fund brought additional recharge wells online, resulting in a $714,000 reduction in payments to Arizona Department of Water Resources (ADWR) for the rights to future groundwater. Additional efficiencies implemented in FY2011 include a less chemically intensive pre-treatment program resulting in a $246,000 reduction in chemical supplies for FY2012.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	2,259,822	2,495,500	2,612,100	5%
Supplies	507,541	1,485,300	1,268,200	-15%
Services	4,709,607	5,913,800	5,194,200	-12%
Capital	0	400,400	290,900	-27%
Depreciation	1,844,270	0	0	0%
Contingency	0	129,300	0	-100%
Transfer Out	1,493,873	1,950,100	1,827,200	-6%
Total	10,815,113	12,374,400	11,192,600	-10%
By department				
Community Development	0	0	14,600	0%
Economic Development	10,828	0	0	0%
Finance	0	39,900	0	-100%
General Operations	0	1,653,900	0	-100%
Information Services	0	0	39,700	0%
Public Works	10,804,285	10,680,600	11,138,300	4%
Total	10,815,113	12,374,400	11,192,600	-10%

Personnel	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Accountant/Tax Auditor	0.3	0.3	0	-100%
Administrative Specialist	0	0	0.2	0%
Administrative Technician	2	2	2.4	20%
Analyst	1	1	0	-100%
Assistant Analyst	0	0	0.3	0%
Assistant Department Director	0	0	0.3	0%
Department Director	0	0	0.2	0%
Division Manager	1	1	2.4	139%
Information Technology Administrator	1	1	0.2	-80%
Inspector	1	1	1	0%
Lead Utility Technician	2	2	2	0%
Maintenance & Operations Specialist	1	1	1	0%
Maintenance & Operations Supervisor	1	2	2	0%
Maintenance & Operations Technician	3	3	3	0%
Manager	1	1	1	0%
Project Manager	2	2	2	0%
Senior Accountant/Senior Tax Auditor	0	0.3	0	-100%
Senior Financial Analyst	0	0	0.5	0%
Sr Maintenance & Operations Technician	3	3	1	-67%
Senior Utilities Technician	3	3	4	33%
Utilities Analyst	5	5	5	0%
Utilities Supervisor	1	1	1	0%
Utilities Technician	3	3	3	0%
Total	31.3	32.7	32.6	0%

Capital

The water operations fund FY2012 adopted budget includes $739,600 programmed for capital projects.

Accomplishments, Enhancements and Efficiencies

- Converted existing Arizona Public Service utility (APS) power service to third party suppliers (Electric District #7 and Maricopa Water District) reducing electrical expenses by nearly 50%.
- Produced an annual water audit to ensure compliance with Arizona Department of Water Resources requirement that the city is within 10% water loss limits.
- Constructed recharge wells to reduce future Central Arizona Project (CAP) costs of $500,000 annually.
- Streamlined the development review process.

Major Initiatives and Policy Issues

- Development of a Public Works safety manual.
- Coordinate with Finance Department to update water services utility rates to ensure full cost recovery of utility service provision via monthly billings.

Goals, Objectives, and Performance Measures

Operations

- **Department Goal:** Operate and maintain the city's water supply facilities, wells, and water distribution and transmission systems in a safe, efficient, and cost effective manner.
  - **Objective:** Operate all water supply systems safely within regulatory requirements, maintain current service levels, and reduce or maintain current cost levels.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Millions of gallons of water pumped per day	6.1	6.4	6.5	5.8	6.5
Cost per thousand gallons of drinking water delivered	$1.77	$1.53	$1.20	$1.01	$1.10
Electrical usage (kilowatt-hour) per million gallons of water delivered	3,793	3,985	3,030	3,705	3,300
Acre feet of reclaimed water delivered to customers	157	107	300	99	125

Customer Service

- **Division Goal:** Customer Service Division provides customer service call center, field customer services; and water meter installation, testing, maintenance, and replacements.
  - **Objective:** Enhance the customer service call center and web page.
  - **Objective:** Continue to provide water meter installations, testing, and maintenance programs.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Water Customers	14,472	14,519	*	14,078**	14,128**
Service Requests	1,020	1,547	1,600	1,634	1,700
New Water Meters Installed	*	57	62	82	92
Call Center Average Speed of Answer	*	*	20 seconds	30 seconds	1 minute

**New measure, data not available*

***Methodology changed to use premise count from Monthly Revenue Detail*

CIP Utilities and Utility Locating

- **Division Goal:** On time and on budget construction of all water infrastructure required for the City of Surprise.
  - **Objective:** Assist in coordinating the design and construction of all water infrastructure to meet the City requirements to operate and maintain all systems safely within regulatory requirements.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Percent of projects that remain on schedule	90%	97%	85%	97%	87%
Percent of projects that remain on budget	87%	95%	90%	98%	92%
Percent of Utility Locating requests completed within 48 hours	96%	98%	99%	99%	99%
Percentage of Master Plans reviewed within allotted time	98%	99%	85%	100%	95%

Environmental

- **Division Goal:** Manage a variety of required programs to ensure a high level of quality drinking water is provided through the City's water distribution system. These programs assure sufficient water supply is available and water quality complies with local, state, and federal regulations.
  - **Objective:** Develop and manage the City's water resources portfolio.
  - **Objective:** Protect the City's drinking water system through prevention, detection, and correction of contamination or loss of drinking water or drinking water sources.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Central Arizona Project (CAP) water allotment recharged	60%	100%	100%	100%	70%
Lost and unaccounted for water *	8.4%	3.2%	<5%	<5%	<5%
Water Quality data reviews for Quality Assurance / Quality Control	-	4,330	4,547	4,541	4,768
Backflow devices tracked and regulated	-	547	574	576	600
Water permits maintained	20	23	23	23	23

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22511 Water Operations

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
IS - IT						
Hansen Version 8 Upgrade - Water	$39,700	$0	$0	$0	$0	$39,700
PW - Water Operations						
City Hall Reclaimed Water Connections (non-growth)	$99,400	$0	$0	$0	$0	$99,400
Irrigation Line Loop 303 & Peoria for Landscaping	$52,000	$0	$913,300	$0	$0	$965,300
Site & Security Improvements - Water	$348,500	$0	$0	$210,000	$530,000	$1,088,500
SPA 1 16-in Reclaimed Line - (Cactus Road/Dysart Road)	$0	$1,000,000	$500,000	$0	$0	$1,500,000
SPA 1 3 Distribution System Monitoring Stations	$0	$0	$0	$0	$200,000	$200,000
SPA 1 Ashton Ranch WSF - Chlorine Upgrade	$0	$100,000	$1,000,000	$0	$0	$1,100,000
SPA 1 Booster Station Upgrades @ Bell Road Lake	$0	$0	$0	$125,000	$1,625,000	$1,750,000
SPA 1 Variable Frequency Drives for Plant 4 & 5 Non-Potable Pumps	$150,000	$0	$0	$0	$0	$150,000
SPA 2 Desert Oasis WSF - Arsenic Treatment (non-growth)	$50,000	$500,000	$0	$0	$0	$550,000
Total - Water Operations	**$739,600**	**$1,600,000**	**$2,413,300**	**$335,000**	**$2,355,000**	**$7,442,900**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

IS - IT

Hansen Version 8 Upgrade - Water

Project Number : 21207

Council District : Palm

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : City Hall

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$39,700	**Other**	$0	***TOTAL COSTS***	**$39,700**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$39,700	$0	$0	$0	$0	$0	$39,700

Project Description

Analysis, software and professional services to migrate the current Hansen 7.7 system to the latest web version that will allow system integration and functionality needed to support the management of the City's assets.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

City Hall Reclaimed Water Connections (non-growth)

Project Number : 21211

Council District : Palm

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : City Hall Complex

Cost Detail

Land	$0	**Design Services**	$43,200	**Construction**	$56,200
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$99,400**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$99,400	$0	$0	$0	$0	$0	$99,400

Project Description

This project will connect the City Hall Complex to the existing reclaimed water system. The reclaimed water will be used for irrigation.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

Irrigation Line Loop 303 & Peoria for Landscaping

Project Number : 21212

Council District : Mesquite

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2014

Project Location : Loop 303 & Peoria Avenue

Cost Detail

Land	$0	**Design Services**	$52,000	**Construction**	$863,300
FFE	$0	**Other**	$50,000	***TOTAL COSTS***	**$965,300**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$52,000	$0	$913,300	$0	$0	$0	$965,300

Project Description

The city of Surprise corridor of the SR 303L freeway extends from Peoria Avenue on the south to Grand Avenue on the north. The construction of Loop 303 phases Peoria Ave to Waddell Rd and Waddell Rd to Mountain View Blvd are scheduled to begin in June 2011. The landscape and irrigation is typically installed once the roadway construction is complete. Typically water for the freeway landscape is provided at one mile intervals at the major street intersections. The city of Surprise has a 20" reclaimed line in Cactus Rd that is available to provide irrigation water for this corridor, a primary distribution mainline will be installed through-out the corridor beginning from Cactus Rd and provide irrigation water to each major street intersection. Also a booster station will be constructed to provide the necessary pressure for this system.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,600	$0	$56,500	$2,000	$61,100

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

Site & Security Improvements - Water

Project Number : 21110

Council District : Citywide

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2016

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$398,500	**Construction**	$890,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,288,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$200,000	$348,500	$0	$0	$210,000	$530,000	$0	$1,288,500

Project Description

Design and construction of site and security improvements for the water and wastewater facilities based on the security master plan. Items such as intrusion alarms, security cameras, block walls, etc. will be installed.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$13,800	$5,600	$8,400	$5,600	$33,400

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 1 16-in Reclaimed Line - (Cactus Road/Dysart Road)

Project Number : 20728

Council District : Mesquite

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2006

Project Complete Date : 6/30/2014

Project Location : Cactus Road - Litchfield Road to Dysart Road

Cost Detail

Land	$0	**Design Services**	$120,000	**Construction**	$1,880,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,000,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$500,000	$0	$1,000,000	$500,000	$0	$0	$0	$2,000,000

Project Description

Design and construction of one mile of 16-inch reclaimed water line along Cactus Road between Litchfield Road and Dysart Road.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$500	$100	$0	$300	$900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 1 3 Distribution System Monitoring Stations

Project Number : 20534

Council District : Mesquite

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2017

Project Location : Ashton Ranch/Royal Ranch/Marley Park

Cost Detail

Land	$0	**Design Services**	$200,000	**Construction**	$250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$450,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$200,000	$250,000	$450,000

Project Description

Design and construction of three distribution system monitoring stations to monitor general water quality: pressure reducing valves at Bullard Avenue and Acoma Drive, Greenway Road, and Waddell Road in the Marley Park Subdivision.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$5,000	$0	$0	$0	$5,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 1 Ashton Ranch WSF - Chlorine Upgrade

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2012

Project Complete Date : 6/30/2014

Project Location : 15151 W. Greenway Road

Cost Detail

Land	$0	**Design Services**	$100,000	**Construction**	$1,000,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,100,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$100,000	$1,000,000	$0	$0	$0	$1,100,000

Project Description

Design and construction of additional on-site chlorine generation system capable of supplying the entire Ashton Ranch Water Supply Facility (WSF) with chlorine. This project will provide for chlorine generation that will replace the liquid chlorine associated with the arsenic treatment system.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$40,000	$5,000	$24,000	$5,000	$74,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 1 Booster Station Upgrades @ Bell Road Lake

Project Number : To Be Determined

Council District : Palm

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2014

Project Complete Date : 6/30/2016

Project Location : Bell Road Lake

Cost Detail

Land	$0	**Design Services**	$250,000	**Construction**	$1,500,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,750,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$125,000	$1,625,000	$0	$1,750,000

Project Description

The existing irrigation pump station was constructed in the mid 1980's at the same time as the Bell Road Lake storage reservoir. The pumping capacity of the existing pump station is not known for certain. There are two existing vertical turbine pumps (one 25 horsepower and one 15 horsepower) capable of pumping up to a combined total of 1.0 million gallons per day (MGD). The new reclaimed water pump station will be designed to have a pumping capacity of 5 MGD through multiple vertical turbine pumps.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$20,800	$11,400	$205,300	$11,400	$248,900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 1 Variable Frequency Drives for Plant 4 & 5 Non-Potable Pumps

Project Number : 21213

Council District : Mesquite

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : 13663 W. Cactus Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$150,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$150,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$150,000	$0	$0	$0	$0	$0	$150,000

Project Description

Installation of two variable frequency drives (VFD)(an electrical component) or investigate other options to more efficiently bring the speed and pumping rate of the existing non potable pumps "up and down" as needed.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$5,000	$0	$0	$5,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 2 Desert Oasis WSF - Arsenic Treatment (non-growth)

Project Number : 20671

Council District : Acacia

Funding Source : 22511 - Water Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2013

Project Location : 16849 W. Jomax Road

Cost Detail

Land	$0	**Design Services**	$50,000	**Construction**	$500,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$550,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$50,000	$500,000	$0	$0	$0	$0	$550,000

Project Description

Design and construction of a 2,000 gallons per minute arsenic treatment plant located at Desert Oasis Water Supply Facility (WSF). Using a series of treatments, filters, tanks and pumps, raw water is piped through the arsenic removal treatment plant. Treated water is compliant with the Environmental Protection Agency arsenic level standards.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$15,000	$225,200	$12,600	$4,200	$257,000

City of Surprise, Arizona

SURPRISE

ARIZONA

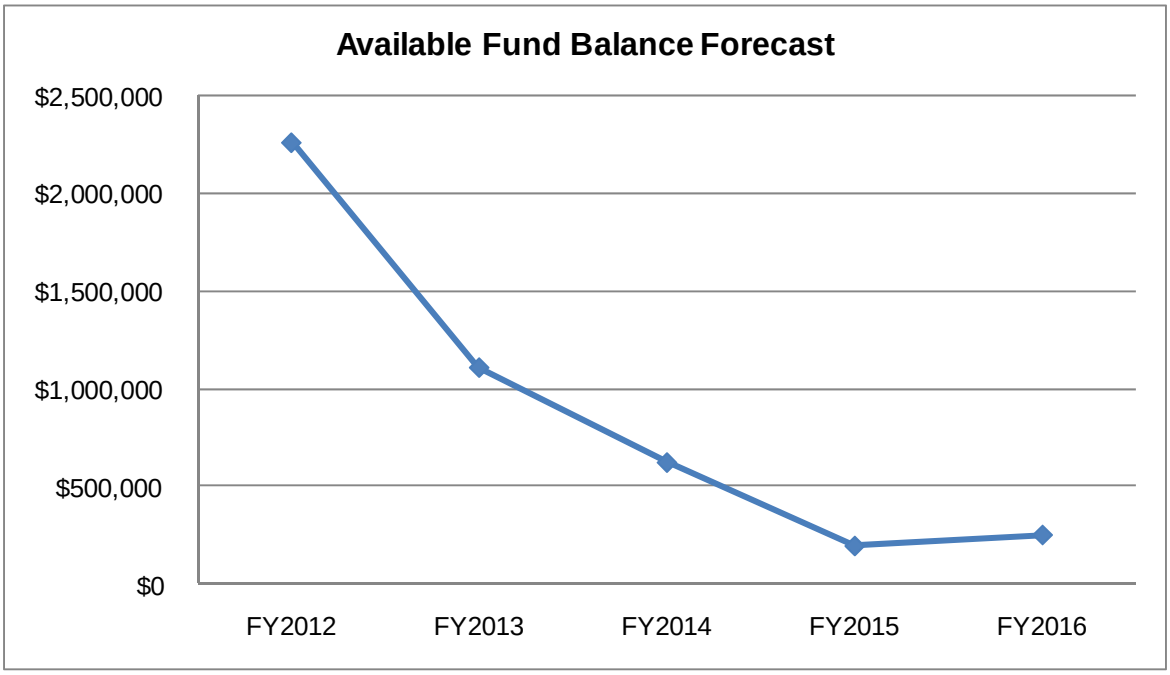
FY2012 Adopted Budget

Water System Development Fee Fund SPA 1

Description

The water system development fee fund is established to account for the inflow of water system development fees levied on new construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on the water system caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The water system development fee remains unchanged from FY2008 at $3,895 for drinking water and $3,923 for dual water per single family residential permit established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 257,300	$ 298,100	$ 344,500	$ 376,900	$ 409,400
Interest Earnings	60,800	45,200	22,200	12,500	4,000
Total Sources	318,100	343,300	366,700	389,400	413,400
Uses:					
Capital Project Expenditures	(1,082,900)	(1,492,200)	(852,200)	(797,200)	(357,200)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Total Uses	(1,101,200)	(1,492,200)	(852,200)	(815,500)	(357,200)
Net Activity	(783,100)	(1,148,900)	(485,500)	(426,100)	56,200
Beginning Fund Balance	3,041,800	2,258,700	1,109,800	624,300	198,200
Ending Fund Balance	2,258,700	1,109,800	624,300	198,200	254,400
Restricted	-	-	-	-	-
Unreserved/Undesignated	**2,258,700**	**1,109,800**	**624,300**	**198,200**	**254,400**
Ending Fund Balance	$ 2,258,700	$ 1,109,800	$ 624,300	$ 198,200	$ 254,400

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22512 Water Development Fee SPA 1

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Water Operations						
CAP Allocation	$545,000	$123,000	$123,000	$123,000	$123,000	$1,037,000
City Hall Reclaimed Water Connections	$130,600	$0	$0	$0	$0	$130,600
IWMP Existing Water System Deficiencies	$50,000	$250,000	$0	$0	$0	$300,000
SPA 1 Mountain Vista Well #2	$100,000	$900,000	$500,000	$450,000	$0	$1,950,000
Water Developer Reimbursements	$257,300	$219,200	$229,200	$224,200	$234,200	$1,164,100
Total - Water Development Fee SPA 1	**$1,082,900**	**$1,492,200**	**$852,200**	**$797,200**	**$357,200**	**$4,581,700**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

CAP Allocation

Project Number : 29999

Project Start Date : 7/1/2006

Council District : Citywide

Project Complete Date : 6/30/2017

Funding Source : 22512 - Water Development Fee SPA 1

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$2,886,500	***TOTAL COSTS***	**$2,886,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$1,726,500	$545,000	$123,000	$123,000	$123,000	$123,000	$123,000	$2,886,500

Project Description

Annual repayment costs for the construction of the Central Arizona Project (CAP) canal. Payments are made to Central Arizona Water Conservation District (CAWCD).

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

City Hall Reclaimed Water Connections

Project Number : 21211

Project Start Date : 7/1/2011

Council District : Palm

Project Complete Date : 6/30/2012

Funding Source : 22512 - Water Development Fee SPA 1

Project Location : City Hall Complex

Cost Detail

Land	$0	**Design Services**	$56,800	**Construction**	$73,800
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$130,600**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$130,600	$0	$0	$0	$0	$0	$130,600

Project Description

This project will connect the City Hall Complex to the existing reclaimed water system. The reclaimed water will be used for irrigation.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

IWMP Existing Water System Deficiencies

Project Number : 21214

Project Start Date : 7/1/2011

Council District : Various

Project Complete Date : 6/30/2013

Funding Source : 22512 - Water Development Fee SPA 1

Project Location : Surprise Water Service Area

Cost Detail

Land	$0	**Design Services**	$50,000	**Construction**	$250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$300,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$50,000	$250,000	$0	$0	$0	$0	$300,000

Project Description

The 2009 Integrated Water Master Plan (IWMP) has identified existing water system deficiencies . The objective of this project is to address and mitigate all of the existing water system deficiencies, which are located at Dysart Road South of Cactus Road, Reems Road and Sweetwater Avenue, Reems Road and Bell Road, and, Reems Road and Surrey Road.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 1 Mountain Vista Well #2

Project Number : 21111

Project Start Date : 7/1/2010

Council District : Mesquite

Project Complete Date : 6/30/2015

Funding Source : 22512 - Water Development Fee SPA 1

Project Location : Mountain Vista Ranch

Cost Detail

Land	$0	**Design Services**	$200,000	**Construction**	$1,850,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,050,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$100,000	$100,000	$900,000	$500,000	$450,000	$0	$0	$2,050,000

Project Description

Design and construction of a 1,500 gallons per minute (GPM) well site, Mountain Vista Well #2.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$20,800	$11,400	$205,300	$11,400	$248,900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

Water Developer Reimbursements

Project Number : 20655

Project Start Date : 7/1/2005

Council District : Various

Project Complete Date : 6/30/2021

Funding Source : 22512 - Water Development Fee SPA 1

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$6,936,100
FFE	$0	**Other**	$8,498,900	***TOTAL COSTS***	**$15,435,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$13,099,900	$257,300	$219,200	$229,200	$224,200	$234,200	$1,171,000	$15,435,000

Project Description

Reimbursements to developers for development fee eligible projects such as wells, water supply facilities, well sites, and water treatment.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

City of Surprise, Arizona

SURPRISE

ARIZONA

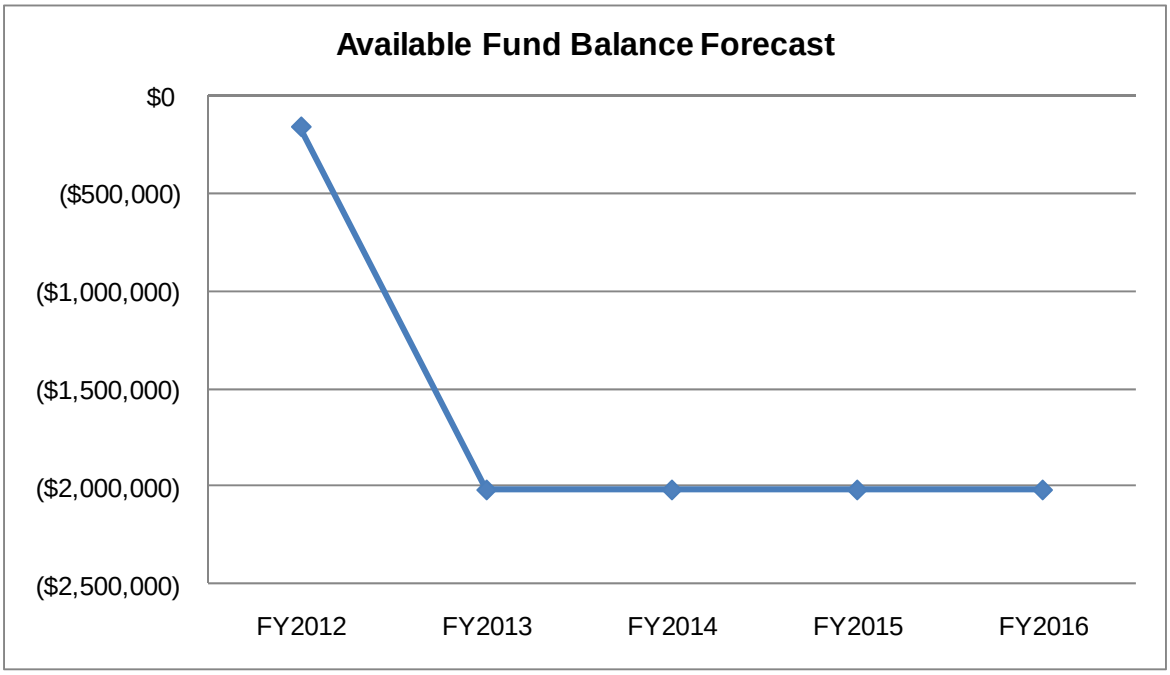
FY2012 Adopted Budget

Water System Development Fee Fund SPA 2

Description

The water system development fee fund is established to account for the inflow of water system development fees levied on new construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on the water system caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The water system development fee remains unchanged from FY2008 at $3,895 for drinking water and $3,923 for dual water per single family residential permit established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ -	$ -	$ -	$ -	$ -
Interest Earnings	-	-	-	-	-
Total Sources	-	-	-	-	-
Uses:					
Capital Project Expenditures	(150,000)	(1,850,000)	-	-	-
Non-Project Capital Expenditures	-	-	-	-	-
Total Uses	(150,000)	(1,850,000)	-	-	-
Net Activity	(150,000)	(1,850,000)	-	-	-
Beginning Fund Balance	(13,900)	(163,900)	(2,013,900)	(2,013,900)	(2,013,900)
Ending Fund Balance	(163,900)	(2,013,900)	(2,013,900)	(2,013,900)	(2,013,900)
Restricted	-	-	-	-	-
Unreserved/Undesignated	**(163,900)**	**(2,013,900)**	**(2,013,900)**	**(2,013,900)**	**(2,013,900)**
Ending Fund Balance	$ (163,900)	$ (2,013,900)	$ (2,013,900)	$ (2,013,900)	$ (2,013,900)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22513 Water Development Fee SPA 2

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Water Operations						
Saguaro View Water Conversion	$0	$350,000	$0	$0	$0	$350,000
SPA 2 Desert Oasis WSF - Arsenic Treatment	$150,000	$1,500,000	$0	$0	$0	$1,650,000
Total - Water Development Fee SPA 2	**$150,000**	**$1,850,000**	**$0**	**$0**	**$0**	**$2,000,000**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

Saguaro View Water Conversion

Project Number : To Be Determined

Project Start Date : 7/1/2012

Council District : Acacia

Project Complete Date : 6/30/2013

Funding Source : 22513 - Water Development Fee SPA 2

Project Location : Saguaro View Community

Cost Detail

Land	$0	**Design Services**	$50,000	**Construction**	$300,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$350,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$350,000	$0	$0	$0	$0	$350,000

Project Description

Connect the Saguaro View community to the City's public water distribution system by running a line from 1/4 mile south of Patten Road on 171st Ave, north to Patten, east along Patten about 3/4 mile to the existing Saquaro View Water Supply Facility. The community is currently serviced water via their own, internal water production and distribution system. Within recent years, the water within the Saguaro View water service area has not been able to meet Federal and State water quality requirements, due to a 2007 arsenic maximum contaminant level threshold change. The Saguaro View Homeowner's Association (HOA) has approached the city to provide water to the Saguaro View community.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$500	$100	$0	$300	$900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 2 Desert Oasis WSF - Arsenic Treatment

Project Number : 20671

Project Start Date : 7/1/2011

Council District : Acacia

Project Complete Date : 6/30/2013

Funding Source : 22513 - Water Development Fee SPA 2

Project Location : 16849 W. Jomax Road

Cost Detail

Land	$0	**Design Services**	$150,000	**Construction**	$1,500,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,650,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$150,000	$1,500,000	$0	$0	$0	$0	$1,650,000

Project Description

Design and construction of a 2,000 gallons per minute arsenic treatment plant located at Desert Oasis Water Supply Facility (WSF). Using a series of treatments, filters, tanks and pumps, raw water is piped through the arsenic removal treatment plant. Treated water is compliant with the Environmental Protection Agency arsenic level standards.

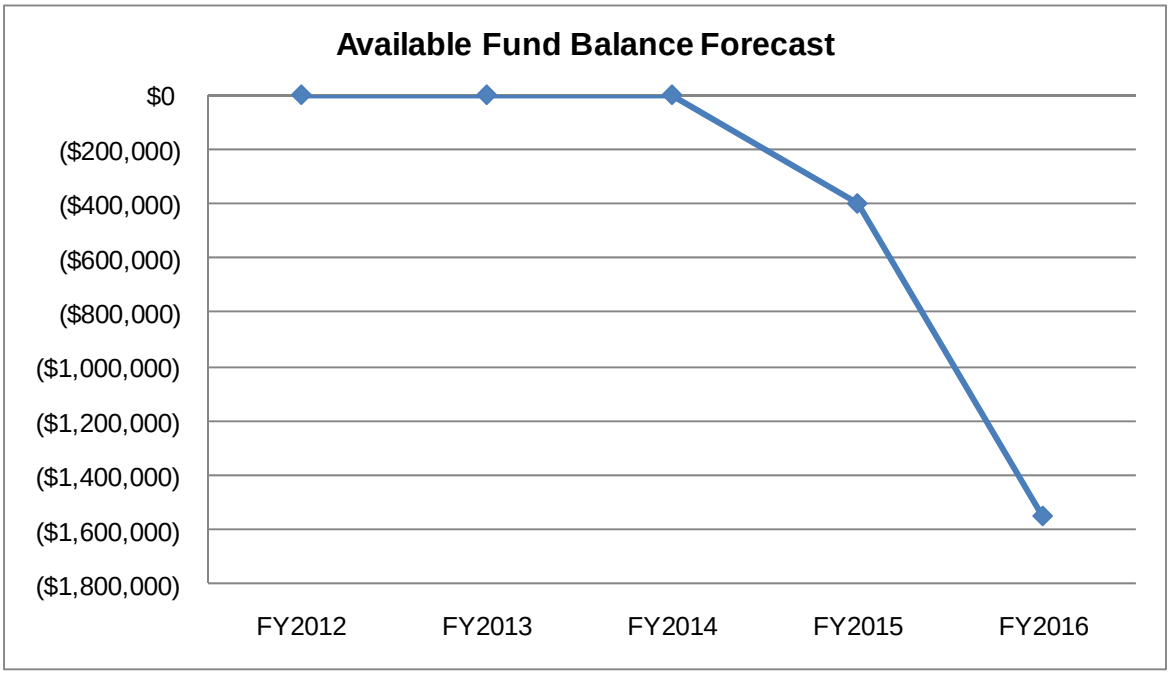
Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$44,900	$75,600	$37,800	$12,500	$170,800

Water System Development Fee Fund SPA 3

Description

The water system development fee fund is established to account for the inflow of water system development fees levied on new construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on the water system caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The water system development fee remains unchanged from FY2008 at $3,895 for drinking water and $3,923 for dual water per single family residential permit established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ -	$ -	$ -	$ -	$ -
Interest Earnings	-	-	-	-	-
Total Sources	-	-	-	-	-
Uses:					
Capital Project Expenditures	-	-	-	(400,000)	(750,000)
Non-Project Capital Expenditures	-	-	-	-	-
Total Uses	-	-	-	(400,000)	(750,000)
Net Activity	-	-	-	(400,000)	(750,000)
Beginning Fund Balance	-	-	-	-	(400,000)
Ending Fund Balance	-	-	-	(400,000)	(1,150,000)
Restricted	-	-	-	-	-
Unreserved/Undesignated	**-**	**-**	**-**	**(400,000)**	**(1,150,000)**
Ending Fund Balance	$ -	$ -	$ -	$ (400,000)	$ (1,150,000)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22514 Water Development Fee SPA 3

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Water Operations						
SPA 3 Initial Water System	$0	$0	$0	$400,000	$750,000	$1,150,000
Total - Water Development Fee SPA 3	**$0**	**$0**	**$0**	**$400,000**	**$750,000**	**$1,150,000**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Water Operations

SPA 3 Initial Water System

Project Number : To Be Determined

Project Start Date : 7/1/2014

Council District : Acacia

Project Complete Date : 6/30/2016

Funding Source : 22514 - Water Development Fee SPA 3

Project Location : 187th Avenue and Deer Valley Road

Cost Detail

Land	$300,000	**Design Services**	$80,000	**Construction**	$770,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,150,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$400,000	$750,000	$0	$1,150,000

Project Description

Special Planning Area 3 initial water system that will include land purchase (approx 2 acres), rehab of existing well and a new reservoir and booster pump station for Water Supply Facility.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$20,800	$45,600	$136,900	$22,800	$226,100

City of Surprise, Arizona

SURPRISE

ARIZONA

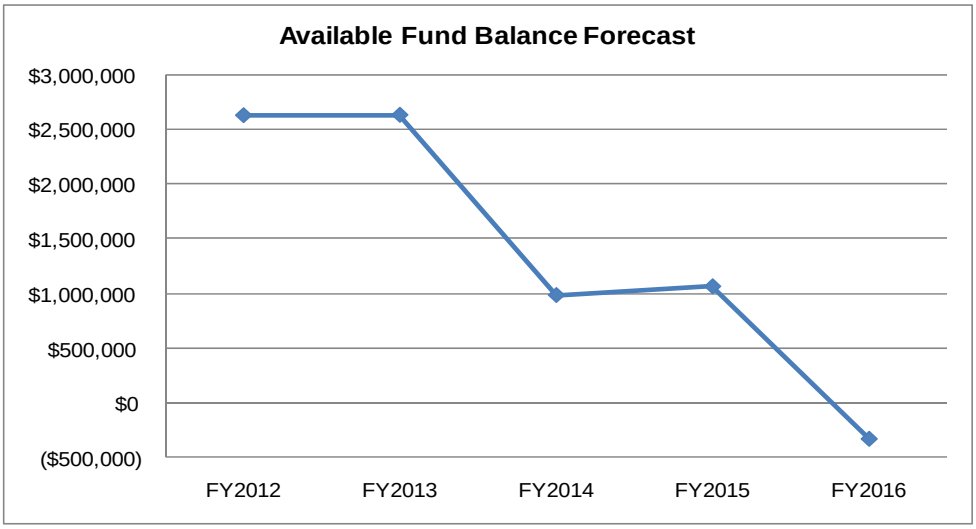
FY2012 Adopted Budget

Water Replenishment Development Fee Fund

Description

The water replenishment development fee fund is established to account for the inflow of water replenishment development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital items directly related to the increased demand on water services caused by growth. Development fees cannot be used to subsidize operational needs. Utilizing water replenishment development fees, the Public Works Department oversees the planning, designing, developing, and operation of recharge facilities throughout the city.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The development fee rate is $2,100 in Special Planning Area (SPA) 1 and $796 in SPA 2-6 per single family residential permit. These remain unchanged from the last revision adopted by the Mayor and City Council in FY2008.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 126,400	$ 141,700	$ 160,800	$ 168,600	$ 176,400
Interest Earnings	51,100	52,500	52,600	19,700	21,300
Total Sources	177,500	194,200	213,400	188,300	197,700
Uses:					
Capital Project Expenditures	-	(100,000)	(1,769,100)	-	(1,500,000)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Debt:					
WIFA Loan	(90,200)	(90,200)	(90,200)	(90,200)	(90,200)
Total Uses	(108,500)	(190,200)	(1,859,300)	(108,500)	(1,590,200)
Net Activity	69,000	4,000	(1,645,900)	79,800	(1,392,500)
Beginning Fund Balance	2,556,700	2,625,700	2,629,700	983,800	1,063,600
Ending Fund Balance	2,625,700	2,629,700	983,800	1,063,600	(328,900)
Restricted	-	-	-	-	-
Unreserved/Undesignated	**2,625,700**	**2,629,700**	**983,800**	**1,063,600**	**(328,900)**
Ending Fund Balance	$ 2,625,700	$ 2,629,700	$ 983,800	$ 1,063,600	$ (328,900)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22522 Water Replenishment Development Fee SPA 1

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Replenishment						
Greenway Road Improvements - Reclaimed Line	$0	$0	$769,100	$0	$0	$769,100
SPA 1 16-in Reclaimed Line - Parkview Place and Greenway Road	$0	$0	$0	$0	$1,500,000	$1,500,000
SPA 1 Effluent Storage Reservoir Covers	$0	$100,000	$1,000,000	$0	$0	$1,100,000
Total - Water Replenishment Development Fee SPA 1	**$0**	**$100,000**	**$1,769,100**	**$0**	**$1,500,000**	**$3,369,100**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Replenishment

Greenway Road Improvements - Reclaimed Line

Project Number : 20911

Council District : Palm

Funding Source : 22522 - Water Replenishment Development Fee SPA 1

Project Start Date : 7/1/2008

Project Complete Date : 6/30/2014

Project Location : Greenway Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$769,100
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$769,100**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$769,100	$0	$0	$0	$769,100

Project Description

Design and construction of a 16 inch reclaimed water line along Greenway Road from Bullard Avenue to Litchfield Road.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$100	$200	$200	$100	$600

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Replenishment

SPA 1 16-in Reclaimed Line - Parkview Place and Greenway Road

Project Number : 20726

Council District : Palm

Funding Source : 22522 - Water Replenishment Development Fee SPA 1

Project Start Date : 8/1/2006

Project Complete Date : 6/30/2016

Project Location : Parkview Place and Greenway Road

Cost Detail

Land	$0	**Design Services**	$146,600	**Construction**	$3,103,400
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$3,250,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$1,750,000	$0	$0	$0	$0	$1,500,000	$0	$3,250,000

Project Description

Design and construction of a 16 inch reclaimed water line and booster station. This project will expand the existing Litchfield Road reclaimed water line by 1.5 miles and deliver reclaimed water to the Dysart Unified School District, as well as provide a booster station to increase pressure and deliver reclaimed water to the Surprise Center area. The design for the reclaimed portion of this project is complete. Construction for the reclaimed lines are slated for FY16.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$62,400	$136,800	$410,700	$68,400	$678,300

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Replenishment

SPA 1 Effluent Storage Reservoir Covers

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 22522 - Water Replenishment Development Fee SPA 1

Project Start Date : 7/1/2013

Project Complete Date : 6/30/2014

Project Location : 136th Avenue and Cactus Road

Cost Detail

Land	$0	**Design Services**	$100,000	**Construction**	$1,000,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,100,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$100,000	$1,000,000	$0	$0	$0	$1,100,000

Project Description

Design and construction of covers over the remaining lined reclaimed reservoir that is located at the special planning area (SPA) 1 South Water Reclamation Facility (WRF). Currently, the reclaimed reservoir is lined and uncovered, which presents operation and maintenance challenges of maintaining the water quality.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$1,100	$1,500	$2,000	$0	$4,600

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Wastewater Operations Fund

Description

The wastewater operations fund is established as an enterprise fund to account for the provision of wastewater services to users to protect the city and its residents from exposure to health related diseases and issues caused by inadequately treated sewage. The fund is used to plan, design, implement, operate, and maintain the city's wastewater infrastructure in a cost effective and efficient manner. The Public Works Department works to satisfy all federal, state, county, and local agency permits, regulations, and requirements related to the treatment of wastewater. The department is also responsible for the planning, implementation, operation, and maintenance of the city's wastewater facilities and lines.

Organizational Chart

The personnel assigned to the wastewater operations fund are managed by the Public Works Department as a division under the assistant director of operations. Due to the complexities of the reporting hierarchy, a division level organizational chart showing the wastewater operations division, can be found in the Public Works general fund section of this document. A detailed list of actual positions funded by the wastewater operations fund can be found below.

Primary Functions

- Coordinate and provide centralized administrative and management services including purchasing, budget, information technology, and management support.
- Oversees maintenance, operations, process engineering, laboratory analysis, and administrative support services related to wastewater systems.
- Operation and maintenance of the wastewater collections pipeline infrastructure systems.
- Participates in development reviews and management and planning of architectural and engineering design and construction of city capital projects.
- Operates a centralized call center to provide one location for customer services.
- Provides utility locating services to ensure legal compliance with the Arizona Blue Stake laws requiring all facility owners to accurately mark all underground facilities within specified time frames.
- Ensures environmental regulatory compliance in cross connection controls, conservation and resource management, bio-solids, pretreatment, quality control and assurance, and data administration.

Divisions

Administration -	Maintains all centralized administrative functions.
Operations -	Responsible for all the day-to-day operations and maintenance activities.
CIP – Utilities -	Responsible for city related sewer infrastructure construction projects and utility locations.
Customer Service -	Responds to customer's wastewater infrastructure needs.
Collections -	Maintains all the wastewater collection system activities.
Utility Locating -	Handles all the utility locating - blue stake activities.
Environmental -	Oversees compliance with government regulations regarding environmental issues.

Major Budget Changes

The FY2012 adopted budget for the wastewater fund of $26,012,600 represents a 45% decrease over the FY2011 adopted budget. The decrease can be attributed to budgeted contingency decreasing by $17.7 million and a $4.3 million decrease in the capital budget. In FY2011, the Public Works Department re-alignment resulted in the transfer of one maintenance and operations technician to the sanitation fund. Additionally, a second technician was reclassified to a utilities supervisor. In addition to the re-alignment, a workload analysis was performed resulting in the percentage allocation adjustments of several management positions within the department resulting in a net reduction of 1.2 full time equivalent positions for FY2012.

Offsetting the personnel cost reductions are increased service budgets to cover a new Arizona Department of Water Resources (ADWR) fee of $125,000. This new fee from ADWR was needed to supplement their revenue due to reductions in the amount of highway user revenue funds (HURF) received by ADWR. Also, new in FY2012 is a $100,000 water budget to pay for the water use at the South Plant Water Reclamation Facility (WRF). Previously, water used at the plant was unmetered.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	2,767,568	3,028,200	2,877,500	-5%
Supplies	1,506,915	1,815,800	1,731,600	-5%
Services	3,675,982	4,340,500	4,737,400	9%
Capital	0	5,842,300	1,559,800	-73%
Debt Service	-67,748	11,766,200	11,766,200	0%
Depreciation	5,677,037	0	0	0%
Contingency	0	19,113,100	1,455,000	-92%
Transfer Out	1,271,515	1,822,600	1,885,100	3%
Total	14,831,268	47,728,700	26,012,600	-45%
By department				
Economic Development	2,895	0	0	0%
Finance	0	10,700	3,900	-64%
General Operations	0	31,795,600	11,766,200	-63%
Information Services	0	0	33,300	0%
Public Works	14,828,373	15,922,400	14,209,200	-11%
Total	14,831,268	47,728,700	26,012,600	-45%

The net 73% reduction in capital for FY2012 is the result of the completion of the Special Planning Area (SPA) one recharge well at the South Plant WRF. One-time capital funding of $50,000 related to the replacement of a forklift and $50,000 for the abandonment of SPA1 #1 and #2 Agricultural wells is programmed in the wastewater operations fund for FY2012. A small budget of $33,300 assigned to the Information Technology Department will partly fund an upgrade to the existing Hansen work order and asset tracking system. Additional FY2012 Capital Improvement Projects are detailed in the Capital section of this document.

The wastewater fund is projecting an additional 3% increase in the programmed transfer to the general fund. This transfer is in order to recover the indirect costs of general fund personnel providing services and support to the wastewater fund. The city regularly conducts an indirect cost rate study to determine the annual transfer amounts. Additionally, a portion of this transfer is related to franchise fees that all utility providers operating in the city of Surprise are required to pay.

As part of the annual budget process, the Mayor and City Council review the residential user fees charged to customers in the city of Surprise service area. Currently, the residential user fee rate for a single family home is $24.78 per month. No rate increases were adopted for FY2012.

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Personnel				
Accountant/Tax Auditor	0.3	0.3	0	-100%
Administrative Specialist	1	1	1.2	20%
Administrative Technician	3	3	2.4	-20%
Assistant Analyst	0	0	0.3	0%
Assistant Department Director	1	1	0.5	-48%
Department Director	0	0	0.2	0%
Division Manager	3	3	2.1	-30%
Information Technology Administrator	0	0	0.2	0%
Lead Utility Technician	2	2	2	0%
Maintenance & Operations Specialist	3	3	3	0%
Maintenance & Operations Supervisor	3	2	2	0%
Maintenance & Operations Technician	2	3	1	-67%
Manager	1	1	1	0%
Project Manager	1	1	1	0%
Senior Accountant/Senior Tax Auditor	0	0.3	0	-100%
Senior Financial Analyst	0	0	0.5	0%
Sr Maintenance & Operations Technician	5	5	5	0%
Senior Project Manager	1	1	1	0%
Senior Utilities Technician	3	3	3	0%
Service Worker/Groundskeeper	2	2	2	0%
Utilities Analyst	1	1	1	0%
Utilities Supervisor	1	1	2	100%
Utilities Technician	5	5	5	0%
Part Time	1	0	0	0%
Total	39.3	38.7	36.5	-6%

Capital

$1,559,800 is programmed for wastewater operations capital in the FY2012 proposed budget.

Accomplishments, Enhancements and Efficiencies

- Evaluated energy consumption at SPA 1 to determine possible energy reduction efficiencies.
- Converted electricity used by the water reclamation facility (WRF) in SPA 1, well sites, and water supply facilities in the Electric District #7 service area to an ED7 electricity rate saving $400,000 annually.
- Converted electricity used by the well sites, water supply facilities, and a lift station in the Maricopa Water District (MWD) service area to MWD electricity rates.
- Streamlined development review.
- Reduced staff levels while maintaining customer service levels and efficiencies.
- Shutdown the thickening and digestion processes saving chemical and electrical expenses.
- Transitioned sludge hauling contract from a private contractor to the city's Sanitation Division saving over $100,000 annually.
- Started up the SPA 2 WRF (membrane treatment process) and shutdown the temporary Desert Oasis WRF.

Major Initiatives and Policy Issues

- Develop the Public Works Department Safety Manual.

Goals, Objectives, and Performance Measures.

Operations Division

- **Division Goal:** Operate and maintain the SPA 1, SPA2 Water Reclamation Facilities in a safe, efficient, and cost effective manner.
  - **Objective:** Operate and maintain all wastewater supply systems safely within regulatory requirements, maintain current service levels, and reduce or maintain current cost levels.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
SPA1 WRF: Millions of gallons of wastewater treated per day	6.6	6.9	*	6.8	7.0
SPA1 WRF: O&M cost per million gallons of wastewater treated	$2,191	$2,388	$2,147	$1,390	$1,800
SPA1 WRF: electrical usage (kilowatt-hour) per million gallons treated	6,038	7,325	5,623	4,736	5,000
SPA1 WRF: percentage of preventative maintenance to total maintenance for process related equipment	98.5%	94.1%	80%	95.4%	80%
SPA2 WRF: millions of gallons of wastewater treated per day	N/A	N/A	N/A	N/A	0.11
SPA2 WRF: O&M cost per million gallons of wastewater treated	N/A	N/A	$12,010	$6,184	$10,000
SPA2 WRF: Electrical usage (kilowatt-hour) per million gallons treated	N/A	N/A	$20,119	21,809	20,119

**New measure, data not available*
N/A: The SPA2 water reclamation facility will begin operations in FY2011.

Environmental Division

- **Division Goal:** Protect the City's groundwater, reclaimed water, the environment and public health through many programs designed to achieve regulatory compliance with local, state, and federal regulatory requirements associated with the City's wastewater systems and services provided to the citizens of Surprise.
  - **Objective:** Reduce, mitigate, and eliminate pollution of the City's wastewater systems through inspection, analysis, and response to potentially hazardous pollutants.
  - **Objective:** Maintain and manage the City's Reclaimed Water Permitting Program through user agreements, regulatory requirements and education.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Wastewater permits maintained	21	23	24	24	25
Gallons of Pollutants recovered as result of inspections and spill response	N/A	9,001	25,000	56,870	50,000
Wastewater data reviews for Quality Assurance / Quality Control	1,206	1,319	1,451	1,796	1,886
Reclaimed Water User Agreements Maintained	15	18	19	19	20

N/A: Data not available for Fiscal Year 2009.

Customer Service Division

- **Division Goal:** Customer Service Division provides customer service call center and field customer services.
  - **Objective:** Enhance the customer service call center and web page.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Wastewater customers	45,032	46,448	*	46,848	47,248
Service Requests	72	77	80	136	145
Call Center Average Hold Times	*	*	20 seconds	30 seconds	1 minute

**New measure, data not available*

CIP Utilities and Utility Locating Division

- **Division Goal:** On time and on budget construction of all sewer and reclaimed water infrastructure required for the City of Surprise.
  - **Objective:** Assist in coordinating the design and construction of all sewer and reclaimed water infrastructure to meet the City requirements to operate and maintain all systems safely within regulatory requirements.

Performance Measures	**FY2009 Actual**	**FY2010 Actual**	**FY2011 Target**	**FY2011 Estimate**	**FY2012 Target**
Percent of projects that remain on schedule	90%	97%	85%	97%	87%
Percent of projects that remain on budget	87%	95%	90%	98%	92%
Percent of Utility Locating requests completed within 48 hours	96%	98%	99%	99%	99%
Percentage of Master Plans reviewed within allotted time	98%	99%	85%	100%	95%

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22531 Sewer Operations

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
IS - IT						
Hansen Version 8 Upgrade - Sewer	$33,300	$0	$0	$0	$0	$33,300
PW - Sewer Operations						
Cortessa Wet Well Re-Coating	$0	$100,000	$0	$0	$0	$100,000
Disinfection Byproduct Reduction	$675,000	$0	$0	$0	$0	$675,000
Site & Security Improvements - Sewer	$401,500	$0	$0	$140,000	$470,000	$1,011,500
SPA 1 Fire Protection Upgrade @ South Plant	$0	$0	$350,000	$0	$0	$350,000
SPA 1 Happy Trails Utility Access Improvements	$100,000	$100,000	$0	$0	$0	$200,000
SPA 1 Recharge Well Replacement @ South Plant	$0	$0	$0	$0	$1,000,000	$1,000,000
SPA 1 Recharge Wells @ South Plant	$0	$0	$0	$0	$300,000	$300,000
SPA 1 South WRF Stabilization, Dust Control & Landscape	$250,000	$0	$0	$0	$0	$250,000
Total - Sewer Operations	**$1,459,800**	**$200,000**	**$350,000**	**$140,000**	**$1,770,000**	**$3,919,800**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

IS - IT

Hansen Version 8 Upgrade - Sewer

Project Number : 21207

Council District : Palm

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : City Hall

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$33,300	**Other**	$0	***TOTAL COSTS***	**$33,300**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$33,300	$0	$0	$0	$0	$0	$33,300

Project Description

Analysis, software and professional services to migrate the current Hansen 7.7 system to the latest web version that will allow system integration and functionality needed to support the management of the City's assets.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

Cortessa Wet Well Re-Coating

Project Number : To Be Determined

Council District : None

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2012

Project Complete Date : 6/30/2013

Project Location : Olive Drive and Citrus Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$100,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$100,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$100,000	$0	$0	$0	$0	$100,000

Project Description

Bypass sewer lift station and prepare wet well for new coating of paint and then place back in service.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

Disinfection Byproduct Reduction

Project Number : 21114

Council District : Mesquite

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2012

Project Location : 136th Avenue and Cactus Road

Cost Detail

Land	$0	**Design Services**	$175,000	**Construction**	$675,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$850,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$175,000	$675,000	$0	$0	$0	$0	$0	$850,000

Project Description

Complete process or design change implemented as a result of a completed disinfection byproduct study. Due to permit exceedances of total trihalomethanes (TTHM), a process or facility design change may be needed to comply with the facility Aquifer Protection Permit for the Special Planning Area (SPA) 1 Water Reclamation Facility.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$300	$101,700	$5,000	$0	$107,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

Site & Security Improvements - Sewer

Project Number : 21110

Council District : Citywide

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2016

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$140,000	**Construction**	$871,500
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,011,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$401,500	$0	$0	$140,000	$470,000	$0	$1,011,500

Project Description

Design and construction of site and security improvements for the water and wastewater facilities based on the security master plan. Items such as intrusion alarms, security cameras, block walls, etc. will be installed.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$10,900	$4,400	$6,600	$4,400	$26,300

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

SPA 1 Fire Protection Upgrade @ South Plant

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2013

Project Complete Date : 6/30/2014

Project Location : 136th Avenue and Cactus Road

Cost Detail

Land	$0	**Design Services**	$100,000	**Construction**	$250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$350,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$350,000	$0	$0	$0	$350,000

Project Description

Design and construct a fire protection system at the Special Planning Area 1 (SPA) South Water Reclamation Facility (WRF) to comply with city standards. Existing buildings at the South Water Reclamation Facility need to have fire protection systems upgraded to new city standards.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$500	$100	$0	$300	$900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

SPA 1 Happy Trails Utility Access Improvements

Project Number : 20731

Council District : Acacia

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2007

Project Complete Date : 6/30/2013

Project Location : Happy Trails and Bell Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$423,400
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$423,400**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$223,400	$100,000	$100,000	$0	$0	$0	$0	$423,400

Project Description

Install new sanitary sewer utility access holes associated with the Happy Trails subdivision to eliminate the cleanouts. The construction of new holes is due to the existing sewer lines being built with cleanouts and no utility access holes, which does not meet the city's specifications. Some of the lines have sagged causing backups and odor issues. The placement of the utility access holes will help with the operation and maintenance of the system.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$100	$200	$200	$0	$500

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

SPA 1 Recharge Well Replacement @ South Plant

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 22531 -Sewer Operations

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2019

Project Location : 136th Avenue and Cactus Road

Cost Detail

Land	$0	**Design Services**	$400,000	**Construction**	$3,600,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$4,000,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$1,000,000	$3,000,000	$4,000,000

Project Description

Design and construction of 20 - 25 (four or five each year) replacement recharge wells with new recharge wells at the South (SPA 1) Water Reclamation Facility. The original wells (5) installed in FY09 will need to be evaluated, inspected and possibly replaced every 5-7 years.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

SPA 1 Recharge Wells @ South Plant

Project Number : 21113

Council District : Mesquite

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2018

Project Location : 136th Avenue and Cactus Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$4,452,600
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$4,452,600**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$3,552,600	$0	$0	$0	$0	$300,000	$600,000	$4,452,600

Project Description

Design, permit and construction of 8-12 recharge wells at the South Water Reclamation Facility. Recharge wells are used for recharging of water by pumping effluent water into the ground. After the recharge wells are permitted, water usage credits will be received from Arizona Department of Water Resources.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$23,400	$61,200	$31,900	$1,800	$118,300

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

SPA 1 South WRF Stabilization, Dust Control & Landscape

Project Number : 21215

Council District : Mesquite

Funding Source : 22531 - Sewer Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : 136th Ave and Cactus Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$250,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$250,000	$0	$0	$0	$0	$0	$250,000

Project Description

Purchase and placement of large rock, gravel, and chemicals for embankment stabilization and erosion control of the stormwater retention/infiltration basins. The city is under the Arizona Pollution Discharge Elimination System (AZPDES) Permit. AZPDES requires the SPA 1 Water Reclamation Facility (WRF) to have a Stormwater Pollution Prevention Plan (SWPPP). This request addresses the requirements of AZPDES and SWPPP.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$100	$200	$500	$0	$800

City of Surprise, Arizona

SURPRISE

ARIZONA

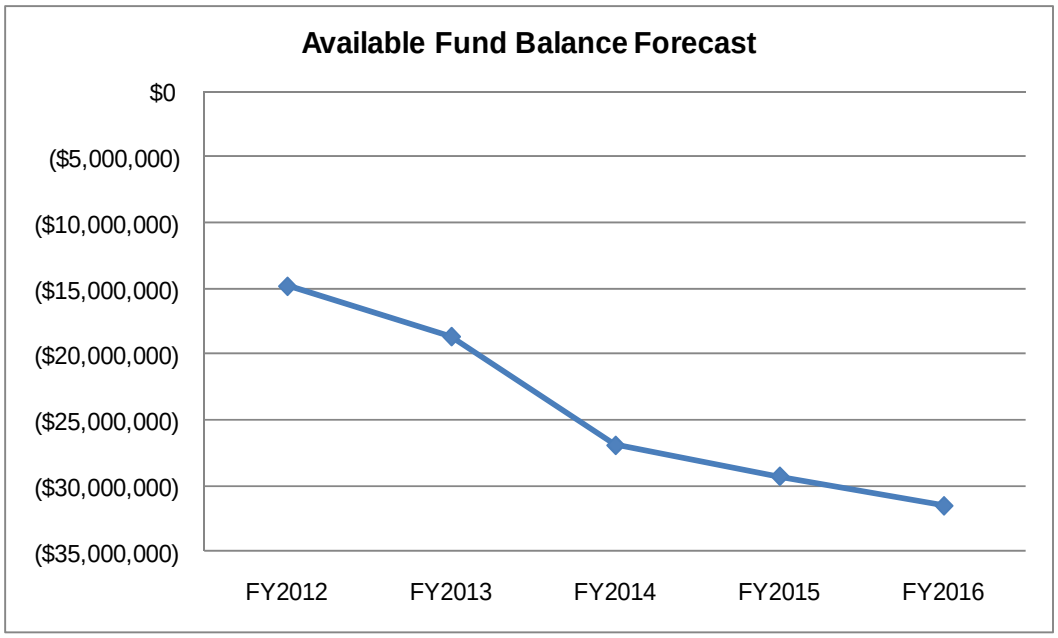
FY2012 Adopted Budget

Wastewater System
Development Fee Fund SPA 1

Description

The wastewater system development fee fund is established to account for the inflow of wastewater service development fees levied on new residential, commercial, and industrial development. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on wastewater services caused by growth. Development fees cannot be used to subsidize operational needs. The City provides these services to the entire city.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The wastewater system development fee remains unchanged from FY2008 at $3,853 in Special Planning Area (SPA) 1 per single family residential permit established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 876,700	$ 1,040,500	$ 1,257,300	$ 1,337,400	$ 1,417,400
Interest Earnings	-	-	-	-	-
Total Sources	876,700	1,040,500	1,257,300	1,337,400	1,417,400
Uses:					
Capital Project Expenditures	(175,000)	(1,030,000)	(1,030,000)	(40,000)	(40,000)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Debt:					
MPC Debt Service Payment	(3,832,000)	(3,840,000)	(8,504,300)	(3,630,200)	(3,625,700)
Total Uses	(4,025,300)	(4,870,000)	(9,534,300)	(3,688,500)	(3,665,700)
Net Activity	(3,148,600)	(3,829,500)	(8,277,000)	(2,351,100)	(2,248,300)
Beginning Fund Balance	(19,275,000)	(22,423,600)	(26,253,100)	(34,530,100)	(36,881,200)
Ending Fund Balance	(22,423,600)	(26,253,100)	(34,530,100)	(36,881,200)	(39,129,500)
Restricted - Loan Payable	(7,620,300)	(7,620,300)	(7,620,300)	(7,620,300)	(7,620,300)
Unreserved/Undesignated	**(14,803,300)**	**(18,632,800)**	**(26,909,800)**	**(29,260,900)**	**(31,509,200)**
Ending Fund Balance	$ (22,423,600)	$ (26,253,100)	$ (34,530,100)	$ (36,881,200)	$ (39,129,500)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22532 Sewer Development Fee SPA 1

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Sewer Operations						
Additional Chlorine Generation Unit	$100,000	$750,000	$0	$0	$0	$850,000
Greenway Road Improvements - Sewer Line	$0	$0	$1,000,000	$0	$0	$1,000,000
IWMP Existing Sewer System Deficiencies	$50,000	$250,000	$0	$0	$0	$300,000
Sewer Developer Reimbursements	$25,000	$30,000	$30,000	$40,000	$40,000	$165,000
Total - Sewer Development Fee SPA 1	**$175,000**	**$1,030,000**	**$1,030,000**	**$40,000**	**$40,000**	**$2,315,000**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

Additional Chlorine Generation Unit

Project Number : 21216

Project Start Date : 7/1/2011

Council District : Mesquite

Project Complete Date : 6/30/2013

Funding Source : 22532 - Sewer Development Fee SPA 1

Project Location : 136th Avenue and Cactus Road

Cost Detail

Land	$0	**Design Services**	$100,000	**Construction**	$750,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$850,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$100,000	$750,000	$0	$0	$0	$0	$850,000

Project Description

Purchase and installation of an additional sodium hypochlorite generation unit at the Special Planning Area (SPA) 1 Water Reclamation Facility (WRF) for the disinfection of reclaimed water. Due to higher than expected chlorine demands, an additional chlorine generation unit is needed to disinfect increasing flows. Currently, one unit is running at 100% capacity to meet the current wastewater flows. The existing second unit was designed as a backup unit, but as flows increase, it will be used as a duty unit, which will result in the loss of the backup unit.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$10,400	$3,000	$4,000	$0	$17,400

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

Greenway Road Improvements - Sewer Line

Project Number : 20911

Project Start Date : 7/1/2008

Council District : Palm

Project Complete Date : 6/30/2014

Funding Source : 22532 - Sewer Development Fee SPA 1

Project Location : Greenway Road (Bullard Avenue to Litchfield Road)

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$1,000,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,000,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$1,000,000	$0	$0	$0	$1,000,000

Project Description

Construct a 12 inch sewer line along Greenway Road from Bullard Avenue to Litchfield Road. The design for this project is complete.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$100	$200	$200	$100	$600

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

IWMP Existing Sewer System Deficiencies

Project Number : 21217 ***Project Start Date : 7/1/2011***

Council District : Various ***Project Complete Date : 6/30/2013***

Funding Source : 22532 - Sewer Development Fee SPA 1 ***Project Location : Surprise Sewer Service Area***

Cost Detail

Land	$0	**Design Services**	$50,000	**Construction**	$250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$300,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$50,000	$250,000	$0	$0	$0	$0	$300,000

Project Description

The 2009 Integrated Water Master Plan (IWMP) has identified existing sewer system deficiencies. The objective of this project is to address and mitigate all of the existing sewer system deficiencies, which are located at Reems Road and Cactus Road, Greenway Road and Jerry Street, White Tanks Vista and Deneen Way, Dysart Road and Hearn Road, and Bell Road and Sunrise Boulevard.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

Sewer Developer Reimbursements

Project Number : 20656 ***Project Start Date : 7/1/2006***

Council District : Various ***Project Complete Date : 6/30/2021***

Funding Source : 22532 - Sewer Development Fee SPA 1 ***Project Location : Various***

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$2,652,100	***TOTAL COSTS***	**$2,652,100**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$2,287,100	$25,000	$30,000	$30,000	$40,000	$40,000	$200,000	$2,652,100

Project Description

Reimbursements to developers for development fee eligible projects such as sewer lines and utility access holes.

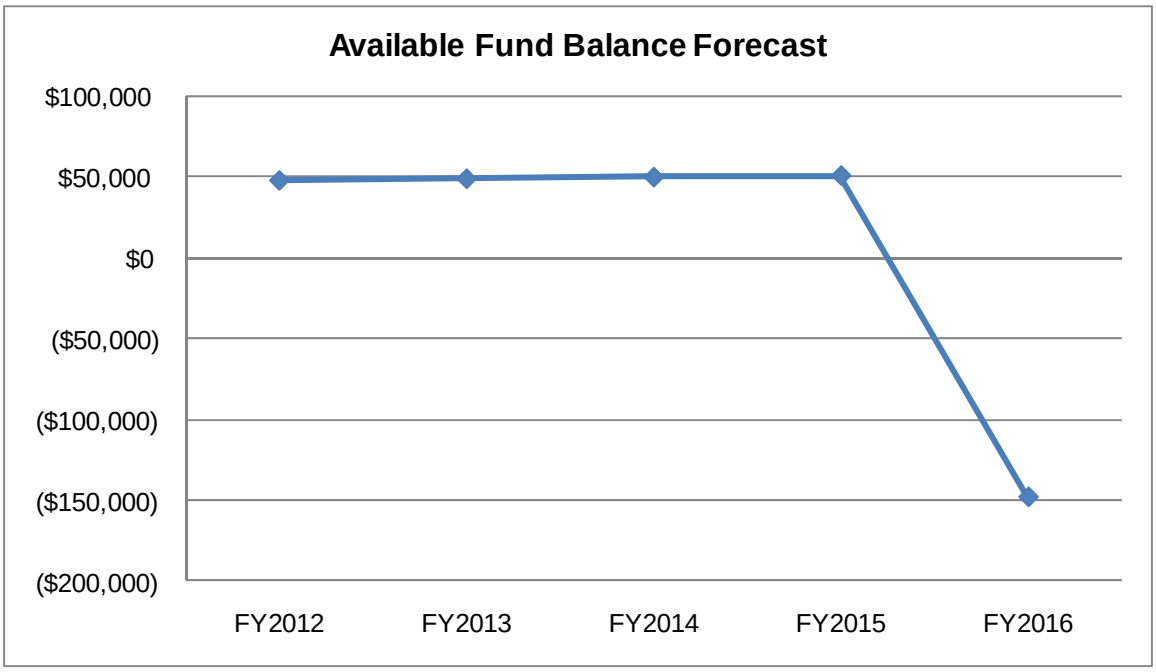
Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

Wastewater System
Development Fee Fund SPA 3

Description

The wastewater system development fee fund is established to account for the inflow of wastewater service development fees levied on new residential, commercial, and industrial development. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on wastewater services caused by growth. Development fees cannot be used to subsidize operational needs. The City provides these services to the entire city.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The wastewater system development fee remains unchanged from FY2008 at $3,039 in Special Planning Area (SPA) 2-6 per single family residential permit established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ -	$ -	$ -	$ -	$ -
Interest Earnings	900	1,000	1,000	1,000	1,000
Total Sources	900	1,000	1,000	1,000	1,000
Uses:					
Capital Project Expenditures	-	-	-	-	(200,000)
Non-Project Capital Expenditures	-	-	-	-	-
Total Uses	-	-	-	-	(200,000)
Net Activity	900	1,000	1,000	1,000	(199,000)
Beginning Fund Balance	46,600	47,500	48,500	49,500	50,500
Ending Fund Balance	47,500	48,500	49,500	50,500	(148,500)
Restricted	-	-	-	-	-
Unreserved/Undesignated	**47,500**	**48,500**	**49,500**	**50,500**	**(148,500)**
Ending Fund Balance	$ 47,500	$ 48,500	$ 49,500	$ 50,500	$ (148,500)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22534 Sewer Development Fee SPA 3

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Sewer Operations						
SPA 3 North Operations Center	$0	$0	$0	$0	$200,000	$200,000
Total - Sewer Development Fee SPA 3	**$0**	**$0**	**$0**	**$0**	**$200,000**	**$200,000**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Sewer Operations

SPA 3 North Operations Center

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Acacia

Project Complete Date : 12/1/2017

Funding Source : 22534 - Sewer Development Fee SPA 3

Project Location : 187th Avenue and Deer Valley Road

Cost Detail

Land	$0	**Design Services**	$360,000	**Construction**	$2,000,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,360,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$200,000	$2,160,000	$2,360,000

Project Description

Design and construction of a facility that will include plant operation, laboratory, administration, maintenance, collection, and water systems to more efficiently service the economic future of the city of Surprise and its customers. This facility will be located in Special Planning Area (SPA) 3.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$2,000	$1,500	$0	$3,500

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Sanitation Operations Fund

Description

The sanitation operations fund is established as an enterprise fund to account for the collection of trash and recyclable materials. The Solid Waste Division of the Public Works Department manages this fund to provide solid waste and recycling services within Surprise. Commercial solid waste services and residential service to non-city customers is provided by private companies.

The city provides curbside collections twice per week, once per week for trash and once per week for recyclable materials. Each customer is provided with a 95-gallon trash and recycle container. Customers also receive on-demand curbside bulk trash pickup of up to 20 cubic-yards per year. The city household hazardous waste collection program and recycle drop-off programs are available to all city residents. The Solid Waste Division also provides roll-off services to city departments.

Organizational Chart

The Solid Waste Division is managed by the Public Works Department as a division under the assistant director of operations. A division level organizational chart can be viewed on the Public Works Department general fund budget section of this document.

Primary Functions

- General residential trash collection and recycling.
- Brush and bulky collection services.
- Roll-off services for other city departments.

Divisions

Operations - Conducts the general residential solid waste collection operations of the division.
Bulk Trash - Handles operations and issues related to bulk trash and roll off collection services.
Recycling - Conducts the recycling and waste inspection program for the city.

Major Budget Changes

The FY2012 adopted budget of $7,944,100 represents a 32% decrease over the FY2011 adopted budget of $11,631,800 due to a reduction in the programming of contingency expenditures.

Expenditures	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
By category				
Personnel	1,982,437	2,233,200	2,436,700	9%
Supplies	745,964	714,900	873,800	22%
Services	1,367,207	1,570,600	1,490,000	-5%
Capital	0	461,200	1,485,600	222%
Depreciation	421,644	0	0	0%
Contingency	0	5,724,100	769,000	-87%
Transfer Out	622,750	927,800	889,000	-4%
Total	5,140,002	11,631,800	7,944,100	-32%
By department				
General Operations	19,250	3,502,400	0	-100%
Information Services	0	0	17,900	0%
Public Works	5,120,752	8,129,400	7,926,200	-2%
Total	5,140,002	11,631,800	7,944,100	-32%

For FY2012, personnel budgets are forecast to increase 9% over FY2011 adopted budget levels due to the transfer of a maintenance and operations technician from the wastewater fund. Additionally, revised workload analyses performed in FY2011 resulted in the allocation of a portion of the department director and assistant director as well as portions of administrative personnel resulting in an overall personnel increase of 1.1 full-time equivalents position.

A significant portion of the non-personnel increase is due to the rising price of oil. In FY2012, an additional $122,000 for gas and fuel and an additional $135,000 for auto parts and lubricants is programmed to cover the anticipated increases.

Payments to the general fund in the amount of $889,000 are programmed in FY2012 to cover the indirect costs associated with general fund personnel provided services and support to the sanitation fund. Additionally, an annual sanitation hauler's license fee of $1,000 per sanitation vehicle is assessed on all sanitation companies providing service in the city of Surprise, including the Surprise sanitation operations. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments.

	FY2010 Actual	FY2011 Adopted	FY2012 Proposed	Adopted to Proposed
Personnel				
Accountant/Tax Auditor	0.3	0.3	0	-100%
Administrative Specialist	0	0	0.2	0%
Administrative Technician	2	2	1.2	-40%
Assistant Analyst	0	0	0.3	0%
Assistant Department Director	0	0	0.3	0%
Department Director	0	0	0.2	0%
Division Manager	1	1	1.8	83%
Information Technology Administrator	0	0	0.2	0%
Maintenance & Operations Supervisor	2	2	2	0%
Maintenance & Operations Technician	20	20	21	5%
Senior Accountant/Senior Tax Auditor	0	0.3	0	-100%
Senior Financial Analyst	0	0	0.5	0%
Sr Maintenance & Operations Technician	3	3	3	0%
Service Worker/Groundskeeper	4	4	3	-25%
Total	32.3	32.7	33.8	3%

Capital

Six sanitation collection vehicles are scheduled to be replaced in FY2012 requiring a budget of $1,467,700. The additional $17,900 capital budget is a proportional share of the cost of a planned Hansen system upgrade used by the utility funds to track and manage work orders and assets.

Accomplishments, Enhancements and Efficiencies

- Achieved cost savings of 34% over private contracted service for the transport of refuse and wastewater sludge using open 40 yard containers and a roll-off truck.
- Reorganized smart routes for smart growth program, and increased number of collections without an increase in staff.

Major Initiatives and Policy Issues

- Research and evaluate conversion to compressed natural gas (CNG) or hydraulic hybrid Vehicles for side loaders.
- Complete agreement with waste management to accept glass and all plastics for recycling.

Goals, Objectives, and Performance Measures

- **Department Goal:** Maintain an efficient collections program and expand the recycling and bulk trash programs.
  - **Objective:** Increase overall recycling from drop-off locations.
  - **Objective:** Continue cost savings as a result of the recycling program.
  - **Objective:** Increase bio-solids savings versus using a private contractor.
  - **Objective:** Provide excellent customer service and reduce customer complaints.

Performance Measures	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Collections - customers	32,327	32,644	33,277	31,672	31,832
Garbage - tons collected from curbside	30,756	30,698	31,898	30,800	29,261
Recycling - tons collected from curbside	7,242	6,903	7,000	7,189	8,732
Recycling - tons collected from drop off locations	223	347	385	407	432
Roll Off - tons collected	2,259	7,613	10,495	10,388	12,468
Customer complaints and missed pick-ups	37	24	20	14	25

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

22541 Sanitation Operations

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
IS - IT						
Hansen Version 8 Upgrade - Sanitation	$17,900	$0	$0	$0	$0	$17,900
Total - Sanitation Operations	**$17,900**	**$0**	**$0**	**$0**	**$0**	**$17,900**
Total FY 11-15 CIP	**$10,944,000**	**$14,719,200**	**$15,920,500**	**$9,761,400**	**$59,777,700**	**$111,122,800**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

IS - IT

Hansen Version 8 Upgrade - Sanitation

Project Number : 21207

Council District : Palm

Funding Source : 22541 - Sanitation Operations

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : City Hall

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$17,900	**Other**	$0	***TOTAL COSTS***	**$17,900**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$17,900	$0	$0	$0	$0	$0	$17,900

Project Description

Analysis, software and professional services to migrate the current Hansen 7.7 system to the latest web version that will allow system integration and functionality needed to support the management of the City's assets.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

Capital Improvement Plan

- Capital Improvement Plan Summary
- General Capital Fund
- Transportation Improvement Fund
- Fire and EMS Development Fee Fund
- General Government Development Fee Fund
- Library Development Fee Fund
- Parks and Recreation Development Fee Fund
- Police Development Fee Fund
- Public Works Development Fee Fund
- Roads of Regional Significance Development Fee Funds
- Vehicle Replacement Fund

Capital Improvement Plan Summary

FY2012– FY2016

The city of Surprise has transitioned from a small agricultural community to one of the fastest growing communities in the nation. The recent census results show a population of 117,517, more than triple the 2000 census tabulation of approximately 30,000 residents. It is estimated that the population will increase to over 128,000 people by the end of FY2016.

Much of Surprise's infrastructure has been developed with a mix of public and private investment. Large master planned communities like Sun City Grand and Marley Park installed local infrastructure (roads, water, and sewer lines) to service the projects while the city continues to provide police, fire, and wastewater treatment infrastructure and services for new residents expected to be added annually.

Management works with the Mayor and City Council and all departments throughout the Capital Improvement Plan (CIP) process to develop the adopted CIP. The CIP process runs in conjunction with the operating budget process and both culminate with the adoption of the recommended budget and CIP by the Mayor and City Council in June.

The Capital Improvement Plan (CIP) is a multi-year plan that outlines projects anticipated to fulfill current and future capital and infrastructure needs. The plan incorporates estimated project costs and associated ongoing operating costs. It addresses both repair and replacement of existing infrastructure, purchase of capital equipment, and construction of new facilities.

The proposed CIP is very limited due to limited revenues and minimal growth. During the course of FY 2012, staff will be working the City Council to develop a more comprehensive CIP strategic plan and funding strategies.

Funding

The CIP is broken down into four major functions:

1. General CIP
2. Transportation CIP
3. Development Fee Funds
4. Water and Wastewater Enterprise Funds

<u>1. General Capital Fund</u>

Projects in this fund are paid for primarily by using a portion of construction sales tax and third party funding (e.g. grants). As such, because of the recession, construction sales tax revenues have declined significantly, resulting in fewer projects being funded. As a result, priority has been given to projects that are fully or partially paid for with third party funding (e.g. grants) so as to best leverage the use of city funds. The major projects include:

- Department Asset Replacement: $4.6 million
- Marley Park Restroom: $620,000
- Surprise Farms Dog Park: $250,000
- Tennis Multi-Purpose Center: $400,000
- Development Incentive Reimbursements: $1.5 million
- Replace Accounting Software: $2.5 million
- Permanent Fire Station #4: $700,000
- Hansen Community Development & Regulation Software: $526,000
- Police Sub-Station #1 (non-growth): $177,300
- Police Training Range Upgrades: $600,000
- Police Regional Wireless Cooperative Expansion (non-growth): $4.5 million

- Bullard Library (Carpet/Interior Paint): $125,000
- Police Department Parking Deck: $1.9 million
- Surprise Way Finding – standardization of signage throughout city: $100,000
- Public Works Westgate Operation/Administration Building (non-growth): $2.4 million
- 107th Avenue & Union Hills Drainage: $2.5 million
- Bell Road Landscaping/Lighting: $1.0 million
- Bell Road Sidewalks (East of Grand Avenue): $1.1 million
- Bell Road Sidewalks (West of Grand Avenue): $282,500
- Dove Valley Parkway Enhancement: $1.0 million
- Installation of Fiber Optics (non-growth): $564,200
- Martin Acres Flood Control: $902,200
- Pave Dirt Shoulders: $616,300
- SR303 Peoria Avenue to Mt. View Enhancements: $500,000
- Traffic Signals (non-growth): $695,200

2. Transportation Improvement Fund

Projects in this fund are primarily funded by a 1.5% dedicated construction sales tax and third party funding (e.g. grants). Again, because of reduced construction sales taxes, fewer projects can be funded. Projects were also selected based on our ability to match third party funds and best leverage the use of City funds. The major projects include:

- Cactus Road (175th Avenue to Cotton Lane): $295,000
- Cactus Road (Cotton Lane to Sarival Avenue): $210,000
- El Mirage Road: $1.0 million
- Greenway Road (Cotton Lane to Sarival Avenue): $620,000
- Greenway Road (Litchfield Road to Bullard Avenue): $2.4 million
- Litchfield Road (Cactus Road to Desert Cove Road): $2.5 million
- Litchfield Road (Sweetwater Road to Cactus Road): $2.2 million
- Litchfield Road (Waddell Road to Sweetwater Road): $2.1 million
- Peoria Avenue (Cotton Lane to Sarival Avenue): $230,000
- Peoria Avenue (Sarival Avenue to Reems Road): $1.6 million
- Waddell Road (Loop 303 to Sarival Avenue): $270,000
- Street Preservation and Maintenance: $5.0 million

3. Development Impact Fee Funds

The eight development impact fee funds pay for projects specifically related to that activity. The eight funds are:

1. Fire and Emergency Medical Services (EMS) Development Fee Fund
2. General Government Development Fee Fund
3. Library Development Fee Fund
4. Parks and Recreation Development Fee Fund
5. Police Development Fee Fund
6. Public Works Development Fee Fund
7. Roads of Regional Significance Development Fee Fund, Special Planning Area (SPA) 2, 4, 6
8. Roads of Regional Significance Development Fee Fund, SPA 3 and 5

There are only a few projects because of the lack of new construction (both residential and commercial) caused by the recession and current economic climate. The following projects are included:

Fire and EMS Development Fee Fund

- Fire & EMS Developer Reimbursements: $35,500
- Fleet Expansion: $750,000
- Future Fire Station 7 (District Station): $7.3 million
- Fire Department Radio System Upgrade: $2.0 million

General Government Development Fee Fund

- Hansen Asset Management Software Upgrade: $34,100

Library Development Fee Fund

- Library #3: $2.3 million

Parks and Recreation Development Fee Fund

- Parks & Recreation Developer Reimbursement: $274,500
- Surprise Farms Park Development Phase II: $6.0 million

Police Development Fee Fund

- Police Sub-Station 1: $137,700
- Police Regional Wireless Cooperative Expansion: $7.3 million

Public Works Development Fee Fund

- Public Works Yard – North: $8.2 million
- Public Works Westgate Operation/Administration Building: $920,100
- Installation of Fiber Optics: $985,800
- Traffic Signals: $1.2 million

4. Water and Wastewater Enterprise Funds

These CIP programs are paid for by a combination of user rates and development impact fees. The major projects include:

Water

- City Hall Reclaimed Water Connections: $230,000
- Hansen Asset Management Software Upgrade: $39,700
- Irrigation Line Loop 303 & Peoria for Landscaping: $965,300
- Site & Security Improvements: $1,088,500
- Special Planning Area (SPA) 1 16-in Reclaim Line (Cactus Road/Dysart Road): $1.5 million
- SPA 1 3 Distribution System Monitoring Stations: $200,000
- SPA 1 Ashton Ranch Water Supply Facility (WSF) Chlorine Upgrade: $1.1 million
- SPA 1 Booster Station Upgrades @ Bell Road Lake: $1,750,000
- SPA 1 Variable Frequency Drives for Plant 4 & 5 Non-Potable Pumps: $150,000
- SPA 2 Desert Oasis WSF – Arsenic Treatment: $2,200,000
- Central Arizona Project Allocation: $1,037,000
- Integrated Water Master Plan (IWMP) Existing Water System Deficiencies: $300,000
- SPA 1 Mountain Vista Well #2: $1,950,000
- Water Developer Reimbursement: $1,164,100
- Saguaro View Water Conversion: $350,000
- SPA 3 Initial Water System: $1,150,000
- Greenway Road Improvements – Reclaim Line: $769,100
- SPA 1 16-in Reclaimed Line – Parkview Place and Greenway Road: $1,500,000
- SPA 1 Effluent Storage Reservoir Covers: $1,100,000

Wastewater

- Cortessa Wet Well Re-Coating: $100,000
- Disinfection Byproduct Reduction: $675,000
- Hansen Asset Management Software Upgrade: $33,300
- Site & Security Improvements: $1,011,500
- SPA 1 Fire Protection Upgrade @ South Plant: $350,000
- SPA 1 Happy Trails Utility Access Improvements: $200,000
- SPA 1 Recharge Well Replacement @ South Plant: $1,000,000
- SPA 1 Recharge Wells @ South Plant: $300,000
- SPA 1 South WRT Stabilization , Dust Control & Landscape: $250,000
- Additional Chlorine Generation Unit: $850,000
- Greenway Road Improvements Sewer Line: $1.0 million
- Integrated Water Master Plan (IWMP) Existing Sewer System Deficiencies: $300,000
- Sewer Developer Reimbursement: $165,000
- SPA 3 North Operations Center: $200,000

Capital & Operational Finances

In keeping with the city's policy of sustainability, approved capital projects stress continuation of current service levels. Surprise citizens deserve, and have come to expect the high level of service provided by the city. In order to maintain this high level of service, the city has committed many of its one-time sources of funds to pay for capital and infrastructure needs.

The operational costs associated with the massive amount of capital built by the city of Surprise have been felt over the last couple years. With each new completed project there are staffing, maintenance, supply, and other service costs that must be funded on an ongoing basis. The funding of these ongoing operational costs must be determined before a project is approved. By examining operational requirements early in the process, the city is assured that when a public building is completed, there is funding to open and operate the facility without negatively affecting other city services.

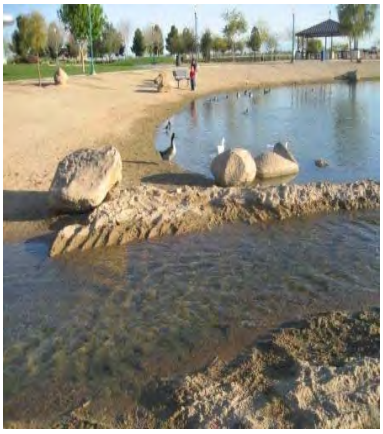
The majority of approved capital projects are directly related to maintaining the current level of service. New residents who move to Surprise will be greeted with a high level of service and amenities. The Mayor, City Council, and City Management have pledged to do what is required to ensure this level of service is sustainable.

CIP Development

The following section provides information that served as the background for the development of the CIP.

What should be addressed in this planning effort?

- Financial responsibility.
- Improved transportation.
- Expansion of public safety facilities.
- Coordination with utilities.
- Allocation of funding for advanced organizational planning.
- Maintaining the necessary "tools" to provide quality customer service.
- Expansion of parks and recreation facilities.
- Economic development implications.
- Environmental issues.
- Community aesthetics and image.
- Public input.
- Sustainability for Surprise.



Community Park

Capital Project Definition

In order to distinguish between true capital items and operating items, the following capital project definition was developed:

Projects included in the Surprise CIP will be those with a cost of at least $100,000 with a useful life of at least three years. All other projects shall be included in departmental operating budgets.

The CIP is to be used as a guide in decision-making. The CIP is intentionally developed in the most a-political environment possible with the full knowledge that the final decisions will be made in the political arena. The CIP is an objective basis for making decisions in a very subjective environment.

The process for the CIP's development is divided into three key components, culminating in the presentation of a Capital Improvement Plan to the Mayor and City Council for approval.

1. Needs Assessment. Future needs are outlined utilizing the General Plan and taking growth patterns into consideration.
2. Financial Analysis. Examination of the city's recent revenues, expenditures, current debt, and bonding capacity are included in the financial analysis.
3. Capital Improvement Plan Policies. The plan document includes policies, an implementation section, and outlines how the CIP will be updated on an annual basis.

1. Needs Assessment

The needs assessment encompasses all of the anticipated needs for the community within the definition of capital projects for the next five years.

During the plan development process, an inclusive capital project list is created. However, additional needs will be identified on a continuing basis and will be included in the annual update process. Some unanticipated needs will occur during the budget year and will be weighed against needs already identified in the annually adopted CIP.

Information on each capital project fund includes a fund description, a revenue and expenditure budget summary and fund balances. This information is followed by the capital projects adopted for the Capital Improvement Plan in the five year period. Each project is listed by the responsible department/division name and project expenditures are shown by fiscal year with a total by project for all years.

Following the list of projects in the five year plan is the detail information for each project. Each project page provides cost detail, project description, project location including the City Council district most directly impacted, recommended funding source, and anticipated ongoing operating costs. Below the cost detail section, the timeline of the project is restated by year. These are not in any prioritized order. The project number is for identification purposes only.

2. Financial Analysis

When attempting to determine what resources are available to fund capital improvements, it is important to carefully examine the current financial condition of the city as well as possible funding alternatives. Like most communities, the city of Surprise will most likely always have more needs than financial resources.
In developing the CIP, a complete financial analysis is conducted. Funding options, current revenue trends, the community's borrowing capacity, and current debt are reviewed.

Funding Options

The city of Surprise has been funding capital improvement projects for many years. The key to implementing the CIP is consistent, systematic funding. This is becoming more and more difficult with today's political climate, recent legislative changes, shrinking revenue sources, and the demands presented by Surprise's growth potential.

The following options were considered when analyzing potential funding sources for CIP Projects.

- **Pay-As-You-Go Out of Current Revenues.** The city currently receives the bulk of its revenues through local sales taxes, state sales tax, and state income tax. A component of the local sales tax is construction related taxes. The taxes collected on construction activity, $950,000, is dedicated to capital purchases. The city also receives funding from state fuel taxes and the Arizona Lottery. These funds are committed for transportation related expenditures.
- **Municipal Bonds.** The city can issue bonds for capital projects. Municipal bonds are paid back over a period of time with interest. The city's ability to use bond financing is discussed in more detail in the bonding capacity section. The issuance of municipal bonds must be approved by the voters.
- **Certificates of Participation/Municipal Property Corporations.** These are funding mechanisms used by many municipal governments that allow the municipality to borrow funds without voter approval. The debt is paid back much like a bond – over time with interest. The city of Surprise qualifies as having Municipal Property Corporation status, so this option is available.
- **Lease-Purchase Agreements.** A method of financing capital projects that lessens the up-front costs to the municipality. While interest is paid, the payoff period is typically a shorter period than bonds and the municipality will own the project at the termination of the agreement.
- **Improvement Districts.** This financing method is used to raise capital for projects in which the residents, who benefit from the improvements, pay for them over time (e.g. street light improvement district).
- **Development Impact Fees.** Fees imposed on new development to defray the impact and additional costs the development places on municipal infrastructure. The city currently has an Impact Fee Ordinance that applies fees to new development.
- **Development Agreements.** Developers construct infrastructure and convey the asset to the city. According to the terms of the agreement, developers are reimbursed for the infrastructure by the city through collections of development impact fees, permit fees, water and wastewater fees, and/or sales tax revenue.
- **Grants.** Federal, state, and county grants are available to finance capital projects. Many of these grants require the municipality to participate either financially or through "in kind" matches. The city is the recipient of various federal, state, and county grants and pursues grant funding as opportunities arise.
- **User Fees.** Fees paid by service users to maintain existing facilities and meet regulatory requirements. Utilities such as water, sewer and sanitation fall under this category.

Current Revenue Trends

Surprise currently has a 2.2% sales tax, a 1.5% construction sales tax, and a 1.0% restaurant tax. The city has a total hotel/motel tax of 2.52%, a portion of that, 1.52% is dedicated to tourism promotion.

Local sales taxes collections have grown from $6 million in 1998 to projected revenues of $29 million in FY 2012. The city has a primary property tax rate of $0.67 per $100 net assessed valuation in FY2012. Property tax collections are computed by multiplying the assessed value by the primary property tax levy rate. Net assessed values for the city have decreased by 13% from the prior year, from $1,072,613,797 to $931,872,727. As a result, property tax revenues will decrease from $7,224,115 to $6,243,547.

Borrowing Capacity
While it is the desired goal of any organization to finance purchases without borrowing (pay-as-you-go), sometimes financing is used to leverage opportunities. Surprise has used various financing methods in the past to purchase vehicles and equipment and finance the development of other municipal services.

The most commonly utilized large project municipal financing method in the United States of America is the General Obligation Bond (G.O. Bond). This is the most inexpensive way to finance projects because the bond's repayment is based on the full taxing authority of the municipality and backed up by real property. Voters have to approve the property taxes (secondary) instituted to pay for the issuance of G.O. Bonds.

The State of Arizona places limits on this type of financing. Under Arizona Law, Article IX, Section 8, municipalities may issue G.O. Bonds for purposes of water, wastewater, artificial light, open space preserves, parks and recreational facilities, public safety, law enforcement, fire and emergency services facilities, streets, and transportation facilities up to an amount not exceeding 20 percent of the secondary assessed value. Based on Surprise's secondary assessed valuation of $936,730,006, a total of $187,346,001 could be borrowed utilizing G.O. Bonds. The city currently has no outstanding G.O. Bonds debt in the 20 percent category.

In addition, Arizona law allows municipalities to issue G.O. Bonds for all other purposes not listed above up to an amount not exceeding six percent of the valuation. This would allow Surprise to bond for $56,203,800 under this category. The city currently has no outstanding G.O. Bonded debt in the six percent category.

Surprise's other debt does not count against these limits; although, the overall financial position of the city would be considered by lending institutions.

Outstanding Debt
As of June 30, 2011, the city of Surprise held the following outstanding long-term debt obligations. The total amount of outstanding debt and year of debt retirement are indicated:

Outstanding Debt	Debt Retirement Date	Oustanding Balance as of June, 30 2011
Municipal Property Corporation Bonds: 2000-2003 Issuance	7/1/2020	$ 38,190,000
Municipal Property Corporation Bonds: 2007 Issuance	4/1/2032	50,675,000
Water Infrastructure and Finance Authority Loan	7/1/2029	1,438,266
	Total	$ 90,303,266

3. Capital Improvement Plan Policies

Policies

When implementing a plan of this complexity and magnitude, it is important to adhere to operating policies and procedures to ensure success. The following policies have been adopted as part of the Surprise Capital Improvement Plan.

- Regional considerations and intergovernmental relationships will be evaluated as projects are developed.
- Legal mandates will be monitored and projects to satisfy the mandates will be developed.
- The five-year CIP will be updated annually.
- Pay-as-you-go financing will be the preferred funding mechanism of the CIP.

- Should borrowing be necessary, dedicated revenue streams will be accounted for as to not jeopardize the long-term implementation of the CIP.

    - Efforts will be continuously made to maintain and improve the city's credit rating.
    - Capital project and improvement districts financed through debt instruments shall not be financed for more than the anticipated useful life of the project.
    - Department Directors and Managers will meet with the Chief Information Officer as part of the CIP update process to discuss and coordinate purchases in communications equipment and systems and computer hardware and software to ensure citywide compatibility.
    - The city shall periodically review user fees and adjust accordingly to ensure that the fees adequately cover the cost of operation, maintenance, and future expansion.
    - The city shall periodically review development impact fees and adjust accordingly to ensure new growth continues to pay its fair share of impact on the community.
    - The city shall work aggressively with developers to ensure future development pays for itself and is not a burden on existing residents.
    - Projects will be developed to accommodate coordination with economic development efforts.

Implementation

The success of a plan or a planning process is measured by the degree of its implementation. Since resources are limited, it is crucial for the city of Surprise to follow a consistent, objective path to allocate funding for future capital improvements needs.

The following implementation program outlines the specific steps necessary to implement the CIP and perform the annual update.

Trenching

General Implementation Guidelines

- The Surprise five-year CIP is adopted by the Mayor and City Council and is published and widely distributed. The CIP is updated annually and reviewed and adopted by the Mayor and City Council along with the operating budget each year.
- Department directors are responsible for preparing monthly reports on the status of current year capital projects. The reports are posted monthly on the city's website www.surpriseaz.gov.
- Citizen input is sought periodically to determine the desires of the public. Attitudes and circumstances change and informed decision making requires that the city have an up-to-date awareness of what the public's attitudes are toward community facilities and services and how to pay for them.

Update Process

Updating the CIP takes place annually along with the development of the city's annual budget. The annual update includes projects by funding source for presentation to the Mayor and City Council.

The prior year process is reviewed annually to discuss the plan's process and implementation. Project worksheets are updated in the budget database by the responsible department. The project information includes: project name and department, description, council district location, funding source(s), cost detail by category and year, and estimated ongoing operational costs.

Projects are evaluated and prioritized using three funding categories.

1. Prioritized Funding Category: Projects competing for general fund and certain dedicated funding sources. The majority of projects are in this category.
2. Enterprise Fund Category: Utility Projects funded from a dedicated funding source, which are not able to compete for general fund monies.
3. Developer Funded: Projects funded and constructed by developers that do not compete for general fund monies. These projects are included in the 5-year CIP to recognize the vast amount of infrastructure that is being put into the ground which the city will assume responsibility for upon completion.

City Hall

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

City of Surprise
FY 2012 - 2016
Summary of Capital Improvement Expenditures by Fund

Fund Number	Fund Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
21112	General Capital Fund	$3,963,900	$4,435,400	$1,775,000	$1,074,300	$18,973,100	$30,221,700
21418	Transportation Improvement Fund	2,600,000	1,250,000	3,668,900	1,975,000	8,911,000	18,404,900
21416	Fire & EMS Development Fee	7,100	7,100	7,100	7,100	10,082,100	10,110,500
21412	General Govt Dev Fee Fund	34,100	0	0	0	0	34,100
21417	Library Development Fee	0	0	0	1,050,000	1,270,800	2,320,800
21414	P&R Development Fee	54,900	54,900	54,900	1,094,900	5,054,900	6,314,500
21413	Police Dev Fee Fund	0	0	0	0	7,449,200	7,449,200
21415	PW Development Fee	658,800	2,699,600	4,000,000	2,847,900	1,064,400	11,270,700
21114	Vehicle Replacement	1,410,800	1,598,000	2,343,500	1,348,000	2,633,500	9,333,800
22511	Water Operations	739,600	1,600,000	2,413,300	335,000	2,355,000	7,442,900
22512	Water Development Fee SPA 1	1,082,900	1,492,200	852,200	797,200	357,200	4,581,700
22513	Water Development Fee SPA 2	150,000	1,850,000	0	0	0	2,000,000
22514	Water Development Fee SPA 3	0	0	0	400,000	750,000	1,150,000
22522	Water Replenishment Development Fee SPA 1	0	100,000	1,769,100	0	1,500,000	3,369,100
22531	Sewer Operations	1,459,800	200,000	350,000	140,000	1,770,000	3,919,800
22532	Sewer Development Fee SPA 1	175,000	1,030,000	1,030,000	40,000	40,000	2,315,000
22534	Sewer Development Fee SPA 3	0	0	0	0	200,000	200,000
22541	Sanitation Operations	17,900	0	0	0	0	17,900
Total - All Funds		**$12,354,800**	**$16,317,200**	**$18,264,000**	**$11,109,400**	**$62,411,200**	**$120,456,600**

City of Surprise, Arizona

SURPRISE

ARIZONA

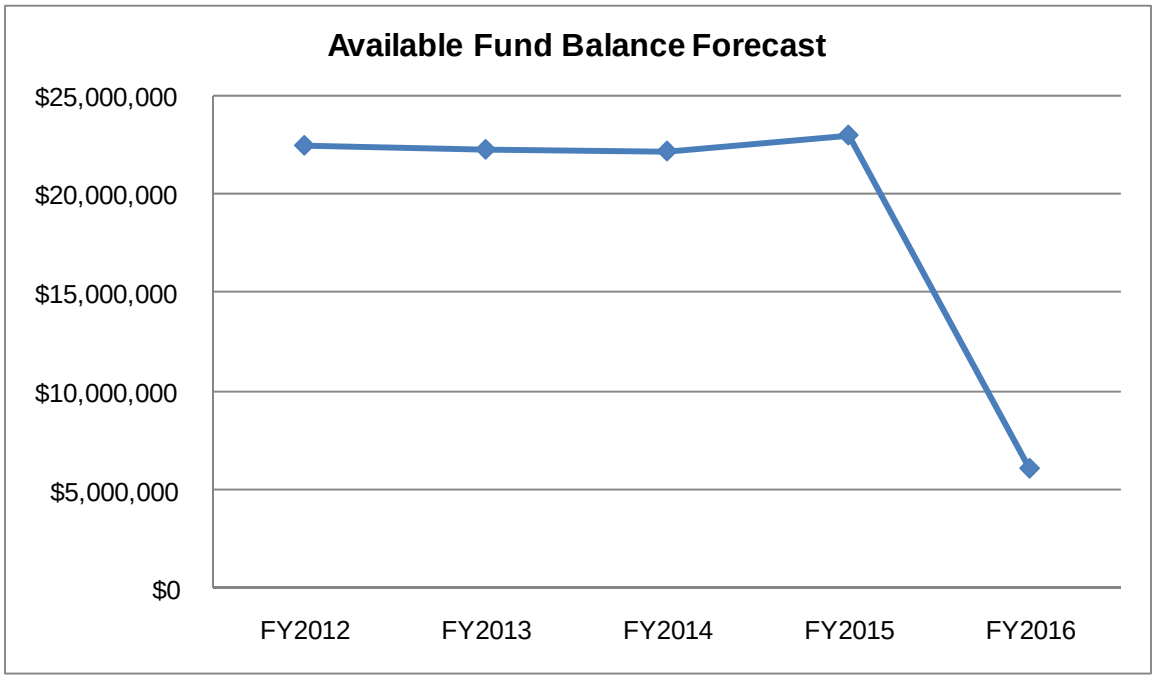
FY2012 Adopted Budget

General Capital Fund

Description

The general capital fund is established to provide a centralized location for the acquisition of capital with resources that are not restricted such as a development impact fees. The intent is to remove capital costs from department operating budgets to better analyze the cost of departmental operations as well as the need for capital and infrastructure.

At the direction of the Mayor and City Council, the city of Surprise dedicates the first $1,250,000 of construction related sales tax collections to operating expenses. The remaining construction sales tax is considered a one-time revenue source and is dedicated for capital expenses in this fund. The dedicated sales tax amount for FY2012 is estimated at $950,000.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Construction Sales Tax	$ 950,000	$ 1,166,700	$ 1,289,000	$ 1,417,400	$ 1,552,400
Intergovernmental Contributions	620,000	2,752,200	-	-	-
Interest Earnings	246,500	314,300	400,500	465,500	574,400
Total Sources	1,816,500	4,233,200	1,689,500	1,882,900	2,126,800
Uses:					
Capital Project Expenditures	(3,963,900)	(4,435,400)	(1,775,000)	(1,074,300)	(18,973,100)
Non-Project Capital Expenditures	(47,300)	-	-	-	-
Total Uses	(4,011,200)	(4,435,400)	(1,775,000)	(1,074,300)	(18,973,100)
Net Activity	(2,194,700)	(202,200)	(85,500)	808,600	(16,846,300)
Beginning Fund Balance	33,915,000	31,720,300	31,518,100	31,432,600	32,241,200
Ending Fund Balance	31,720,300	31,518,100	31,432,600	32,241,200	15,394,900
Restricted - Prasada	231,500	231,500	231,500	231,500	231,500
Restricted - Loan Receivable	9,035,553	9,035,553	9,035,553	9,035,553	9,035,553
Unreserved/Undesignated	**22,453,247**	**22,251,047**	**22,165,547**	**22,974,147**	**6,127,847**
Ending Fund Balance	$ 31,720,300	$ 31,518,100	$ 31,432,600	$ 32,241,200	$ 15,394,900

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21112 General Capital Fund

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
C&R - Parks Maintenance						
CRS Asset Replacement	$0	$0	$0	$0	$1,977,800	$1,977,800
Marley Park Restroom	$620,000	$0	$0	$0	$0	$620,000
C&R - Recreation						
Surprise Farms Dog Park	$0	$0	$0	$0	$250,000	$250,000
Tennis Multi-Purpose Center	$0	$0	$0	$0	$400,000	$400,000
CD - ED - Gestamp						
Gestamp Solar Steel	$550,000	$400,000	$0	$0	$0	$950,000
CD - ED - Rioglass Solar						
Rioglass	$550,000	$0	$0	$0	$0	$550,000
Communication - Broadcast						
Communication Asset Replacement	$0	$0	$0	$0	$359,000	$359,000
Finance - Admin						
Replace Accounting\GL\FMS Software	$0	$0	$0	$0	$2,500,000	$2,500,000
Fire - Operations						
Fire and EMS Asset Replacement	$678,900	$0	$0	$0	$186,500	$865,400
Permanent Fire Station #4	$0	$0	$0	$0	$700,000	$700,000
IS - IT						
Hansen CDR (Community Development & Regulation)	$0	$0	$0	$0	$526,000	$526,000
IT Asset Replacement	$0	$0	$0	$0	$1,103,700	$1,103,700
Police - Admin						
Police Asset Replacement	$0	$0	$0	$0	$52,500	$52,500
Police Substation #1 (non-growth)	$0	$0	$0	$0	$177,300	$177,300
Police Training Range Upgrades	$0	$0	$0	$0	$600,000	$600,000
Police - Communications						
Police Regional Wireless Cooperative Expansion (non-growth)	$0	$0	$0	$0	$4,538,500	$4,538,500
PW - Project Management						
Bullard Library (Carpet/Interior Paint)	$125,000	$0	$0	$0	$0	$125,000
Facilities Asset Replacement	$0	$0	$0	$0	$246,200	$246,200
Police Department Parking Deck/Command Vehicle	$0	$0	$0	$0	$1,900,000	$1,900,000

*** FY2012 amounts do not include carryovers.**

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21112 General Capital Fund

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Surprise Way Finding	$0	$0	$0	$0	$100,000	$100,000
Westgate Operation/Administration Building (non-growth)	$0	$0	$0	$225,300	$2,224,600	$2,449,900
PW - TE General						
107th Avenue & Union Hills Drainage Project	$250,000	$1,125,000	$1,125,000	$0	$0	$2,500,000
Bell Road Landscaping/Lighting	$0	$0	$0	$0	$1,000,000	$1,000,000
Bell Road Sidewalks (East of Grand Avenue)	$300,000	$825,000	$0	$0	$0	$1,125,000
Bell Road Sidewalks (West of Grand Avenue)	$282,500	$0	$0	$0	$0	$282,500
Dove Valley Parkway (163rd to 179th)	$20,000	$1,025,000	$0	$0	$0	$1,045,000
Fiber Optics - Bell Road Phase III (SR 303 to 195th Avenue) (non-growth)	$120,100	$0	$0	$0	$0	$120,100
Fiber Optics - Loop 303 (Peoria Avenue to Bell Road) (non-growth)	$43,700	$400,400	$0	$0	$0	$444,100
Martin Acres Flood Control	$0	$90,000	$400,000	$412,200	$0	$902,200
Pave Dirt Shoulders	$46,300	$570,000	$0	$0	$0	$616,300
SR303 Peoria Avenue to Mt. View Enhancements	$250,000	$0	$250,000	$0	$0	$500,000
PW - TE Signals						
Traffic Signals (non-growth)	$127,400	$0	$0	$436,800	$131,000	$695,200
Total - General Capital Fund	**$3,963,900**	**$4,435,400**	**$1,775,000**	**$1,074,300**	**$18,973,100**	**$30,221,700**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - Parks Maintenance

CRS Asset Replacement

Project Number : 21101

Council District : Various

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2016

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$200,000
FFE	$1,977,800	**Other**	$0	***TOTAL COSTS***	**$2,177,800**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$200,000	$0	$0	$0	$0	$1,977,800	$0	$2,177,800

Project Description

Provide funding for an asset replacement plan. This plan will address replacement of equipment in the areas of aquatics, parks, and campus. Assets are replaced as they reach the end of their serviceable life or have been made obsolete due to changes in technology or work practices.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - Parks Maintenance

Marley Park Restroom

Project Number : 21202

Council District : Mesquite

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : Marley Park

Cost Detail

Land	$0	**Design Services**	$60,000	**Construction**	$560,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$620,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$620,000	$0	$0	$0	$0	$0	$620,000

Project Description

The addition of a restroom and parking lot to Marley Park's Heritage Park. The restroom will be constructed in concert with architectural theme of Heritage Park and the City's prototypical recreation area restroom, including a small storage room for equipment. The parking lot will add 35 parking stalls to the existing parking presently being utilized on the school. The parking lot will be located to the west of the present lot and will contain similar lighting and sidewalks.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$5,100	$6,000	$18,000	$5,000	$34,100

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - Recreation

Surprise Farms Dog Park

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : Surprise Farms Park

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$250,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$250,000	$0	$250,000

Project Description

Construction of a two acre fenced dog park. The area will be divided into three dog runs each having a shade structure, benches, and water.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$38,500	$33,000	$8,000	$0	$79,500

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - Recreation

Tennis Multi-Purpose Center

Project Number : To Be Determined

Council District : Palm

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2018

Project Location : 14469 W. Paradise Lane

Cost Detail

Land	$0	**Design Services**	$400,000	**Construction**	$5,000,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$5,400,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$400,000	$5,000,000	$5,400,000

Project Description

Design and construction of an entertainment venue at the Surprise Tennis and Racquet Complex. This project includes permanent seating capacity of 2,500, restrooms, sound system infrastructure, and club boxes.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$49,000	$66,000	$88,000	$203,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

CD - ED - Gestamp

Gestamp Solar Steel

Project Number : 21118

Council District : Mesquite

Funding Source : 21112 - General Capital Fund

Project Start Date : 2/22/2011

Project Complete Date : 6/30/2013

Project Location : Solar Canyon Way

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$1,400,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,400,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$450,000	$550,000	$400,000	$0	$0	$0	$0	$1,400,000

Project Description

Development agreement reimbursement to Gestamp Solar for infrastructure improvements.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

CD - ED - Rioglass Solar

Rioglass

Project Number : 21117

Council District : Mesquite

Funding Source : 21112 - General Capital Fund

Project Start Date : 1/13/2011

Project Complete Date : 6/30/2012

Project Location : Milgard Avenue & Varney Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$865,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$865,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$315,000	$550,000	$0	$0	$0	$0	$0	$865,000

Project Description

Development agreement reimbursement to Rioglass Solar for infrastructure improvements.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Communication - Broadcast

Communication Asset Replacement

Project Number : To Be Determined

Council District : Palm

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : City Hall

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$359,000	**Other**	$0	***TOTAL COSTS***	**$359,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$359,000	$0	$359,000

Project Description

Provide funding for an asset replacement plan. This plan will address replacement of equipment such as cameras, routers, and lighting controllers. Assets are replaced as they reach the end of their serviceable life or have been made obsolete due to changes in technology or work practices.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Finance - Admin

Replace Accounting\GL\FMS Software

Project Number : To Be Determined

Council District : Palm

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : City Hall - Finance\IT

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$2,500,000	**Other**	$0	***TOTAL COSTS***	**$2,500,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$2,500,000	$0	$2,500,000

Project Description

Purchase and implementation of new financial software replacing the existing Mitchell Humphrey software. The general ledger, accounts payable, purchasing, budget interface, accounts receivable, document imaging, and electronic purchase order notification will be replaced. Every department currently uses Mitchell Humphrey for procurement and many access it for online reporting. The process will include: defining need, evaluating products, negotiating product cost, implementation and training.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$500,000	$500,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Fire - Operations

Fire and EMS Asset Replacement

Project Number : 21201

Council District : Citywide

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2016

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$865,400	**Other**	$0	***TOTAL COSTS***	**$865,400**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$678,900	$0	$0	$0	$186,500	$0	$865,400

Project Description

Provide funding for an asset replacement plan. This plan will address replacement of equipment such as radios, cardiac monitors, Self Contained Breathing Apparatus (SCBA) equipment, thermal imaging cameras, and extrication equipment. Assets are replaced as they reach the end of their serviceable life or have been made obsolete due to changes in technology or work practices.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Fire - Operations

Permanent Fire Station #4

Project Number : To Be Determined

Council District : Acacia

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2017

Project Location : 163rd Avenue and Jomax Road

Cost Detail

Land	$450,000	**Design Services**	$250,000	**Construction**	$3,250,000
FFE	$300,000	**Other**	$0	***TOTAL COSTS***	**$4,250,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$700,000	$3,550,000	$4,250,000

Project Description

Construct permanent Fire Station #4 and per lease agreement, restore current site to original condition. This project will consist of funding for approximately three acres of land, a multi-bay ~10,000 sq. ft. station with landscaping and related furniture, fixtures, and equipment (FFE) costs for equipping the station.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

IS - IT

Hansen CDR (Community Development & Regulation)

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Palm

Project Complete Date : 6/30/2016

Funding Source : 21112 - General Capital Fund

Project Location : City Hall / Data Center

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$526,000	**Other**	$0	***TOTAL COSTS***	**$526,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$526,000	$0	$526,000

Project Description

Purchase, conversion, and implementation of the existing Land Information System (LIS) software used by the city for permitting.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

IS - IT

IT Asset Replacement

Project Number : 21102

Council District : Palm

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2016

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$75,000
FFE	$1,103,700	**Other**	$0	***TOTAL COSTS***	**$1,178,700**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$75,000	$0	$0	$0	$0	$1,103,700	$0	$1,178,700

Project Description

Provide funding for an asset replacement plan. This plan will address replacement of equipment such as servers, network equipment, large printers, and phones. Assets are replaced as they reach the end of their serviceable life or have been made obsolete due to changes in technology or work practices.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Police - Admin

Police Asset Replacement

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Palm

Project Complete Date : 6/30/2016

Funding Source : 21112 - General Capital Fund

Project Location : Public Safety Building

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$52,500	**Other**	$0	***TOTAL COSTS***	**$52,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$52,500	$0	$52,500

Project Description

Provide funding for an asset replacement plan. This plan will address replacement of such items as protective gear and equipment. Assets are replaced as they reach the end of their serviceable life or have been made obsolete due to changes in technology or work practices.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Police - Admin

Police Substation #1 (non-growth)

Project Number : To Be Determined

Council District : To Be Determined

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2017

Project Location : To Be Determined

Cost Detail

Land	$0	**Design Services**	$177,300	**Construction**	$1,613,000
FFE	$168,900	**Other**	$56,300	***TOTAL COSTS***	**$2,015,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$177,300	$1,838,200	$2,015,500

Project Description

Design, construction, and outfitting (furniture, fixtures, and equipment) of police sub-station. Budget assumptions: Sub-station will share site with future Fire Station but will be a stand alone building of approximately 9,000 square feet, requiring a site of at least three acres for parking sufficient for patrol, staff, and visitor vehicles. Further project scope clarification reveals the need for a true sub-station where officers are stationed. These facilities will house offices for Sergeants, briefing rooms, a fitness center, locker rooms, a break room, holding cells, interview room, evidence room, and site improvements.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$3,400	$19,400	$6,900	$29,700

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Police - Admin

Police Training Range Upgrades

Project Number : To Be Determined

Council District : Acacia

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : 19800 Deer Valley Rd.

Cost Detail

Land	$0	**Design Services**	$75,000	**Construction**	$425,000
FFE	$100,000	**Other**	$0	***TOTAL COSTS***	**$600,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$600,000	$0	$600,000

Project Description

Improvements to the existing outdoor range to include instructional area.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Police - Communications

Police Regional Wireless Cooperative Expansion (non-growth)

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Citywide

Project Complete Date : 6/30/2016

Funding Source : 21112 - General Capital Fund

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$4,538,500
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$4,538,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$4,538,500	$0	$4,538,500

Project Description

Purchase critical infrastructure including radio towers to allow Police, Fire, and Municipal radio users to interoperate on the same radio system. Towers will be added to provide coverage to newly annexed areas of the city which may be outside the current coverage network. The infrastructure is necessary to enable the Police and Fire departments to utilize the Phoenix Regional Wireless Network (800 MHz) system for radio operations. As a part of this system, public safety users will have the ability to interoperate on a regional basis with our public safety partners. This communication network is critical in ensuring interoperability availability during emergency and day-to-day operations.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$226,900	$226,900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Bullard Library (Carpet/Interior Paint)

Project Number : 21203

Council District : Palm

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2011

Project Complete Date : 2/15/2012

Project Location : Bullard Library

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$125,000	***TOTAL COSTS***	**$125,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$125,000	$0	$0	$0	$0	$0	$125,000

Project Description

Replace all carpeting throughout the library and complete interior paint job.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Facilities Asset Replacement

Project Number : 21119

Council District : Citywide

Funding Source : 21112 - General Capital Fund

Project Start Date : 3/31/2011

Project Complete Date : 6/30/2016

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$145,000
FFE	$246,200	**Other**	$0	***TOTAL COSTS***	**$391,200**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$145,000	$0	$0	$0	$0	$246,200	$0	$391,200

Project Description

Provide funding for an asset replacement plan. This plan will address replacement of equipment such as HVAC, emergency management systems, security equipment, and other equipment. Assets are replaced as they reach the end of their serviceable life or have been made obsolete due to changes in technology or work practices.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Police Department Parking Deck/Command Vehicle

Project Number : To Be Determined

Council District : Palm

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : 14250 W. Statler Plaza

Cost Detail

Land	$0	**Design Services**	$150,000	**Construction**	$1,640,000
FFE	$65,000	**Other**	$45,000	***TOTAL COSTS***	**$1,900,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$1,900,000	$0	$1,900,000

Project Description

Design and construction of a single level parking deck for the Police Department. Parking Deck will be aesthetically pleasing so as to not detract from the architecture of the Public Safety Facility. Parking Deck will accommodate approximately 80 cars and will be high enough to allow for high profile vehicle clearance.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$1,000	$3,000	$1,000	$5,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Surprise Way Finding

Project Number : To Be Determined

Council District : Various

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$100,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$100,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$100,000	$0	$100,000

Project Description

The intent of this project is to develop and grow the Surprise Center brand. Internal staff will develop a new standard design concept for all signs. This project will include the final design, fabrication, and installation of new citywide way finding signs. The way finding signs will be placed at strategic points throughout the City to assist residents and visitors in finding Surprise Center. Some funding will be paid to other agencies such as Maricopa County Department of Transportation (MCDOT) or Arizona Department of Transportation (ADOT) to add Surprise Center directional signs to the major highways that encircle Surprise, such as US60, State Route (SR)101, SR303, and I-10.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Westgate Operation/Administration Building (non-growth)

Project Number : To Be Determined

Council District : Palo Verde

Funding Source : 21112 - General Capital Fund

Project Start Date : 12/1/2014

Project Complete Date : 6/30/2017

Project Location : 13430 W. Westgate Drive

Cost Detail

Land	$0	**Design Services**	$239,800	**Construction**	$2,726,200
FFE	$319,900	**Other**	$21,900	***TOTAL COSTS***	**$3,307,800**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$225,300	$2,224,600	$857,900	$3,307,800

Project Description

Operations/administration building for staff currently housed in temporary facility (trailers) at the Westgate Yard. The building will be approximately 20,000 square feet of offices, training rooms, conference rooms, locker rooms, etc.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

107th Avenue & Union Hills Drainage Project

Project Number : 21204

Council District : Palo Verde

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2014

Project Location : 107th Avenue and Union Hills Road

Cost Detail

Land	$0	**Design Services**	$250,000	**Construction**	$2,250,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,500,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$250,000	$1,125,000	$1,125,000	$0	$0	$0	$2,500,000

Project Description

The City of Surprise, City of Peoria, and the Maricopa County Flood Control District are partnering to complete a drainage improvement project to mitigate flooding in the vicinity of 107th Avenue and Union Hills Drive. The Flood Control District will take the lead on this project. The Design Concept report for this project will be complete by June 2011. The City of Surprise and the City of Peoria will each contribute 25% of the project costs.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Bell Road Landscaping/Lighting

Project Number : 20901

Council District : Various

Funding Source : 21112 - General Capital Fund

Project Start Date : 9/3/2009

Project Complete Date : 6/30/2020

Project Location : Avenue of the Arts to Beardsley Canal

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$8,698,900
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$8,698,900**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$998,900	$0	$0	$0	$0	$1,000,000	$6,700,000	$8,698,900

Project Description

This project will provide landscaping within the medians along Bell Road from Avenue of the Arts (114th Avenue) to Beardsley Canal. A distance of nine miles. The existing median landscaping will be replaced with decomposed granite, or low water use plant materials. The landscaping design plans are complete. This project also includes purchase and installation of lighting along Bell Road from 114th Avenue (Avenue of the Arts) to Beardsley Canal.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$90,000	$256,600	$346,600

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Bell Road Sidewalks (East of Grand Avenue)

Project Number : 21103

Council District : Palo Verde

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2013

Project Location : Grand Avenue to Avenue of the Arts

Cost Detail

Land	$500,000	**Design Services**	$200,000	**Construction**	$625,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,325,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$200,000	$300,000	$825,000	$0	$0	$0	$0	$1,325,000

Project Description

Design and construction of ten foot wide multi-purpose concrete sidewalks along the south side of Bell Road. The sidewalks will start from Grand Avenue to Sierra Dawn Boulevard and progress from Sierra Dawn Boulevard to Avenue of the Arts. The project scope will include right-of-way acquisition. This project is slated to receive federal funding from Congestion Mitigation in Air Quality (CMAQ) in an amount of $825,000 in FY2013.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Bell Road Sidewalks (West of Grand Avenue)

Project Number : 21104

Council District : Various

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2012

Project Location : 141st Avenue to SR 303

Cost Detail

Land	$0	**Design Services**	$100,000	**Construction**	$282,500
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$382,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$100,000	$282,500	$0	$0	$0	$0	$0	$382,500

Project Description

Design and construction of a new sidewalk along Bell Road. The project entails demolition of the existing asphalt paved sidewalk and replacement with a new four inches thick and six feet wide concrete sidewalk with Americans with Disabilities Act (ADA) ramps. The sidewalk will be located between 141st Avenue and SR 303 along the north and south side of Bell Road.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Dove Valley Parkway (163rd to 179th)

Project Number : 21105

Council District : Acacia

Funding Source : 21112 - General Capital Fund

Project Start Date : 8/1/2010

Project Complete Date : 6/30/2013

Project Location : Dove Valley Parkway

Cost Detail

Land	$0	**Design Services**	$150,000	**Construction**	$1,045,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,195,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$150,000	$20,000	$1,025,000	$0	$0	$0	$0	$1,195,000

Project Description

Design and construction of two miles (one mile in each direction) from 163rd Avenue to 179th Avenue. The project includes low water crossings at current wash locations. The project will be federally funded under the pave dirt roads PM-10 (Particulate Matter) program of Maricopa Association of Government (MAG). The City will be responsible for funding 20% of the project, with MAG covering the remaining 80% of the project costs.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$58,600	$58,600

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Fiber Optics - Bell Road Phase III (SR 303 to 195th Avenue) (non-growth)

Project Number : 21107

Council District : Various

Funding Source : 21112 - General Capital Fund

Project Start Date : 9/1/2010

Project Complete Date : 6/30/2012

Project Location : Bell Road (SR 303 to 195th Avenue)

Cost Detail

Land	$0	**Design Services**	$36,400	**Construction**	$120,100
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$156,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$36,400	$120,100	$0	$0	$0	$0	$0	$156,500

Project Description

Design and installation/construction of fiber optics on Bell Road from SR 303 to 195th Avenue for the connection of traffic signals, CCTV (Closed Circuit Television) cameras, and changeable message signs.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Fiber Optics - Loop 303 (Peoria Avenue to Bell Road) (non-growth)

Project Number : 21108

Project Start Date : 7/1/2010

Council District : Various

Project Complete Date : 6/30/2013

Funding Source : 21112 - General Capital Fund

Project Location : Loop 303 (Peoria Avenue to Bell Road)

Cost Detail

Land	$0	**Design Services**	$43,700	**Construction**	$469,600
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$513,300**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$69,200	$43,700	$400,400	$0	$0	$0	$0	$513,300

Project Description

In conjunction with the construction of the Loop 303 freeway by the Arizona Department of Transportation (ADOT), the City of Surprise has a Joint Project Agreement to have conduit installed with ADOT's fiber optic conduit for the cost of $190,000 in FY11. In FY12 staff will hire a consultant to design the fiber optic line and Intelligent Transportation System (ITS) devices to inter connect the signals for the crossroads at Loop 303. In FY13, staff have secured Congestion Mitigation and Air Quality (CMAQ) funding for construction of the fiber optic line and ITS devices with Maricopa Association of Governments (MAG). The local share will be the $190,000 the city uses to install the conduit. The construction cost is all CMAQ federal funding.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Martin Acres Flood Control

Project Number : 21106

Council District : Acacia

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2015

Project Location : US60 and Norwich Rd

Cost Detail

Land	$0	**Design Services**	$60,000	**Construction**	$902,200
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$962,200**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$60,000	$0	$90,000	$400,000	$412,200	$0	$0	$962,200

Project Description

The city and Maricopa County Flood Control District are partnering to complete a flood mitigation project. The city has requested an 80/20 cost share where the city will contribute 20% of the project costs. The city and the Maricopa County Flood Control District are currently preparing the scope of work for the design concept report. Maricopa County Flood Control District will be the lead on this project.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Pave Dirt Shoulders

Project Number : 21205

Council District : To Be Determined

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2013

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$83,800	**Construction**	$532,500
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$616,300**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$46,300	$570,000	$0	$0	$0	$0	$616,300

Project Description

Pavement along 4 miles of dirt shoulders along various arterial roads with significant traffic. Five feet of pavement will be placed on each identified shoulder to prevent the generation of dust from traffic that drives on the present dirt shoulders. This project will be federally funded under the pave dirt road PM-10 (particulate matter) program from Maricopa Association of Governments (MAG). The City is responsible for 8% of the cost of the project with MAG contributing the remaining 92% of the funding.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

SR303 Peoria Avenue to Mt. View Enhancements

Project Number : 21206

Council District : Mesquite

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2014

Project Location : SR 303

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$500,000	***TOTAL COSTS***	**$500,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$250,000	$0	$250,000	$0	$0	$0	$500,000

Project Description

Reimbursement to Arizona Department of Transportation (ADOT) for aesthetic landscaping enhancements along the future Loop 303 and the intersections of Peoria Avenue, Waddell Road, Cactus Road, and Greenway Road. This will require an Intergovernmental Agreement (IGA) with ADOT. The project will be designed and constructed by ADOT and enhancements costs will be reimbursed to ADOT under the IGA.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE Signals

Traffic Signals (non-growth)

Project Number : 29999

Council District : Citywide

Funding Source : 21112 - General Capital Fund

Project Start Date : 7/1/2002

Project Complete Date : 6/30/2018

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$9,100	**Construction**	$2,395,700
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,404,800**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$1,141,800	$127,400	$0	$0	$436,800	$131,000	$567,800	$2,404,800

Project Description

Design, purchase, construction, and installation of traffic signals at various intersection locations throughout Surprise.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$1,800	$0	$1,800

City of Surprise, Arizona

SURPRISE

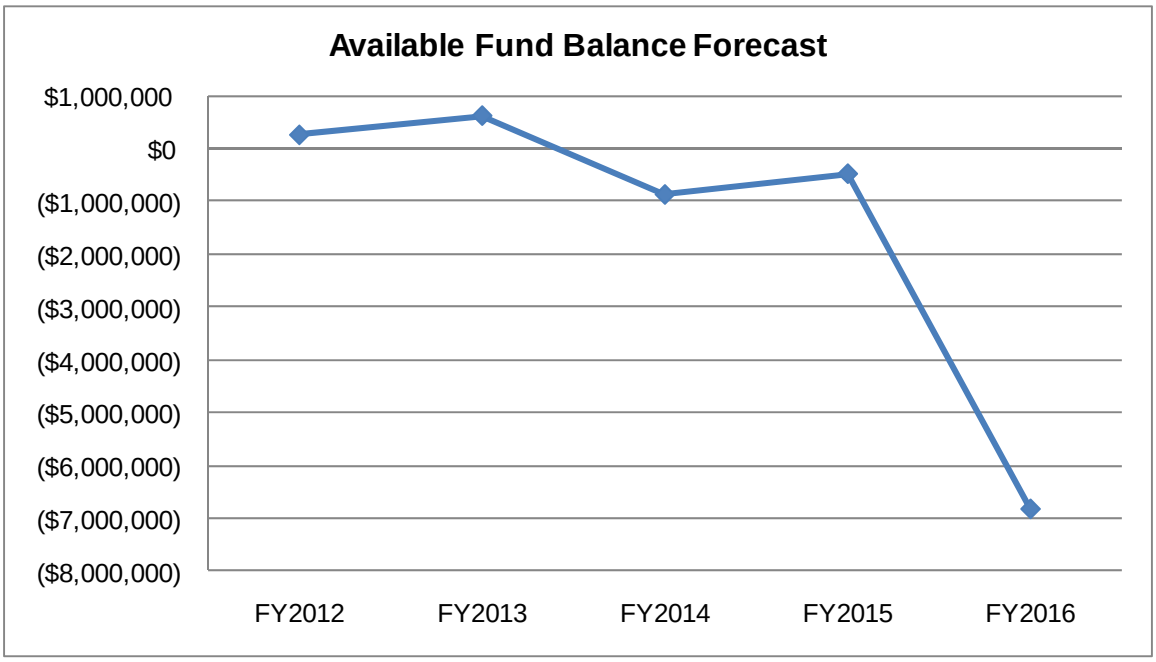
ARIZONA

FY2012 Adopted Budget

Transportation Improvement Fund

Description

The transportation improvement fund is established to provide for the collection and expenditure of the dedicated 1.5% local construction transaction tax adopted by the Mayor and Council through ordinance 05-13. This tax is dedicated for the improvement of existing roadway corridors and the related costs of the construction of new roadways.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Dedicated 1.5% Construction Sales	$ 1,500,000	$ 1,894,500	$ 2,452,800	$ 2,653,800	$ 2,861,800
Contributions	1,460,000	-	-	-	-
Interest Earnings	3,600	5,200	12,400	-	-
Total Sources	2,963,600	1,899,700	2,465,200	2,653,800	2,861,800
Uses:					
Capital Project Expenditures	(2,600,000)	(1,250,000)	(3,668,900)	(1,975,000)	(8,911,000)
Development Agreement					
Del Webb Sales Tax	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Surprise Pointe Sales Tax	(36,500)	(36,500)	(36,500)	(36,500)	(36,500)
Total Uses	(2,886,500)	(1,536,500)	(3,955,400)	(2,261,500)	(9,197,500)
Net Activity	77,100	363,200	(1,490,200)	392,300	(6,335,700)
Beginning Fund Balance	627,200	704,300	1,067,500	(422,700)	(30,400)
Ending Fund Balance	704,300	1,067,500	(422,700)	(30,400)	(6,366,100)
Restricted - Prasada	446,500	446,500	446,500	446,500	446,500
Unreserved/Undesignated	**257,800**	**621,000**	**(869,200)**	**(476,900)**	**(6,812,600)**
Ending Fund Balance	$ 704,300	$ 1,067,500	$ (422,700)	$ (30,400)	$ (6,366,100)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21418 Transportation Improvement Fund

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Streets-Operations						
Street Preservation and Maintenance Program	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
PW - TE General						
Cactus Road (175th Avenue to Cotton Lane)	$0	$0	$0	$75,000	$220,000	$295,000
Cactus Road (Cotton Lane to Sarival Avenue)	$0	$0	$0	$0	$210,000	$210,000
El Mirage Road (Northern Avenue to Bell Road)	$0	$250,000	$250,000	$500,000	$0	$1,000,000
Greenway Road (Cotton Lane to Sarival Avenue)	$0	$0	$0	$100,000	$520,000	$620,000
Greenway Road (Litchfield Road to Bullard Avenue)	$0	$0	$2,418,900	$0	$0	$2,418,900
Litchfield Road (Cactus Road to Desert Cove Road)	$0	$0	$0	$100,000	$2,372,000	$2,472,000
Litchfield Road (Sweetwater Road to Cactus Road)	$0	$0	$0	$100,000	$2,089,000	$2,189,000
Litchfield Road (Waddell Road to Sweetwater Road)	$0	$0	$0	$0	$2,100,000	$2,100,000
Peoria Avenue (Cotton Lane to Sarival Avenue)	$0	$0	$0	$0	$230,000	$230,000
Peoria Avenue (Sarival Avenue to Reems Road)	$1,600,000	$0	$0	$0	$0	$1,600,000
Waddell Road (Loop 303 to Sarival Avenue)	$0	$0	$0	$100,000	$170,000	$270,000
Total - Transportation Improvement Fund	**$2,600,000**	**$1,250,000**	**$3,668,900**	**$1,975,000**	**$8,911,000**	**$18,404,900**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Streets-Operations

Street Preservation and Maintenance Program

Project Number : 29999

Project Start Date : 7/1/2006

Council District : Citywide

Project Complete Date : 6/30/2016

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$18,757,300
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$18,757,300**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$13,757,300	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0	$18,757,300

Project Description

Road preservation for all city streets including repair, crack sealing, fog seal with seal master, mill and overlay, and reconstruction. This project allocation is used to maintain roads at different levels of repair throughout the life of the road.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Cactus Road (175th Avenue to Cotton Lane)

Project Number : To Be Determined

Project Start Date : 7/1/2014

Council District : Mesquite

Project Complete Date : 6/30/2017

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Cactus Road (175th Avenue to Cotton Lane)

Cost Detail

Land	$220,000	**Design Services**	$75,000	**Construction**	$500,000
FFE	$75,000	**Other**	$0	***TOTAL COSTS***	**$870,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$75,000	$220,000	$575,000	$870,000

Project Description

Construction of Cactus Road from 175th Avenue to Cotton Lane, half mile roadway with one lane in each direction including curb, gutter, sidewalk, and streetlights.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,500	$0	$2,200	$26,500	$31,200

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Cactus Road (Cotton Lane to Sarival Avenue)

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Mesquite

Project Complete Date : 6/30/2019

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Cactus Road (Cotton Lane to Sarival Avenue)

Cost Detail

Land	$684,000	**Design Services**	$210,000	**Construction**	$2,130,000
FFE	$210,000	**Other**	$200,000	***TOTAL COSTS***	**$3,434,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$210,000	$3,224,000	$3,434,000

Project Description

Construction of Cactus Road from Cotton Lane to Sarival Avenue excluding the Loop 303 improvements, 0.8 mile roadway with three lanes in each direction including curb, gutter, sidewalk, Intelligent Transportation System (ITS) conduits, turn lanes, landscaping, Maricopa Water District (MWD) irrigation ditch and streetlights.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,500	$0	$48,500	$106,500	$157,500

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

El Mirage Road (Northern Avenue to Bell Road)

Project Number : 21109

Project Start Date : 7/1/2010

Council District : Various

Project Complete Date : 6/30/2015

Funding Source : 21418 - Transportation Improvement Fund

Project Location : El Mirage Road

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$1,310,500
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$1,310,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$310,500	$0	$250,000	$250,000	$500,000	$0	$0	$1,310,500

Project Description

Reimbursement to Maricopa County Department of Transportation (MCDOT) for the widening of El Mirage Road. The proposed project includes the widening of El Mirage Road between Northern Ave and Grand Ave, and between Greenway Road and Bell Road (city of Surprise portion), as well as a potential crossing of Grand Ave to connect the north and south segments of El Mirage Road.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$75,000	$75,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Greenway Road (Cotton Lane to Sarival Avenue)

Project Number : To Be Determined

Project Start Date : 7/1/2014

Council District : Mesquite

Project Complete Date : 6/30/2018

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Greenway Road (Cotton Lane to Sarival Avenue)

Cost Detail

Land	$520,000	**Design Services**	$100,000	**Construction**	$1,000,000
FFE	$200,000	**Other**	$2,500,000	***TOTAL COSTS***	**$4,320,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$100,000	$520,000	$3,700,000	$4,320,000

Project Description

Construction of Greenway Road from Cotton Lane to Sarival Avenue excluding the Loop 303, 0.6 mile roadway with three lanes in each direction including curb, gutter, sidewalk, Intelligent Transportation System (ITS) conduits, turn lanes, landscaping, abandon of the existing Maricopa Water District (MWD) Well Site and ditch and streetlights.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,500	$0	$39,900	$50,000	$92,400

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Greenway Road (Litchfield Road to Bullard Avenue)

Project Number : 20815

Project Start Date : 11/10/2007

Council District : Palm

Project Complete Date : 6/30/2014

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Greenway Road (Litchfield Road to Bullard Avenue)

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$2,700,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,700,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$281,100	$0	$0	$2,418,900	$0	$0	$0	$2,700,000

Project Description

Construction of new pavement, sidewalk, bike lane, curb, gutter, streetlights, landscaping, and turn lanes at every quarter mile. The improvements will include roadway improvements to the northern half of Greenway Road from Litchfield Road to Bullard Avenue to match the existing improvements to the east and west. Additional improvements include drainage, and Intelligent Transportation System (ITS) conduit.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$53,300	$53,300

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Litchfield Road (Cactus Road to Desert Cove Road)

Project Number : To Be Determined

Project Start Date : 7/1/2014

Council District : Mesquite

Project Complete Date : 6/30/2016

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Litchfield Road (Cactus Road to Desert Cove Road)

Cost Detail

Land	$42,000	**Design Services**	$50,000	**Construction**	$2,300,000
FFE	$80,000	**Other**	$0	***TOTAL COSTS***	**$2,472,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$100,000	$2,372,000	$0	$2,472,000

Project Description

Design and construction of new pavement, sidewalk, bike lane, curb, gutter, streetlights, turn lanes, Intelligent Transportation System (ITS) conduits, and landscaping. This project will complete Litchfield Road between Cactus and Desert Cove Road with two travel lanes in each north and south direction (a distance of approximately 0.5 mile).

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$84,200	$84,200

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Litchfield Road (Sweetwater Road to Cactus Road)

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 21418 - Transportation Improvement Fund

Project Start Date : 7/1/2014

Project Complete Date : 6/30/2016

Project Location : Litchfield Road (Sweetwater Road to Cactus Road)

Cost Detail

Land	$19,000	**Design Services**	$50,000	**Construction**	$2,120,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,189,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$100,000	$2,089,000	$0	$2,189,000

Project Description

Design and construction of new pavement, sidewalk, bike lane, curb, gutter, streetlights, and landscaping. This project will complete Litchfield Road between Sweetwater Road and Cactus Road with two travel lanes each in north and south direction (a distance of approximately 0.5 mile). Recently the city of Surprise has improved the intersection of Litchfield and Cactus Road with a traffic signal and turn lanes. There is no drainage system on this section of Litchfield Road. Runoff flows to the pavement edge and either ponds just off of the edge of the pavement or flows into the adjacent farm fields. This project will also provide for the drainage improvements.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$100,000	$100,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Litchfield Road (Waddell Road to Sweetwater Road)

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Mesquite

Project Complete Date : 6/30/2016

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Litchfield Road (Waddell Road to Sweetwater Road)

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$2,100,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,100,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$2,100,000	$0	$2,100,000

Project Description

Construction of new pavement, sidewalk, bike lane, curb, gutter, streetlights, and landscaping. This project will complete Litchfield Road between Waddell Road and Sweetwater Road with two travel lanes in each north and south direction (a distance of approximately 0.5 mile). The design of the roadway has been completed by Marley Park. Construction of the minor urban arterial section is included as part of the construction of the Marley Park subdivision and the Surprise Pointe commercial complex. This project may not be necessary after Marley Park completes the west half of the roadway. Surprise Pointe has recently completed the east half of the roadway.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$25,000	$25,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Peoria Avenue (Cotton Lane to Sarival Avenue)

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 21418 - Transportation Improvement Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2019

Project Location : Peoria Avenue (Cotton Lane to Sarival Avenue)

Cost Detail

Land	$675,000	**Design Services**	$230,000	**Construction**	$2,325,000
FFE	$230,000	**Other**	$200,000	***TOTAL COSTS***	**$3,660,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$230,000	$3,430,000	$3,660,000

Project Description

Construction of Peoria Avenue from Cotton Lane to Sarival Avenue excluding the Loop 303 improvements, 0.8 mile roadway with three lanes in each direction including curb, gutter, sidewalk, Intelligent Transportation System (ITS) conduits, turn lanes, landscaping, Maricopa Water District (MWD) irrigation ditch and streetlights.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,500	$0	$48,500	$116,200	$167,200

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Peoria Avenue (Sarival Avenue to Reems Road)

Project Number : 21210

Project Start Date : 7/1/2011

Council District : Mesquite

Project Complete Date : 6/30/2012

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Peoria Avenue (Sarival Avenue to Reems Road)

Cost Detail

Land	$10,000	**Design Services**	$40,000	**Construction**	$1,400,000
FFE	$150,000	**Other**	$0	***TOTAL COSTS***	**$1,600,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$1,600,000	$0	$0	$0	$0	$0	$1,600,000

Project Description

Construction of Peoria Avenue from Reems Road to Sarival Avenue, one mile roadway with three lanes in each direction including curb, gutter, sidewalk, Maricopa Water District (MWD) ditch and streetlights. Peoria Avenue is partially developed with two lanes in front of Greer Ranch on the north side and Twelve Oaks subdivision on the south side. The project will be partially funded from in lieu payments from the developer. In addition, the city has secured a $350,000 grant from Maricopa Department of Transportation.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,500	$0	$60,000	$75,000	$137,500

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Waddell Road (Loop 303 to Sarival Avenue)

Project Number : To Be Determined

Project Start Date : 7/1/2014

Council District : Mesquite

Project Complete Date : 6/30/2017

Funding Source : 21418 - Transportation Improvement Fund

Project Location : Waddell Road (Loop 303 to Sarival Avenue)

Cost Detail

Land	$170,000	**Design Services**	$100,000	**Construction**	$1,135,000
FFE	$100,000	**Other**	$100,000	***TOTAL COSTS***	**$1,605,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$100,000	$170,000	$1,335,000	$1,605,000

Project Description

Construction of Waddell Road from Loop 303 east side to Sarival Avenue, 0.4 mile roadway with three lanes on the south side including curb, gutter, sidewalk, Intelligent Transportation System (ITS) conduits, turn lanes, landscaping, Maricopa Water District (MWD) irrigation ditch and streetlights.

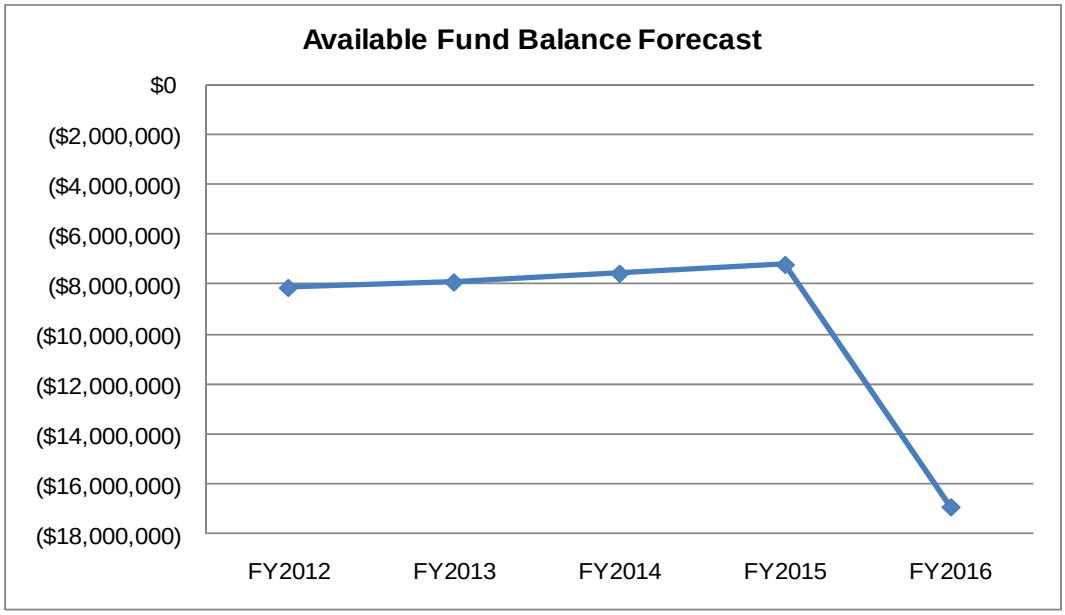
Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,500	$0	$22,100	$56,700	$81,300

Fire and EMS Development Fee Fund

Description

The fire and emergency medical services (EMS) development fee fund is established to account for the inflow of fire and EMS development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on fire and emergency medical services caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The fire and EMS development fee remains unchanged from FY2008 at $706 per single family residential permit as established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 265,800	$ 349,100	$ 476,200	$ 493,800	$ 511,500
Interest Earnings	-	-	-	-	-
Total Sources	265,800	349,100	476,200	493,800	511,500
Uses:					
Capital Project Expenditures	(7,100)	(7,100)	(7,100)	(7,100)	(10,082,100)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Debt:					
MPC Payment	(119,500)	(120,100)	(119,300)	(119,200)	(118,900)
Total Uses	(144,900)	(127,200)	(126,400)	(144,600)	(10,201,000)
Net Activity	120,900	221,900	349,800	349,200	(9,689,500)
Beginning Fund Balance	(8,234,800)	(8,113,900)	(7,892,000)	(7,542,200)	(7,193,000)
Ending Fund Balance	(8,113,900)	(7,892,000)	(7,542,200)	(7,193,000)	(16,882,500)
Restricted - Asante	29,700	29,700	29,700	29,700	29,700
Unreserved/Undesignated	**(8,143,600)**	**(7,921,700)**	**(7,571,900)**	**(7,222,700)**	**(16,912,200)**
Ending Fund Balance	$ (8,113,900)	$ (7,892,000)	$ (7,542,200)	$ (7,193,000)	$ (16,882,500)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21416 Fire & EMS Development Fee

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Fire - Operations						
Fire & EMS Developer Reimbursements	$7,100	$7,100	$7,100	$7,100	$7,100	$35,500
Fire Radio Purchase	$0	$0	$0	$0	$2,000,000	$2,000,000
Fleet Expansion	$0	$0	$0	$0	$750,000	$750,000
Future Fire Station 7 (District Station)	$0	$0	$0	$0	$7,325,000	$7,325,000
Total - Fire & EMS Development Fee	**$7,100**	**$7,100**	**$7,100**	**$7,100**	**$10,082,100**	**$10,110,500**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Fire - Operations

Fire & EMS Developer Reimbursements

Project Number : 21208

Council District : Various

Funding Source : 21416 - Fire & EMS Development Fee

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2021

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$71,000	***TOTAL COSTS***	**$71,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$7,100	$7,100	$7,100	$7,100	$7,100	$35,500	$71,000

Project Description

Reimbursements to developers for development fee eligible projects such as fire station construction.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Fire - Operations

Fire Radio Purchase

Project Number : To Be Determined

Council District : Citywide

Funding Source : 21416 - Fire & EMS Development Fee

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$2,000,000
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$2,000,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$2,000,000	$0	$2,000,000

Project Description

Replace all communication equipment with 800Mhz (megahertz) compliant equivalents. The scope is three-fold. First, approximately $500,000 will be required to replace all (93) existing radios to 800Mhz models (including spare batteries and chargers). Second, approximately $300,000 will be required to upgrade or replace all(13) existing MCT (mobile computer terminals), 13 AVL (automatic vehicle locators), and 13 DVR (digital vehicle repeater) installed equipment. Third, the Fire Department is estimating that the city's portion of the required infrastructure expansion is $1.2 million.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$200,000	$200,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Fire - Operations

Fleet Expansion

Project Number : To Be Determined

Council District : To Be Determined

Funding Source : 21416 - Fire & EMS Development Fee

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2020

Project Location : To Be Determined

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$2,250,000	***TOTAL COSTS***	**$2,250,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$750,000	$1,500,000	$2,250,000

Project Description

This request is to procure three additional engines to support a backup fleet of emergency apparatus in an expanding department. The department currently has three backup engines (2 bought in 2001, 1 bought in 1993) available for training and routine or unplanned maintenance of existing frontline apparatus. This request is for one engine in FY2016, one in FY2018 and one in FY2020. The addition of these engines would maintain a 2.5:1 ratio front line to backup apparatus.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$10,000	$0	$2,000	$12,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Fire - Operations

Future Fire Station 7 (District Station)

Project Number : To Be Determined

Council District : To Be Determined

Funding Source : 21416 - Fire & EMS Development Fee

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2016

Project Location : To Be Determined

Cost Detail

Land	$450,000	**Design Services**	$250,000	**Construction**	$3,900,000
FFE	$350,000	**Other**	$2,375,000	***TOTAL COSTS***	**$7,325,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$7,325,000	$0	$7,325,000

Project Description

Purchase of approximately 3 acres of land. Design and construct a multi-bay, ~15,000 sq. ft. district station with landscaping to house both an engine company and a ladder company. A district station will also house a battalion chief and a battalion safety officer. Also includes the purchase and installation of furniture, fixtures, station equipment and appliances. Procurement of a turn-key Type 1 fire engine and battalion chief vehicles.

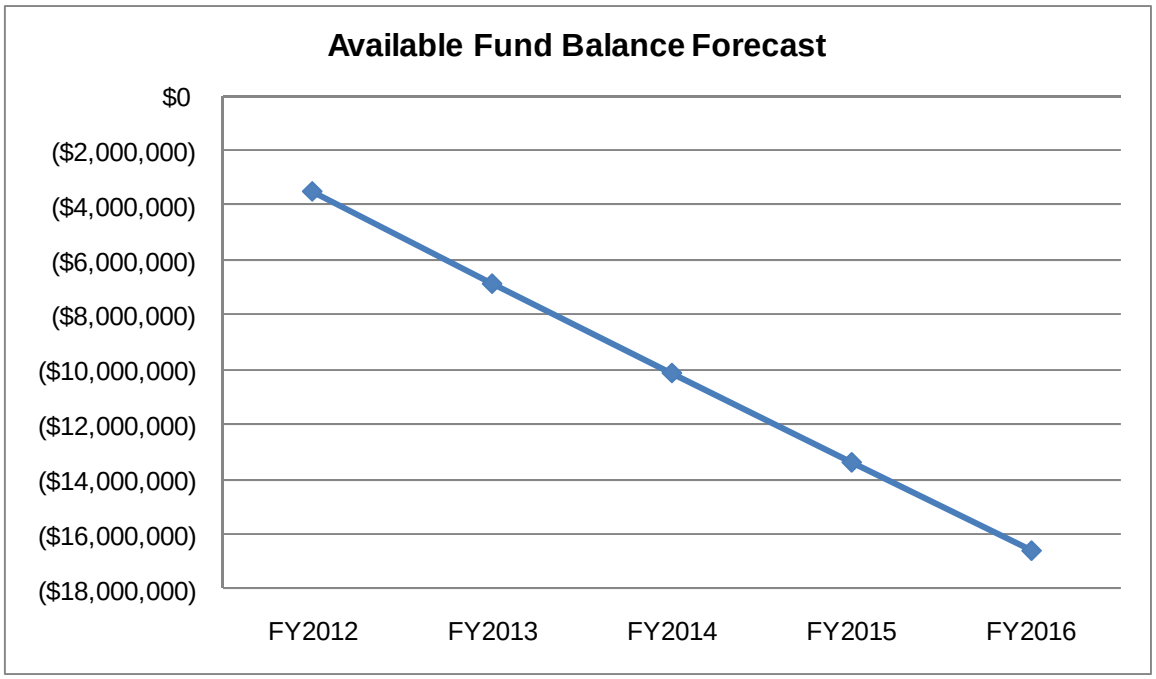
Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$2,880,000	$113,100	$87,500	$75,400	$3,156,000

General Government
Development Fee Fund

Description

The general government development fee fund is established to account for the inflow of general government development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on general government services caused by growth. Development fees cannot be used to subsidize operating needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The general government development fee remains unchanged from FY2008 at $661 per single family residential permit established July 1, 2007.



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Sources:					
Development Fee Revenue	$ 230,700	$ 300,000	$ 404,300	$ 420,900	$ 437,400
Interest Earnings	-	-	-	-	-
Total Sources	230,700	300,000	404,300	420,900	437,400
Uses:					
Capital Project Expenditures	(34,100)	-	-	-	-
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Debt:					
MPC Debt Service	(655,800)	(659,400)	(654,500)	(654,300)	(652,200)
Refinancing Debt Service	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Uses	(3,708,200)	(3,659,400)	(3,654,500)	(3,672,600)	(3,652,200)
Net Activity	(3,477,500)	(3,359,400)	(3,250,200)	(3,251,700)	(3,214,800)
Beginning Fund Balance	(51,900)	(3,529,400)	(6,888,800)	(10,139,000)	(13,390,700)
Ending Fund Balance	(3,529,400)	(6,888,800)	(10,139,000)	(13,390,700)	(16,605,500)
Reserved	-	-	-	-	-
Unreserved/Undesignated	**(3,529,400)**	**(6,888,800)**	**(10,139,000)**	**(13,390,700)**	**(16,605,500)**
Ending Fund Balance	$ (3,529,400)	$ (6,888,800)	$ (10,139,000)	$ (13,390,700)	$ (16,605,500)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21412 General Govt Dev Fee Fund

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
IS - IT						
Hansen Version 8 Upgrade	$34,100	$0	$0	$0	$0	$34,100
Total - General Govt Dev Fee Fund	**$34,100**	**$0**	**$0**	**$0**	**$0**	**$34,100**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

IS - IT

Hansen Version 8 Upgrade

Project Number : 21207

Council District : Palm

Funding Source : 21412 - General Govt Dev Fee Fund

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2012

Project Location : City Hall

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$34,100	**Other**	$0	***TOTAL COSTS***	**$34,100**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$34,100	$0	$0	$0	$0	$0	$34,100

Project Description

Analysis, software and professional services to migrate the current Hansen 7.7 system to the latest web version that will allow system integration and functionality needed to support the management of the City's assets.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

City of Surprise, Arizona

SURPRISE

ARIZONA

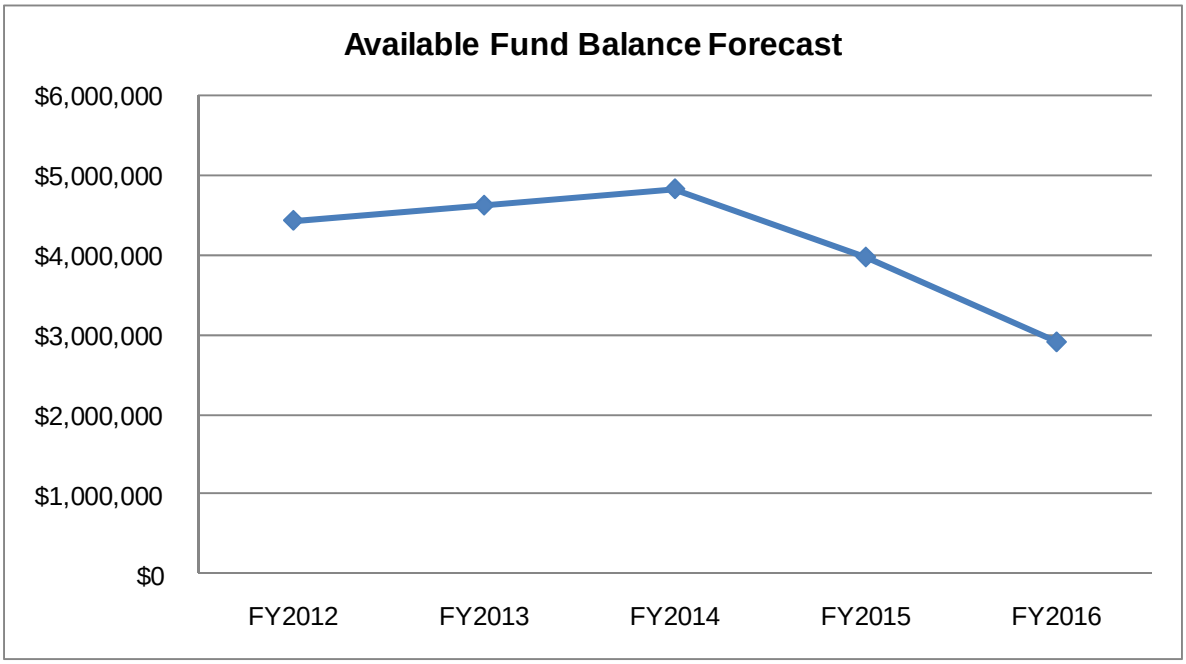
FY2012 Adopted Budget

Library Development Fee Fund

Description

The library development fee fund is established to account for the inflow of library development fees levied on new residential construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on library services caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits in FY2012. The library development fee remains unchanged from FY2008 at $467 single family residential permit as established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 87,700	$ 99,900	$ 111,800	$ 123,700	$ 135,600
Interest Earnings	85,300	88,400	92,100	96,200	79,200
Total Sources	173,000	188,300	203,900	219,900	214,800
Uses:					
Capital Project Expenditures	-	-	-	(1,050,000)	(1,270,800)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Total Uses	(18,300)	-	-	(1,068,300)	(1,270,800)
Net Activity	154,700	188,300	203,900	(848,400)	(1,056,000)
Beginning Fund Balance	4,263,200	4,417,900	4,606,200	4,810,100	3,961,700
Ending Fund Balance	4,417,900	4,606,200	4,810,100	3,961,700	2,905,700
Restricted	-	-	-	-	-
Unreserved/Undesignated	**4,417,900**	**4,606,200**	**4,810,100**	**3,961,700**	**2,905,700**
Ending Fund Balance	$ 4,417,900	$ 4,606,200	$ 4,810,100	$ 3,961,700	$ 2,905,700

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21417 Library Development Fee

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
C&R - Library						
City Library #3	$0	$0	$0	$1,050,000	$1,270,800	$2,320,800
Total - Library Development Fee	**$0**	**$0**	**$0**	**$1,050,000**	**$1,270,800**	**$2,320,800**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - Library

City Library #3

Project Number : To Be Determined

Council District : To Be Determined

Funding Source : 21417 - Library Development Fee

Project Start Date : 7/1/2014

Project Complete Date : 6/30/2018

Project Location : To Be Determined

Cost Detail

Land	$1,050,000	**Design Services**	$1,270,800	**Construction**	$14,120,000
FFE	$1,835,600	**Other**	$84,700	***TOTAL COSTS***	**$18,361,100**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$1,050,000	$1,270,800	$16,040,300	$18,361,100

Project Description

Design and construction of a 25,000 - 30,000 square foot library to be located on 7-10 acres of land. The facility will consist of a lobby, casual reading area, teen area, children's area, computer lab with 100 internet accessible computers, magazine and newspaper areas, best selling browsing area, breakout rooms, administrative offices, and restrooms. The library will be user friendly featuring the latest technology for self check-in and check-out and smart library cards.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$800,000	$25,000	$146,100	$645,000	$1,616,100

City of Surprise, Arizona

SURPRISE

ARIZONA

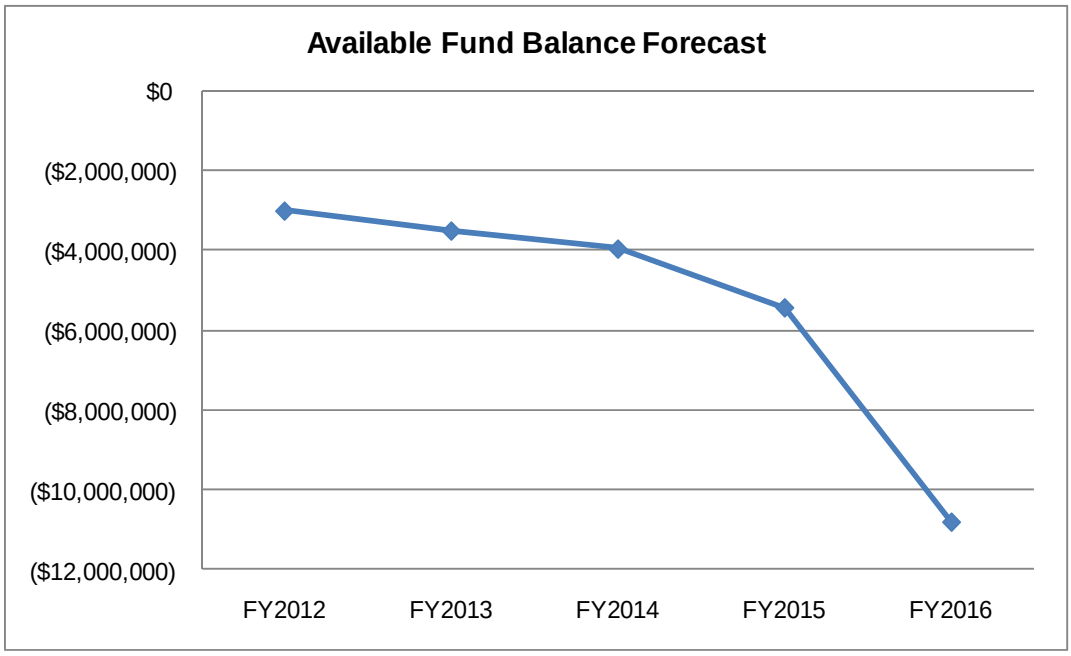
FY2012 Adopted Budget

Parks and Recreation
Development Fee Fund

Description

The parks and recreation development fee fund is established to account for the inflow of parks and recreation development fees levied on new residential construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on parks and recreation services caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits in FY2012. The parks and recreation development fee remains unchanged from FY2008 at $2,114 single family residential permit as established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 296,000	$ 341,400	$ 382,000	$ 422,700	$ 463,300
Interest Earnings	-	-	-	-	-
Total Sources	296,000	341,400	382,000	422,700	463,300
Uses:					
Capital Project Expenditures	(54,900)	(54,900)	(54,900)	(1,094,900)	(5,054,900)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Debt:					
MPC Payment	(781,400)	(785,700)	(779,900)	(779,700)	(777,200)
Total Uses	(854,600)	(840,600)	(834,800)	(1,892,900)	(5,832,100)
Net Activity	(558,600)	(499,200)	(452,800)	(1,470,200)	(5,368,800)
Beginning Fund Balance	(2,410,300)	(2,968,900)	(3,468,100)	(3,920,900)	(5,391,100)
Ending Fund Balance	(2,968,900)	(3,468,100)	(3,920,900)	(5,391,100)	(10,759,900)
Restricted - Asante	41,900	41,900	41,900	41,900	41,900
Unreserved/Undesignated	**(3,010,800)**	**(3,510,000)**	**(3,962,800)**	**(5,433,000)**	**(10,801,800)**
Ending Fund Balance	$ (2,968,900)	$ (3,468,100)	$ (3,920,900)	$ (5,391,100)	$ (10,759,900)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21414 P&R Development Fee

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
C&R - General Operations						
Parks & Recreation Developer Reimbursements	$54,900	$54,900	$54,900	$54,900	$54,900	$274,500
C&R - Recreation						
Surprise Farms Park Development Phase II	$0	$0	$0	$1,040,000	$5,000,000	$6,040,000
Total - P&R Development Fee	**$54,900**	**$54,900**	**$54,900**	**$1,094,900**	**$5,054,900**	**$6,314,500**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - General Operations

Parks & Recreation Developer Reimbursements

Project Number : 21208

Council District : Various

Funding Source : 21414 - P&R Development Fee

Project Start Date : 7/1/2011

Project Complete Date : 6/30/2021

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$0
FFE	$0	**Other**	$549,000	***TOTAL COSTS***	**$549,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$54,900	$54,900	$54,900	$54,900	$54,900	$274,500	$549,000

Project Description

Reimbursements to developers for development fee eligible projects such as park construction and recreation facilities.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

C&R - Recreation

Surprise Farms Park Development Phase II

Project Number : To Be Determined

Council District : Mesquite

Funding Source : 21414 - P&R Development Fee

Project Start Date : 7/1/2014

Project Complete Date : 6/30/2017

Project Location : South of Bell, west of SR 303

Cost Detail

Land	$0	**Design Services**	$1,040,000	**Construction**	$13,000,000
FFE	$259,500	**Other**	$29,000	***TOTAL COSTS***	**$14,328,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$1,040,000	$5,000,000	$8,288,500	$14,328,500

Project Description

Surprise Farms Community Park is located south of Bell Road and west of SR 303. The park is approximately 55 acres. Phase II of the park will consist of the construction of an aquatics facility, child play areas, additional walking paths, basketball and volley courts, added parking lots, landscaping, and a restroom facility. The aquatics facility is anticipated to include an 8-lane, twenty-five (25) yard competition pool, water play area, lazy river, splash pads, diving wells, slides, and picnic area.

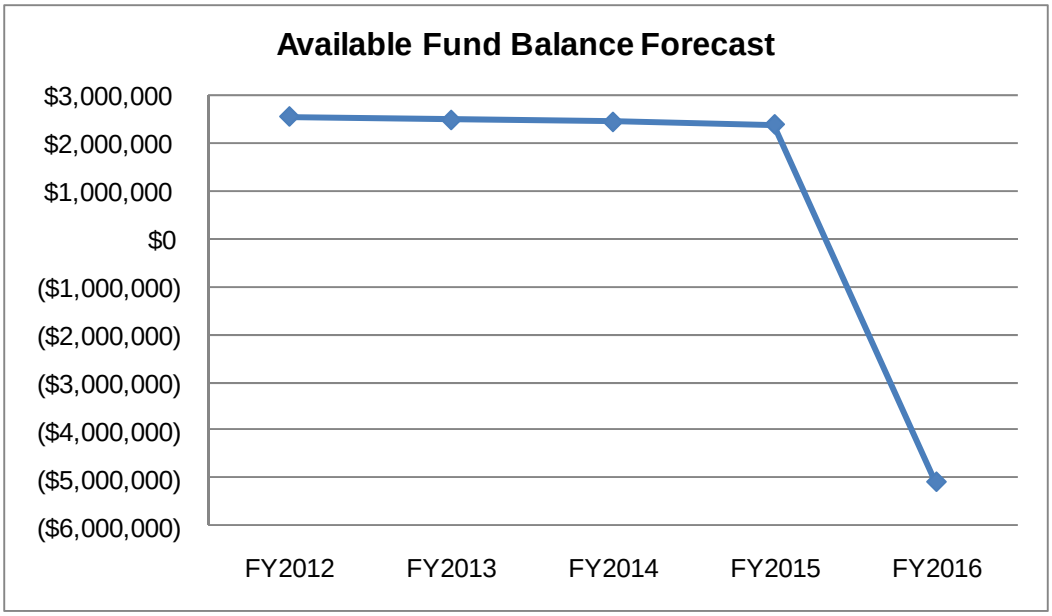
Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$428,800	$131,300	$141,000	$38,600	$739,700

Police Development Fee Fund

Description

The police development fee fund is established to account for the inflow of police development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on police services caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The public safety development fee remains unchanged from FY2008 at $372 per single family residential permit as established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 96,400	$ 119,100	$ 150,700	$ 160,000	$ 169,300
Interest Earnings	53,100	50,800	49,400	48,600	47,500
Total Sources	149,500	169,900	200,100	208,600	216,800
Uses:					
Capital Project Expenditures	-	-	-	-	(7,449,200)
Non-Project Capital Expenditures	(18,300)	-	-	(18,300)	-
Debt:					
MPC Payment	(241,900)	(243,200)	(241,400)	(241,300)	(240,500)
Total Uses	(260,200)	(243,200)	(241,400)	(259,600)	(7,689,700)
Net Activity	(110,700)	(73,300)	(41,300)	(51,000)	(7,472,900)
Beginning Fund Balance	2,653,100	2,542,400	2,469,100	2,427,800	2,376,800
Ending Fund Balance	2,542,400	2,469,100	2,427,800	2,376,800	(5,096,100)
Restricted	-	-	-	-	-
Unreserved/Undesignated	**2,542,400**	**2,469,100**	**2,427,800**	**2,376,800**	**(5,096,100)**
Ending Fund Balance	$ 2,542,400	$ 2,469,100	$ 2,427,800	$ 2,376,800	$ (5,096,100)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21413 Police Dev Fee Fund

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Police - Admin						
Police Substation #1	$0	$0	$0	$0	$137,700	$137,700
Police - Communications						
Police Regional Wireless Cooperative Expansion	$0	$0	$0	$0	$7,311,500	$7,311,500
Total - Police Dev Fee Fund	**$0**	**$0**	**$0**	**$0**	**$7,449,200**	**$7,449,200**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Police - Admin

Police Substation #1

Project Number : To Be Determined

Council District : To Be Determined

Funding Source : 21413 - Police Dev Fee Fund

Project Start Date : 7/1/2015

Project Complete Date : 6/30/2017

Project Location : To Be Determined

Cost Detail

Land	$0	**Design Services**	$137,700	**Construction**	$1,252,000
FFE	$131,100	**Other**	$43,700	***TOTAL COSTS***	**$1,564,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$137,700	$1,426,800	$1,564,500

Project Description

Design, construction, and outfitting (furniture, fixtures, and equipment) of police sub-station. Budget assumptions: Sub-station will share site with future Fire Station but will be a stand alone building of approximately 9,000 square feet, requiring a site of at least three acres for parking sufficient for patrol, staff, and visitor vehicles. Further project scope clarification reveals the need for a true sub-station where officers are stationed. These facilities will house offices for Sergeants, briefing rooms, a fitness center, locker rooms, a break room, holding cells, interview room, evidence room, and site improvements.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$2,600	$15,000	$5,400	$23,000

CAPITAL PROJECT DETAIL
FY2012 - FY2021

Police - Communications

Police Regional Wireless Cooperative Expansion

Project Number : To Be Determined

Project Start Date : 7/1/2015

Council District : Citywide

Project Complete Date : 6/30/2016

Funding Source : 21413 - Police Dev Fee Fund

Project Location : Citywide

Cost Detail

Land	$0	**Design Services**	$0	**Construction**	$7,311,500
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$7,311,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$0	$7,311,500	$0	$7,311,500

Project Description

Purchase critical infrastructure including radio towers to allow Police, Fire, and Municipal radio users to interoperate on the same radio system. Towers will be added to provide coverage to newly annexed areas of the city which may be outside the current coverage network. The infrastructure is necessary to enable the Police and Fire departments to utilize the Phoenix Regional Wireless Network (800 MHz) system for radio operations. As a part of this system, public safety users will have the ability to interoperate on a regional basis with our public safety partners. This communication network is critical in ensuring interoperability availability during emergency and day-to-day operations.

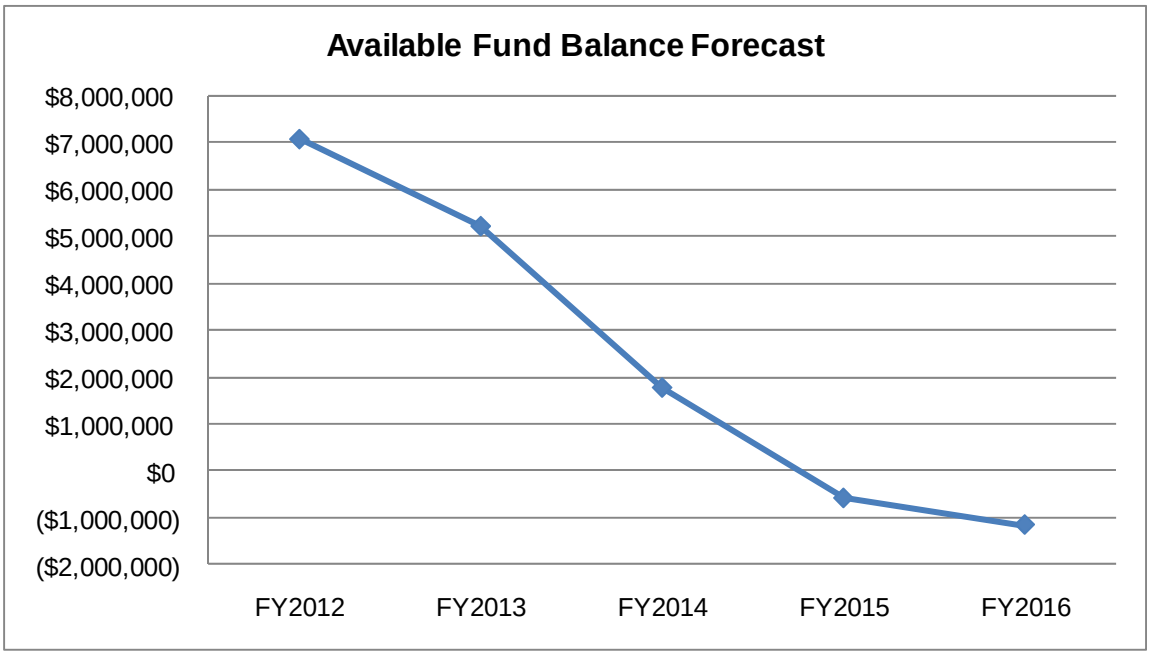
Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$365,600	$365,600

Public Works Development Fee Fund

Description

The public works development fee fund is established to account for the inflow of public works development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on public works services caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The public works development fee remains unchanged from FY2008 at $998 per single family residential permit as established July 1, 2007.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ 277,100	$ 347,000	$ 446,800	$ 471,800	$ 496,700
Contributions	-	353,100	-	-	-
Interest Earnings	146,900	141,400	104,300	35,300	-
Total Sources	424,000	841,500	551,100	507,100	496,700
Uses:					
Capital Project Expenditures	(658,800)	(2,699,600)	(4,000,000)	(2,847,900)	(1,064,400)
Non-Project Capital Expenditures	(38,700)	-	-	(18,300)	-
Total Uses	(697,500)	(2,699,600)	(4,000,000)	(2,866,200)	(1,064,400)
Net Activity	(273,500)	(1,858,100)	(3,448,900)	(2,359,100)	(567,700)
Beginning Fund Balance	7,344,100	7,070,600	5,212,500	1,763,600	(595,500)
Ending Fund Balance	7,070,600	5,212,500	1,763,600	(595,500)	(1,163,200)
Restricted	-	-	-	-	-
Unreserved/Undesignated	**7,070,600**	**5,212,500**	**1,763,600**	**(595,500)**	**(1,163,200)**
Ending Fund Balance	$ 7,070,600	$ 5,212,500	$ 1,763,600	$ (595,500)	$ (1,163,200)

City of Surprise
FY 2012 - 2016
Capital Improvement Plan

21415 PW Development Fee

Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
PW - Project Management						
Public Works Yard - North	$150,000	$2,000,000	$4,000,000	$2,000,000	$0	$8,150,000
Westgate Operation/Administration Building	$0	$0	$0	$84,700	$835,400	$920,100
PW - TE General						
Fiber Optics - Bell Road Phase III (SR 303 to 195th Avenue)	$209,900	$0	$0	$0	$0	$209,900
Fiber Optics - Loop 303 (Peoria Avenue to Bell Road)	$76,300	$699,600	$0	$0	$0	$775,900
PW - TE Signals						
Traffic Signals	$222,600	$0	$0	$763,200	$229,000	$1,214,800
Total - PW Development Fee	**$658,800**	**$2,699,600**	**$4,000,000**	**$2,847,900**	**$1,064,400**	**$11,270,700**

*** FY2012 amounts do not include carryovers.**

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Public Works Yard - North

Project Number : 20717

Council District : Acacia

Funding Source : 21415 - PW Development Fee

Project Start Date : 7/1/2009

Project Complete Date : 6/30/2015

Project Location : Deer Valley and 203rd Avenue

Cost Detail

Land	$0	**Design Services**	$815,000	**Construction**	$6,817,000
FFE	$500,000	**Other**	$100,000	***TOTAL COSTS***	**$8,232,000**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$82,000	$150,000	$2,000,000	$4,000,000	$2,000,000	$0	$0	$8,232,000

Project Description

A 15 acre Public Works Yard in conjunction with Water Services' SPA 3 (Special Planning Area) Waste Water Treatment Plant. The yard to include a 6-8 bay vehicle maintenance facility for light and heavy vehicles, streets and sanitation vehicle parking and storage yard, sanitation vehicle wash racks, administration building for Public Works field staff, storage facilities for Public Works and Traffic Engineering signage and signals and fueling location for city vehicles.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$20,800	$118,800	$231,300	$370,900

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - Project Management

Westgate Operation/Administration Building

Project Number : To Be Determined

Council District : Palo Verde

Funding Source : 21415 - PW Development Fee

Project Start Date : 12/1/2014

Project Complete Date : 6/30/2017

Project Location : 13430 W. Westgate Drive

Cost Detail

Land	$0	**Design Services**	$90,200	**Construction**	$1,023,800
FFE	$120,100	**Other**	$8,100	***TOTAL COSTS***	**$1,242,200**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$0	$0	$0	$0	$84,700	$835,400	$322,100	$1,242,200

Project Description

Operations/administration building for staff currently housed in temporary facility (trailers) at the Westgate Yard. The building will be approximately 20,000 square feet of offices, training rooms, conference rooms, locker rooms, etc.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Fiber Optics - Bell Road Phase III (SR 303 to 195th Avenue)

Project Number : 21107

Council District : Various

Funding Source : 21415 - PW Development Fee

Project Start Date : 9/1/2010

Project Complete Date : 6/30/2012

Project Location : Bell Road (SR 303 to 195th Avenue)

Cost Detail

Land	$0	**Design Services**	$63,600	**Construction**	$209,900
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$273,500**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$63,600	$209,900	$0	$0	$0	$0	$0	$273,500

Project Description

Design and installation/construction of fiber optics on Bell Road from SR 303 to 195th Avenue for the connection of traffic signals, CCTV (Closed Circuit Television) cameras, and changeable message signs.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE General

Fiber Optics - Loop 303 (Peoria Avenue to Bell Road)

Project Number : 21108

Council District : Various

Funding Source : 21415 - PW Development Fee

Project Start Date : 7/1/2010

Project Complete Date : 6/30/2013

Project Location : Loop 303 (Peoria Avenue to Bell Road)

Cost Detail

Land	$0	**Design Services**	$76,300	**Construction**	$820,400
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$896,700**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$120,800	$76,300	$699,600	$0	$0	$0	$0	$896,700

Project Description

In conjunction with the construction of the Loop 303 freeway by the Arizona Department of Transportation (ADOT), the City of Surprise has a Joint Project Agreement to have conduit installed with ADOT's fiber optic conduit for the cost of $190,000 in FY11. In FY12 staff will hire a consultant to design the fiber optic line and Intelligent Transportation System (ITS) devices to inter connect the signals for the crossroads at Loop 303. In FY13, staff have secured Congestion Mitigation and Air Quality (CMAQ) funding for construction of the fiber optic line and ITS devices with Maricopa Association of Governments (MAG). The local share will be the $190,000 the city uses to install the conduit. The construction cost is all CMAQ federal funding.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$0	$0	$0

CAPITAL PROJECT DETAIL
FY2012 - FY2021

PW - TE Signals

Traffic Signals

Project Number : 29999

Council District : Citywide

Funding Source : 21415 - PW Development Fee

Project Start Date : 7/1/2002

Project Complete Date : 6/30/2018

Project Location : Various

Cost Detail

Land	$0	**Design Services**	$15,900	**Construction**	$8,797,400
FFE	$0	**Other**	$0	***TOTAL COSTS***	**$8,813,300**

Prior FYs	FY 12	FY 13	FY 14	FY15	FY 16	FY 17-21	Total
$6,606,300	$222,600	$0	$0	$763,200	$229,000	$992,200	$8,813,300

Project Description

Design, purchase, construction, and installation of traffic signals at various intersection locations throughout Surprise.

Projected Annual Operating Costs				
Personnel	Supplies	Utilities	Other	Total
$0	$0	$3,600	$0	$3,600

City of Surprise, Arizona

SURPRISE

ARIZONA

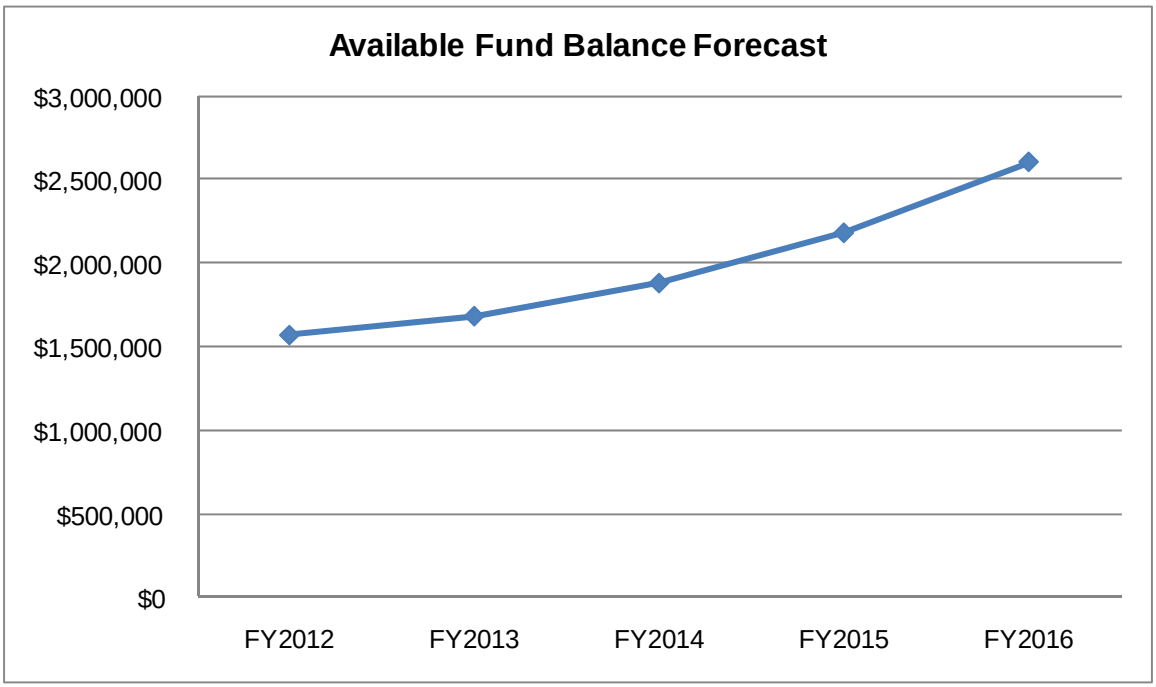
FY2012 Adopted Budget

Roads of Regional Significance
Development Fee Fund SPA 2, 4, & 6

Description

The roads of regional significance development fund is established to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on roadways caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The roads of regional significance development fee remains unchanged from FY2008 at $5,715 in Special Planning Area (SPA) 2, 4, and 6 as established July 1, 2007.



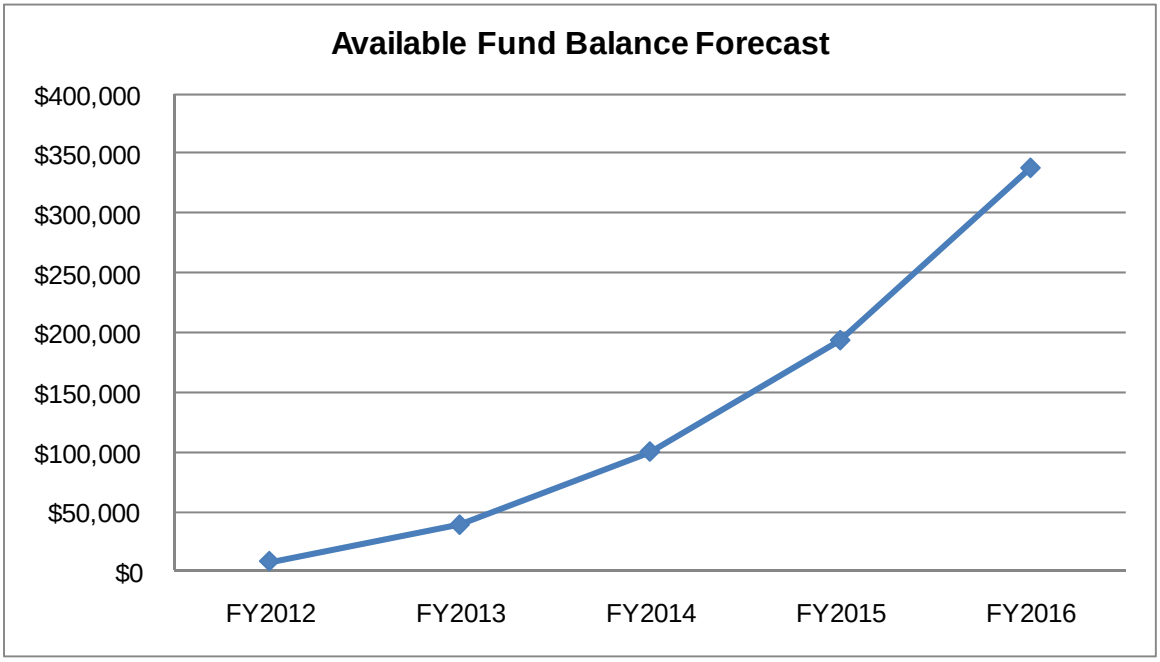
	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ -	$ 81,900	$ 163,700	$ 271,900	$ 380,000
Interest Earnings	30,900	31,400	33,600	37,600	43,600
Total Sources	30,900	113,300	197,300	309,500	423,600
Uses:					
Capital Project Expenditures	-	-	-	-	-
Non-Project Capital Expenditures	(9,300)	-	-	(9,300)	-
Total Uses	(9,300)	-	-	(9,300)	-
Net Activity	21,600	113,300	197,300	300,200	423,600
Beginning Fund Balance	1,546,100	1,567,700	1,681,000	1,878,300	2,178,500
Ending Fund Balance	1,567,700	1,681,000	1,878,300	2,178,500	2,602,100
Restricted	-	-	-	-	-
Unreserved/Undesignated	**1,567,700**	**1,681,000**	**1,878,300**	**2,178,500**	**2,602,100**
Ending Fund Balance	$ 1,567,700	$ 1,681,000	$ 1,878,300	$ 2,178,500	$ 2,602,100

Roads of Regional Significance Development Fee Fund SPA 3 & 5

Description

The roads of regional significance development fund is established to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on roadways caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 185 single family residential permits and 217,800 square feet of non-single family residential permits in FY2012. The roads of regional significance development fee remains unchanged from FY2008 $5,396 in SPA 3 and 5 per single family residential permit as established July 1, 2007.

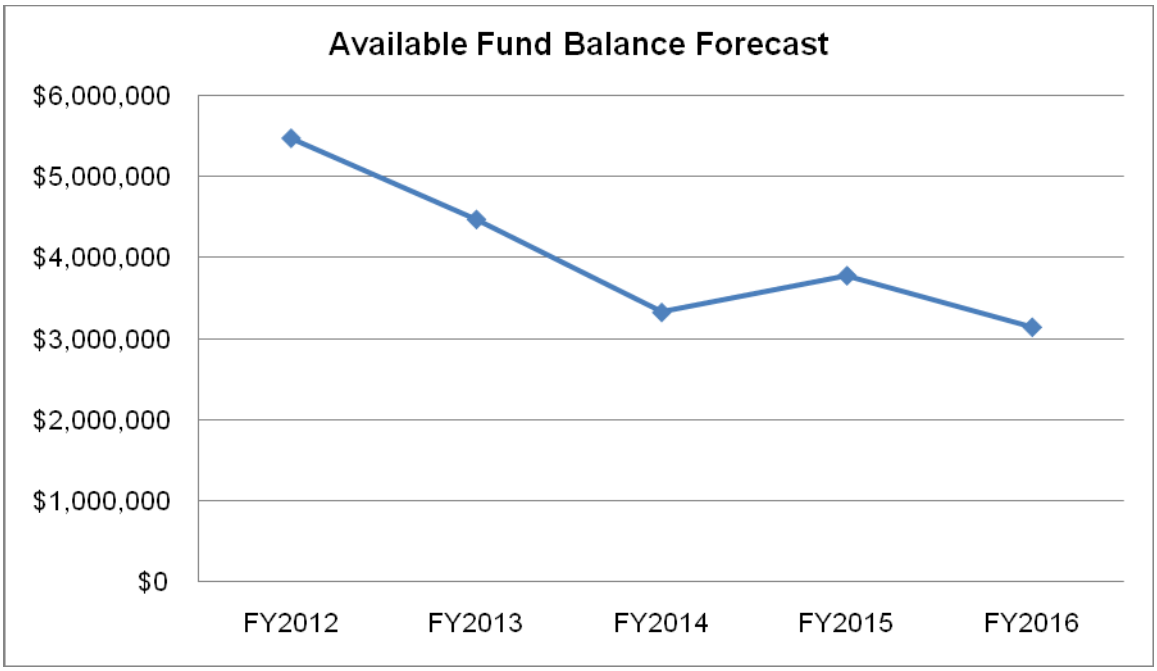


	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Development Fee Revenue	$ -	$ 30,300	$ 60,600	$ 100,600	$ 140,600
Interest Earnings	300	200	800	2,000	3,900
Total Sources	300	30,500	61,400	102,600	144,500
Uses:					
Capital Project Expenditures	-	-	-	-	-
Non-Project Capital Expenditures	(9,300)	-	-	(9,300)	-
Total Uses	(9,300)	-	-	(9,300)	-
Net Activity	(9,000)	30,500	61,400	93,300	144,500
Beginning Fund Balance	17,000	8,000	38,500	99,900	193,200
Ending Fund Balance	8,000	38,500	99,900	193,200	337,700
Restricted	-	-	-	-	-
Unreserved/Undesignated	**8,000**	**38,500**	**99,900**	**193,200**	**337,700**
Ending Fund Balance	$ 8,000	$ 38,500	$ 99,900	$ 193,200	$ 337,700

Vehicle Replacement

Description

Vehicle replacement funding was established to allow the city to replace vehicles and equipment as they reach the end of useful life. The Fleet Management Division of the Public Works Department administers the fleet replacement program. The city's capital asset policy is the guideline for the replacement timeline with minor exceptions for reserve vehicles. The Fleet Manager and Department Director evaluate vehicles during the budget process and adjustments in the replacement schedule may be made. All vehicles are replaced turn key. Adjustments are made annually for inflation. Replacement funds are not used to upgrade or enhance vehicles.



	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Department Contributions	$ -	$ 600,000	$ 1,200,000	$ 1,800,000	$ 2,000,000
Total Sources	-	600,000	1,200,000	1,800,000	2,000,000
Uses:					
Vehicle Purchase Expenditures	(1,410,800)	(1,598,000)	(2,343,500)	(1,348,000)	(2,633,500)
Total Uses	(1,410,800)	(1,598,000)	(2,343,500)	(1,348,000)	(2,633,500)
Net Activity	(1,410,800)	(998,000)	(1,143,500)	452,000	(633,500)
Beginning Fund Balance	6,880,500	5,469,700	4,471,700	3,328,200	3,780,200
Ending Fund Balance	5,469,700	4,471,700	3,328,200	3,780,200	3,146,700
Restricted	-	-	-	-	-
Unreserved/Undesignated	**5,469,700**	**4,471,700**	**3,328,200**	**3,780,200**	**3,146,700**
Ending Fund Balance	$ 5,469,700	$ 4,471,700	$ 3,328,200	$ 3,780,200	$ 3,146,700

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

Appendix

- Budget Adoption Resolution
- Official Budget Forms
- Tax Levy Resolution
- Street Light Improvement Districts
- Budget Transfer Policies and Procedures
- Comprehensive Financial Management Policies
- Debt Service Schedules
- Schedule of Personnel
- Capital Improvement Operating Costs
- Capital Improvement Plan Acronyms
- Glossary

RESOLUTION 2011-55

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA ADOPTING THE BUDGET FOR FISCAL YEAR 2011-2012.

WHEREAS, in accordance with the provisions of Arizona Revised Statute, Sections §42-17101 *et. seq.*, the Council of the City of Surprise (the "City Council") did, on May 24, 2011, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the City of Surprise, Arizona, and;

WHEREAS, publication has been duly made as required by law of said estimates together with a notice that the City Council would meet on June 14, 2010, at City Hall, City Council chambers for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and;

WHEREAS, in accordance with state law and following due public notice, the City Council met on May 24, 2011, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses of tax levies, and;

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Arizona Revised Statute § 42-17051 (A).

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Surprise, Arizona, as follows:

Section 1. That the statements and schedules attached hereto as Exhibit A and incorporated herein by reference are hereby adopted as the budget of the City of Surprise, Arizona for the fiscal year July 1, 2011 through June 30, 2012.

[SIGNATURES ON FOLLOWING PAGE]

APPROVED AND ADOPTED this 16th day of June, 2011.

L.E. Truitt, Mayor

ATTEST:

Sherry A. Aguilar, City Clerk

APPROVED AS TO FORM:

Michael D. Bailey, City Attorney

Yeas: Truitt, Hall, Biundo, Alton, Villanueva, Woodard & Williams

Nays: N/A

Resolution #2011-55
RFLS 2638

OFFICAL BUDGET FORMS

CITY OF SURPRISE

Fiscal Year 2012

CITY OF SURPRISE

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Fiscal Year 2012

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Schedule B—Summary of Tax Levy and Tax Rate Information

Schedule C—Summary by Fund Type of Revenues Other Than Property Taxes

Schedule D—Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers

Schedule E—Summary by Department of Expenditures/Expenses Within Each Fund Type

Schedule F—Summary by Department of Expenditures/Expenses

CITY OF SURPRISE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2012

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2011	ACTUAL EXPENDITURES/ EXPENSES ** 2011	FUND BALANCE/ NET ASSETS*** July 1, 2011**	PROPERTY TAX REVENUES 2012	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/ EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 75,208,400	$ 71,455,305	$ 10,634,200	Primary: $ 6,243,547	$ 64,827,400	$	$	$ 4,854,400	$ 1,031,300	$ 85,528,247	$ 72,297,100
2. Special Revenue Funds	72,044,100	20,870,236	15,656,100	Secondary:	84,403,900			81,300	253,100	99,888,200	91,720,200
3. Debt Service Funds Available	8,922,300	756,100	4,694,200		4,819,000					9,513,200	4,744,000
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	8,922,300	756,100	4,694,200		4,819,000					9,513,200	4,744,000
6. Capital Projects Funds	6,696,100	6,948,700	33,915,000		866,500			950,000		35,731,500	5,422,000
7. Permanent Funds	97,900	99,700	99,700		800					100,500	
8. Enterprise Funds Available	78,304,400	29,790,600	45,879,300		35,537,400				4,601,300	76,815,400	48,334,700
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	78,304,400	29,790,600	45,879,300		35,537,400				4,601,300	76,815,400	48,334,700
11. Internal Service Funds	11,428,200	10,158,700	2,446,900		10,219,900					12,666,800	12,666,800
12. TOTAL ALL FUNDS	$ 252,701,400	$ 140,079,341	$ 113,325,400	$ 6,243,547	$ 200,674,900	$	$	$ 5,885,700	$ 5,885,700	$ 320,243,847	$ 235,184,800

EXPENDITURE LIMITATION COMPARISON	2011	2012
1. Budgeted expenditures/expenses	$ 252,701,400	$ 235,184,800
2. Add/subtract: estimated net reconciling items	(7,193,962)	(7,147,045)
3. Budgeted expenditures/expenses adjusted for reconciling items	245,507,438	228,037,755
4. Less: estimated exclusions	12,102,484	12,103,930
5. Amount subject to the expenditure limitation	$ 233,404,954	$ 215,933,825
6. EEC or voter-approved alternative expenditure limitation	$ 795,984,599	$ 763,319,536

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year 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.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

SCHEDULE A

CITY OF SURPRISE
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2012

	2011	2012
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 7,368,857	$ 7,759,704
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)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 7,224,115	$ 6,243,547
B. Secondary property taxes		
C. Total property tax levy amounts	$ 7,224,115	$ 6,243,547
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 6,956,823	
(2) Prior years' levies	129,707	
(3) Total primary property taxes	$ 7,086,530	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$ 7,086,530	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.6735	0.6700
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.6735	0.6700

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city was operating 96 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* 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.

SCHEDULE B

CITY OF SURPRISE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
GENERAL FUND			
Local sales tax			
Local sales tax	$ 27,850,300	$ 27,675,000	$ 28,937,500
Intergovernmental			
State shared income tax	8,589,800	8,589,800	9,918,900
State shared sales tax	6,621,800	6,621,800	8,890,900
State fire insurance premium tax	287,300	287,300	293,000
Vehicle license tax	3,066,900	2,863,100	3,963,000
Intergovernmental revenues non-grant	211,500	245,000	231,300
Charges for services			
Charges for services	4,939,100	4,951,600	4,859,500
Grants			
State grants	8,200		
Federal grants	648,300		
Miscellaneous			
Fines	2,998,300	1,384,000	1,461,400
Franchise fees	3,961,200	3,869,500	4,032,400
License	538,100	692,100	737,100
Other	1,043,500	909,700	813,100
Rents	365,300	569,700	543,100
Interest on investments			
Interest	254,200	130,700	146,200
Total General Fund	$ 61,383,800	$ 58,789,300	$ 64,827,400

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SCHEDULE C

CITY OF SURPRISE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
SPECIAL REVENUE FUNDS			
Donations Fund			
Donations	$ 50,000	$ 190,900	$
	$ 50,000	$ 190,900	$
Employee Dep Scholarship Fund			
Donations		1,700	1,700
Interest	100	100	100
	$ 100	$ 1,800	$ 1,800
Fire Development Fee Fund			
Development fees	$ 416,200	$ 168,000	$ 265,800
Other	3,968,900		
	$ 4,385,100	$ 168,000	$ 265,800
General Government Development Fee Fund			
Development fees	$ 348,200	$ 149,000	$ 230,700
Interest	1,800	1,200	
Other		40,000,000	
	$ 350,000	$ 40,150,200	$ 230,700
Grants and Contingency Fund			
Other Grants	$ 24,823,400	$	$ 68,200,000
	$ 24,823,400	$	$ 68,200,000
Highway User Revenue Fund			
Hurf tax	$ 5,194,300	$ 5,194,300	$ 5,917,000
Interest	5,300	17,700	19,500
Other		23,100	18,900
	$ 5,199,600	$ 5,235,100	$ 5,955,400
Library Development Fee Fund			
Development fees	$ 46,800	$ 70,100	$ 87,700
Interest	82,400	82,400	85,300
	$ 129,200	$ 152,500	$ 173,000
Municipal Court Enhancement Fund			
Fines	$	$ 80,000	$ 118,200
	$	$ 80,000	$ 118,200
Municipal Court FARE Fund			
State grants	$	$ 4,500	$ 5,600
	$	$ 4,500	$ 5,600
Municipal Court JCEF Fund			
Fines	$	$ 19,200	$ 25,000
	$	$ 19,200	$ 25,000
Municipal Court MFTG Fund			
State grants	$	$ 15,900	$ 14,600
	$	$ 15,900	$ 14,600
Neighborhood Revitalization Fund			
Federal grants	$ 3,917,900	$	$ 2,805,000
	$ 3,917,900	$	$ 2,805,000
Parks and Recreation Development Fee Fund			
Development fees	$ 240,800	$ 237,800	$ 296,000
Interest	24,100		
Other	528,300		
	$ 793,200	$ 237,800	$ 296,000

SCHEDULE C

CITY OF SURPRISE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
Police Development Fee Fund			
Development fees	$ 119,100	$ 68,500	$ 96,400
Interest	2,700	2,700	53,100
Other	330,200		
	$ 452,000	$ 71,200	$ 149,500
Public Works Expansion Development Fee Fund			
County grants	$ 700,000	$ 395,700	$
Development fees	362,000	195,900	277,100
Interest	74,000	46,000	146,900
	$ 1,136,000	$ 637,600	$ 424,000
Roads of Regional Significance SPA 2,4 and 6 Fund			
Development fees	$	$ 22,900	$
Interest	$ 29,000	$ 15,000	$ 30,900
	$ 29,000	$ 37,900	$ 30,900
Roads of Regional Significance SPA 3 and 5 Fund			
Interest	$ 600	$ 300	$ 300
	$ 600	$ 300	$ 300
SPD DEA Fund			
Intergovernmental revenues non-grant	$	$ 85,600	$ 75,000
	$	$ 85,600	$ 75,000
SPD RICO Fund			
Intergovernmental revenues non-grant	$	$ 500	$ 15,000
	$	$ 500	$ 15,000
SPD Towing Fund			
Charges for services	$	$	$ 100,000
	$	$	$ 100,000
Street Lighting Districts Fund			
Interest	$	$ 7,000	$ 7,000
Other	40,200		
Property tax	2,906,500	2,277,000	2,162,400
	$ 2,946,700	$ 2,284,000	$ 2,169,400
Tourism Fund			
Interest	$	$ 100	$ 100
Local sales tax	219,200	350,000	385,000
	$ 219,200	$ 350,100	$ 385,100
Transit Fund			
Charges for services	$ 22,000	$ 26,500	$
Federal grants	132,900		
Interest		3,300	
	$ 154,900	$ 29,800	$
Transportation Improvement Fund			
County grants	$	$	$ 1,460,000
Interest	39,300	39,300	3,600
Local sales tax	1,704,500	1,650,900	1,500,000
Other	4,743,900	2,589,300	
	$ 6,487,700	$ 4,279,500	$ 2,963,600
Total Special Revenue Funds	$ 51,074,600	$ 54,032,400	$ 84,403,900

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SCHEDULE C

CITY OF SURPRISE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
DEBT SERVICE FUNDS			
2000-03 Debt Service Fund			
Interest	$	$	$ 77,500
Rents			4,741,500
	$	$	$ 4,819,000
Marley Park Community Facility District Fund			
Interest	$ 1,000	$ 1,000	$
Intergovernmental revenues non-grant			
Property tax	934,800	934,800	
	$ 935,800	$ 935,800	$
Municipal Property Corporation Fund			
Rents	$ 7,362,500	$	$
	$ 7,362,500	$	$
Total Debt Service Funds	$ 8,298,300	$ 935,800	$ 4,819,000
CAPITAL PROJECTS FUNDS			
General Capital Projects Fund			
County grants	$ 1,896,300	$ 2,140,600	$
Federal grants	787,600	753,200	
Interest	37,300	244,000	246,500
Intergovernmental revenues non-grant			620,000
Other	171,900		
	$ 2,893,100	$ 3,137,800	$ 866,500
Total Capital Projects Funds	$ 2,893,100	$ 3,137,800	$ 866,500

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SCHEDULE C

CITY OF SURPRISE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
PERMANENT FUNDS			
Volunteer Firefighters Pension and Relief Fund			
Interest	$	$ 800	$ 800
	$	$ 800	$ 800
Total Permanent Funds	$	$ 800	$ 800
ENTERPRISE FUNDS			
Sanitation Fund			
Charges for services	$ 6,098,700	$ 6,538,400	$ 6,581,000
Interest		65,000	69,000
	$ 6,098,700	$ 6,603,400	$ 6,650,000
Sewer Fund			
Capital contributions	$	$ 2,632,600	$
Charges for services	$ 20,071,400	$ 15,823,500	$ 17,430,200
Development fees	8,585,300	961,000	876,700
Interest	13,300	291,400	225,700
	$ 28,670,000	$ 19,708,500	$ 18,532,600
Stormwater Fund			
Charges for services	$ 250,000	$	$
	$ 250,000	$	$
Water Fund			
Charges for services	$ 12,844,300	$ 9,835,200	$ 9,821,000
Development fees	320,200	322,500	399,800
Interest	106,700	74,600	134,000
Other	319,200		
	$ 13,590,400	$ 10,232,300	$ 10,354,800
Total Enterprise Funds	$ 48,609,100	$ 36,544,200	$ 35,537,400

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SCHEDULE C

CITY OF SURPRISE
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
INTERNAL SERVICE FUNDS			
Employee Healthcare Fund			
Charges for services	$ 8,225,100	$ 8,205,100	$ 8,228,400
Interest		4,400	4,400
	$ 8,225,100	$ 8,209,500	$ 8,232,800
Risk Management Fund			
Charges for services	$ 1,577,600	$ 1,675,000	$ 1,987,100
Interest	13,600		
	$ 1,591,200	$ 1,675,000	$ 1,987,100
Total Internal Service Funds	$ 9,816,300	$ 9,884,500	$ 10,219,900
TOTAL ALL FUNDS	$ 182,075,200	$ 163,324,800	$ 200,674,900

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SCHEDULE C

CITY OF SURPRISE
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2012

FUND	OTHER FINANCING 2012 SOURCES	OTHER FINANCING 2012 <USES>	INTERFUND TRANSFERS 2012 IN	INTERFUND TRANSFERS 2012 <OUT>
GENERAL FUND				
Indirect costs, Pilot, Franchise in lieu	$	$	$ 4,601,300	$
Bed tax			152,800	
Construction sales tax				950,000
HURF operating subsidy				81,300
Transfer arts commission balance			100,300	
Total General Fund	$	$	$ 4,854,400	$ 1,031,300
SPECIAL REVENUE FUNDS				
Donations Fund	$	$	$	$ 100,300
Highway User Revenue Fund			81,300	
Tourism Fund				152,800
Total Special Revenue Funds	$	$	$ 81,300	$ 253,100
DEBT SERVICE FUNDS				
	$	$	$	$
Total Debt Service Funds	$	$	$	$
CAPITAL PROJECTS FUNDS				
General Capital Projects Fund	$	$	$ 950,000	$
Total Capital Projects Funds	$	$	$ 950,000	$
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sanitation	$	$	$	$ 889,000
Sewer				1,885,100
Water				1,827,200
Total Enterprise Funds	$	$	$	$ 4,601,300
INTERNAL SERVICE FUNDS				
	$	$	$	$
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$	$	$ 5,885,700	$ 5,885,700

SCHEDULE D

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
GENERAL FUND				
City clerk	$ 433,500	$	$ 416,160	$ 693,900
City council	492,700		472,992	495,700
City Court	2,178,700		2,056,032	2,122,100
City Manager	748,300	(13,800)	670,368	716,200
Community Development	3,625,300	373,100	4,365,984	4,108,000
Finance	3,285,900	(159,900)	2,712,960	2,961,300
Fire	14,483,700	(250,000)	13,664,352	14,544,800
General Operations	(250,000)	(513,700)	1,446,912	(491,200)
Human Resources	1,241,200	83,600	1,281,408	1,613,100
Information Technology	4,088,400		3,924,864	4,335,100
Intergovernmental Relations	474,400	(188,800)	274,176	288,500
Legal	1,597,800		1,533,888	1,743,100
Parks & Recreation	12,473,000	(58,100)	13,806,633	12,716,600
Police	19,439,900	20,800	18,359,040	18,961,600
Public Information	851,800		817,728	864,300
Public Works	10,753,200	(2,600)	5,651,808	6,624,000
Total General Fund	$ 75,917,800	$ (709,400)	$ 71,455,305	$ 72,297,100
SPECIAL REVENUE FUNDS				
Donations Fund				
Arts Commission	$ 133,200	$	$	$ 32,500
Community Development	5,600			6,100
Fire	9,600		2,000	12,200
Parks & Recreation	356,500		162,200	387,200
Police	336,000		8,200	37,500
Employee Dep Scholarship Fund				
General Operations	14,600		2,000	16,600
Fire Development Fee Fund				
Finance	19,600		12,500	18,300
Fire	204,300		119,400	126,600
General Government Development Fee Fund				
Finance	12,500		12,500	18,300
General Operations	425,000		655,100	3,000,000
Information Technology				34,100
Public Works			199,500	655,800
Grants and Contingency Fund				
Dial-A-Ride		132,900		
Fire		329,000	274,400	
General Operations	32,592,000	1,718,300		68,387,300
Parks & Recreation		50,000		
Police		957,400	272,600	
Highway User Revenue Fund				
Public Works	8,089,600		6,037,440	6,455,400
Library Development Fee Fund				
Finance	12,500		12,500	18,300
General Operations	4,234,600			
Municipal Court Enhancement Fund				
City Court	176,800		100,000	440,800
Municipal Court FARE Fund				
City Court			10,100	12,800
Municipal Court JCEF Fund				
City Court			57,200	94,400

SCHEDULE E

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Municipal Court MFTG Fund				
City Court				72,100
Neighborhood Revitalization Fund				
Community Development	3,520,900	(81,000)		2,805,000
Parks & Recreation			629,200	
Parks and Recreation Development Fee Fund				
Finance	16,100		16,100	18,300
Parks & Recreation	1,981,500		780,600	836,300
Police Development Fee Fund				
Finance	12,500		12,500	18,300
Police	575,000		241,600	241,900
Public Works Expansion Development Fee Fund				
Finance	12,500		12,500	18,300
General Operations	1,827,600			
Public Works	2,905,600	(46,700)	2,355,300	679,200
Roads of Regional Significance SPA 2,4 and 6 Fund				
Finance	6,300		6,300	9,300
General Operations	1,473,900			
Roads of Regional Significance SPA 3 and 5 Fund				
Finance	6,300		6,300	9,300
General Operations	24,400			
SPD DEA Fund				
Police			24,500	390,200
SPD RICO Fund				
Police				113,200
SPD Towing Fund				
Police				376,200
Street Lighting Districts Fund				
Public Works	2,822,500		2,055,000	3,196,500
Tourism Fund				
General Operations	132,200		177,700	295,400
Transit Fund				
Public Works	1,279,500		933,696	
Transportation Improvement Fund				
Community Development			265,700	286,500
Finance	349,400			
Public Works	6,673,400	(1,257,800)	5,415,600	2,600,000
Total Special Revenue Funds	$ 70,242,000	$ 1,802,100	$ 20,870,236	$ 91,720,200
DEBT SERVICE FUNDS				
2000-03 Debt Service Fund				
General Operations	$	$	$	$ 4,744,000
Marley Park Community Facility District Fund				
Debt Service	1,448,500		671,100	
General Operations	111,300		85,000	
Municipal Property Corporation Fund				
General Operations	7,362,500			
Total Debt Service Funds	$ 8,922,300	$	$ 756,100	$ 4,744,000

SCHEDULE E

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
CAPITAL PROJECTS FUNDS				
General Capital Projects Fund				
Community Development	$	$ 765,000	$ 765,000	$ 1,100,000
Fire	46,000		46,000	726,200
General Operations	468,000			
Information Technology	75,000		75,000	
Parks & Recreation	200,000		200,000	620,000
Public Works	5,019,600	122,500	5,417,200	1,565,000
Vehicle Replacement Fund				
Public Works	$	$	$ 445,500	$ 1,410,800
Total Capital Projects Funds	$ 5,808,600	$ 887,500	$ 6,948,700	$ 5,422,000
PERMANENT FUNDS				
Volunteer Firefighters Pension and Relief Fund				
General Operations	$ 97,900	$	$ 99,700	$
Total Permanent Funds	$ 97,900	$	$ 99,700	$
ENTERPRISE FUNDS				
Sanitation Fund				
Information Technology	$	$	$	$ 17,900
Public Works	13,278,600	(2,595,300)	4,290,500	7,037,200
Sewer Fund				
Finance	23,200		16,400	22,200
General Operations	11,766,200			14,167,900
Information Technology				33,300
Public Works	42,546,000	(980,400)	16,432,300	16,331,100
Stormwater Fund				
Public Works	250,000			
Water Fund				
Community Development			14,400	14,600
Finance	71,000		25,000	36,600
General Operations	2,264,800			
Information Technology				39,700
Public Works	12,609,100	(928,800)	9,012,000	10,634,200
Total Enterprise Funds	$ 82,808,900	$ (4,504,500)	$ 29,790,600	$ 48,334,700
INTERNAL SERVICE FUNDS				
Employee Healthcare Fund				
Human Resources	$ 8,225,100	$ 83,600	$ 8,483,400	$ 8,531,700
Risk Management Fund				
Finance	$ 3,233,100	$ (113,600)	$	$
Human Resources			1,675,300	4,135,100
Total Internal Service Funds	$ 11,458,200	$ (30,000)	$ 10,158,700	$ 12,666,800
TOTAL ALL FUNDS	$ 255,255,700	$ (2,554,300)	$ 140,079,341	$ 235,184,800

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

SCHEDULE E

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Arts commission				
Donations Fund	$ 133,200	$	$	$ 32,500
Department Total	$ 133,200	$	$	$ 32,500
City Clerk				
General Fund	$ 433,500	$	$ 416,160	$ 693,900
Department Total	$ 433,500	$	$ 416,160	$ 693,900
City Council				
General Fund	$ 492,700	$	$ 472,992	$ 495,700
Department Total	$ 492,700	$	$ 472,992	$ 495,700
City Court				
General Fund	$ 2,178,700	$	$ 2,056,032	$ 2,122,100
Municipal Court Enhancement Fund	176,800		100,000	440,800
Municipal Court FARE Fund			10,100	12,800
Municipal Court JCEF Fund			57,200	94,400
Municipal Court MFTG Fund				72,100
Department Total	$ 2,355,500	$	$ 2,223,332	$ 2,742,200
City Manager				
General Fund	$ 748,300	$ (13,800)	$ 670,368	$ 716,200
Department Total	$ 748,300	$ (13,800)	$ 670,368	$ 716,200
Community Development				
Donations Fund	$ 5,600	$	$	$ 6,100
General Capital Projects Fund		765,000	765,000	1,100,000
General Fund	3,625,300	373,100	4,365,984	4,108,000
Neighborhood Revitalization Fund	3,520,900	(81,000)		2,805,000
Transportation Improvement Fund			265,700	286,500
Water Fund			14,400	14,600
Department Total	$ 7,151,800	$ 1,057,100	$ 5,411,084	$ 8,320,200
Debt Service				
Marley Park Community Facility District Fund	$ 1,448,500	$	$ 671,100	$
Department Total	$ 1,448,500	$	$ 671,100	$
Dial-A-Ride				
Grants and Contingency Fund	$	$ 132,900	$	$
Department Total	$	$ 132,900	$	$
Finance				
Fire Development Fee Fund	$ 19,600	$	$ 12,500	$ 18,300
General Fund	3,285,900	(159,900)	2,712,960	2,961,300
General Government Development Fee Fund	12,500		12,500	18,300
Library Development Fee Fund	12,500		12,500	18,300
Parks and Recreation Development Fee Fund	16,100		16,100	18,300
Police Development Fee Fund	12,500		12,500	18,300
Public Works Expansion Development Fee Fund	12,500		12,500	18,300
Risk Management Fund	3,233,100	(113,600)		
Roads of Regional Significance SPA 2,4 and 6 Fund	6,300		6,300	9,300
Roads of Regional Significance SPA 3 and 5 Fund	6,300		6,300	9,300
Sewer Fund	23,200		16,400	22,200
Transportation Improvement Fund	349,400			
Water Fund	71,000		25,000	36,600
Department Total	$ 7,060,900	$ (273,500)	$ 2,845,560	$ 3,148,500
Fire				
Donations Fund	$ 9,600	$	$ 2,000	$ 12,200
Fire Development Fee Fund	204,300		119,400	126,600
General Capital Projects Fund	46,000		46,000	726,200
General Fund	14,483,700	(250,000)	13,664,352	14,544,800
Grants and Contingency Fund		329,000	274,400	
Department Total	$ 14,743,600	$ 79,000	$ 14,106,152	$ 15,409,800

SCHEDULE F

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
General Operations				
2000-03 Debt Service Fund	$	$	$	$ 4,744,000
Employee Dep Scholarship Fund	14,600		2,000	16,600
Fire Development Fee Fund				
General Capital Projects Fund	468,000			
General Fund	(250,000)	(513,700)	1,446,912	(491,200)
General Government Development Fee Fund	425,000		655,100	3,000,000
Grants and Contingency Fund	32,592,000	1,718,300		68,387,300
Library Development Fee Fund	4,234,600			
Marley Park Community Facility District Fund	111,300		85,000	
Municipal Property Corporation Fund	7,362,500			
Public Works Expansion Development Fee Fund	1,827,600			
Roads of Regional Significance SPA 2,4 and 6 Fund	1,473,900			
Roads of Regional Significance SPA 3 and 5 Fund	24,400			
Sewer Fund	11,766,200			14,167,900
Tourism Fund	132,200		177,700	295,400
Volunteer Firefighters Pension and Relief Fund	97,900		99,700	
Water Fund	2,264,800			
Department Total	$ 62,545,000	$ 1,204,600	$ 2,466,412	$ 90,120,000
Human Resources				
Employee Healthcare Fund	$ 8,225,100	$ 83,600	$ 8,483,400	$ 8,531,700
General Fund	1,241,200	83,600	1,281,408	1,613,100
Risk Management Fund			1,675,300	4,135,100
Department Total	$ 9,466,300	$ 167,200	$ 11,440,108	$ 14,279,900
Information Technology				
General Capital Projects Fund	$ 75,000	$	$ 75,000	$
General Fund	4,088,400		3,924,864	4,335,100
General Government Development Fee Fund				34,100
Sanitation Fund				17,900
Sewer Fund				33,300
Water Fund				39,700
Department Total	$ 4,163,400	$	$ 3,999,864	$ 4,460,100
Intergovernmental Relations				
General Fund	$ 474,400	$ (188,800)	$ 274,176	$ 288,500
Department Total	$ 474,400	$ (188,800)	$ 274,176	$ 288,500
Legal				
General Fund	$ 1,597,800	$	$ 1,533,888	$ 1,743,100
Department Total	$ 1,597,800	$	$ 1,533,888	$ 1,743,100
Parks & Recreation				
Donations Fund	$ 356,500	$	$ 162,200	$ 387,200
General Capital Projects Fund	200,000		200,000	620,000
General Fund	12,473,000	(58,100)	13,806,633	12,716,600
Grants and Contingency Fund		50,000		
Neighborhood Revitalization Fund			629,200	
Parks and Recreation Development Fee Fund	1,981,500		780,600	836,300
Department Total	$ 15,011,000	$ (8,100)	$ 15,578,633	$ 14,560,100
Police				
Donations Fund	$ 336,000	$	$ 8,200	$ 37,500
General Fund	19,439,900	20,800	18,359,040	18,961,600
Grants and Contingency Fund		957,400	272,600	
Police Development Fee Fund	575,000		241,600	241,900
SPD DEA Fund			24,500	390,200
SPD RICO Fund				113,200
SPD Towing Fund				376,200
Department Total	$ 20,350,900	$ 978,200	$ 18,905,940	$ 20,120,600

SCHEDULE F

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Public Information				
General Fund	$ 851,800	$	$ 817,728	$ 864,300
Department Total	$ 851,800	$	$ 817,728	$ 864,300
Public Works				
General Capital Projects Fund	$ 5,019,600	$ 122,500	$ 5,417,200	$ 1,565,000
General Fund	10,753,200	(2,600)	5,651,808	6,624,000
General Government Development Fee Fund			199,500	655,800
Highway User Revenue Fund	8,089,600		6,037,440	6,455,400
Public Works Expansion Development Fee Fund	2,905,600	(46,700)	2,355,300	679,200
Sanitation Fund	13,278,600	(2,595,300)	4,290,500	7,037,200
Sewer Fund	42,546,000	(980,400)	16,432,300	16,331,100
Stormwater Fund	250,000			
Street Lighting Districts Fund	2,822,500		2,055,000	3,196,500
Transit Fund	1,279,500		933,696	
Transportation Improvement Fund	6,673,400	(1,257,800)	5,415,600	2,600,000
Vehicle Replacement Fund			445,500	1,410,800
Water Fund	12,609,100	(928,800)	9,012,000	10,634,200
Department Total	$ 106,227,100	$ (5,689,100)	$ 58,245,844	$ 57,189,200
TOTAL ALL DEPARTMENTS	**$ 255,255,700**	**$ (2,554,300)**	**$ 140,079,341**	**$ 235,184,800**

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

SCHEDULE F

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

RESOLUTION 2011-56

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF SURPRISE, ARIZONA, BY ROLL CALL VOTE SET FORTH THE INTENTION TO LEVY PRIMARY PROPERTY TAX IN THE AMOUNT OF $0.6700 PER EACH ONE HUNDRED DOLLARS ($100.00) OF ASSESSED VALUATION. SETTING THE PROPERTY TAX LEVY ADOPTION FOR JUNE 30, 2011.

WHEREAS, the City Council is required by Arizona Revised Statutes ARS §42-17253 to adopt an annual tax levy based upon the rate to be assessed per each One Hundred Dollars ($100.00) of assessed valuation of property within the City, and;

WHEREAS, the primary and secondary tax levy for Fiscal Year 2011/2012 beginning July 1, 2011 must be adopted prior to the third Monday in August, and not less than fourteen days after adoption of the municipal budget, and;

WHEREAS, the municipal budget of the City of Surprise will be adopted at a meeting of the City Council held on June 30, 2011, at least fourteen days prior to the hearing date for the adoption of the property tax levy and;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Surprise, Arizona, as follows.

Section 1. By roll call vote set forth the intention to levy primary property tax in the amount of $0.6700 per each One Hundred Dollars ($100.00) of assessed valuation. Setting the property tax levy adoption for June 30, 2011.

APPROVED AND ADOPTED this 16th day of June, 2011.

L.E. Truitt, Mayor

Attest:

Sherry Aguilar, City Clerk

Approved as to form:

Michael D. Bailey, City Attorney

Yeas: Truitt, Hall, Biundo, Alton, Villanueva & Woodard

Nays: Williams

Resolution 2011-56
RFLS 2639

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2012 Adopted Budget

RESOLUTION 2011-76

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF SURPRISE, ARIZONA, BY ROLL CALL VOTE SET FORTH THE INTENTION TO LEVY PROPERTY TAX RATES FOR STREET LIGHTING IMPROVEMENT DISTRICTS.

WHEREAS, the provisions of A.R.S. §48-616 require the governing body to levy taxes upon all property in a municipal street lighting improvement districts necessary to pay the annual expenses of said districts, and;

WHEREAS, the City Council is required by Arizona Revised Statutes ARS §42-17103 et. seq. to hold a public hearing on or before the fourteenth day before the day on which it levies taxes, and;

WHEREAS, the City has computed tax rates for Street Lighting Improvement Districts up to the maximum rate of $1.20 for each One Hundred Dollars ($100.00) of assessed valuation, as set forth on *Exhibit A* attached hereto;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Surprise, Arizona, as follows.

Section 1. By roll call vote set forth the intention to levy property taxes for Street Lighting Improvement Districts up to the maximum rate of $1.20 for each One Hundred Dollars ($100.00) of assessed valuation, to be collected as provided by law for the purpose provided by law, and set the property tax levy adoption for June 30, 2011.

APPROVED AND ADOPTED this 16th day of June, 2011.

L.E. Truitt, Mayor

Attest:

Sherry Aguilar, City Clerk

Approved as to form:

Michael D. Bailey, City Attorney

Yeas: Truitt, Hall, Biundo, Alton, Villanueva, Woodard & Williams

Nays: N/A

Resolution #2011-76
RFLS 2695

City of Surprise, Arizona
Street Light Improvement Districts
Property Tax Levy Requirements
Fiscal Year 2012

City of Surprise, Arizona
Street Light Improvement Districts (SLIDs)
Property Tax Levy Requirements
Fiscal Year 2012

District Name By Assessment Type	Assessed Value	Levy Rate*	Levy Amount
Ad Valorem Assessments			
Asante Parcel 1.16	$98,400	$1.1992	$1,180
Asante Phase 1	$2,524,293	$1.2000	$30,291
Ashton Ranch I	$2,393,614	$0.4256	$10,187
Ashton Ranch II	$2,789,835	$0.4019	$11,212
Ashton Ranch III	$2,529,915	$0.5663	$14,327
Ashton Ranch IV	$2,529,702	$0.3823	$9,672
Bell Pointe I	$4,256,600	$0.2217	$9,439
Bell West Ranch	$1,783,589	$0.3340	$5,957
Bell West Ranch 1A	$2,300,231	$0.3561	$8,190
Bell West Ranch 1B	$1,473,830	$0.3756	$5,535
Bell West Ranch II	$2,565,967	$0.2986	$7,663
Bell West Ranch III	$2,338,311	$0.3150	$7,365
Canyon Ridge West	$9,899,360	$0.1073	$10,619
City @ Surprise Ph 1	$2,892,657	$0.1607	$4,648
Continental at Kingswood Parke	$3,715,856	$0.2473	$9,188
Cotton Gin	$2,667,440	$0.6644	$17,722
Countryside	$7,268,138	$0.4424	$32,152
Desert Oasis Lancer 5 A5B14A	$2,824,293	$0.5843	$16,503
Desert Oasis No. 1	$5,366,450	$0.2790	$14,972
Greenway Parc #1	$2,727,962	$0.5870	$16,012
Greenway Parc #2	$2,468,690	$0.5126	$12,654
Greenway Parc #3	$687,610	$0.6448	$4,434
Greer Ranch North PH1	$2,980,083	$0.3898	$11,615
Greer Ranch North PH2	$1,462,629	$0.3489	$5,103
Greer Ranch South	$9,374,499	$0.4058	$38,039
Johnson Townhomes	$339,940	$0.0000	$0
Kenly Farms	$2,719,492	$0.3711	$10,091
Kingswood Parke	$8,962,326	$0.4288	$38,430
Legacy Parc	$5,412,122	$0.3857	$20,877
Legacy Parc GHI	$2,338,072	$0.5296	$12,382
Legacy Parc Parcels e, f, & j	$2,734,364	$0.3293	$9,005
Litchfield Manor	$12,258,946	$0.3734	$45,780
Marley Park I, p 1-4	$5,218,071	$0.4569	$23,842
Marley Park Ph 1, P 5, 6	$2,923,480	$0.2924	$8,547
Marley Park Ph 1, P 7, 8	$1,674,170	$0.2964	$4,963
Marley Park Ph 2, 9,11,12	$1,313,035	$1.2000	$15,756
Mountain Vista	$6,703,638	$0.1766	$11,840
Mountain Vista II	$6,322,850	$0.0569	$3,600
Mountain Vista III	$4,528,562	$0.3451	$15,626
Northwest Ranch #1	$3,643,744	$0.1778	$6,480
Northwest Ranch II	$4,689,998	$0.4814	$22,577
Orchards 1,2,3,4,5	$6,745,816	$0.3550	$23,947
Parke Row	$683,482	$0.2840	$1,941
Quick Trip # 410	$328,397	$0.2655	$872
Rancho Gabriella - Phase I	$7,289,216	$0.3225	$23,509
Rancho Gabriella 2,3,4A-B	$16,031,329	$0.3101	$49,717
Rancho Gabriella Ph 2 pcl 11	$970,240	$0.2511	$2,436
Rancho Gabriella PH 3 pcl 17	$1,067,670	$0.1421	$1,517

City of Surprise, Arizona
Street Light Improvement Districts (SLIDs)
Property Tax Levy Requirements
Fiscal Year 2012

District Name By Assessment Type	Assessed Value	Levy Rate*	Levy Amount
Ad Valorem Assessments			
Roseview Units 1-6	$7,416,295	$0.4102	$30,425
Roseview Units 5, 5a, 7, 8	$4,585,890	$0.3539	$16,230
Royal Ranch Unit 2, P7	$1,663,920	$0.1848	$3,075
Royal Ranch Unit 2, pcl 8	$1,027,140	$0.4016	$4,125
Royal Ranch Unit II, pcl 5,6,9	$5,259,746	$0.1759	$9,252
Santa Fe Ave #111	$178,640	$1.1996	$2,143
Sarah Ann Ranch	$11,724,146	$0.2541	$29,788
Sierra Montana Parcel 12	$1,201,060	$0.5840	$7,014
Sierra Montana Parcel 14	$1,961,120	$1.2000	$23,533
Sierra Montana Parcel 7	$691,920	$0.1822	$1,261
Sierra Montana Phase II	$9,970,978	$0.0565	$5,635
Sierra Verde Parcel 4	$1,292,820	$0.1859	$2,403
Sierra Verde Ph I	$7,239,863	$0.4351	$31,498
Summerfield @ Litchfield	$1,216,592	$0.2897	$3,525
Sun City Grand (DW)	$40,016,073	$0.5147	$205,970
Sun City Grand II	$111,265,141	$0.4244	$472,263
Sun City Grand III	$5,369,662	$0.4911	$26,370
Sun City Grand IV	$74,333,559	$0.1854	$137,792
Surprise Farms 1A	$10,287,956	$0.3410	$35,077
Surprise Farms 1B	$11,630,452	$0.4431	$51,536
Surprise Farms Ph 2	$8,670,865	$0.4553	$39,479
Surprise Farms Ph 3	$5,755,236	$0.4215	$24,257
Surprise Farms PH 4, Par 1-6	$6,447,908	$0.2136	$13,773
Surprise Farms Phase 5	$2,178,835	$1.0073	$21,948
Surprise Pointe Comml Subdivision	$13,826,358	$0.0984	$13,612
Surprise Valley Station (Trader Joe's)	$808,322	$1.1999	$9,699
Sycamore Estates Par 13	$3,035,219	$0.5116	$15,528
Tash/Western Meadows	$2,682,630	$0.4360	$11,696
Veramonte	$4,094,642	$0.5342	$21,875
Westfield Commons	$1,827,130	$1.2000	$21,925
WestPoint Towne Center	$14,646,932	$0.4199	$61,499
Equal Apportionment Assessments			
Commerce Park East #109 SLID	$3,596,494	$3,082.64	$43,157
Coyote Lakes #95 SLID	$11,613,822	$182.78	$138,911
Crescent Crown #82	$4,261,805	$688.50	$1,377
Kingswood Parke #105 SLID	$369,210	$94.26	$4,430
Marley Park Parcel 12	$496,178	$29.04	$5,954
Marley Park Plaza #91	$2,944,830	$3,926.33	$35,337
Parkview Place #112	$297,040	$594.00	$3,564
Royal Ranch Unit I	$5,700,202	$27.09	$14,791
Sierra Montana Phase 1a	$14,967,168	$21.17	$30,840
Stadium Village Small A #107	$5,697,816	$9,767.57	$68,373
Stonebrook #103	$1,412,230	$103.33	$16,946
Grand Total	**$610,482,759**		**$2,386,300**

*Levy rate per $100 of assessed value for Ad Valorem assessments. Levy rate per parcel for Equal Apportionment assessments.

City of Surprise, Arizona
Equal Apportionment Districts
Assessor Parcel Numbers (APN)

City of Surprise, Arizona
Commerce Park East # 109 Street Light Improvement District
Assessor Parcel Numbers (APN)

50366780
50366773
50366596
50366776
50366772
50366784
50366774
50366781
50366601
50366775
50366783
50366599
50366019
50366600

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705945	50705477	50705557	50705500	50705099	50705202
50705954	50705457	50705556	50705499	50705098	50705201
50705959	50705456	50705555	50705135	50705097	50705200
50705963	50705455	50705554	50705134	50705096	50705199
50705800A	50705431	50705553	50705133	50705095	50705198
50705948	50705430	50705552	50705132	50705094	50705197
50705953	50705429	50705532	50705131	50705093	50705196
50705957	50705428	50705531	50705130	50705092	50705195
50705802	50705427	50705530	50705129	50705091	50705194
50705345	50705426	50705529	50705128	50705090	50705193
50705943	50705425	50705528	50705127	50705089	50705192
50705956	50705424	50705527	50705126	50705088	50705191
50705958	50705423	50705526	50705125	50705087	50705190
50705961	50705422	50705525	50705124	50705086	50705182
50705962	50705421	50705524	50705123	50705085	50705181
50705960	50705420	50705523	50705122	50705084	50705180
50705949	50705418	50705522	50705121	50705021	50705179
50705944	50705417	50705521	50705120	50705020	50705170A
50705946	50705416	50705520	50705119	50705019	50705171A
50705955	50705415	50705519	50705118	50705018	50705373
50705942	50705414	50705518	50705117	50705017	50705374
50705950	50705413	50705517	50705116	50705016	50705375
50705947	50705412	50705516	50705115	50705015	50705376
50705798A	50705411	50705515	50705114	50705014	50705377
50705796A	50705571	50705514	50705113	50705013	50705378
50705795	50705570	50705513	50705112	50705012	50705379
50705794	50705569	50705512	50705111	50705011	50705380
50705793	50705568	50705511	50705110	50705010	50705381
50705792	50705567	50705510	50705109	50705009	50705382
50705791	50705566	50705509	50705108	50705008	50705383
50705790	50705565	50705508	50705107	50705007	50705384
50705789	50705564	50705507	50705106	50705006	50705390
50705788	50705563	50705506	50705105	50705005	50705391
50705787	50705562	50705505	50705104	50705004	50705392
50705786	50705561	50705504	50705103	50705003	50705393
50705480	50705560	50705503	50705102	50705002	50705394
50705479	50705559	50705502	50705101	50705001	50705395
50705478	50705558	50705501	50705100	50705203	50705396

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705397	50705079	50705246	50705468	50705583	50705621
50705398	50705080	50705247	50705469	50705584	50705622
50705399	50705081	50705248	50705470	50705585	50705623
50705400	50705082	50705249	50705471	50705586	50705624
50705401	50705083	50705250	50705472	50705587	50705625
50705402	50705136	50705251	50705473	50705588	50705626
50705403	50705137	50705252	50705474	50705589	50705627
50705405	50705138	50705253	50705475	50705590	50705628
50705406	50705139	50705254	50705476	50705591	50705629
50705407	50705140	50705255	50705481	50705592	50705630
50705408	50705141	50705256	50705482	50705593	50705631
50705409	50705142	50705257	50705483	50705594	50705632
50705410	50705143	50705258	50705484	50705595	50705633
50705054	50705144	50705259	50705485	50705596	50705634
50705055	50705145	50705260	50705486	50705597	50705635
50705056	50705146	50705261	50705487	50705598	50705636
50705057	50705147	50705262	50705488	50705599	50705637
50705058	50705148	50705263	50705489	50705600	50705638
50705059	50705149	50705264	50705490	50705601	50705639
50705060	50705150	50705265	50705491	50705602	50705640
50705061	50705151	50705266	50705492	50705603	50705641
50705062	50705152	50705448	50705493	50705604	50705642
50705063	50705153	50705449	50705494	50705605	50705643
50705064	50705154	50705450	50705495	50705606	50705644
50705065	50705155	50705451	50705496	50705607	50705645
50705066	50705156	50705452	50705497	50705608	50705646
50705067	50705157	50705453	50705498	50705609	50705647
50705068	50705158	50705454	50705572	50705610	50705648
50705069	50705159	50705458	50705573	50705611	50705649
50705070	50705237	50705459	50705574	50705612	50705650
50705071	50705238	50705460	50705575	50705613	50705651
50705072	50705239	50705461	50705576	50705614	50705652
50705073	50705240	50705462	50705577	50705615	50705653
50705074	50705241	50705463	50705578	50705616	50705759
50705075	50705242	50705464	50705579	50705617	50705760
50705076	50705243	50705465	50705580	50705618	50705761
50705077	50705244	50705466	50705581	50705619	50705762
50705078	50705245	50705467	50705582	50705620	50705763

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705764	50705040	50705267	50705305	50705335	50705781
50705765	50705041	50705268	50705306	50705336	50705782
50705766	50705042	50705269	50705307	50705337	50705783
50705767	50705043	50705270	50705308	50705338	50705784
50705768	50705044	50705271	50705309	50705339	50705785
50705769	50705045	50705272	50705310	50705340	50705837
50705770	50705204	50705273	50705311	50705341	50705838
50705771	50705205	50705274	50705312	50705342	50705839
50705772	50705206	50705275	50705313	50705371	50705840
50705773	50705207	50705276	50705314	50705372	50705841
50705774	50705208	50705277	50705315	50705385	50705842
50705775	50705209	50705278	50705316	50705386	50705843
50705183	50705210	50705279	50705317	50705387	50705844
50705184	50705211	50705280	50705318	50705388	50705845
50705185	50705212	50705281	50705319	50705389	50705846
50705186	50705213	50705282	50705320	50705404	50705847
50705187	50705214	50705283	50705321	50705419	50705848
50705188	50705215	50705284	50705322	50705432	50705849
50705189	50705216	50705285	50705323	50705433	50705850
50705160	50705217	50705286	50705324	50705434	50705851
50705022	50705218	50705287	50705325	50705435	50705852
50705023	50705219	50705288	50705326	50705436	50705853
50705024	50705220	50705289	50705327	50705437	50705854
50705025	50705221	50705290	50705328	50705438	50705855
50705026	50705222	50705291	50705329	50705439	50705856
50705027	50705223	50705292	50705330	50705440	50705857
50705028	50705224	50705293	50705046	50705441	50705858
50705029	50705225	50705294	50705047	50705442	50705859
50705030	50705226	50705295	50705048	50705443	50705860
50705031	50705227	50705296	50705049	50705444	50705861
50705032	50705228	50705297	50705050	50705445	50705862
50705033	50705229	50705298	50705051	50705446	50705863
50705034	50705230	50705299	50705052	50705447	50705864
50705035	50705231	50705300	50705053	50705776	50705865
50705036	50705232	50705301	50705331	50705777	50705866
50705037	50705233	50705302	50705332	50705778	50705867
50705038	50705234	50705303	50705333	50705779	50705868
50705039	50705235	50705304	50705334	50705780	50705869

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705870	50705908
50705871	50705909
50705872	50705910
50705873	50705911
50705874	50705912
50705875	50705913
50705876	50705914
50705877	50705915
50705878	50705922
50705879	50705923
50705880	50705924
50705881	50705925
50705882	50705926
50705883	50705927
50705884	50705928
50705885	50705929
50705886	50705930
50705887	50705931
50705888	50705932
50705889	50705933
50705890	50705934
50705891	50705935
50705892	50705936
50705893	50705937
50705894	50705938
50705895	50705161
50705896	50705165
50705897	50705166
50705898	50705167
50705899	50705168
50705900	50705169
50705901	50705172
50705902	50705173
50705903	50705174
50705904	50705175
50705905	50705176
50705906	50705177
50705907	50705178

City of Surprise, Arizona
Crescent Crowne #82 Street Light Improvement District
Assessor Parcel Numbers (APN)

50136932A
50136935A

City of Surprise, Arizona
Kingswood Parke # 105 Street Light Improvement District
Assessor Parcel Numbers (APN)

50398092	23229379
50398091	23229378
50398090	23229377
50398089	23229376
50398088	23229375
50398087	23229374
50398086	23229407
50398085	23229406
50398084	23229405
50398083	
50398082	
50398081	
50398080	
50398079	
50398078	
50398077	
50398076	
50398075	
50398074	
50398073	
50398072	
50398071	
50398070	
50398069	
50398068	
50398067	
50398066	
50398065	
50398064	
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50398062	
50398061	
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50398057	
50398056	
50398055	

City of Surprise, Arizona
Marley Park Parcel #12 Street Light Improvement District
Assessor Parcel Numbers (APN)

50908845	50908678	50908753	50908713	50908806	50908737
50908846	50908679	50908803	50908796	50908792	50908856
50908611	50908680	50908721	50908852	50908784	50908853
50908612	50908681	50908869	50908756	50908757	50908767
50908613	50908682	50908728	50908867	50908851	50908746
50908614	50908683	50908861	50908724	50908774	50908722
50908615	50908684	50908742	50908714	50908759	50908777
50908616	50908685	50908781	50908703	50908795	50908868
50908617	50908686	50908723	50908730	50908745	50908794
50908618	50908687	50908776	50908866	50908711	50908764
50908619	50908688	50908734	50908751	50908779	50908854
50908620	50908689	50908761	50908811	50908696	50908810
50908621	50908690	50908801	50908800	50908847	50908747
50908622	50908691	50908799	50908763	50908731	50908743
50908623	50908692	50908739	50908849	50908718	50908804
50908624	50908693	50908862	50908765	50908700	
50908625	50908629	50908857	50908768	50908858	
50908626	50908630	50908725	50908732	50908758	
50908627	50908602	50908773	50908870	50908698	
50908628	50908603	50908778	50908750	50908749	
50908632	50908604	50908733	50908735	50908771	
50908637	50908605	50908710	50908871	50908798	
50908638	50908606	50908786	50908788	50908863	
50908639	50908607	50908809	50908729	50908708	
50908640	50908608	50908797	50908716	50908791	
50908641	50908609	50908775	50908720	50908769	
50908642	50908610	50908709	50908738	50908697	
50908651	50908631	50908701	50908848	50908740	
50908664	50908760	50908770	50908793	50908715	
50908669	50908748	50908790	50908802	50908805	
50908670	50908865	50908712	50908808	50908787	
50908671	50908702	50908789	50908717	50908785	
50908672	50908860	50908864	50908807	50908783	
50908673	50908719	50908855	50908755	50908726	
50908674	50908780	50908736	50908744	50908772	
50908675	50908766	50908762	50908859	50908752	
50908676	50908727	50908699	50908754	50908782	
50908677	50908741	50908850	50908872	50908694	

City of Surprise, Arizona
Marley Park Plaza #91 Street Light Improvement District
Assessor Parcel Numbers (APN)

50914982
50914980
50914984
50914987
50914986
50914981
50914983
50914624C
50914624D

City of Surprise, Arizona
Parkview Place # 112 Street Light Improvement District
Assessor Parcel Numbers (APN)

50398964
50398969
50398965
50398967
50398966
50398968

City of Surprise, Arizona
Royal Ranch Unit 1 Street Light Improvement District
Assessor Parcel Numbers (APN)

50903005	50903476	50903407	50903060	50903405	50903080
50903542	50903475	50903403	50903057	50903404	50903079
50903447	50903470	50903395	50903052	50903283	50903078
50903086	50903469	50903394	50903015	50903268	50903077
50903087	50903468	50903390	50903072	50903260	50903076
50903444	50903467	50903387	50903070	50903256	50903071
50903545	50903466	50903386	50903069	50903255	50903055
50903001	50903458	50903385	50903068	50903254	50903050
50903544	50903240	50903363	50903067	50903555	50903049
50903443	50903036	50903362	50903066	50903554	50903048
50903442	50903075	50903360	50903065	50903553	50903041
50903448	50903053	50903359	50903061	50903059	50903144
50903004	50903051	50903358	50903058	50903539	50903143
50903006	50903039	50903357	50903040	50903537	50903227
50903252	50903037	50903356	50903038	50903510	50903224
50903008	50903032	50903299	50903035	50903507	50903223
50903007	50903031	50903297	50903034	50903497	50903222
50903446	50903030	50903295	50903033	50903496	50903217
50903009	50903029	50903294	50903024	50903494	50903216
50903012	50903028	50903290	50903023	50903455	50903183
50903010	50903016	50903289	50903014	50903451	50903182
50903002	50903560	50903288	50903013	50903515	50903180
50903543	50903552	50903285	50903423	50903480	50903179
50903003	50903551	50903284	50903398	50903478	50903178
50903011	50903441	50903282	50903286	50903477	50903177
50903250	50903438	50903281	50903267	50903471	50903175
50903541	50903426	50903280	50903272	50903462	50903173
50903445	50903421	50903277	50903439	50903460	50903171
50902944	50903420	50903276	50903436	50903456	50903169
50902943	50903419	50903275	50903433	50903449	50903168
50902942	50903418	50903274	50903432	50903237	50903166
50903558	50903417	50903264	50903431	50903236	50903165
50903512	50903415	50903263	50903430	50903205	50903164
50903511	50903414	50903259	50903429	50903142	50903163
50903492	50903413	50903258	50903428	50903085	50903160
50903486	50903411	50903253	50903425	50903084	50903157
50903485	50903410	50903548	50903422	50903083	50903128
50903479	50903408	50903064	50903406	50903082	50903125

City of Surprise, Arizona
Royal Ranch Unit 1 Street Light Improvement District
Assessor Parcel Numbers (APN)

50903124	50903225	50903108	50903352	50903464	50903211
50903123	50903221	50903107	50903351	50903463	50903210
50903104	50903220	50903106	50903350	50903461	50903331
50903251	50903215	50903105	50903349	50903459	50903330
50903546	50903214	50903103	50903348	50903457	50903327
50903540	50903212	50903102	50903347	50903454	50903326
50903538	50903209	50903021	50903346	50903453	50903325
50903536	50903207	50903020	50903345	50903452	50903324
50903535	50903201	50903019	50903344	50903450	50903323
50903534	50903191	50903018	50903091	50903132	50903322
50903533	50903181	50903529	50903090	50903130	50903321
50903532	50903174	50903521	50903089	50903309	50903320
50903531	50903172	50903520	50903343	50903308	50903319
50903530	50903167	50903519	50903342	50903307	50903045
50903528	50903155	50903518	50903341	50903306	50903549
50903524	50903151	50903373	50903340	50903527	50903547
50903523	50903141	50903161	50903339	50903526	50903044
50903517	50903140	50903158	50903338	50903525	50903081
50903516	50903138	50903374	50903337	50903522	50903074
50903513	50903137	50903372	50903336	50903514	50903073
50903506	50903126	50903156	50903088	50903509	50903063
50903505	50903122	50903154	50903022	50903508	50903062
50903504	50903550	50903371	50903017	50903503	50903056
50903502	50903162	50903152	50903318	50903495	50903054
50903501	50903159	50903150	50903317	50903493	50903305
50903500	50903153	50903127	50903316	50903487	50903304
50903499	50903120	50903121	50903315	50903484	50903302
50903498	50903119	50903370	50903314	50903483	50903301
50903491	50903118	50903369	50903313	50903482	50903300
50903490	50903117	50903368	50903312	50903474	50903298
50903489	50903116	50903367	50903311	50903473	50903296
50903488	50903115	50903366	50903310	50903335	50903293
50903481	50903114	50903365	50903197	50903334	50903292
50903233	50903113	50903364	50903186	50903333	50903291
50903231	50903112	50903361	50903185	50903332	50903287
50903230	50903111	50903355	50903147	50903235	50903265
50903229	50903110	50903354	50903472	50903234	50903262
50903226	50903109	50903353	50903465	50903208	50903261

City of Surprise, Arizona
Royal Ranch Unit 1 Street Light Improvement District
Assessor Parcel Numbers (APN)

50903257	50903427	50903392
50903204	50903412	50903391
50903203	50903409	50903389
50903202	50903273	50903388
50903200	50903266	50903384
50903199	50903249	50903383
50903198	50903248	50903382
50903196	50903247	50903381
50903195	50903246	50903380
50903194	50903245	50903379
50903193	50903244	50903378
50903192	50903243	50903377
50903190	50903242	50903376
50903189	50903241	50903375
50903188	50903239	
50903187	50903238	
50903184	50903145	
50903176	50903101	
50903170	50903100	
50903149	50903099	
50903148	50903098	
50903146	50903097	
50903139	50903096	
50903136	50903095	
50903135	50903094	
50903134	50903093	
50903133	50903092	
50903131	50903557	
50903129	50903559	
50903232	50903556	
50903228	50903435	
50903219	50903424	
50903218	50903416	
50903213	50903402	
50903206	50903401	
50903440	50903397	
50903437	50903396	
50903434	50903393	

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287192	50288100	50288110	50288115	50287544	50287719
50287585	50288567	50288108	50288106	50287543	50287718
50287902	50288099	50288107	50288105	50287542	50287717
50288370	50288216	50288009	50288104	50287541	50287716
50287191	50288563	50287416	50288103	50287537	50287715
50287748	50287376	50287415	50288207	50287532	50287714
50287194	50287588	50287414	50288206	50287531	50287713
50287672	50287918	50287413	50288205	50287530	50287712
50287674	50288368	50287411	50288204	50287529	50287711
50287587	50288568	50287410	50288203	50287528	50287710
50287584	50288371	50287409	50288136	50287527	50287709
50287375	50287196	50287408	50288135	50287503	50287708
50287193	50287903	50287407	50288134	50287502	50287707
50287377	50287195	50287406	50288132	50287501	50287706
50287901	50288565	50287405	50288129	50287500	50287705
50287907	50288372	50287404	50288125	50287499	50287704
50287906	50287904	50287403	50288124	50287476	50287115
50288369	50288101	50287402	50288123	50287475	50287114
50287905	50287908	50287401	50288102	50287474	50287113
50288566	50287670	50287398	50287576	50287473	50287112
50288564	50287589	50287397	50287574	50287472	50287111
50287747	50288212	50287396	50287548	50287471	50287110
50287673	50288121	50287395	50287578	50287439	50287109
50288561	50288120	50287394	50287575	50287423	50287108
50287586	50288097	50287393	50287573	50287746	50287583
50287378	50288091	50287389	50287572	50287745	50287582
50287215	50288044	50288210	50287571	50287744	50287434
50287900	50288008	50288209	50287570	50287743	50287581
50288366	50287696	50288133	50287569	50287742	50287580
50288213	50287695	50288131	50287568	50287741	50287579
50288367	50287676	50288122	50287567	50287740	50287577
50287380	50287616	50288113	50287552	50287739	50287510
50287019	50287612	50288112	50287551	50287738	50287470
50201017J	50288130	50288109	50287550	50287737	50287469
50288560	50288128	50288126	50287549	50287736	50287468
50288215	50288127	50288211	50287547	50287735	50287441
50288562	50288114	50288208	50287546	50287734	50287440
50287917	50288111	50288119	50287545	50287733	50287438

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287437	50287352	50287200	50287615	50287231	50287233
50287436	50287351	50287197	50287732	50287257	50287230
50287435	50287350	50288298	50287731	50287251	50287229
50287433	50287305	50288297	50287730	50287232	50287228
50287432	50287304	50288296	50287729	50287360	50287220
50287431	50287303	50288295	50287728	50287349	50287219
50287430	50287302	50288294	50287727	50287348	50287217
50287429	50287301	50288293	50287726	50287347	50287214
50287428	50287300	50288292	50287725	50287346	50287212
50287427	50287298	50288291	50287724	50287345	50287211
50287426	50287291	50288290	50287723	50287344	50287210
50287425	50287290	50288289	50288325	50287343	50287209
50287424	50287289	50288288	50288324	50287342	50287207
50287422	50287288	50288287	50288323	50287341	50287722
50287421	50287287	50288286	50288322	50287340	50287721
50287420	50287286	50288285	50288321	50287339	50287720
50287419	50287285	50288284	50288320	50287331	50287694
50287418	50287284	50288283	50288319	50287327	50287693
50287417	50287283	50288282	50288318	50287324	50287692
50287392	50287282	50288273	50288317	50287280	50287691
50287391	50287256	50288272	50288316	50287274	50287690
50287390	50287245	50288271	50288315	50287273	50287689
50287388	50287244	50288270	50288314	50287272	50287688
50287387	50287243	50288269	50288313	50287270	50287814
50287384	50287242	50288268	50288312	50287269	50287533
50287241	50287240	50287818	50288311	50287268	50287509
50287236	50287239	50287622	50288310	50287267	50287508
50287234	50287238	50287625	50288309	50287266	50287507
50287366	50287237	50287626	50288308	50287265	50287506
50287365	50287235	50287629	50288307	50287261	50287505
50287364	50287213	50287632	50287322	50287258	50287504
50287359	50287208	50287633	50287249	50287255	50287498
50287358	50287206	50287634	50287363	50287254	50287497
50287357	50287205	50287635	50287332	50287252	50287496
50287356	50287204	50287636	50287279	50287250	50287495
50287355	50287203	50287659	50287271	50287248	50287494
50287354	50287202	50287619	50287262	50287247	50287493
50287353	50287201	50287618	50287311	50287246	50287492

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287491	50287631	50288015	50287788	50287223	50287089
50287490	50287630	50288014	50287787	50287221	50287088
50287489	50287628	50288013	50287786	50287087	50288071
50287488	50287627	50288012	50287785	50287086	50288080
50287487	50287624	50288011	50287784	50287085	50288051
50287467	50287623	50288007	50287783	50287084	50288050
50287466	50287621	50288006	50287782	50287083	50288035
50287465	50287620	50288005	50287781	50287082	50288032
50287464	50287617	50288004	50287780	50287081	50288029
50287463	50287614	50288003	50287778	50287080	50288028
50287462	50287613	50288002	50287774	50287079	50288026
50287461	50287611	50287899	50287768	50287078	50288025
50287460	50288090	50287898	50287766	50287077	50288024
50287459	50288089	50287897	50287764	50287076	50288023
50287458	50288088	50287896	50287762	50287075	50288022
50287457	50288087	50287895	50287760	50287074	50288082
50287455	50288086	50287894	50287758	50287073	50288081
50287453	50288085	50287893	50287757	50287072	50288079
50287451	50288084	50287892	50287756	50287071	50288078
50287450	50288083	50287891	50287755	50287070	50288067
50287449	50288049	50287890	50287754	50287107	50288557
50287448	50288048	50287889	50287753	50287106	50288556
50287447	50288047	50287888	50287752	50287105	50288548
50287444	50288046	50287887	50287751	50287104	50288547
50287443	50288043	50287882	50287750	50287103	50288534
50287442	50288042	50287863	50287749	50287102	50288533
50287386	50288041	50287824	50287227	50287101	50288530
50287385	50288040	50287823	50287333	50287100	50288529
50287383	50288039	50287822	50287264	50287099	50288528
50287382	50288038	50287821	50287222	50287098	50288526
50287381	50288037	50287820	50287362	50287097	50288525
50287645	50288034	50287819	50287361	50287096	50288524
50287642	50288021	50287813	50287335	50287095	50288523
50287641	50288020	50287812	50287328	50287094	50288522
50287640	50288019	50287811	50287320	50287093	50288514
50287639	50288018	50287810	50287278	50287092	50288513
50287638	50288017	50287807	50287275	50287091	50288504
50287637	50288016	50287791	50287263	50287090	50288501

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50288499	50288010	50288266	50288431	50287276	50287848
50288495	50288331	50288265	50288401	50287260	50287847
50288493	50288330	50288264	50288392	50287259	50287838
50288492	50288329	50288263	50288385	50287253	50287837
50288491	50288328	50288262	50287763	50287226	50287836
50288489	50288327	50288261	50287759	50287225	50287835
50288470	50288326	50288260	50287886	50287224	50287834
50288468	50288267	50288259	50287885	50287218	50287817
50288467	50287877	50288249	50287872	50287216	50287816
50288466	50287874	50288248	50287842	50287669	50287815
50288465	50287851	50288247	50287809	50287647	50287565
50288464	50287850	50288246	50287808	50287592	50287564
50288463	50287846	50288245	50287800	50287646	50287522
50288462	50287845	50288244	50287790	50287308	50288098
50288461	50287844	50288243	50287789	50287165	50288539
50288459	50287843	50288242	50287779	50287164	50287190
50288458	50287839	50288241	50287777	50287163	50287189
50288457	50287833	50288240	50287776	50287162	50287188
50288456	50287832	50288239	50287775	50287161	50287152
50288447	50287831	50288238	50287773	50287160	50287151
50288446	50287829	50287668	50287772	50287159	50287150
50288445	50287827	50287660	50287771	50287158	50287149
50288441	50287181	50287656	50287770	50287157	50287148
50288434	50287180	50287654	50287769	50287156	50287147
50288429	50287179	50287651	50287767	50287155	50287146
50288391	50287178	50287650	50287765	50287154	50287145
50288388	50287177	50287649	50287761	50287153	50287144
50288383	50287176	50287648	50287337	50287873	50287143
50288060	50287033	50287644	50287336	50287871	50287142
50288059	50287032	50287643	50287330	50287870	50287141
50288055	50287031	50287610	50287326	50287869	50287140
50288054	50287030	50287599	50287325	50287868	50287139
50288052	50287029	50287591	50287323	50287867	50287138
50288036	50287028	50287590	50287321	50287866	50287137
50288033	50287027	50288551	50287315	50287865	50287136
50288031	50287026	50288436	50287306	50287864	50287135
50288030	50287025	50288433	50287281	50287853	50287134
50288027	50287024	50288432	50287277	50287849	50287133

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287132	50287198	50288158	50288092	50287698	50288448
50287131	50288365	50288157	50288045	50287697	50288437
50287130	50288364	50288156	50288001	50287122	50288419
50287129	50288363	50288154	50287187	50287119	50288418
50287128	50288362	50288153	50287186	50287116	50288417
50287127	50288361	50287309	50287185	50288279	50288416
50287126	50288360	50287307	50287184	50288278	50288414
50288554	50288227	50287199	50287183	50288277	50288413
50288552	50288226	50288095	50287182	50288538	50288412
50288543	50288225	50288094	50287175	50288537	50288411
50288541	50288224	50288093	50287174	50288478	50288410
50288430	50288223	50288063	50287173	50288477	50288409
50288427	50288222	50288061	50287172	50288476	50288408
50288426	50288221	50287563	50287171	50288428	50288407
50288425	50288220	50287561	50287170	50288393	50288406
50288422	50288219	50287559	50287169	50288520	50288405
50288421	50288218	50287523	50287168	50288519	50288399
50288420	50288217	50287519	50287167	50288518	50287483
50288403	50287373	50287481	50287166	50288517	50287456
50288402	50287372	50287479	50287521	50288516	50287454
50288400	50287371	50287478	50287518	50288515	50287452
50288398	50287338	50288359	50287125	50288512	50287446
50288396	50287334	50288358	50287124	50288510	50287445
50288394	50287329	50288357	50287123	50288509	50288438
50288118	50287319	50288356	50287121	50288508	50288435
50288117	50287318	50288355	50287120	50288507	50288424
50288116	50287317	50288354	50287118	50288500	50288423
50287667	50287316	50288353	50287117	50288498	50288397
50287666	50287314	50288352	50287540	50288497	50288395
50287665	50287313	50288351	50287539	50288469	50288390
50287664	50287312	50288350	50287538	50288460	50288389
50287663	50287310	50288349	50287536	50288455	50288387
50287662	50288185	50288237	50287535	50288454	50288386
50287661	50288184	50288236	50287534	50288453	50288384
50287609	50288183	50288235	50287486	50288452	50288382
50287607	50288182	50288234	50287485	50288451	50287412
50287603	50288181	50288233	50287484	50288450	50287400
50287602	50288180	50288096	50287699	50288449	50287553

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287514	50287883	50288177	50288475	50288192	50287370
50287513	50287881	50288176	50288479	50288193	50288053
50287399	50287880	50288175	50288480	50288194	50288056
50288555	50287879	50288174	50288481	50288195	50288057
50288553	50287878	50288173	50288482	50288196	50288058
50288550	50287876	50288172	50288483	50288197	50288062
50288549	50287875	50288171	50288484	50288198	50288064
50288546	50287862	50288170	50288485	50288199	50288065
50288545	50287861	50288169	50288486	50288200	50288066
50288544	50287860	50288168	50288506	50288201	50288068
50288542	50287859	50288274	50288511	50288202	50288069
50288540	50287858	50288275	50288521	50287675	50288070
50288536	50287857	50288276	50288558	50287677	50288072
50288535	50287856	50288280	50288559	50287678	50288073
50288532	50287855	50288281	50288137	50287679	50288167
50288531	50287854	50288299	50288138	50287680	50287034
50288527	50287852	50288300	50288139	50287681	50287035
50288505	50287841	50288301	50288140	50287682	50287036
50288503	50287840	50288302	50288141	50287683	50287037
50288502	50287830	50288303	50288142	50287684	50287038
50288496	50287828	50288304	50288143	50287685	50287039
50288494	50287826	50288305	50288144	50287686	50287040
50288490	50287825	50288306	50288145	50287687	50287041
50288488	50287806	50288373	50288146	50287700	50288228
50288487	50287805	50288374	50288147	50287701	50288229
50288444	50287804	50288375	50288148	50287702	50288230
50288443	50287803	50288376	50288149	50287703	50288231
50288442	50287802	50288377	50288150	50287292	50288232
50288440	50287801	50288378	50288151	50287293	50288250
50288439	50287799	50288379	50288152	50287294	50288251
50287379	50287798	50288380	50288155	50287295	50288252
50287671	50287797	50288381	50288161	50287296	50288253
50287792	50287796	50288404	50288186	50287297	50288254
50288077	50287795	50288415	50288187	50287299	50288255
50288076	50287794	50288471	50288188	50287367	50288256
50288075	50287793	50288472	50288189	50287369	50288257
50288074	50288179	50288473	50288190	50287374	50288258
50287884	50288178	50288474	50288191	50287368	50288332

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50288333	50287512	50287064
50288334	50287515	50287065
50288335	50287516	50287066
50288336	50287517	50287067
50288337	50287520	50287068
50288338	50287524	50287069
50288339	50287525	50288159
50288340	50287526	50288160
50288341	50287554	50288162
50288342	50287555	50288163
50288343	50287556	50288164
50288344	50287557	50288165
50288345	50287558	50288166
50288346	50287560	
50288347	50287562	
50288348	50287566	
50287593	50287042	
50287594	50287043	
50287595	50287044	
50287596	50287045	
50287597	50287046	
50287598	50287047	
50287600	50287048	
50287601	50287049	
50287604	50287050	
50287605	50287051	
50287606	50287052	
50287608	50287053	
50287652	50287054	
50287653	50287055	
50287655	50287056	
50287657	50287057	
50287658	50287058	
50288214	50287059	
50287477	50287060	
50287480	50287061	
50287482	50287062	
50287511	50287063	

City of Surprise, Arizona
Stadium Village Small A # 107 Street Light Improvement District
Assessor Parcel Numbers (APN)

50912744A
50912742B
50912807
50912806
50912739
50912741
50912744B

City of Surprise, Arizona
Stonebrook # 103 Street Light Improvement District
Assessor Parcel Numbers (APN)

23228165	23228126	23228070	23228032	23228073
23228164	23228125	23228069	23228031	23228090
23228163	23228124	23228068	23228030	23228088
23228162	23228123	23228067	23228029	23228087
23228161	23228122	23228066	23228028	23228086
23228160	23228121	23228065	23228027	23228085
23228159	23228120	23228064	23228026	23228084
23228158	23228119	23228063	23228025	23228083
23228156	23228118	23228062	23228024	23228082
23228155	23228117	23228061	23228023	23228081
23228154	23228116	23228060	23228022	23228080
23228153	23228115	23228059	23228021	23228079
23228152	23228114	23228058	23228020	
23228151	23228113	23228057	23228019	
23228150	23228112	23228056	23228018	
23228149	23228111	23228055	23228017	
23228148	23228110	23228054	23228016	
23228147	23228109	23228053	23228015	
23228146	23228108	23228052	23228014	
23228145	23228107	23228051	23228013	
23228144	23228106	23228050	23228012	
23228143	23228105	23228049	23228011	
23228142	23228104	23228048	23228010	
23228141	23228103	23228047	23228009	
23228140	23228102	23228046	23228008	
23228139	23228101	23228045	23228007	
23228138	23228100	23228044	23228006	
23228137	23228099	23228043	23228005	
23228136	23228098	23228042	23228004	
23228135	23228097	23228041	23228003	
23228134	23228096	23228040	23228002	
23228133	23228095	23228039	23228001	
23228132	23228094	23228038	23228157	
23228131	23228093	23228037	23228078	
23228130	23228092	23228036	23228077	
23228129	23228091	23228035	23228076	
23228128	23228072	23228034	23228075	
23228127	23228071	23228033	23228074	

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

ADMINISTRATIVE POLICY

CITY OF SURPRISE
ADMINISTRATIVE STANDARDS

SUBJECT: Budget Amendments & Transfers

NUMBER: 070804-1

REPLACES: Transfer policy adopted on 1/24/02

AUTHORITY: City Council

ISSUED: July 8, 2004

PURPOSE:

The following policy and procedures are established to implement a consistent and efficient process by which the adopted city budget may be amended and budget authority transferred.

POLICY:

Throughout the course of the fiscal year amendments to the budget are necessary in order to address new issues, increased prices and changes in the scope of existing projects. The Budget Office following appropriate authorization by Council, the City Manager or Department head, as detailed in Table A on the following page, will process budget amendments. This policy applies to all budget amendments initiated by council, the city manager's office or departments.

PROCEDURE:

All budget amendments must be processed through the Budget Office and include a description of the requested amendment, why the amendment is required, where the funds are coming from and what the impact of utilizing those funds will be. All amendments must be rounded up to the nearest $100 and generally will not be processed within the same category within a division. A summary of all budget amendments will be provided to council on a quarterly basis.

Based on the level of authorization required requests for budget amendments must be submitted as follows:

Department Head - Amendments requiring department head approval must be submitted via e-mail or memo from the department head to the Budget Office.

City Manager/Assistant City Manager – Amendments requiring CM/ACM approval must be submitted to the budget office via e-mail or memo. The budget office will prepare a background summary on the request and present it and the department request to CM/ACM for review and approval.

City Council - Amendments requiring Council approval must be submitted to the budget office via memo. The budget office will prepare a background summary on the request and present it and the department request to ACM/CM for review and approval. If approved, the department will prepare a council action form and attach both their original request and the CM/ACM approval.

Table A: Budget Amendment Authorization Levels

- No transfers are to be made from internal charge acounts (depreciation, transfers, insurance, etc…)

- Any increase in Total Authorized positions must be approved by council

Type of Transfer	Category	Authorization	Comments
Intra-Department (as listed in Schedule E of state budget forms)	**Personnel:**		
	Intra-Category	Department Director	Within personnel category of department.
	Inter-Category	City Manager/ACM	Between Personnel and Services (Temporary Help)
	Inter-Category	Council	Between Personnel and Supplies & Services (change in scope)
	Supplies & Services:		
	Intra-Category	Department Director	Between divisions
	Inter-Category	Department Director	Within a division or between divisions
	Capital:		
	Capital Improvement Program	Council	All capital items/projects included in the CIP
	Non-CIP or Minor CIP budget changes	City Manager/ACM	All capital items/projects not included in the CIP
	Carryovers	Management & Budget Director	Adjustments to budget amount on projects or items carried forward from a previous year to reflect actual prior year expenditures.
Contingencies	Contingencies	Council	Any transfer from contingencies
Inter-Fund or Inter-Department	All	Council	As listed in Schedule E of adopted state budget forms
Unforeseen Revenue/Expenditures	All	Council	Grant award or unforeseen revenue must be verified by the Budget Office

City of Surprise, Arizona
Comprehensive Financial Management Policies

Introduction

The City Council's Strategic Plan, goals and objectives provide the foundation for the comprehensive financial management policies. The City's comprehensive financial policies provide the roadmap to achieve financial resiliency and demonstrate the City's commitment to sound financial management practices. Financial policies contribute to increased public confidence and trust as well as provide clear direction to City staff concerning the diligence and stewardship with which public monies are to be managed. Adopted financial policies show our citizens, the credit rating industry, and prospective investors (bond buyers) the City's commitment to financial resiliency. These policies are presented in the following five areas:

1. Operating Management
2. Capital Management
3. Debt Management
4. Minimum Fund Balance
5. Financial Reporting

Operating Management Policies

1. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial resiliency.

2. The budget shall be considered balanced if revenues plus use of fund balance are equal to or exceed total expenses, by fund. The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints.

3. Long-range financial plans will be prepared to guide the City and ensure the delivery of needed services due to changes in the economy, service demands, and capital improvements.

4. Regional considerations and intergovernmental relationships will be evaluated to fund both operating services and capital projects.

5. The City Council will consider citizen input and review the operating and capital budget recommendations from an outcome and goals perspective.

6. A diversified revenue system will be developed to protect City services.

7. The City Council will set the amount to be received from primary property taxes annually. The amount is limited to 102% of the prior fiscal year's maximum allowable levy plus new construction and reimbursement for the prior calendar year's tort liability payments.

8. To ensure that the City does not become overly reliant on "growth" revenues for operating needs, the first $1.25 million received in construction sales tax revenues will be retained in the General Fund and any additional amount will be transferred to the Capital Improvement Program for one-time capital project use (related to Capital Management policy #24).

9. The City currently imposes a 2.52% transient lodging tax. Of the total tax, 1.52% is to be recorded in the Tourism Fund to be used for promoting tourism and 1.0% is to be recorded in the General Fund. Of the 1.52% recorded in the Tourism Fund, 0.52% is restricted by A.R.S. 9-500.06 and 1.0% has been committed by City Council to be used for promoting tourism.

10. Water, Wastewater, and Sanitation user fees and charges will be examined annually to ensure they recover all direct and indirect costs of service and will be approved by the City Council.

11. All user fees (excluding water, wastewater, and sanitation) will be examined periodically to determine the direct and indirect cost of service recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.

12. Grant funding will be considered to leverage City funds and requires City Council approval prior to acceptance. In situations where the timing does not permit City Council approval prior to acceptance, the grant funding will be approved by the City Manager.

13. Cash and investment programs will be maintained in accordance with the State law and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

14. Employee compensation and benefits will be administered in accordance with the policy given by the City Council. Healthcare costs will be shared between the City and employees and this allocation will be evaluated annually.

15. The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.

16. The City will maintain a methodology for allocating the City's indirect costs to service departments.

17. All transfers between funds must be approved by City Council.

18. All interfund loans must be approved by City Council.

19. Street light improvement districts (SLID's) have a levy limit of $1.20 per $100 of assessed value in accordance with A.R.S. 48-616. To the extent that the levy limit has not been exceeded, SLIDs will assess taxes at a rate that will approach an individual ending fund balance target of 10% of its budgeted expenditures for the year.

Capital Management Policies

20. The City shall use an integrated approach to capital planning and financing in preparing a five-year Capital Improvement Plan. Only the first year of the plan will be adopted by the City Council.

21. The Capital Improvement Plan will include funding to support repair and replacement of capital equipment and infrastructure. A high priority should be placed on those items where deferring maintenance will result in greater cost to restore or replace.

22. Proposed capital projects will be prioritized based on the City Council's goals and objectives, the General Plan, and master plans.

23. Future operating, maintenance and replacement costs associated with new capital improvements will be included as a schedule within the annual budget document. Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.

24. The annual amount in excess of $1.25 million received from the City's construction sales tax will be used to fund the Capital Improvement Plan (related to Operational Policy #8).

25. Effective July 1, 2005, the City implemented a dedicated 1.5% construction sales tax to be used solely for the purposes of paying costs related to new roadways and to refurbish existing transportation corridors.

26. As permitted by State law, the City shall maintain a financial structure to ensure future development pays for itself and is not a burden on existing residents (e.g. "growth pays for growth"). Elements of this financial structure include impact fees, development agreements, Improvement Districts (IDs) and Community Facility Districts (CFDs).

27. Impact fees for infrastructure attributable to new development will be reviewed at least every other year to ensure that fees recover all direct and indirect development-related expenses, as permitted by state law and will be approved by the City Council.

Debt Management Policies

28. The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.

29. An analysis showing how a new debt issue combined with current outstanding debt impacts the City's debt capacity and conformance with City debt policies will accompany every proposal.

30. General Obligation debt, which is supported by property tax revenues, will be utilized as authorized by voters. Other types of voter-approved debt (e.g. water and wastewater) may also be utilized when they are supported by dedicated revenue sources (e.g. fees and user charges).

31. Municipal Property Corporation, trust agreements and contractual debt, all of which are non-voter approved, will be utilized only when approved by City Council.

32. Improvement District (ID) and Community Facility District (CFD) bonds shall be permitted only when there is a general City benefit as defined and approved by the City Council.

33. Utility rates will be established to ensure the ratio of revenue to debt service meets bond indenture requirements.

Minimum Fund Balance Policies

34. The minimum fund balance is not intended to be spent. The purpose of the minimum fund balance is to ensure the City has adequate resources to meet its operational needs. If the necessity arises to draw down fund balance below the minimum requirements that have been set, a plan to replenish the minimum fund balance will be presented to the Council for approval.

35. All minimum fund balance requirements will be evaluated annually for long-term adequacy and use requirements.

36. The City has formally adopted a minimum fund balance policy for the following governmental funds: General Fund, Highway User Revenue Fund and the Transit Fund. These funds are referred to as the operating funds for the City. The minimum fund balance is updated annually by calculating an average of budgeted personnel, supplies and services expenses over a two month period. There is no affect on the presentation of fund balance on the face of the financial statements within the comprehensive annual financial report (CAFR). The minimum fund balance policy will be disclosed within the notes of the CAFR.

37. In addition to the minimum fund balance policy established for the governmental funds, the City intends to maintain the following net asset balances for the proprietary funds.
    a. Within the Sanitation, Sewer and Water Funds, net assets are to be maintained at an amount equal to the average budgeted personnel, supplies and services expenses over a two month period. An additional amount will be kept for repair and replacement and will be maintained at a minimum of 2% of all tangible capital assets of the system.
    b. The Risk Management Fund will maintain net assets at an amount that, together with purchased insurance policies, will adequately indemnify the City. An actuarial evaluation will be performed annually to recommend appropriate funding levels, which will be approved by the City Council.
    c. The Healthcare Self-Insurance Fund will maintain net assets at a level which, together with purchased insurance policies, will adequately indemnify the City. An actuarial evaluation will be performed annually to recommend appropriate funding levels, which will be reviewed by the Loss Trust Fund Board and approved by the City Council.

Financial Reporting Policies

38. 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).

39. Financial systems will maintain internal controls to monitor revenues and expense on an ongoing basis.

40. The City will prepare a Comprehensive Annual Financial Report (CAFR). An annual audit will be performed by an independent public accounting firm. The independent auditor will present and discuss audit findings regarding internal controls and operational issues at a public meeting.

CAFR Fund Balance Reporting

1. The hierarchy from least spendable to most spendable fund balance for governmental funds of the City shall be: nonspendable, restricted, committed, assigned and unassigned. When funds are available from multiple classifications of fund balance to meet the City's obligations, it is the City's policy to charge the least spendable fund balance available.
2. Nonspendable and restricted fund balances are determined solely by the nature of the fund balance itself.
3. Committed fund balance represents amounts that have been constrained to a specific use by the formal action of the City's highest level of decision-making authority, the City Council. A majority vote of the City Council is necessary to establish, modify or rescind a fund balance commitment.
4. The City has elected the following commitments of fund balance to be standardized from year to year.
    a. A commitment for repair and replacement of general government vehicles and other rolling stock will be maintained based upon lifecycle replacement plans prepared annually. This commitment shall be maintained in the General Capital Projects Fund.
    b. A commitment of a 1.5% construction sales tax to be used solely for the purposes of paying costs related to new roadways and to refurbish existing transportation corridors, to be maintained in the Transportation Improvement Fund (related to Capital Management policy #25; Ordinance No. 05-13).
    c. In addition to the 0.52% transient lodging tax restricted by state statute a commitment of a 1.0% transient lodging tax will be used to promote tourism and be maintained in the Tourism Fund (related to Operating Management policy #9; Ordinance No. 2010-04).

5. In order to be reported as committed fund balance in the CAFR the City Council must approve the commitments prior to June 30th. However, the amount of the commitment may be determined after June 30th.
6. Amounts that have been constrained by the City's intent to be used for a specific purpose and are neither restricted nor committed are reported as assigned fund balance. The City Council has designated the authority to assign amounts to be used for specific purposes to the Chief Financial Officer (CFO).

41. The City's CAFR will be submitted to the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting program.

42. The City's Budget will be submitted to the Government Finance Officers Association (GFOA) Distinguished Budget Presentation program.

43. A monthly financial report will be presented to and accepted by the City Council.

City of Surprise, Arizona

SURPRISE

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FY2012 Adopted Budget

Municipal Property Corporation Fund

Description

The municipal property corporation fund is established to account for projects funded through the proceeds of the Municipal Property Corporation (MPC) bond sales of 2000, 2003 (2000 refunding), and 2007. Bond proceeds are to be used for the acquisition or construction of capital assets for general government, public safety facilities, sewer facilities, and recreation facilities.

Debt service funds have been created for each Municipal Property Corporation issue. The charts below summarize each fund.

MUNICIPAL PROPERTY CORPORATION - DEBT SERVICE 2000-2003

	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Building Rents	$ 4,741,500	$ 4,767,800	$ 4,732,500	$ 4,731,000	$ 4,716,100
Interest Earnings	77,500	79,000	80,500	82,100	83,700
Total Sources	4,819,000	4,846,800	4,813,000	4,813,100	4,799,800
Uses:					
Other	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Debt:					
MPC Payment	(4,741,500)	(4,767,800)	(4,732,500)	(4,731,000)	(4,716,100)
Total Uses	(4,744,000)	(4,770,300)	(4,735,000)	(4,733,500)	(4,718,600)
Net Activity	75,000	76,500	78,000	79,600	81,200
Beginning Fund Balance	3,875,000	3,950,000	4,026,500	4,104,500	4,184,100
Ending Fund Balance	3,950,000	4,026,500	4,104,500	4,184,100	4,265,300
Restricted	-	-	-	-	-
Unreserved/Undesignated	**3,950,000**	**4,026,500**	**4,104,500**	**4,184,100**	**4,265,300**
Ending Fund Balance	$ 3,950,000	$ 4,026,500	$ 4,104,500	$ 4,184,100	$ 4,265,300

MUNICIPAL PROPERTY CORPORATION - DEBT SERVICE 2007

	FY2012	FY2013	FY2014	FY2015	FY2016
Sources:					
Building Rents	$ 2,397,700	$ 2,397,700	$ 7,072,700	$ 2,199,000	$ 2,199,000
Interest Earnings	18,900	19,200	19,500	19,900	20,200
Total Sources	2,416,600	2,416,900	7,092,200	2,218,900	2,219,200
Uses:					
Other	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Debt:					
MPC Payment	(2,397,700)	(2,397,700)	(7,072,700)	(2,199,000)	(2,199,000)
Total Uses	(2,401,700)	(2,401,700)	(7,076,700)	(2,203,000)	(2,203,000)
Net Activity	14,900	15,200	15,500	15,900	16,200
Beginning Fund Balance	947,100	962,000	977,200	992,700	1,008,600
Ending Fund Balance	962,000	977,200	992,700	1,008,600	1,024,800
Restricted	-	-	-	-	-
Unreserved/Undesignated	**962,000**	**977,200**	**992,700**	**1,008,600**	**1,024,800**
Ending Fund Balance	$ 962,000	$ 977,200	$ 992,700	$ 1,008,600	$ 1,024,800

Municipal Property Corporation Fund
Debt Service Payment
FY2012

Series 2003	**Amount**
General Fund	1,508,737
General Government Development Fee Fund	655,746
Police Development Fee Fund	241,815
Parks & Recreation Development Fee Fund	781,395
Fire & EMS Development Fee Fund	119,485
Sewer Development Fee Fund	1,434,297
Total Series 2003	4,741,475

Series 2007	**Amount**
Sewer Development Fee Fund	2,397,688
Total Series 2007	2,397,688

Municipal Property Corporation Fund
Debt Service Schedule
Series 2003 - $42,860,000
Issue Date: December 1, 2003

Payment Date	Principal	Interest	Total
7/1/2011	3,080,000	869,238	3,949,238
1/1/2012	-	792,237	792,237
7/1/2012	3,240,000	792,238	4,032,238
1/1/2013	-	735,537	735,537
7/1/2013	3,345,000	735,538	4,080,538
1/1/2014	-	651,912	651,912
7/1/2014	3,515,000	651,913	4,166,913
1/1/2015	-	564,037	564,037
7/1/2015	3,680,000	564,038	4,244,038
1/1/2016	-	472,037	472,037
7/1/2016	3,875,000	472,038	4,347,038
1/1/2017	-	375,162	375,162
7/1/2017	4,075,000	375,163	4,450,163
1/1/2018	-	273,287	273,287
7/1/2018	4,280,000	273,288	4,553,288
1/1/2019	-	187,687	187,687
7/1/2019	4,460,000	187,687	4,647,687
1/1/2020	-	95,700	95,700
7/1/2020	4,640,000	95,700	4,735,700
Total	38,190,000	9,164,437	47,354,437

Principal payments due July 1st.
Interest payments due January 1st and July 1st.

Municipal Property Corporation Fund
Debt Service Schedule
Series 2007 - $50,675,000
Issue Date: May 1, 2007

Fiscal Year	Principal	Interest	Total
10/1/2011	-	1,198,844	1,198,844
4/1/2012	-	1,198,844	1,198,844
10/1/2012	-	1,198,844	1,198,844
4/1/2013	-	1,198,844	1,198,844
10/1/2013	-	1,198,844	1,198,844
4/1/2014	4,675,000	1,198,844	5,873,844
10/1/2014	-	1,099,500	1,099,500
4/1/2015	-	1,099,500	1,099,500
10/1/2015	-	1,099,500	1,099,500
4/1/2016	-	1,099,500	1,099,500
10/1/2016	-	1,099,500	1,099,500
4/1/2017	6,500,000	1,099,500	7,599,500
10/1/2017	-	953,250	953,250
4/1/2018	-	953,250	953,250
10/1/2018	-	953,250	953,250
4/1/2019	-	953,250	953,250
10/1/2019	-	953,250	953,250
4/1/2020	-	953,250	953,250
10/1/2020	-	953,250	953,250
4/1/2021	-	953,250	953,250
10/1/2021	-	953,250	953,250
4/1/2022	14,500,000	953,250	15,453,250
10/1/2022	-	612,500	612,500
4/1/2023	-	612,500	612,500
10/1/2023	-	612,500	612,500
4/1/2024	-	612,500	612,500
10/1/2024	-	612,500	612,500
4/1/2025	-	612,500	612,500
10/1/2025	-	612,500	612,500
4/1/2026	-	612,500	612,500
10/1/2026	-	612,500	612,500
4/1/2027	-	612,500	612,500
10/1/2027	-	612,500	612,500
4/1/2028	-	612,500	612,500
10/1/2028	-	612,500	612,500
4/1/2029	-	612,500	612,500
10/1/2029	-	612,500	612,500
4/1/2030	-	612,500	612,500
10/1/2030	-	612,500	612,500
4/1/2031	-	612,500	612,500
10/1/2031	-	612,500	612,500
4/1/2032	25,000,000	612,500	25,612,500
Total	50,675,000	35,572,564	86,247,564

Principal payments due April 1st.
Interest payments due April 1st and October 1st.

Water Infrastructure and Finance Authority
Debt Service Schedule
$1,500,000
Issue Date: December 4, 2009

Fiscal Year	Principal	Interest and Fee	Total
7/1/2011	62,970	14,383	77,353
1/1/2012		13,753	13,753
7/1/2012	64,229	13,753	77,982
1/1/2013		13,111	13,111
7/1/2013	65,514	13,111	78,625
1/1/2014		12,455	12,455
7/1/2014	66,824	12,455	79,279
1/1/2015		11,788	11,788
7/1/2015	68,161	11,788	79,949
1/1/2016		11,105	11,105
7/1/2016	69,524	11,105	80,629
1/1/2017		10,411	10,411
7/1/2017	70,914	10,411	81,325
1/1/2018		9,701	9,701
7/1/2018	72,333	9,701	82,034
1/1/2019		8,978	8,978
7/1/2019	73,779	8,978	82,757
1/1/2020		8,240	8,240
7/1/2020	75,255	8,240	83,495
1/1/2021		7,488	7,488
7/1/2021	76,760	7,488	84,248
1/1/2022		6,720	6,720
7/1/2022	78,295	6,720	85,015
1/1/2023		5,937	5,937
7/1/2023	79,861	5,937	85,798
1/1/2024		5,138	5,138
7/1/2024	81,458	5,138	86,596
1/1/2025		4,324	4,324
7/1/2025	83,087	4,324	87,411
1/1/2026		3,493	3,493
7/1/2026	84,749	3,493	88,242
1/1/2027		2,646	2,646
7/1/2027	86,444	2,646	89,090
1/1/2028		1,781	1,781
7/1/2028	88,173	1,781	89,954
1/1/2029		899	899
7/1/2029	89,936	899	90,835
Total	1,438,266	290,319	1,728,585

Principal payments due July 1st.
Interest payments due January 1st and July 1st.

City of Surprise, Arizona

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FY2012 Adopted Budget

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Mayor and City Council				
Mayor	1	1	1	0%
Vice Mayor	1	1	1	0%
City Council	5	5	5	0%
Executive Administrative Specialist	1	1	1	0%
Total	8	8	8	0%
City Manager's Office				
Administrative Specialist	1	1	1	0%
Assistant City Manager	1	1	1	0%
City Manager	1	1	1	0%
Executive Administrative Specialist	1	1	1	0%
Total	4	4	4	0%
Intergovernmental Relations				
Department Director	1	1	1	0%
Manager	1	1	0	-100%
Senior Analyst	0	1	0	-100%
Total	2	3	1	-67%
Marketing and Communications				
Department Director	1	1	1	0%
Senior Communications Specialist	4	4	4	0%
Part Time	2.2	2.2	2.2	0%
Total	7.2	7.2	7.2	0%
City Attorney's Office				
Administrative Specialist	3	3	3	0%
Analyst	1	1	1	0%
Assistant Analyst	1	1	1	0%
Assistant City Attorney I & II	1	1	2	100%
Assistant City Attorney (Contract)	2	2	2	0%
Assistant City Attorney III	1	1	1	0%
City Attorney	1	1	1	0%
Deputy City Attorney	2	2	2	0%
Executive Administrative Specialist	1	1	1	0%
Total	13	13	14	8%
City Clerk's Office				
Administrative Assistant	1	1	1	0%
Administrative Support Supervisor	1	1	1	0%
Administrative Technician	1	1	1	0%
City Clerk	1	1	1	0%
Total	4	4	4	0%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Finance				
Accountant/Tax Auditor	3	3	3	0%
Accounting Supervisor	3	3	0	-100%
Administrative Specialist	1	1	1	0%
Analyst	0	2	0	-100%
Assistant Department Director	0	0	1	100%
Buyer	1	1	1	0%
Cashier	1	1	1	0%
Department Director	1	1	1	0%
Division Manager	1	2	0	-100%
Fiscal Support Assistant	2	2	0	-100%
Fiscal Support Specialist	5	5	7	40%
Manager	0	0	3	100%
Program Manager	0	0	2	100%
Purchasing Supervisor	1	1	0	-100%
Purchasing Technician	1	1	0	-100%
Senior Accountant/Senior Tax Auditor	3	2	0	-100%
Senior Analyst	0	2	0	-100%
Senior Buyer/Contract Officer	1	1	1	0%
Senior Financial Analyst	0	0	6	100%
Part Time	0.2	0.5	0	-100%
Total	24.2	28.5	27	-5%
Management & Budget				
Analyst	2	0	0	0%
Buyer	0	0	0	0%
Department Director	0	0	0	0%
Division Manager	1	0	0	0%
Program Supervisor	0	0	0	0%
Purchasing Technician	0	0	0	0%
Senior Analyst	2	0	0	0%
Senior Buyer/Contract Officer	0	0	0	0%
Total	5	0	0	0%
Human Resources				
Administrative Specialist	1	0	0	0%
Department Director	1	1	1	0%
Division Manager	0	0	0	0%
Human Resources Consultant	4	4	5	25%
Human Resources Specialist	2	3	3	0%
Senior Human Resources Consultant	1	1	2	100%
Total	9	9	11	22%
Healthcare Self Insurance				
Human Resources Consultant	0	0	1	100%
Total	0	0	1	100%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Risk Management				
Division Manager	1	1	0	-100%
Manager	0	0	1	100%
Program Supervisor	1	1	1	0%
Total	2	2	2	0%
Information Technology				
Administrative Specialist	1	1	1	0%
Chief Land Surveyor	1	1	1	0%
Department Director	1	1	1	0%
Division Manager	1	1	1	0%
Information Technology Administrator	5	5	5	0%
Information Technology Security Analyst	0	0	1	100%
Information Technology Supervisor	1	1	1	0%
Information Technology Technician	1	1	2	100%
Manager	2	2	2	0%
Program Manager	1	1	1	0%
Senior IT Administrator	2	2	3	50%
Senior IT Technician	6	6	6	0%
Survey Technician	1	1	1	0%
Total	23	23	26	13%
Community and Economic Development				
Administrative Assistant	2	2	1	-50%
Administrative Specialist	2	2	2	0%
Administrative Support Supervisor	1	1	0	-100%
Assistant Department Director	1	1	1	0%
Department Director	1	1	1	0%
Economic Dev. Coordinator (Contract)	0	2	0	-100%
Fiscal Support Assistant	2	2	2	0%
Fiscal Support Specialist	3	3	3	0%
Inspector	5	5	5	0%
Manager	0	1	1	0%
Planner	5	5	5	0%
Plans Examiner	4	4	3	-25%
Program Coordinator	0	1	1	0%
Program Manager	0	0	1	100%
Program Supervisor	1	1	1	0%
Senior Inspector	4	4	4	0%
Senior Planner	0	0	1	100%
Part Time	1	1	2.8	180%
Total	32	36	34.8	-3%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Economic Development				
Administrative Specialist	1	0	0	0%
Department Director	1	0	0	0%
Program Manager	1	0	0	0%
Recreation Coordinator	2	0	0	0%
Part Time	0.7	0	0	0%
Total	5.7	0	0	0%
Neighborhood Revitalization				
Program Coordinator	2	1	1	0%
Total	2	1	1	0%
Fire				
Administrative Technician	2	2	2	0%
Assistant Department Director	2	2	2	0%
Battalion Chief	4	4	5	25%
Department Director - Fire Chief	1	1	1	0%
Division Manager	1	1	1	0%
Fire Captain	25	25	27	8%
Fire Engineer	24	24	24	0%
Firefighter	54	54	52	-4%
Inspector	1	1	2	100%
Maintenance & Operations Technician	1	1	1	0%
Plans Examiner	0	0	1	100%
Program Coordinator	1	1	1	0%
Program Specialist	0	1	0	-100%
Program Supervisor	1	1	1	0%
Senior Analyst	1	1	0	-100%
Senior Financial Analyst	0	0	1	100%
Service Worker/Groundskeeper	1	1	1	0%
Total	119	120	122	2%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Police				
Administrative Specialist	2	2	2	-50%
Administrative Support Supervisor	1	1	1	0%
Administrative Technician	6	6	6	0%
Analyst	1	1	1	0%
Animal Control Officer	3	3	3	0%
Assistant City Attorney I & II	1	1	0	-100%
Assistant Department Director	3	3	2	-33%
Commander	0	0	2	0%
Community Services Officer	6	6	6	0%
Department Director - Police Chief	1	1	1	0%
Division Manager - Lieutenant	6	6	6	0%
Forensic Technician	1	1	1	0%
Information Technology Administrator	1	1	0	-100%
Information Technology Technician	1	1	0	-100%
Manager	1	1	1	0%
Police Officer	107	107	106	-1%
Police Sergeant	15	15	15	0%
Program Coordinator	1	1	1	0%
PS Communications Officer	19	19	19	0%
PS Communications Supervisor	5	5	5	0%
Senior Analyst	2	2	2	0%
Senior Financial Analyst	0	0	1	100%
Senior Human Resources Consultant	1	1	0	-100%
Senior IT Administrator	1	1	0	-100%
Training Coordinator	1	1	1	0%
Transportation Officer	2	2	2	0%
Total	188	188	184	-3%
City Court				
Accountant/Tax Auditor	1	1	1	0%
Administrative Specialist	8	8	8	0%
Administrative Support Supervisor	2	2	2	0%
Administrative Technician	6	6	6	0%
Associate Judge	1	0	0	0%
Division Manager	1	1	1	0%
Executive Administrative Specialist	1	1	1	0%
Presiding Judge	1	1	1	0%
Program Manager	1	1	1	0%
Part Time	0.8	1.1	1.1	0%
Total	22.8	22.1	22.1	0%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Community and Recreation Services				
Administrative Specialist	3	3	4	33%
Administrative Technician	2	2	2	0%
Analyst	1	1	0	-100%
Department Director	1	1	1	0%
Division Manager	4	6	6	0%
Fiscal Support Supervisor	1	1	1	0%
Maintenance & Operations Supervisor	0	2	2	0%
Maintenance & Operations Technician	9	14	14	0%
Manager	2	2	2	0%
Program Supervisor	1	1	1	0%
Recreation Aide	1	1	0	-100%
Recreation Coordinator	6	6	6	0%
Recreation Specialist	2	2	2	0%
Recreation Supervisor	5	5	5	0%
Senior Financial Analyst	0	0	1	0%
Sr Maintenance & Operations Technician	9	13	13	0%
Service Worker/Groundskeeper	0	4	4	0%
Part Time	25	33.2	36.5	10%
Total	72	97.2	100.5	3%
Campus Operations				
Division Manager	2	0	0	0%
Maintenance & Operations Supervisor	2	0	0	0%
Maintenance & Operations Technician	5	0	0	0%
Sr Maintenance & Operations Technician	4	0	0	0%
Service Worker/Groundskeeper	4	0	0	0%
Part Time	5.6	0	0	0%
Total	22.6	0	0	0%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Public Works - General Fund				
Administrative Specialist	3	3	3	0%
Assistant Department Director	0	0	0.2	100%
Associate Civil Engineer	1	1	1	0%
Civil Engineer	2	2	2	0%
Civil Engineering Supervisor	1	1	1	0%
Department Director	1	1	0.2	-80%
Division Manager	4	4	1.8	-56%
Fiscal Support Specialist	1	1	1	0%
Information Technology Administrator	1	1	1.2	20%
Inspector	1	1	1	0%
Maintenance & Operations Specialist	9	9	9	0%
Maintenance & Operations Supervisor	2	2	3	50%
Maintenance & Operations Technician	1	1	1	0%
Manager	0	0	0	0%
Program Assistant	0	0	8	100%
Program Supervisor	0	0	1	100%
Project Associate	0	0	0	0%
Project Manager	1	1	1	0%
Senior Civil Engineer	1	1	0	-100%
Senior Financial Analyst	0	0	0.2	100%
Senior Inspector	1	1	1	0%
Sr Maintenance & Operations Technician	8	8	7	-13%
Service Worker/Groundskeeper	6	6	6	0%
Utilities Analyst	1	1	1	0%
Part Time	0	0	1.3	100%
Total	45	45	51.9	15%

Public Works - Highway User Revenue Fund				
Administrative Specialist	3	3	2.4	-20%
Assistant Department Director	1	1	0.6	-38%
Civil Engineering Supervisor	1	1	1	0%
Department Director	0	0	0.2	100%
Division Manager	1	1	1.9	94%
Information Technology Administrator	0	0	0.2	100%
Maintenance & Operations Specialist	2	2	2	0%
Maintenance & Operations Supervisor	4	3	3	0%
Maintenance & Operations Technician	14	11	14	27%
Program Coordinator	2	2	2	0%
Program Supervisor	1	1	1	0%
Senior Financial Analyst	0	0	0.2	100%
Sr Maintenance & Operations Technician	8	8	8	0%
Senior Planner	1	1	1	0%
Service Worker/Groundskeeper	7	7	7	0%
Total	45	41	44.6	9%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Public Works - Stormwater				
Maintenance & Operations Supervisor	0	1	0	-100%
Maintenance & Operations Technician	0	3	0	-100%
Total	0	4	0	-100%
Public Works - Transit				
Program Assistant	8	8	0	-100%
Program Supervisor	1	1	0	-100%
Part Time	1.1	1.1	0	-100%
Total	10.1	10.1	0	-100%
Public Works - Water Operations				
Accountant/Tax Auditor	0.3	0.3	0	-100%
Administrative Specialist	0	0	0.2	0%
Administrative Technician	2	2	2.4	20%
Analyst	1	1	0	-100%
Assistant Analyst	0	0	0.3	0%
Assistant Department Director	0	0	0.3	0%
Department Director	0	0	0.2	0%
Division Manager	1	1	2.4	139%
Information Technology Administrator	1	1	0.2	-80%
Inspector	1	1	1	0%
Lead Utility Technician	2	2	2	0%
Maintenance & Operations Specialist	1	1	1	0%
Maintenance & Operations Supervisor	1	2	2	0%
Maintenance & Operations Technician	3	3	3	0%
Manager	1	1	1	0%
Project Manager	2	2	2	0%
Senior Accountant/Senior Tax Auditor	0	0.3	0	-100%
Senior Financial Analyst	0	0	0.5	0%
Sr Maintenance & Operations Technician	3	3	1	-67%
Senior Utilities Technician	3	3	4	33%
Utilities Analyst	5	5	5	0%
Utilities Supervisor	1	1	1	0%
Utilities Technician	3	3	3	0%
Total	31.3	32.7	32.6	0%

City of Surprise, Arizona
Personnel Detail

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2012 to FY2011
Public Works - Wastewater Operations				
Accountant/Tax Auditor	0.3	0.3	0	-100%
Administrative Specialist	1	1	1.2	20%
Administrative Technician	3	3	2.4	-20%
Assistant Analyst	0	0	0.3	0%
Assistant Department Director	1	1	0.5	-48%
Department Director	0	0	0.2	0%
Division Manager	3	3	2.1	-30%
Information Technology Administrator	0	0	0.2	0%
Lead Utility Technician	2	2	2	0%
Maintenance & Operations Specialist	3	3	3	0%
Maintenance & Operations Supervisor	3	2	2	0%
Maintenance & Operations Technician	2	3	1	-67%
Manager	1	1	1	0%
Project Manager	1	1	1	0%
Senior Accountant/Senior Tax Auditor	0	0.3	0	-100%
Senior Financial Analyst	0	0	0.5	0%
Sr Maintenance & Operations Technician	5	5	5	0%
Senior Project Manager	1	1	1	0%
Senior Utilities Technician	3	3	3	0%
Service Worker/Groundskeeper	2	2	2	0%
Utilities Analyst	1	1	1	0%
Utilities Supervisor	1	1	2	100%
Utilities Technician	5	5	5	0%
Part Time	1	0	0	0%
Total	39.3	38.7	36.5	-6%
Public Works - Sanitation Operations				
Accountant/Tax Auditor	0.3	0.3	0	-100%
Administrative Specialist	0	0	0.2	0%
Administrative Technician	2	2	1.2	-40%
Assistant Analyst	0	0	0.3	0%
Assistant Department Director	0	0	0.3	0%
Department Director	0	0	0.2	0%
Division Manager	1	1	1.8	83%
Information Technology Administrator	0	0	0.2	0%
Maintenance & Operations Supervisor	2	2	2	0%
Maintenance & Operations Technician	20	20	21	5%
Senior Accountant/Senior Tax Auditor	0	0.3	0	-100%
Senior Financial Analyst	0	0	0.5	0%
Sr Maintenance & Operations Technician	3	3	3	0%
Service Worker/Groundskeeper	4	4	3	-25%
Total	32.3	32.7	33.8	3%
Total Public Works	203.1	204.1	199.3	-67%
Grand Total	**768.6**	**770.1**	**768.9**	0%

City of Surprise, Arizona

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FY2012 Adopted Budget

Capital Improvement Operating Costs

FY2013-FY2017

In order to manage and budget ongoing operating costs associated with completed capital projects, operating costs are identified and calculated for each proposed project during the budget process. Categories for personnel, supplies, utilities and all other costs are tallied for a total annual operating cost. As projects are evaluated, both the cost of the project and the associated ongoing operating costs are considered.

In the following pages of the capital improvement operating costs summary, projects are listed by fund and division along with the calculated annual ongoing operating cost. As projects are completed, operating costs are shown in the following fiscal year column. These numbers are then used in the next budget process to ensure appropriate operational funding for the various completed projects.

Once a project is complete and the operating costs begin, it is the same dollar amount each year thereafter. For example, the first project listed is the Marley Park Restroom. The $34,100 shown starting in FY2013 is the calculated operational cost of that project. Personnel cost is estimated along with supplies. The utilities and other maintenance are calculated based on the square footage of the facility.

The project is scheduled for completion in FY2012 with ongoing operating costs beginning in FY2013. Each following year, an amount of $34,100 will continue to be budgeted for ongoing maintenance.

Since the Traffic Signals project includes signals at two additional intersections annually, operational costs show an increase each year.

Capital Improvement Operating Costs

FY2013-FY2017

GENERAL CAPITAL FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
C&R - Parks Maintenance					
Marley Park Restroom	34,100	34,100	34,100	34,100	34,100
C&R - Recreation					
Surprise Farms Dog Park	0	0	0	0	79,500
Finance - Admin					
Replace Accounting\GL\FMS Software	0	0	0	0	500,000
Police - Communications					
Police Regional Wireless Cooperative Expansion (non-growth)	0	0	0	0	226,900
PW - Project Management					
Police Department Parking Deck/Command Vehicle	0	0	0	0	5,000
PW - TE General					
Dove Valley Parkway (163rd to 179th)	0	58,600	58,600	58,600	58,600
Total - GENERAL CAPITAL FUND	34,100	92,700	92,700	92,700	904,100

PUBLIC SAFETY DEV FEE FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
Police - Communications					
Police Regional Wireless Cooperative Expansion	0	0	0	0	365,600
Total - PUBLIC SAFETY DEV FEE FUND	0	0	0	0	365,600

PUBLIC WORKS DEV FEE FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Project Management					
Public Works Yard - North	0	0	0	370,900	370,900
PW - TE Signals					
Traffic Signals	3,600	7,200	10,800	14,400	18,000
Total - PUBLIC WORKS DEV FEE FUND	3,600	7,200	10,800	385,300	388,900

Capital Improvement Operating Costs

FY2013-FY2017

FIRE & EMS DEV FEE FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
Fire - Operations					
Fire Radio Purchase	0	0	0	0	200,000
Future Fire Station 7 (District Station)	0	0	0	0	3,156,000
Total - FIRE & EMS DEV FEE FUND	0	0	0	0	3,356,000

TRANSPORTATION IMPROVEMENT

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - TE General					
El Mirage Road (Northern Avenue to Bell Road)	0	0	0	75,000	75,000
Greenway Road (Litchfield Road to Bullard Avenue)	0	0	53,300	53,300	53,300
Litchfield Road (Cactus Road to Desert Cove Road)	0	0	0	0	84,200
Litchfield Road (Sweetwater Road to Cactus Road)	0	0	0	0	100,000
Litchfield Road (Waddell Road to Sweetwater Road)	0	0	0	0	25,000
Peoria Avenue (Sarival Avenue to Reems Road)	137,500	137,500	137,500	137,500	137,500
Total - TRANSPORTATION IMPROVEMENT	137,500	137,500	190,800	265,800	475,000

WATER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Water Operations					
Irrigation Line Loop 303 & Peoria for Landscaping	0	0	61,100	61,100	61,100
Site & Security Improvements - Water	0	0	0	0	33,400
SPA 1 16-in Reclaimed Line - (Cactus Road/Dysart Road)	0	0	900	900	900
SPA 1 Ashton Ranch WSF - Chlorine Upgrade	0	0	74,000	74,000	74,000
SPA 1 Booster Station Upgrades @ Bell Road Lake	0	0	0	0	248,900
SPA 1 Variable Frequency Drives for Plant 4 & 5 Non-Potable Pumps	5,000	5,000	5,000	5,000	5,000
SPA 2 Desert Oasis WSF - Arsenic Treatment (non-growth)	0	257,000	257,000	257,000	257,000
Total - WATER FUND	5,000	262,000	398,000	398,000	680,300

Capital Improvement Operating Costs

FY2013-FY2017

WATER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Water Operations					
SPA 1 Mountain Vista Well #2	0	0	0	248,900	248,900
Total - WATER FUND	0	0	0	248,900	248,900

WATER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Water Operations					
Saguaro View Water Conversion	0	900	900	900	900
SPA 2 Desert Oasis WSF - Arsenic Treatment	0	170,800	170,800	170,800	170,800
Total - WATER FUND	0	171,700	171,700	171,700	171,700

WATER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Water Operations					
SPA 3 Initial Water System	0	0	0	0	226,100
Total - WATER FUND	0	0	0	0	226,100

WATER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Replenishment					
Greenway Road Improvements - Reclaimed Line	0	0	600	600	600
SPA 1 16-in Reclaimed Line - Parkview Place and Greenway Road	0	0	0	0	678,300
SPA 1 Effluent Storage Reservoir Covers	0	0	4,600	4,600	4,600
Total - WATER FUND	0	0	5,200	5,200	683,500

Capital Improvement Operating Costs

FY2013-FY2017

SEWER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Sewer Operations					
Disinfection Byproduct Reduction	107,000	107,000	107,000	107,000	107,000
Site & Security Improvements - Sewer	0	0	0	0	26,300
SPA 1 Fire Protection Upgrade @ South Plant	0	0	900	900	900
SPA 1 Happy Trails Utility Access Improvements	0	500	500	500	500
SPA 1 South WRF Stabilization, Dust Control & Landscape	800	800	800	800	800
Total - SEWER FUND	107,800	108,300	109,200	109,200	135,500

SEWER FUND

Project Name	FY2013	FY2014	FY2015	FY2016	FY2017
PW - Sewer Operations					
Additional Chlorine Generation Unit	0	17,400	17,400	17,400	17,400
Greenway Road Improvements - Sewer Line	0	0	600	600	600
Total - SEWER FUND	0	17,400	18,000	18,000	18,000

City of Surprise, Arizona

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FY2012 Adopted Budget

Capital Improvement Plan Acronyms

ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AVL	Automatic Vehicle Locator
AZPDES	Arizona Pollution Discharge Elimination System
C & R	Community and Recreation
CAP	Central Arizona Project
CAWCD	Central Arizona Water Conservation District
CCTV	Closed Circuit Television
CD	Community Development
CDR	Community Development and Regulation
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
CRS	Community and Recreation Services
DVR	Digital Vehicle Repeater
ED	Economic Development
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
FFE	Furniture, Fixtures, and Equipment
FMS	Financial Management Software
FY	Fiscal Year
GL	General Ledger
GPM	Gallons Per Minute
HOA	Homeowners Association
HVAC	Heating, Ventilation And Cooling

IGA	Intergovernmental Agreement
IS	Information Systems
IT	Information Technology
ITS	Intelligent Transportation System
IWMP	Integrated Water Master Plan
LIS	Land Information System
MAG	Maricopa Association of Governments
MCDOT	Maricopa County Department of Transportation
MCT	Mobile Computer Terminals
MGD	Million Gallons per Day
MHZ	Megahertz
MWD	Maricopa Water District
P & R	Parks and Recreation
PM	Particulate Matter
PW	Public Works
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SPA	Special Planning Area
SR	State Route
SWPPP	Stormwater Pollution Prevention Plan
TE	Traffic Engineering
TTHM	Trihalomethanes
VFD	Variable Frequency Drive
WRF	Water Reclamation Facility
WSF	Water Supply Facility

Glossary

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
Adoption	Formal action by the Mayor and Council that sets the spending limits for the fiscal year.
Appropriation	Specific amount of monies authorized by the Mayor and Council for the purposes of incurring obligations and acquiring goods and services.
Assessed Valuation	A value set upon real property by the County Assessor for the purpose of levying property taxes.
Automatic Aid	In emergency services, mutual aid (automatic aid) is an agreement among emergency responders to lend assistance across jurisdictional boundaries. Resources are dispatched by the nearest fire apparatus, regardless of which side of the jurisdictional boundary the incident is located.
AZ TechCelerator	A four building, nearly 60,000 square feet campus, serving as a business incubator. Designed to grow businesses by providing affordable space, tools and resources.
Base Budget	The ongoing expense for personnel, contractual services, commodities, to maintain service levels.
Bonds	A certificate of debt guaranteeing a payment of a specified amount of money by a specified future date.
Budget	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Mayor and Council goals and objectives.
Capital Items	Any item with a purchase price exceeding $2,500.
Capital Projects Budget	The expenditures of revenues for major capital projects and items such as city buildings, parks, acquisition of land, major street construction, and reconstruction, water and sewer lines, and any other project which adds to the capital assets or infrastructure of the city.
Cash Basis	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
CFD	Community Facility District – A special assessment district established by the Mayor and Council to levy taxes to pay for new infrastructure improvements associated with growth.
CIP	Capital Improvement Plan
Contingency	Monies which have not been allocated to any specific purpose and may only be utilized after receiving Mayor and Council approval.
Capital Project Funds	These funds account for resources providing for the acquisition or construction of all capital facilities and items.

Debt Service	Principal and interest payments on borrowed funds such as bonds.
Debt Service Funds	Used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, and interest.
Encumbrance	Accounting concept that recognizes a commitment to expend resources in the future.
Enterprise Fund	Used to account for the business-like activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
Estimated Revenue	The amount of projected revenue to be collected during the fiscal year.
Expenditure	Represents a decrease in fund resources for the acquisition of goods or services.
Expenditure Limitation	An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission sets the limit based upon population growth and inflation. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received. Surprise citizens have approved the Home Rule Option since the inception of the expenditure limitation.
FTE	Full Time Equivalent – Represents a conversion of hours worked to a count of positions. 2,080 hours worked annually equates to 1.0 full time equivalent position. The 2,080 hours may represent a single individual working 40 hours per week or the sum of two part time employees each working 20 hours per week.
Fiscal Year	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the city of Surprise this period begins July 1 and ends June 30.
Fund	A set of self-balancing accounts that record revenues and expenditures associated with specific activities.
Fund Balance	Carry over funds due to actual revenues exceeding actual expenditures.
GAAP	Generally Accepted Accounting Principles - A collection of rules, procedures, and conventions that define accepted accounting practice; includes broad guidelines as well as detailed procedures.
General Fund	The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in another fund. The general fund is primary operating fund of the city.
GFOA	Government Finance Officers Association - The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership

G.O. Bond	General Obligation Bond - A bond on which the issuer guarantees the repayment of principal and interest. It is a pledge of unlimited taxing power.
Goal	A statement of broad direction, purpose, or intent on the needs of the community. A goal is general and timeless.
Grant	A contribution by the state or federal government or other organization to support a particular function.
HURF	Highway Users Revenue Fund - This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purposes.
ICMA CPM	International City/County Management Association, Center for Performance Measurement - A results-oriented system that allows local governments to: 1) set appropriate targets and assess whether they are being met, 2) distinguish success from failure, 3) highlight accomplishments, and 4) demonstrate results to win support.
Infrastructure	The large-scale public systems, services, and facilities that are necessary for economic activity, including power and water supplies, public transportation, telecommunication, and roads.
Intergovernmental Revenue (Shared)	Revenue received from other governmental agencies (e.g., state sales tax, state income tax, gasoline tax, motor vehicle license)
Internal Service Funds	Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
LTAF	Local Transportation Assistance Fund—State lottery funds shared with cities for the purposes of transportation and transit. Also included in this funding source is LTAF II which are grants distributed to cities when and if all other funding requirements of state lottery funds are met.
M&O	Maintenance and Operation - The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.
Management Indicators	A measurable means of evaluating impact of budget on achieving stated objects.
MGD	Millions of Gallons per Day - a rate of flow of water equal to 133,680.56 cubic feet per day, or 1.5472 cubic feet per second, or 3.0689 acre-feet per day. A flow of one million gallons per day for one year equals 1,120 acre-feet (365 million gallons).
MPC	Municipal Property Corporation - A non-profit corporation established for issuing debt to purchase municipal facilities and equipment that it leases to the city.

Objectives	A desired outcome that is measurable and that can be achieved within a specific period.
Operating Budget	A budget for the delivery of ongoing city services, to include expenditures such as personal services, contractual services, commodities, and operating capital items.
Performance Indicators	Statistical information that denotes the demands for services within a department/division.
PPE	Personal Protective Equipment - refers to protective clothing, helmets, goggles, or other garment designed to protect the wearer's body from injury by blunt impacts, electrical hazards, heat, chemicals, and infection, for job-related occupational safety and health purposes.
Primary Property Tax	A limited tax levy used for general government operations. State statute restricts the total levy to a 2% annual increase plus an increase for any new construction and / or annexation.
Pro Tempore (Pro Tem) Judge	A pro tempore judge is a judge who serves or expects to serve once or only sporadically on a part-time basis under a separate appointment for each period of service.
Property Tax Rate	The amount of tax levied for each $100 of assessed valuation.
Reserves	Money that has been set aside in the event of revenue shortfalls.
Resources	Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (i.e. bond proceeds).
Revenue Bond	Bonds that are backed by revenues from a specific system (i.e. Water and Sewer Revenue Bonds are payable from water and sewer revenues).
Revenue	Resources achieved from taxes, user charges/fees, and other levels of government.
ROW	Right of Way - A general term denoting land, property, or interest therein, usually in a strip, acquired for or devoted to transportation purposes.
RPTA	Regional Public Transportation Authority - The Arizona Legislature passed a law enabling the citizens of Maricopa County to vote in 1985 on a sales tax increase to fund regional freeway improvements and to provide for the creation of the Regional Public Transportation Authority.
SCBA	Self-Contained Breathing Apparatus - An atmosphere-supplying respirator for which the breathing air source is designed to be carried by the user.
SPA	Special Planning Area - Designated areas within a city of Surprise planning area designed to ensure that land resources are utilized efficiently and that the community’s long-term development needs are addressed. The goal of each SPA is to ensure a balanced mix of land uses, adequate support resources, proper ratio of people to jobs, and an efficient and effective multi-modal transportation network. There are five SPAs in the city of Surprise.

Secondary Property Tax	Voter approved tax levy which can only be used to retire general bonded debt obligations.
Special Revenue Funds	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) which are legally restricted to expenditure for specific purposes.
SLID	Streetlight Improvement District - Special taxing district established to pay the costs of electricity associated with streetlights within a specific sub-division. Tax rate is limited to a maximum of $1.20 per $100 of assessed value.
SPM	Street Preservation and Maintenance Program - Road preservation for all city streets including repair, crack sealing, fog seal with seal master, mill and overlay, and reconstruction.
Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.
Transfer	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended.
Trust Fund	Used to account for resources held by the city as a trustee for a private party such as volunteer firemen's pension boards.
Turn key	Supplied, installed, or purchased in a condition ready for immediate use, occupation, or operation.

City of Surprise, Arizona

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FY2012 Adopted Budget

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