



**ANNUAL BUDGET**  
Fiscal Year 2008

*Defining vibrant Southwest living*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Surprise  
Arizona**

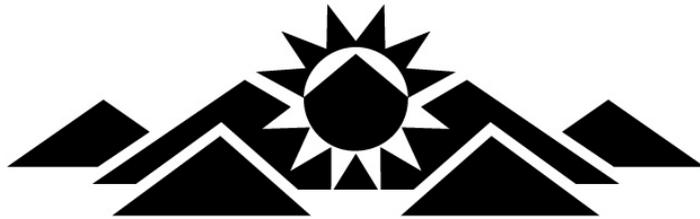
For the Fiscal Year Beginning

**July 1, 2006**

President

Executive Director

*City of Surprise, Arizona*

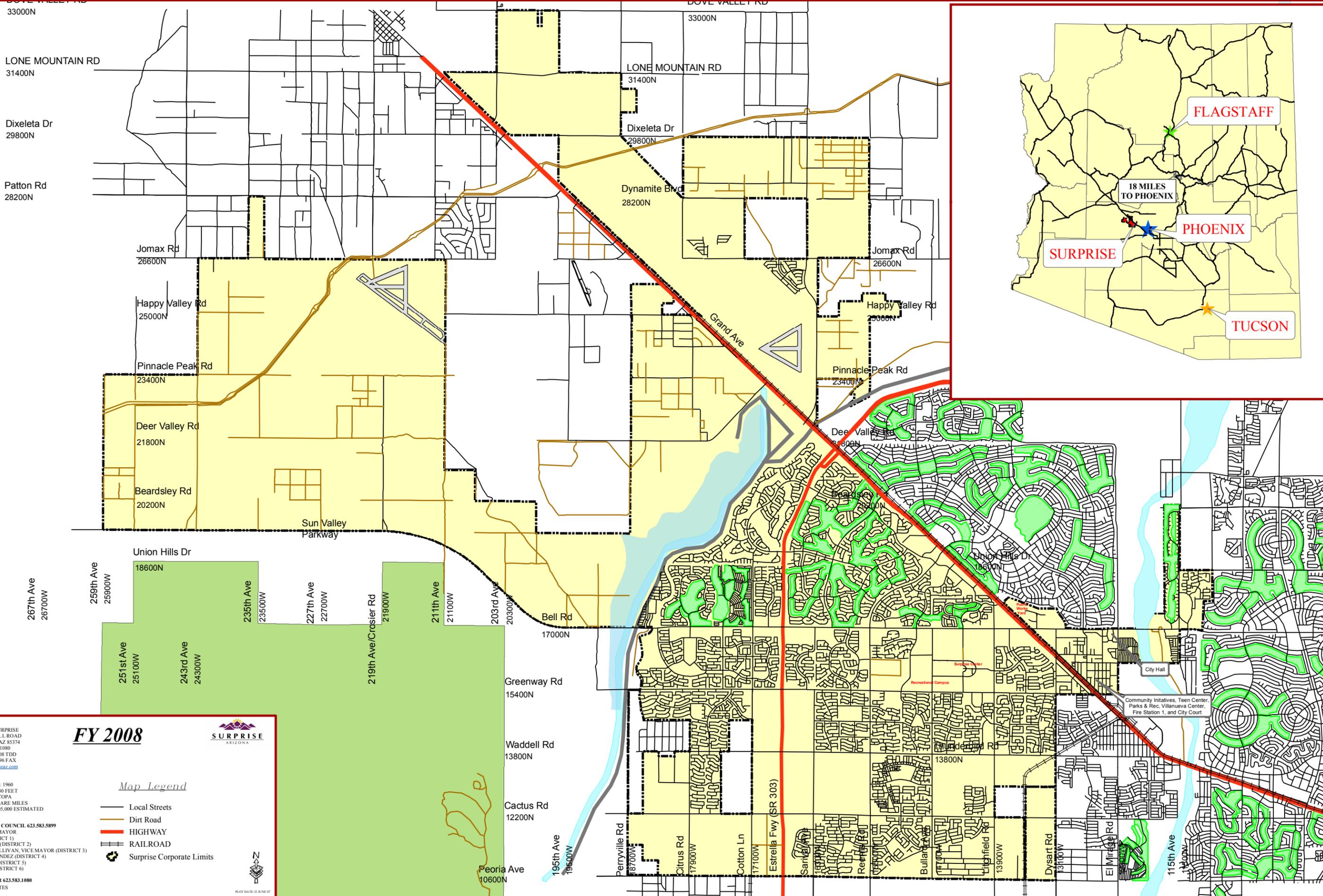


**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



275th Ave  
27500W  
267th Ave  
26700W

259th Ave  
25900W  
235th Ave  
23500W  
227th Ave  
22700W  
219th Ave/Crosier Rd  
21900W  
211th Ave  
21100W  
203rd Ave  
20300W  
18600N  
251st Ave  
25100W  
243rd Ave  
24300W

Bell Rd  
17000N  
Greenway Rd  
15400N  
Waddell Rd  
13800N  
Cactus Rd  
12200N  
195th Ave  
19500W  
Perryville Rd  
18700W  
Citrus Rd  
17900W  
Cotton Ln  
17700W  
Estrella Fwy (SR 303)  
17100W  
Bullard Ave  
13900W  
Lightfield Rd  
13900W  
Dysart Rd  
13100W  
El Mirage Rd  
115th Ave  
11500W  
Peoria Ave  
10600N

# FY 2008



- Map Legend**
- Local Streets
  - Dirt Road
  - HIGHWAY
  - RAILROAD
  - Surprise Corporate Limits



CITY OF SURPRISE  
12425 W BELL ROAD  
SURPRISE, AZ 85374  
623.583.1080  
623.875.4208 TDD  
623.583.3396 FAX  
[www.surpriscaz.com](http://www.surpriscaz.com)

INCORPORATED: 1960  
ELEVATION: 1,130 FEET  
COUNTY: MARICOPA  
AREA: 88.93 SQUARE MILES  
POPULATION: 105,000 ESTIMATED

**SURPRISE CITY COUNCIL 623.583.5899**  
JOAN SHAFER, MAYOR  
VACANT (DISTRICT 1)  
MARTHA BAILS (DISTRICT 2)  
GARY "DOC" SULLIVAN, VICE MAYOR (DISTRICT 3)  
DANNY ARISMENDEZ (DISTRICT 4)  
JOE JOHNSON (DISTRICT 5)  
GWYN FORO (DISTRICT 6)

**CITY MANAGER 623.583.1080**  
JAMES RUMPELTES

PLAT DATE: 12 JUNE 07



FLAGSTAFF

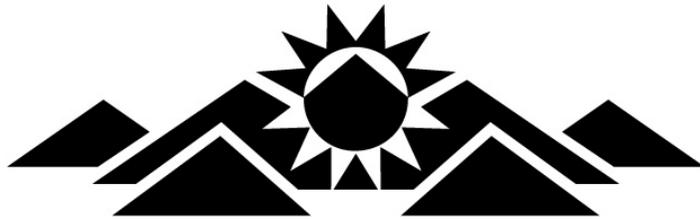
18 MILES TO PHOENIX

PHOENIX

SURPRISE

TUCSON

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

**CITY OF SURPRISE, ARIZONA  
FY2008 BUDGET**

**TABLE OF CONTENTS**

<b><u>Description</u></b>	<b><u>Page Number</u></b>
Council Members.....	1
City Manager's Budget Message.....	5
Organizational Chart.....	11
Budget Calendar.....	13
History of Surprise.....	15
Statistical Information.....	17
Budget Summary.....	19
Revenue Sources.....	25
<b>General Government.....</b>	
City Council.....	59
City Manager.....	61
Governmental Relations.....	63
Communications.....	65
City Attorney.....	69
City Clerk.....	71
Finance.....	73
Management & Budget.....	77
Human Resources.....	81
Information Technology .....	85
Debt Service Fund.....	89
Employee Dependant Scholarship Fund.....	91
Donations Fund.....	93
General Government Development Fund.....	95
General Operations.....	97
<b>Community Development.....</b>	
Economic Development.....	99
Community Development.....	101
<b>Public Safety.....</b>	
Fire - Emergency Services.....	105
Firefighter's Pension Fund.....	111
Fire & EMS Development Fund.....	113
Police.....	115
Police Development Fund.....	119
Municipal Court.....	121
Municipal Court Enhancement Fund.....	125
<b>Community &amp; Recreation Services.....</b>	
Community & Receptions Services.....	127
Campus Operations.....	133
Parks & Recreation Development Fund.....	137
Library Development Fund.....	139
Community Initiatives.....	141
Transit Fund.....	147
10% Set-A-Side Fund.....	151

**CITY OF SURPRISE, ARIZONA  
FY2008 BUDGET**

**TABLE OF CONTENTS**

<b><u>Description</u></b>	<b><u>Page Number</u></b>
<b>Public Works</b> .....	
Engineering.....	153
Traffic Engineering.....	157
Vehicle Maintenance.....	161
Facilities Management.....	163
Streets.....	167
Street Light Improvement District Fund.....	171
Sanitation.....	173
Public Works Development Fund.....	177
<b>Water Services</b> .....	
Water Replenishment Operations Fund.....	179
Water Replenishment Development Fund.....	183
Water Operations Fund.....	185
Water System Development Fund.....	189
Sewer Operations Fund.....	191
Sewer System Development Fund.....	195
Stormwater.....	197
<b>Capital Purchases/Projects</b> .....	
General Capital Fund.....	199
Vehicle Replacement Fund.....	201
Transportation Improvement Fund.....	203
Roads of Regional Significance Development Fund.....	205
Municipal Property Corporation Fund.....	207
Community Facilities District Funds.....	209
Capital Improvement Program.....	211
FY2008 Approved Capital Projects Budget.....	215
Capital Improvement Operating Costs.....	219
<b>Appendix</b> .....	
Budget Adoption Resolution.....	225
State of Arizona Budget Forms.....	227
Tax Levy Resolution.....	241
Budget Transfer Policies & Procedures.....	243
Expenditure Summary.....	245
Fund Balance Analysis.....	247
Schedule of Personnel.....	249
Glossary.....	259

## COUNCIL MEMBERS

---



### **MAYOR JOAN H. SHAFER – [Mayor@surpriseaz.com](mailto:Mayor@surpriseaz.com)**



Mayor Joan Shafer has set a record for "firsts" since 1990, when she was the first woman elected to the Surprise City Council. In 1994, she became the first woman mayor and the first elected mayor of the City of Surprise. After a string of two-year terms, she was re-elected in 1999 to a four-year term as mayor. Shafer is best known for her, "The Mayor is In" forums in local grocery stores where she informally disseminates information and listens to the concerns of her constituents. It's an idea copied by mayors nationally, even internationally.

Shafer worked as a medical records librarian at several Phoenix area hospitals and, for nearly 25 years, volunteered her time working with youth. She is a U.S. Navy veteran having served during the Korean War.

The widow of a Phoenix firefighter and arson investigator, Shafer enjoys spending time with her two children, five grandchildren, and two cats. The Sun City Grand resident also likes reading and swimming. Shafer's vision for Surprise is "a City where a diverse population comes together in harmony and where services are sufficient to meet the needs."

Shafer's term expires in December 2007. She is elected at-large.

---

### **VICE MAYOR GARY "DOC" SULLIVAN – [Doc.Sullivan@surpriseaz.com](mailto:Doc.Sullivan@surpriseaz.com)**



Gary "Doc" Sullivan, representative of the Mesquite District (3), was elected to his first four-year term on the Surprise City Council in May 2003.

Sullivan moved to Surprise in June of 2001 from San Diego, California where the avid bowler traded a years-long career in the mortgage business for a 10-year stint managing bowling centers for Sports Arenas Inc. and AMF Bowling.

A resident of Greenway Parc I, Sullivan quickly became involved in the community. He is a member of the Greenway Parc homeowners' association and architectural review committee. He was elected to the Board of Directors for Westmarc.

He supports Luke Air Force Base and its mission. "We *must* stop encroachment on Luke," said Sullivan, who witnessed first-hand the impact of the Gulf War on military towns in California. "If Luke closes, it could be catastrophic for local businesses." He is also concerned about education and the maintenance of City streets.

Sullivan and his wife, Stephanie, have been married since 1972 and have two grown sons. For the time-being, he's putting his bowling hobby on hold to devote the time to City business. He wants residents to know he welcomes their input and he will return phone calls.

The Mesquite District includes Mountain Vista Ranch, Ashton Ranch, Surprise Farms, Northwest Ranch, Countryside, Cotton Gin, Mountain Gate, Rancho Gabriela, Legacy Parc, Sierra Montana, Roseview, Marley Park, T.A.S.H., the southern portion of West Point Towne Center, and the southwestern portion of the Original Townsite.

Sullivan's term expires in December 2007.

---

---

**DANIEL ARISMENDEZ – [Danny.Arismendez@surpriseaz.com](mailto:Danny.Arismendez@surpriseaz.com)**



A former Surprise City Council member, Danny Arismendez was elected in 2003 to a four-year term as the representative of the Mulberry District (4). He previously served on the Council from 1989 to 1995 when all members were elected at-large.

A native of the area, Arismendez moved to Surprise from El Mirage in 1982. He opened his business, Sun Cities Appliance, in June of 1979 and serves on the finance committee of St. Theresita Catholic Church in El Mirage.

A resident of the City's Original Townsite, Arismendez said he is "grateful and thankful" for a second opportunity to serve the residents of Surprise and especially his district. "There are a lot of things I didn't get done the first time around," he said. "I can do a good job. I can make a difference. If I can do something, I will do something."

He was instrumental in bringing a swimming pool to the Original Townsite. The \$2 million Hollyhock Community Pool opened in July 2004. He is also interested in stepping up rehabilitation and beautification efforts in his district.

Arismendez and his wife, Becky, have six children and four grandchildren. He enjoys playing golf and watching Phoenix Suns, Diamondbacks and ASU football games.

The Mulberry District encompasses the majority of the Original Townsite, from Bell Road south to Greenway Road between Dysart Road and Jerry Street.

Arismendez's term expires in December 2007.

---

**MARTHA BAILS – [Martha.Bails@surpriseaz.com](mailto:Martha.Bails@surpriseaz.com)**



Martha Bails, who represents the Cottonwood District (2), began her first four-year term on the Surprise City Council in June 2003.

Bails moved to Surprise in 1999 from Hawthorne, California where she spent 33 years working for Rockwell International, retiring in 1996 from her job as an executive planning advisor responsible for the design and maintenance of procurement systems. She also served as a member of the Hawthorne City Council from 1994-96.

A resident of Sun City Grand, Bails quickly became involved in her new community, volunteering one day a week in the emergency room of nearby Del E. Webb Memorial Hospital, collecting stuffed animals for the Surprise Police and Fire Departments through the Sun City Grand Singles Club, and finally, landing an appointment to the Surprise Planning and Zoning Commission in April 2000, most recently serving as chairperson of the seven-member group. "I like to participate and be active, rather than sit there and be a number," she said. "I've always been interested in politics, budgets and spending – where the taxpayer's money goes."

Bails supports low density development for Surprise and her primary goal as a council member is to help the City Council and/or voters determine the City's growth rate. "I would also like the City to rethink its position of no more senior communities because of the demands on the school district, and particularly in light of Luke Air Force Base's position that no new schools be built in the flight path," she said. Bails is also concerned about transportation issues.

She wants residents to know they can call anytime. "I respect everyone's opinion and hopefully they respect mine even though we might not agree," Bails said. "Although I represent a district, the decisions I make impact the entire City." Bails has one grown son and, in her spare time, enjoys traveling and needlepoint.

The Cottonwood District encompasses the majority of Sun City Grand, the northwest portion of Sun Village, Stonebrook, Summerfield, and Bell West Ranch.

Bail's term expires in December 2007.

---

---

**GWYN FORO** – [Gwyn.Foro@surpriseaz.com](mailto:Gwyn.Foro@surpriseaz.com)



Gwyn Foro, representative of the Palo Verde District (6), was elected to her first four-year term on the Surprise City Council in May 2005.

Foro was born into a Navy family, is a Navy veteran, and has worked for the Phoenix Police Department since 1990. She earned a Bachelor of Science degree in Justice Studies from Arizona State University and a Master of Arts degree in Human Resources from Ottawa University.

She has traveled extensively both in the United States and abroad. Foro has lived in Rose Garden since 2001 and shares her home with her mother and several geriatric cats. Her hobbies include designing stained glass and mosaics which she often donates to charity fundraisers.

According to the District 6 councilwoman, long-range planning is one of her many strengths; along with project analysis and decision-making.

The Palo Verde District includes Coyote Lakes, Canyon Ridge West, Sunflower Resort, Sun Village, Rose Garden, Fox Hill Run, and the eastern portion of the City's Original Townsite.

Foro's term expires in December 2009.

---

**JOE JOHNSON** – [Joe.Johnson@surpriseaz.com](mailto:Joe.Johnson@surpriseaz.com)



Joe Johnson, a Surprise resident for seven years, represents the Palm District (5). Johnson was elected to the City Council in a September 2004 recall election.

Johnson, a small business owner, has lived in Arizona for 31 years. A New York native and graduate of Moon Valley High School, he attended Glendale Community College and Arizona State University where he majored in business, minored in mechanical drawing and played on the tennis team.

He has worked as a human resources manager for an agricultural chemical company and as a supervisor for a large air conditioning firm before starting his own business, Custom Air Design Inc. The father of a junior high and high school student, Johnson has been active in the Dysart Unified School District, serving on subcommittees and as

a founding member and immediate past president of Parents Plus, a parent/teacher organization at Willow Canyon High School.

Johnson said he wants Surprise to be a destination - a City where people can live, work, and play. "Right now people are leaving here to go to work, to go to the mall...they're conducting their day outside of Surprise," he said. "I would like to see us doing everything here." As a result, his goals are to attract more family entertainment venues to Surprise, as well as high-end industrial employers such as Honeywell or Motorola. Transportation is one of Johnson's main concerns and, he said, public safety (police and fire departments) should keep pace with the City's growth. In his spare time, Johnson plays tennis and coaches the Willow Canyon Varsity Girls Tennis Team.

The Palm District encompasses the northwest portion of the Original Townsite, the northern portion of West Point Towne Center, The Orchards, and Kingswood Parke.

Johnson's term expires in December 2009.

---

---

**JOHN LONGABAUGH – [John.Longabaugh@surpriseaz.com](mailto:John.Longabaugh@surpriseaz.com)**



John Longabaugh, a Surprise resident since 2003, represents the Acacia District (1) and was appointed to the City Council in June 2007 to fill a vacancy.

Longabaugh had a 33 year career at Santa Clara County in California, serving in human resources as the administrator of the county's disabilities program before retiring.

He was appointed by the Surprise City Council to the newly formed Disability Advisory Commission in July 2005 until his recent appointment to the City Council. His proudest accomplishments during his tenure were the completion of Dream Catcher Park and the formation of the City's Wheelchair Basketball Team.

He is the father of a son and a daughter and has three grandchildren. He enjoys traveling with his family including the Cavalier King Charles Spaniel.

Longabaugh says for the next two years his goals are to guide the growth of Surprise, improve transportation throughout the city and increase employment opportunities for citizens. In addition, he dedicates himself to being a team player on the Council, working in harmony with both his fellow council members and the City's staff.

When he is not representing District 1, Longabaugh is an avid Bocce Player, enjoys a good game of Bridge, and plays Mah Jongg. He can also be found three or four times a week at the community pool working to keep in shape.

He likes being stopped in his travels throughout the District to listen to his constituents; because he recognizes he was appointed, not elected to his Council position. His favorite quote is: "I expect to pass through this world but once. Any good, therefore that I can do or any kindness I can show to a fellow human, let me do it now. Let me not defer or neglect it for I shall not pass this way again."

Longabaugh tries to follow these words. The ultimate public service in a City is a Councilman – a true servant of the people he or she represents.

The Acacia District encompasses the northwest portion of Surprise, including Sun City Grand, Happy Trails and Arizona Traditions.

Longabaugh's term expires in December 2009.

---

**City of Surprise, Arizona**  
**FY2008 City Manager**  
**Budget Message**



***To the Honorable Mayor and City Council:***



**JIM RUMPELTES**  
**CITY MANAGER**

The City Administration is pleased to once again present a balanced and sustainable budget for Fiscal Year 2008 prepared in accordance with the Permanent Base Adjustment option adopted by the Citizens of Surprise in November 2006. It is through this confidence in the City that we are able to provide the service level that our citizens have come to expect.

For FY2008, the operating budget has increased by 9% to \$121,943,100. The total FY2008 Budget decreased by 4% to \$452,079,100. This decrease, due to the slowing of the local housing market, has resulted in a decrease in projections of one-time revenue collections and capital expenditures. This budget continues to address growth, stabilization, and maintenance of new and existing City facilities, programs, and services.

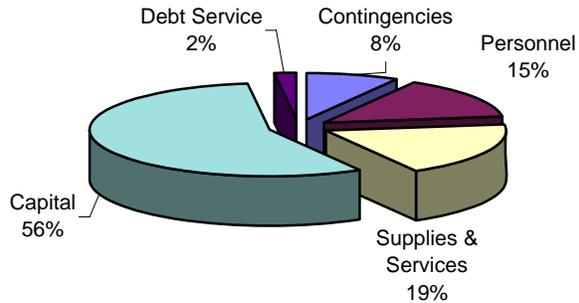
During the last fiscal year, the City of Surprise passed the 100,000 population mark. The City of Surprise anticipates a population increase of roughly 3%, or more than 3,000 citizens over the next twelve months. It is anticipated that approximately 1,200 new single-family residential building permits will be issued. It is our intent to continue to provide the level of service our current residents have come to expect to the expanding population base.

As a developing city, resources continue to be heavily targeted towards capital infrastructure and the operating costs associated with it. This trend continues into FY2008 with capital and other one-time expenditures composing 73% of the total budget. This intensive capital investment and the overall increase in the city's population are having a significant impact on the operating budget.

As capital projects such as the Public Safety Building, Fire Stations 305 and 306, and the Tennis and Racquet Facility are completed, the on-going costs associated with those facilities must be programmed into the operating budget. For FY2008, over \$2 million has been added to the budget for utilities and other associated costs for these new facilities. This operating budget also includes a net increase of 52.2 full time equivalent (FTE) positions, of which 31 are earmarked for Public Safety functions.

This year's **\$452,079,100** expenditure limitation budget includes:

1. \$66.2 million for Personnel Costs
2. \$84.7 million for Supplies & Services
3. \$255.5 million for Capital/Depreciation
4. \$ 8.5 million for Debt Service
5. \$37.2 million for Contingencies



### **Economic and Fiscal Condition:**

Over the last five years, the City of Surprise has seen unprecedented growth fueled by an incredibly strong housing market. Over the last eighteen months, the local housing market has slowed significantly following a peak in housing prices and permit issuance. As a result, 1,200 single family residential permits are anticipated to be issued in FY2008 which represents a 33% reduction from the amount of permits issued in FY2007. While the housing market has slowed, the commercial development that traditionally follows the rooftops continues to add retail facilities, office complexes, and other service and professional buildings to the area. This is leading to a more balanced economy that is less dependent on construction in general.

This commercial growth has led to a 6% increase in the projected local retail and restaurant transaction tax collection. The increased number of retail establishments, apartment complexes, as well as rental homes has led to a substantial increase in the collection of real estate rental transaction taxes.

Continued population growth, retail development, and commercial construction within the City of Surprise ensure that the City's fiscal condition will remain strong as the overall state and national economy continue to strengthen. However, it must be noted that despite the mixed economic outlook, the City continues to take a conservative, yet realistic, approach to all revenue projections for FY2008 and beyond.

### **Financial Strategies:**

The growth experienced in the City of Surprise over the past few years has been phenomenal. The presence of a growing population has attracted needed commercial, retail, and dining opportunities to the City. Construction transaction tax and user fees derived from these homes are a one-time source of revenue and city administration realizes that the City cannot count on them as a long term, stable base of revenue.

To this end the City has continued to implement economic development and planning programs, such as the update to the City's General Plan and the Economic Development Positioning Study to increase the mix of residential, commercial, retail and industrial construction within the City of Surprise. It is the intent of the City to ensure that Surprise is a healthy community with a balanced local economy. Over the past few years this strategy

has paid off through the location of new commercial and industrial complexes within the City.

The major theme of the City's budget and financial forecasts is that construction and growth is a one-time activity and that the City cannot rely on revenues generated by it in the long term. In order to maintain services at a sustainable level in the long-term, one-time revenues from construction related activities must be used for one-time expenditures and operational expenses directly related to the activity. This philosophy for long-term sustainability combined with adequate reserves to deal with short-term revenue fluctuations is crucial to maintain the service levels our residents have come to expect. With that in mind the following policy guidelines have been implemented to assist in assuring an adequate fund balance and sustainable operating expenditures exist:

1. The equivalent of two months in operating revenue will be placed in reserve as an economic stabilization fund in all operating funds. (\$23.5 million)
2. Allocate 25% of construction related transaction taxes to subsidize general fund operations and 75% to fund one-time expenditures and capital construction and acquisition. (\$8,000,000 total)
3. Allocate 100% of collections from the 1.5% construction transaction tax to transportation improvements. (\$4.9 million)
4. Maintain a minimum reserved fund balance equal to one year of non-General Obligation (G.O.) debt service payments. (\$5.7 million)

Reserve amounts are not programmed for expenditure and are only available for use within the confines of our expenditure limits. All remaining estimated sources have been programmed for use; \$37.2 million is listed as Contingency in various funds, which means that it has not been allocated for any specific activity. Although not allocated to a specific purpose in FY2008, these funds are a critical component of the City's five-year capital improvement plan. Any excess of revenues over expenditures will be carried forward into future budgets to establish a beginning Fund Balance. As a non-recurring revenue source, beginning fund balances are only to be used to fund capital or other one-time projects.

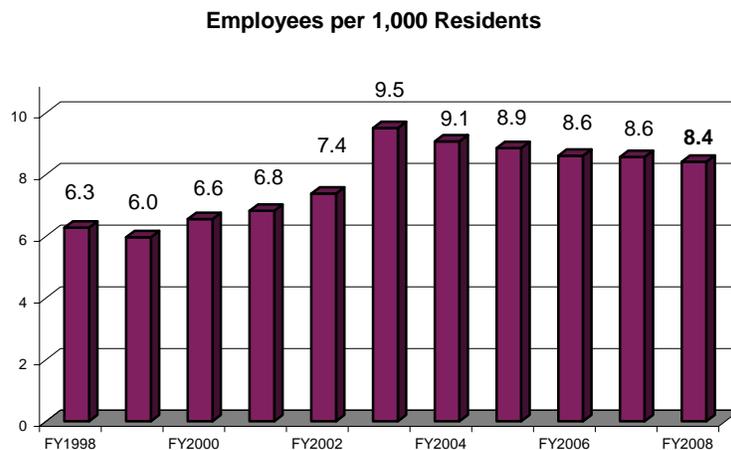
During the coming year we are once again faced with the challenge to handle and budget for growth while ensuring that the City develops in a manner that will attract residents and businesses. Increases in population, tax base, commercial and retail activity and the City's economic development efforts must continue to provide additional revenue to offset the costs related to both continuing and expanding services. The development of a City-wide strategic plan will enable the city to concentrate our efforts and our limited resources on those services that are most needed and desired by our residents.

Intensive concentration of our resources in the building of our City's infrastructure continues to define the budget for FY2008. It is planned that the Public Safety Building, Fire Stations 305, 306, 307, the Tennis and Racquet Facility, the Skate Park, Lizard Run Park, Surprise Farms Park, and road improvements on Litchfield Road and Cotton Lane will be among the completed projects for FY2008. The reconstruction of Bell Road, the

construction of the new City Hall and three water reclamation facilities will all be underway as well.

However, the operational costs of these facilities and other existing infrastructure are becoming a larger factor for the current and future budgets. In addition to the new facilities that have come on line the City must also maintain existing facilities and infrastructure. As a relatively new city, maintenance costs have historically been low, however as our streets and facilities age, maintenance is becoming more costly. The City Council has committed to maintain not only our service levels but our facilities and infrastructure as well. To aid in long term operational planning, greater effort has been placed on identifying the operating costs associated with capital projects to ensure that facilities can be operated and maintained on a long term basis. A replacement fund has been established for vehicles and equipment to help stabilize the funding necessary to maintain our facilities and current levels of service.

In addition to the large investment in capital construction and maintenance, there is also the need to prepare for the ongoing operational costs of those facilities and systems. In order to continue providing service to the City's expanding population and infrastructure base it is crucial that the City's workforce keep pace. For FY2008, a total of 52.2 FTE new positions have been approved by Council. With these new positions the City of Surprise will have an authorized employee base of 827.5 FTE positions.



Increases for the Police Department consist of eight Police Officers, and one Community Service Officer. In addition to these field positions support staff includes an Administrative Technician, and two Communications Officers to be hired at mid-year. These support positions will ensure that the Police Department has adequate administrative and communications support and is utilizing its resources to the best extent possible.

With the planned completion of a new Fire Station 307 (Greer Ranch), the City will begin staffing on a phased in schedule. A total of fifteen positions will be added and trained on this phased in schedule. Included in this number are three Captains, three Engineers, and nine Firefighters. Additional support staff to be added is an Analyst to provide overall trends and statistical analysis, budget control, preparation and monitoring. A Service Worker is

added to provide material control assistance, parts chasing, and nozzle, radio, and breathing apparatus maintenance assistance. It is expected there will be enough offsetting reduction in overtime costs to pay for this position.

Additional staff will be added to the Court including an Administrative Specialist and an Accountant. These positions will ensure adequate support staff is provided to accommodate the growing demand for administrative and accounting related activities within the Court now and as it moves to its new location.

The Engineering department will add two Civil Engineers to assist primarily in the Capital Improvements Plan (CIP) for projects related to traffic signals and the new Roads of Regional Significance development fee. An Associate Engineer is added for support related to additional existing and planned CIP projects.

With the completion of many capital projects scheduled for FY2008, three positions are included in the budget including one Maintenance and Operations Technician, one Service Worker, and one Maintenance and Operations Specialist to maintain and address the increasing maintenance demands of these new facilities. New parks facilities require the addition of a Recreation Supervisor and Recreation Specialist as well as 6.2 full time equivalents of part time seasonal positions. Two positions are also needed to operate new wastewater infrastructure that will be coming on line including one Lead Utilities Technician and one Maintenance and Operations Specialist.

Conversely, due to the slow down in the housing market and the corresponding reduction in the need for housing inspections and permitting, a management decision was made to remove three currently vacant positions. The positions located in the Community Development department are one Inspector and two Permit Technicians.

Budgeting is only part of the larger planning process that the City of Surprise has embarked on. It is the strategic planning process that establishes where the Council would like the City to go and establishes what the overall city goals are. The budget provides funding for the activities that will allow the City to achieve these goals, and spells out the organizational and financial operations for each of the City's departments. The budget will be used by all departments, and city management, to tie together the services that are being provided with the overall goals of the City Council.

It is through the budget that Council allocates resources to fund its priorities and that the overall performance of the City will be measured. The budget may be used by the public, developers, bond rating agencies and other organizations to identify priorities, services, performance and undertakings planned for this, and future, fiscal years as well as the underlying philosophies that guide them. It is the budget that connects long term strategic planning with the services that the City provides on a daily basis.

In order to gauge our success at achieving our goals and objectives the budget includes expanded performance measures for several Departments and activities of the City. Without developing measures of effectiveness it is impossible to gauge the success or failure of funded programs. It is our goal to fund only those programs and activities that are

beneficial to our residents and that are proven to be successful at meeting their stated goals and objectives in relation to the City's overall goals and objectives. The City will continue to develop our performance reporting in order to ensure that the public's limited resources are spent in an efficient, effective, and responsive manner.

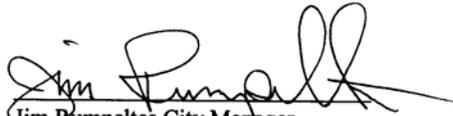
### **Summary**

The Fiscal Year 2008 budget is based on strategies answering the challenges associated with rapid growth and the continued demand for City services and basic infrastructure needs. Through strong financial policies adopted by the City Council, we are able to present our residents with an adopted budget that is balanced, addresses priority needs, maintains current service levels, and does not require an increase in city property taxes.

As we forge into the next fiscal year, together we will continue to work on many exciting projects and complete a number of others. Our City continues to mature everyday and is completing critical capital projects that are the result of many years of planning and hard work. A steadfast focus on the future is going to be key to our continued success. The efforts being undertaken to update the City's General Plan and the implementation of the City's strategic plan are two essential tools for helping us maintain Surprise as a City that people want to call home for years to come and one that defines vibrant southwest living.

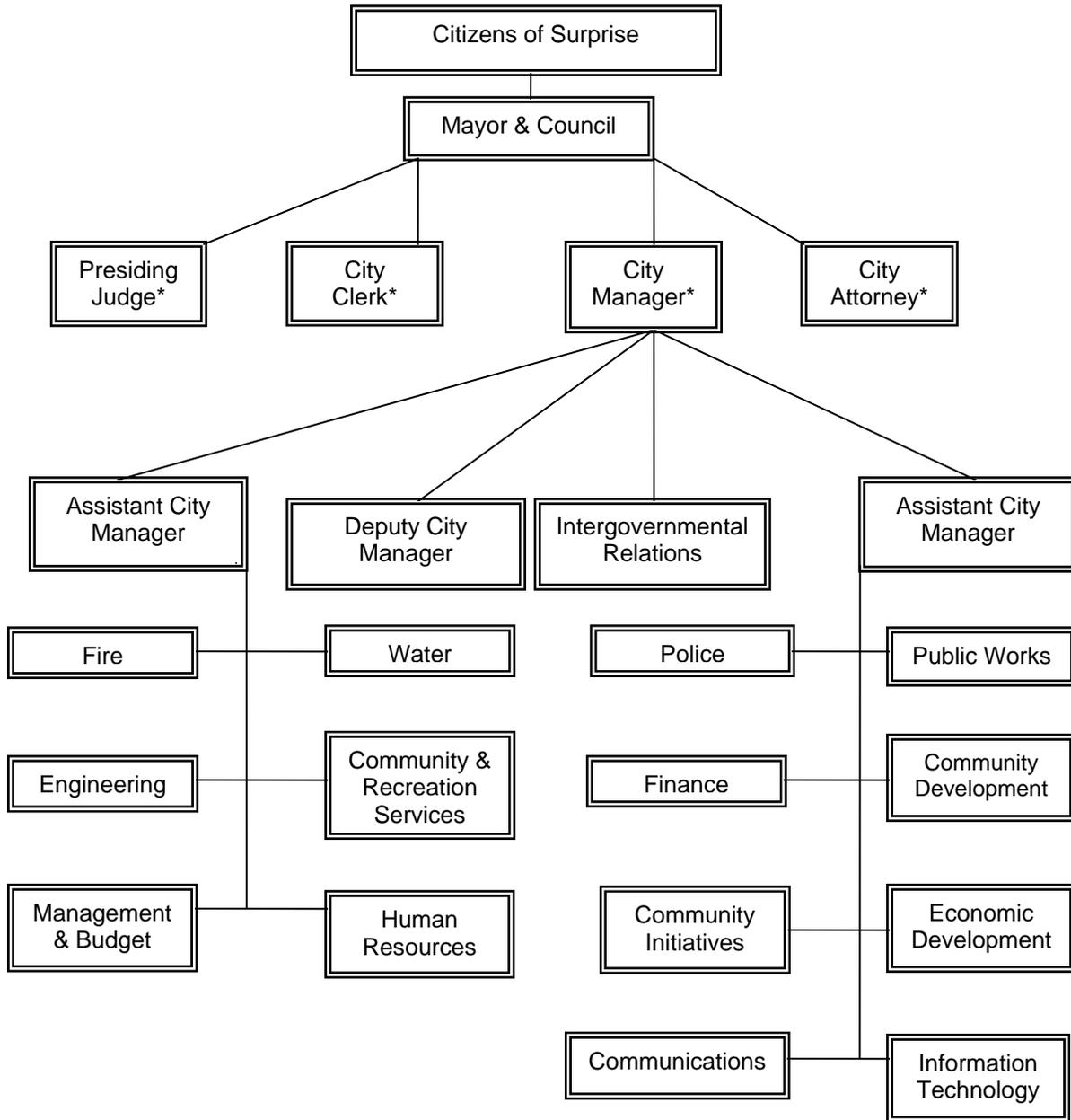
I look forward to working with the City Council and staff in achieving numerous successes together in FY 2008.

Respectfully Submitted,

  
Jim Rumpeltes City Manager

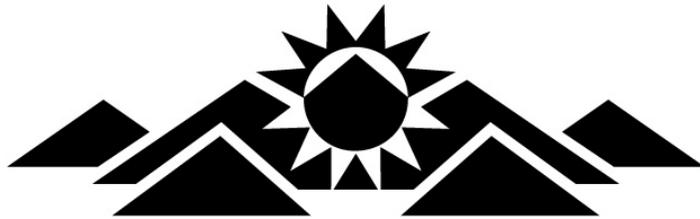


## Organizational Chart FY2008



**\*Appointed by Council**

*City of Surprise, Arizona*



**SURPRISE**  

---

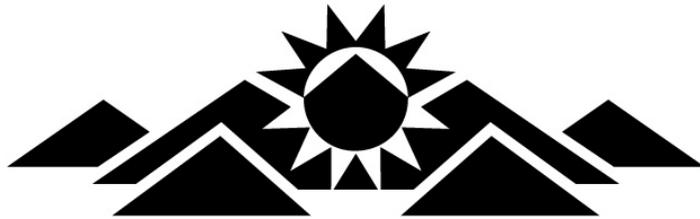
**ARIZONA**

*FY2008 Adopted Budget*

**Budget Calendar**  
**FY2008 Budget**

<b><u>Start Date</u></b>	<b><u>Activity</u></b>
12/1/06	Budget database opened to users – new version, new look for users
12/4/06 - 12/8/06	Database training geared toward users
12/14/06	Budget kick-off meeting in conjunction with city strategic planning, less database instructions, geared towards directors
12/14/06	Revenue, Base Budgets and Capital Improvement Plan (CIP) report to the Mayor and City Council
1/19/07	Required reviews from Human Resources, Information Technology and Public Works department must be complete
1/25/07	Budget update to Mayor and Council
2/2/07	Database closes at 5:00 p.m.
2/22/07	Budget update to Mayor and City Council, initial supplemental report
3/5/07 - 3/14/07	City Manager's Office meets with departments to discuss requests
3/22/07	Budget update to Mayor and City Council, second/revised supplemental report
4/06/07	Budget books for Mayor and City Council available
4/12/07	Budget update to Mayor and City Council, budget retreat "warm up"
4/13/07	Budget retreat with Mayor and City Council, City Manager's Office and Management & Budget Department
4/26/07	Budget update to Mayor and City Council on the FY08 budget process
5/24/07	Public hearing on tentative budget – Council adoption of tentative budget
6/14/07	Public hearing on truth-in-taxation, tax levy and final budget – Council adoption of final budget
6/28/07	Adoption of property tax levy

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

## History of Surprise

Surprise, located just 25 minutes west of downtown Phoenix along U.S. Route 60/State Highway 93, was founded in 1929 and incorporated in 1960. The name "Surprise" came from Surprise, Nebraska, hometown of the city's founder, Homer C. Ludden. What was once a small farming village now encompasses more than 89 square miles, including urban and commercial developments, ranches, and industrial parks. The once irrigated farmlands and orchards are now affordable real estate for people and industry who wish to live, work and play in a progressive city. Surprise strikes the perfect balance between the needs of a residential community and the growth of its business and industrial sections.

Over the past 40 years, Surprise has grown from 500 residents to a city of over 100,000 people in 2006. 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.

There are a number of recreational facilities including several beautiful golf courses. Beginning in 2003, the City of Surprise became the Major League Baseball Spring Training home of the Texas Rangers and Kansas City Royals. Industrial growth zones have been carefully 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	17.51%
2003	51,885	14.98%
2004	64,210	23.75%
2005	88,265	37.46%
2006	96,425	9.24%
2007	104,585	8.46%
2008	107,625	2.91%
2009	112,185	4.24%
2010	119,025	6.10%

### Municipal Services

Excellence in municipal services is a City of Surprise standard. Surprise is a city that operates under the Council/Manager form of government. An atmosphere of positive, quality growth prevails. The City management team addresses all service areas in an efficient and professional manner. The City's Vision, Mission and Value Statements are as follows:

#### Vision

Surprise defines vibrant Southwest living; a place of educational excellence where community, family, and traditions are built. Surprise is a collection of distinctive neighborhoods with a small town feel and big City amenities.

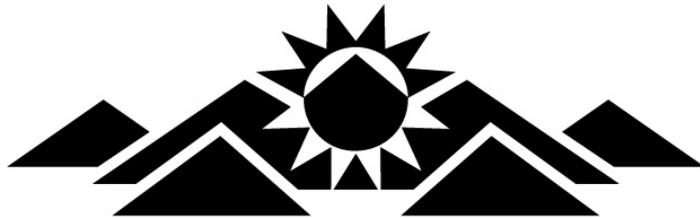
#### Mission

The mission of the City of Surprise is to enhance the quality of life through the dedicated and efficient management of our resources.

#### We Value

Our Citizens  
Honesty and Integrity  
Community Pride and Sense of Commitment  
Professionalism and Teamwork  
Mutual Respect

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

## 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%	1.0%	3,072,149	27%
2005	88,265	186%	2.5%	3,524,175	13%

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	18%

Source: U.S. Census Bureau

### Median Age

Year	Median Age	Percentage Change
1980	20.3	
1985	24.2	19%
1990	33.0	63%
1995	41.7	26%
2000	46.1	11%
2003	45.3	-2%
2005	35.4	28%

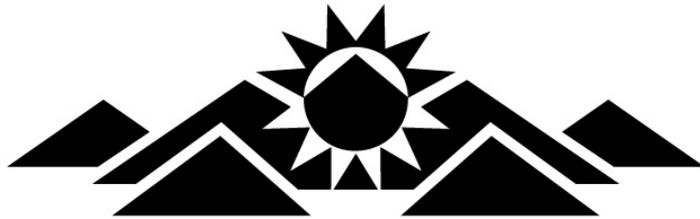
Source: U.S. Census Bureau

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

Date	Incorporated Square Miles (Approximately)
1960	1
1970	1
1980	2
1990	63
1997	67
2000	72
2005	76
2007	89

Source: City of Surprise

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

## **Budget Summary FY2008**

### **Why have we prepared a budget?**

The City must adopt an expenditure limitation budget on an annual basis that is enforced under state law for the City as a whole. According to the Arizona Department of Revenue, individual departments and projects may exceed their budgets as long as total City expenditures do not exceed the adopted budget total. For the City of Surprise the adopted FY2008 budget is \$452,079,100.

As presented the budget is designed to allow as much flexibility as possible, while still imposing guidelines, to each Department to implement Council goals and objectives. To this end the budget is itemized at the Departmental level for operating expenditures and the project level for capital expenditures. The current budget provides expenditure allocations by Fund, Department, Division, Project, and Expenditure Categories. For the operational budget it is the expenditure categories that management will use to monitor a Department's fiscal responsibility and their success at planning out their year. These budget categories are made up of individual program line items and budget requests were submitted and detailed by both program and line item. For capital projects the budget will be monitored on a project basis.

The budget format includes details of position titles and staffing levels by Department and Division. Each tab divides the document into major service areas. Departments have provided written detail of their mission, goals and objectives, budget highlights, and other pertinent information. This document is intended to provide insight into the operating policy of the City as well as demonstrating our commitment to fiscal responsibility and the needs of the citizens.

Citizens and the general public may use the budget as a document that demonstrates the planned activities of the City for the next twelve months. The document will also give insight as to the policies and procedures that guide the economic growth of the City, this fiscal year and into the future. The budget represents not only a detailed twelve-month plan, but also a framework for the future.

### **City of Surprise – Financial Policies:**

Each year the City Council re-affirms the financial policies/guidelines that are utilized in the development of the budget. These policies are intended to ensure that the long-term desires of the Council will be met within the financial constraints of the City. These policies are the foundation of the budget process each year.

- The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process should be discouraged.
- Ongoing revenues should fund ongoing expenditures. One-time sources of revenues should not be used to fund ongoing activities.
- A diversified and stable revenue system should be developed to protect programs from short-term fluctuations in any single revenue source.
- No revenues should be dedicated for specific purposes, unless required by law, Council Policy, or generally accepted accounting practices (GAAP). All non-restricted revenues should be deposited in the general fund and appropriated by the budget process.
- User fees and charges should be examined annually to ensure that they recover all direct and indirect costs of service, unless full cost recovery would be excessively burdensome on citizens receiving service and approved by the City Council. Rate adjustments for enterprise operations (Water, Water Replenishment, Sewer, and Solid Waste Management) should be based on five-year fund plans.
- Development fees for capital expenses attributable to new development should be updated bi-annually to ensure that fees match development-related expenses.
- Grant funding should be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant moneys should be budgeted in separate Program cost centers, and the service program should be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources should be substituted only after all program priorities and alternatives are considered during the budget process.

- Revenue and expenditure forecasts should be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, service levels, and capital improvements. The forecast should encompass five years and should be updated annually.
- Council contingency funds are used when additional funds are necessary to offset **unexpected** expenditure increases; and when **unanticipated** and/or inadequately budgeted events threaten the public health or safety. All requests for use of contingency require written justification explaining the fiscal impact, which is reviewed by Management & Budget and approved by the City Manager, prior to requesting Council approval.
- An Economic Stabilization Reserve should be maintained as part of each operating fund balance to help offset operating revenue sources which are most susceptible to changes in the economy. The ultimate goal is for the Economic Stabilization Reserve balance to be equal to two months of operating revenues.
- Reserve funds are not budgeted. Reserve funds are "savings" which are intended to offset shortfalls in revenues during the course of the fiscal year.
- Debt, other than voter approved general obligation debt, requires reserves equal to one year of debt service payments.
- The operating budget is adopted at the Department level, as presented in schedule E of state budget forms, and the Capital Improvement Plan is adopted at a project level. Any transfers between Departments, funds, or projects and out of contingency require City Council approval. All requests for adjustment require written justification explaining the fiscal impact, which is reviewed by Management & Budget and approved by the City Manager, prior to requesting Council approval.
- Comparison of service delivery should be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments should identify all activities that can be provided by another source and review options/alternatives to current service delivery. The review of service delivery alternatives should be performed continually.

### **Budget Process:**

The budget process is ongoing year round; however the formal budget process begins with the distribution to Departments of a budget packet that includes an outline of the budget schedule, City-wide goals, current policy direction, year-to-date expenditures and revenues, and all applicable budget forms. Shortly after the distribution of the budget packet a budget introduction session is held with all Department heads and any staff with budget responsibility.

Department's prepare their requests and an initial meeting is held with budget staff for a technical review of their request. Budget staff prepares a detailed analysis of the budget request summarizing the financial and policy implications of the request, as well as stating any special issues that need to be addressed. This summary report, along with a detailed budget request, is given to the management review team that consists of budget staff, the Assistant City Managers and the City Manager. Department heads individually present their capital and operating requests to the management review team.

The management review teams decisions are made available to Departments following each meeting, Departments are given the opportunity to review budget recommendations and appeal any potential oversights in the recommended budget. Following this appeal, the City Manager's recommended draft budget is presented to Council for review and discussion at a Council retreat. During the retreat the City Manager and budget staff present the recommended budget to Council and illustrate the link between the budget and their objectives. Department heads are present at this meeting to answer any specific questions that the Council may have.

As a result of the Council retreat, revisions are made to the draft budget, and the City Manager's recommended tentative budget is presented to Council for adoption at a regular Council meeting. Following adoption of the tentative budget it is published for two consecutive weeks in the local paper. A public hearing is then held on the budget, after which the Council votes on the final budget adoption. Budget adoption adheres to all statutory hearings, publications, and requirements. The property tax is levied at least fourteen days after the final budget has been adopted following all Truth in Taxation requirements.

In adhering to the City's expenditure limitation, once the limit has been approved by adoption of the tentative budget, total expenditures cannot exceed the total appropriated for all funds. For FY2008 the Council adopted

an Expenditure Limitation budget of \$452,079,100 thus setting the ceiling for all expenditures. The budget calendar summarizes the steps involved in adopting the Budget.

### **Budget Amendments:**

On July 8, 2004 Council adopted revisions to the City's budget transfer policy that specifies the approval levels required for all types of budget transfers. During the fiscal year, transfer requests are submitted to Management & Budget to process through the appropriate level of approval and to make the actual budget transfer. Transfers can only be made pursuant to the Council policy if the funds are unencumbered and available. The full transfer policy is in the appendix of this document.

### **Budget Basis:**

The budgets of general government type funds (e.g. the general fund and HURF) are prepared on a modified accrual basis. Briefly this means that obligations of the City (for example outstanding purchase orders) are budgeted as expenditures, but revenues are recognized only when they are measurable and available.

The enterprise funds (Water, Sewer, Replenishment, Sanitation) also recognize expenditures as encumbrances when a commitment is made (e.g. through a purchase order). Revenues, on the other hand, are recognized when they are obligated to the City (e.g. water user fees are recognized as revenue when bills are produced).

In all cases (general government funds and enterprise funds), when goods and services are not received by year end the encumbrances lapse unless re-budgeted as a carry-forward into the next budget year.

The Annual Audited Financial Statements (Audit) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. Exceptions are as follows:

- Compensated absences are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
- Capital Outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.

Due to expenditure limitation statutes it is vital that all possible expenditures and corresponding revenues are identified in the budget document. It is also essential that these expenditures be closely monitored to ensure that they are being spent for the purpose identified in the budget and that the corresponding revenue is adequate. It is for this reason that a detailed accounting structure has been established to record revenues and expenditures at a level of detail far greater than what is shown in this document.

### **Funds:**

State law only requires the existence of two funds, the general fund and the Highway Users 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 to comply with GAAP.

Summary of Major Revenues & Expenditures						
FY2008						
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Funds	Enterprise Funds
<b>REVENUES</b>						
Local Sales Tax	35,892,600	0	0	4,887,300	0	0
State Shared Revenue	25,207,400	6,710,000	0	0	0	0
Building & Zoning Fees	3,598,400	0	0	0	0	0
Property Tax	5,848,300	1,542,600	1,091,700	0	0	0
Franchise Fees	3,712,900	0	0	0	0	0
Engineering Fees	2,345,400	0	0	0	0	0
Community & Recreation Services Fees	1,250,400	1,657,200	0	0	0	0
Court Revenue	1,563,700	0	0	0	0	0
Development Fees	0	0	0	17,549,400	0	0
Other	10,020,000	23,513,500	1,500	77,738,200	1,000	226,800
Service Collection Fee	20,100	0	0	0	0	26,699,500
Transfers In	3,264,900	10,388,100	0	15,663,800	0	0
<b>Total Revenues</b>	<b>92,724,100</b>	<b>43,811,400</b>	<b>1,093,200</b>	<b>115,838,700</b>	<b>1,000</b>	<b>26,926,300</b>
<b>EXPENDITURES</b>						
Current						
Community & Recreation	9,692,800	6,777,600	0	2,612,300	0	0
Community Development	5,715,400	40,000	0	276,600	0	0
General Government	14,641,600	2,475,100	0	0	0	0
Non-Departmental	15,379,800	702,600	0	5,458,200	94,800	0
Public Safety	32,318,000	32,000	0	852,200	0	0
Public Works	8,185,200	7,664,600	0	2,317,800	0	4,241,800
Water Services	98,000	0	0	13,400,900	0	17,908,300
Capital & Depreciation	598,800	34,692,200	0	217,321,900	0	2,901,300
Debt Service	2,500,000	0	1,163,100	4,824,000	0	0
Contingencies	816,900	1,406,600	333,300	6,548,000	0	28,087,400
Transfers Out	15,903,100	0	0	2,802,400	0	10,611,300
<b>Total Expenditures</b>	<b>105,849,600</b>	<b>53,790,700</b>	<b>1,496,400</b>	<b>256,414,300</b>	<b>94,800</b>	<b>63,750,100</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>(13,125,500)</b>	<b>(9,979,300)</b>	<b>(403,200)</b>	<b>(140,575,600)</b>	<b>(93,800)</b>	<b>(36,823,800)</b>
<b>OPERATING RESERVES</b>	<b>12,654,800</b>	<b>1,702,400</b>	<b>0</b>	<b>4,861,100</b>	<b>0</b>	<b>4,300,800</b>
<b>FUND BALANCES, beginning of year</b>	<b>13,125,500</b>	<b>9,979,300</b>	<b>403,200</b>	<b>140,575,600</b>	<b>93,800</b>	<b>36,823,800</b>
<b>FUND BALANCES, end of year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

The following briefly outlines the funds and fund groups utilized by the City as shown in the preceding schedule.

- General Fund – The primary operating fund of the City. Any activity that does not belong to another fund is placed in the general fund.
- Special Revenue Funds – These funds account for specific non-capital revenues that are restricted for specific purposes.
  - Campus Operations – This fund was established to track all revenues and expenditures associated with the City of Surprise’s Spring Training Complex. These funds are restricted by contract.
  - Vehicle Replacement – This newly established fund provides a mechanism whereby funds are set aside for the future replacement of fleet vehicles. City policy restricts the use of these funds.
  - Transit – The transit fund tracks all revenues and expenditures associated with providing transit services within the City of Surprise. Included in this fund are federal transit dollars as well as City dedicated transportation funds. City policy and State law restrict the use of these funds.
  - Highway User Revenue – This is the only fund, besides the general fund, which is required by Arizona State law. HURF is used for tracking non-transit transportation related activities.
  - 10% Set-Aside – This fund was established when the City first implemented a property tax. 10% of the total primary property tax must be set aside for use in areas that have an approved revitalization plan. City policy restricts the use of these funds.
  - Donations – This fund is set up to monitor revenues and expenditures associated with donated funds. City policy restricts the use of these funds.

- *Municipal Court Enhancement* – Established in FY2003 this fund tracks revenue associated with fines dedicated to Municipal Court technology improvements. City policy restricts the use of these funds.
- *Neighborhood Revitalization* – 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.
- *Scholarship* – Employee dependent scholarships awarded to the dependents of current City of Surprise employees. Donations and interest earnings fund these scholarships. City policy restricts the use of these funds.
- *Street Light Improvement District(s)* – Fifty-one SLID's 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 streetlights within the district.
- *Community Facilities District* – Two Community Facilities Districts (CFD's) have been established 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 debt service and operations associated with capital infrastructure improvements within the district.
- *Debt Service Fund* – This fund is used to track those activities relating to the issuance and repayment of General Obligation debt.
- *Capital Projects Funds* – These funds are used to track the activities related to the collection and expenditure of funds dedicated to capital acquisition.
  - *Capital Projects* – 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.
  - *Development Fee Funds* – These funds have been established to track all revenues and expenditures associated with development fees. Each development fee is levied to maintain the current level of service for a specific purpose (i.e. fire, police, parks, etc...) and is restricted to that specific purpose. City policy and State law restricts the use of these funds.
  - *Municipal Property Corporation* – The MPC capital projects fund serves as a clearinghouse for the payment of debt service on MPC bonds, monitoring of bond proceeds and the expenditure of those and related funds. City policy, State law, and contractual obligations restrict the use of these funds.
  - *Transportation Improvement Fund* – This fund has been established to track the proceeds of the dedicated 1.5% construction transaction tax premium. City policy restricts the use of these funds to capital projects which will improve the overall transportation and/or transit system in and around Surprise.
- *Permanent Funds* – These funds are used to track the City's non-expendable trust activities for outside agencies. Currently the City has only the firefighter's pension fund.
- *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* – 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.
- *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 (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

#### **Sources of Funds:**

The City has three primary sources of funding. The first of these is through **revenues** generated by a variety of different activities. Such activities include but are not limited to state shared revenue, charges for service, user fees, taxes, and development fees. This year the City is projecting \$251.1 million in revenues relating to all funds, included in this amount is both one-time and ongoing revenue.

The second source of funding is from **fund balance**, which is prior year's excess revenue carried forward into the current fiscal year (savings). For the third year in a row this source of funding is expected to be tapped to offset capital expenditures. The programmed beginning fund balance for all funds is \$201.0 million. The large available fund balance is due exclusively to the investment in infrastructure that the City of Surprise has committed to. The FY2008 budget includes approximately \$95.0 million in rollover capital projects.

The final source is **borrowing**. Borrowing can be done through a variety of methods; leases and lease purchase agreements can be entered into without affecting the City's debt limit. The debt limit applies in instances where the City desires to issue "General Obligation" (G.O.) bonds. These bonds are backed by the full faith and power of the City, and are to be repaid from Secondary Property Taxes. G.O. bonds can only be issued when approved by a vote of the People of Surprise. There is a further limitation on G.O. bonds of 6% & 20% of assessed valuation. The 20% limitation can only be used for water, wastewater, open space preserves, parks, and recreational facilities. All other purposes fall under the 6% limitation. For FY2008 the following table shows the City's anticipated G.O. debt capacity.

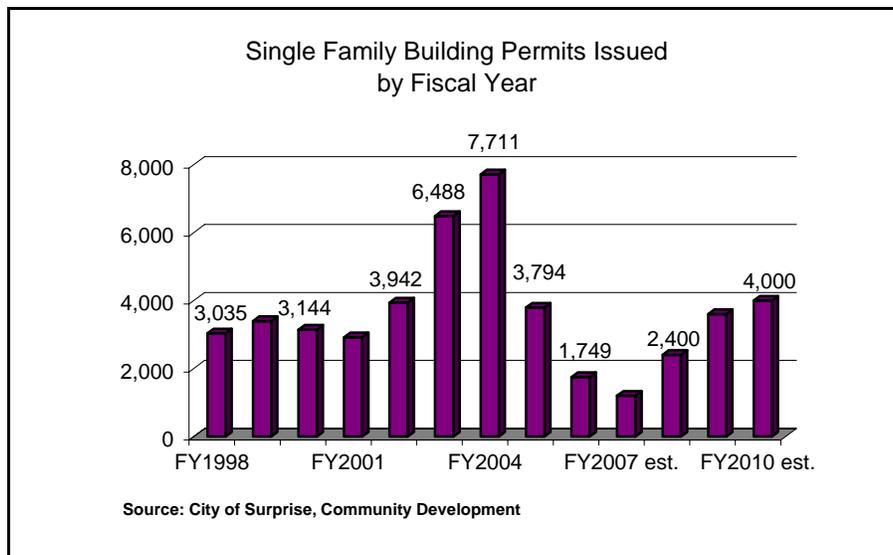
<b>Legal General Obligation Bond Capacity</b>			
<b>FY2008</b>			
		<u><b>6% Limitation</b></u>	<u><b>20% Limitation</b></u>
Secondary Assessed Valuation		1,194,242,583	1,194,242,583
Limitation	X	6%	20%
G.O. Bond Limit	=	<u>71,654,555</u>	<u>238,848,517</u>
Less Outstanding G.O. Debt	-	<u>0</u>	<u>1,883,912</u>
<b>Available Debt Capacity</b>	<b>=</b>	<b><u>\$71,654,555</u></b>	<b><u>\$236,964,605</u></b>

Anticipated borrowing during FY2008 totals \$52.0 million. Of that total, \$20.0 million is associated with the Marley Park Community Facilities District (CFD). As a separate legal entity any debt issued by the CFD does not count towards the City's debt limit. The construction of water infrastructure accounts for \$4.7 million, Community and Recreation infrastructure accounts for \$8.1 million, and Fire and EMS infrastructure accounts for \$12.0 million. Additionally, there is \$7.3 million in borrowing programmed for possible land purchase or economic development. With the continued growth and strengthening of the City's financial position the bond rating of the City currently is AA-.

In addition to the revenue sources described above **Inter-fund transfers** represent a reallocation of resources between funds that do not impact the bottom line of the expenditure limitation budget. For FY2008 inter-fund transfers have been programmed at \$29.3 million and are detailed in the appendix of this document as part of the state required budget adoption forms.

## Revenue Sources FY2008 Budget

For FY2008 general fund operating (ongoing) revenue is expected to increase by 16% over the FY2007 budget and 9% over the FY2007 estimate. Conversely, the general fund one-time construction sales tax revenue is expected to decrease by 52% from the FY07 budget and 36% from the FY07 estimate. Construction continues to fuel the local economy of Surprise; however, at a lesser amount recently and in the near future due to a softening housing market. From FY1999 through FY2003, an average of 279 new single-family home permits were issued each month, in FY2004 this number increased to 540 and in FY2005 increased to 642 per month. In FY2006, due to an overall cooling of the local housing market and a previously high inventory of outstanding permits, these numbers started a decline to 216 per month. A continuing decline occurs in FY2007 where the monthly average is lowered to 146 issued. It is anticipated that for FY2008 the number will remain closer to 1,200 or 100 per month. This is the most conservative projection that the City has as there is no factor for new developments that have yet to be platted and approved; however, a current inventory of approximately 7,800 platted single family home lots exists.



In addition to new home construction, increased commercial and retail development, state shared revenue and program income account for the continued revenue growth within the general fund. The recent fluctuations in the housing market have highlighted the importance of the City of Surprise's policy to dedicate one-time revenues to one-time expenditures.

Enterprise fund revenues are determined exclusively by a combination of the number of users and the rate that is charged. Following a utility rate adjustment in FY2007, all enterprise funds are recovering their own costs for FY2008. Enterprise funds are examined on an annual basis to ensure that their fees continue to cover all costs of doing business.

As presented, the FY2008 budget has expenditures equal to revenues, however \$36,692,200 of expenditures are currently programmed as un-obligated contingencies. The majority of those contingencies are in restricted special revenue or capital funds. All transfers of funds from any contingency account, requires both city manager and council approval.

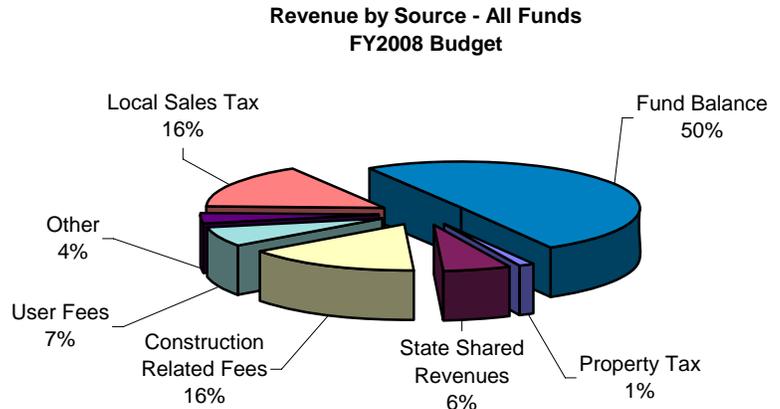
Revenue sources for the City of Surprise are divided into seven main areas:

1. **Beginning Fund Balance/Retained Earnings (\$201,001,200)** – Beginning fund balances are revenues carried forward from the previous fiscal year (savings). Funds that remain unspent at year-end due to expenditure savings or increased revenue collections are brought forward as a beginning fund balance. If a fund overspends a negative fund balance is brought forward. Council

has established a policy mandating that beginning fund balance may only be used to fund capital or one time expenditures. This balance does not include unbudgeted operating reserves of \$23.5 million.

2. **Construction Related**  
**\$63,226,300**

– Revenues that are collected or earned by the City that are directly related to the level of construction activity. Although these revenues will continue to occur on an annual basis for as long as the city continues to grow, it is imperative to understand that they are one-time revenues. Examples of construction related revenue include: Building Permit fees, Engineering fees and Development Fees. The construction portion of the local sales tax is included as part of local taxes and will generate approximately \$12.9million in FY2008, including \$4.9 million that has been dedicated for transportation improvements.



3. **Local Taxes (\$63,053,200)** – Local taxes are the largest source of general fund revenue. These revenues are generally re-occurring with little or no external restrictions on their use. Examples of local taxes are sales tax, property tax, and franchise fees. Approximately 22% of the local sales tax is directly related to construction and is included in this category.
4. **Other Revenues (\$14,047,000)** – Included in this category are grants, audit, building rent, internal service payments, court revenue, program revenue, and other miscellaneous revenue. Also included in this category is \$5.0 million in unforeseen grants. Unforeseen grants is a budget authority mechanism that allows the city to spend new revenues that were not foreseen at the time of budget preparation.
5. **Borrowing (\$51,981,900)** – Borrowing for FY2008 consists of \$20.0 million for Community Facility Districts, \$4.7 million for water infrastructure, \$12.0 million for fire department infrastructure, \$8.1 million for community and recreation infrastructure, and \$7.3 million for land purchases and economic development activities.
6. **User Fees (\$26,719,600)** – User fees are revenues associated with the provision of utility services by the city. The City of Surprise provides water, sewer, and replenishment and sanitation services. A small portion of this source is associated with administration of the Street Light Improvement Districts that have been established throughout the City.
7. **State Shared Revenue (\$32,049,900)** – 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 are State Sales Tax, State Income Tax, Highway User Revenue, Local Transportation Assistance Fund, and Vehicle License Tax.

The following pages will explain in detail the major revenue sources of the City, underlying assumptions, and financial trends.

**Operating Revenues**

Operating Revenues are estimated at \$112,327,100 for FY2008. Local taxes are the largest category of operating revenue for the City of Surprise composing 26% of total operating revenue. Following local taxes is the user fee category that is mainly associated with utility services and makes up 25% of operating revenue. The other category consists mainly of internal service payments including MPC rent revenue and Insurance premium revenue. Included in the other category is \$5.0 million in unforeseen

grants. Unforeseen grants is a budget authority mechanism that allows the city to spend new revenues that were not foreseen at the time of budget preparation.

Construction related revenue such as building permits and engineering fees makes up 5% of operating revenue. State shared revenue accounts for approximately 22% of total operating revenue.

The following information will summarize all major revenues by fund and major source as well as provide historical and forecasted revenues, and a detail page for each major revenue account.

The differentiation between operating revenues and total revenues is extremely important in the high growth mode that the City is in. The City must ensure the long-term sustainability of all services and programs and it is this differentiation of our revenue that lets us know if we are doing that. For FY2008 operating revenue is covering all operating expenditures, this ensures that the City is in structural balance.

**CITY OF SURPRISE  
MAJOR REVENUE ACCOUNTS**

Major Revenue Accounts	HISTORICAL					Budget	FORECAST					
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
<b>General Fund - Operating</b>												
Local Sales Tax	8,826,068	10,205,407	12,670,183	18,627,753	22,767,151	25,955,800	25,962,200	<b>27,602,600</b>	29,762,000	32,711,800	36,047,200	39,553,200
State Shared Sales Tax	2,382,245	2,404,711	2,580,405	2,827,385	3,265,881	7,602,900	8,561,700	<b>8,989,100</b>	9,258,800	9,536,500	9,822,600	13,346,300
State Shared Income Tax	3,217,486	3,515,043	2,786,051	2,868,466	3,795,975	8,662,300	10,062,200	<b>12,400,000</b>	15,392,800	15,854,600	16,330,200	22,188,400
Primary Property Tax	1,388,285	1,773,580	2,263,863	3,258,615	4,008,424	5,030,600	5,030,600	<b>5,848,300</b>	6,277,300	6,884,900	7,574,300	8,294,000
Franchise Fees	1,174,630	1,307,747	1,641,148	2,069,976	2,680,885	3,400,000	3,492,200	<b>3,712,900</b>	4,003,400	4,400,200	4,848,800	5,320,400
Auto Lieu Tax	1,009,779	1,214,541	1,249,905	1,320,809	1,707,261	2,250,000	3,707,100	<b>3,818,300</b>	3,932,900	4,050,900	4,172,400	6,039,400
Parks & Rec. Program Fees	175,842	572,666	838,629	1,072,493	964,789	1,239,400	1,239,300	<b>1,239,300</b>	1,297,300	1,384,400	1,481,100	1,577,800
Court Revenue	681,061	770,530	689,721	1,027,952	1,444,508	1,515,000	1,514,900	<b>1,563,700</b>	1,636,900	1,746,700	1,868,800	1,990,800
All Other General Fund Revenue	2,634,456	83,254	1,631,857	2,111,411	4,101,462	4,354,100	4,341,700	<b>4,616,100</b>	4,977,200	5,470,500	6,028,200	6,614,600
<b>Subtotal - General Fund Operating</b>	<b>21,489,900</b>	<b>21,847,500</b>	<b>26,351,800</b>	<b>35,184,900</b>	<b>44,736,300</b>	<b>60,010,100</b>	<b>63,911,900</b>	<b>69,790,300</b>	<b>76,538,600</b>	<b>82,040,500</b>	<b>88,173,600</b>	<b>104,924,900</b>
<b>General Fund - One Time</b>												
Local Sales Tax	7,228,648	8,377,617	11,417,371	18,805,921	23,168,443	20,000,000	14,820,200	<b>8,000,000</b>	12,000,000	18,000,000	20,000,000	20,000,000
Building Inspection & Permit Fees	3,459,350	5,124,594	8,842,182	11,401,188	6,524,259	4,981,500	3,022,300	<b>1,935,500</b>	3,987,200	6,160,200	7,050,000	7,261,500
Other Bldg & Zoning Fees	619,349	1,376,495	1,856,035	2,211,889	2,191,724	1,591,000	1,591,000	<b>1,591,000</b>	1,591,000	1,591,000	1,591,000	1,591,000
Engineering Fees	1,627,168	2,445,654	2,383,485	2,019,673	2,471,370	2,500,000	2,345,400	<b>2,345,400</b>	2,345,400	2,345,400	2,345,400	2,345,400
<b>Subtotal - General Fund One-Time</b>	<b>12,934,500</b>	<b>17,324,400</b>	<b>24,499,100</b>	<b>34,438,700</b>	<b>34,355,800</b>	<b>29,072,500</b>	<b>21,778,900</b>	<b>13,871,900</b>	<b>19,923,600</b>	<b>28,096,600</b>	<b>30,986,400</b>	<b>31,197,900</b>
<b>General Fund Total</b>	<b>34,424,400</b>	<b>39,171,900</b>	<b>50,850,900</b>	<b>69,623,600</b>	<b>79,092,100</b>	<b>89,082,600</b>	<b>85,690,800</b>	<b>83,662,200</b>	<b>96,462,200</b>	<b>110,137,100</b>	<b>119,160,000</b>	<b>136,122,800</b>
<b>Other Operating/Ongoing Revenues</b>												
<b>Enterprise &amp; Special Revenue Funds</b>												
HURF Fund	1,916,742	1,996,908	2,135,343	2,242,575	2,713,655	5,470,200	5,596,500	<b>6,259,500</b>	6,447,300	6,640,700	6,839,900	9,900,500
Water Service Fee	1,989,446	2,398,095	3,070,598	3,857,438	6,416,610	7,169,000	7,077,400	<b>7,906,300</b>	8,275,900	8,645,500	9,015,100	9,384,700
Water Replenishment Service Fee	331,250	303,474	535,862	650,604	930,460	1,092,400	1,015,100	<b>1,308,900</b>	1,372,600	1,447,600	1,526,600	1,605,400
Sewer Service Fee	3,484,284	5,416,830	6,843,052	8,163,690	10,187,758	11,576,000	11,561,000	<b>11,979,500</b>	12,607,100	13,548,700	14,594,800	15,641,000
Sanitation Service Fee	1,161,714	1,771,860	2,030,214	2,535,747	3,451,396	4,985,200	4,835,600	<b>5,504,800</b>	5,894,700	6,479,500	7,129,300	7,779,100
Campus Operations	0	1,343,904	1,440,590	1,562,642	1,450,581	1,608,000	1,604,500	<b>1,705,900</b>	1,839,400	2,021,700	2,227,800	2,444,500
<b>Other One-Time Revenues</b>												
General Government Development Fee	750,212	1,108,251	2,097,228	2,494,928	1,476,440	1,196,400	666,600	<b>872,500</b>	1,745,000	2,617,600	2,908,400	2,908,400
Police Development Fee	1,012,819	1,495,732	2,760,946	2,620,298	2,382,947	1,939,400	1,386,500	<b>683,400</b>	1,129,800	1,576,200	1,725,000	1,725,000
Fire & EMS* Development Fee	0	0	0	2,732,689	2,619,240	1,915,400	1,427,500	<b>1,297,200</b>	2,144,400	2,991,600	3,274,000	3,274,000
Parks & Recreation Development Fee	2,721,501	4,015,539	7,376,309	5,751,868	4,631,352	4,057,200	2,283,900	<b>2,663,600</b>	5,327,300	7,990,900	8,878,800	8,878,800
Library** Development Fee	0	0	0	1,381,304	1,060,067	957,600	539,000	<b>588,400</b>	1,176,800	1,765,300	1,961,400	1,961,400
Public Works Development Fee	1,079,304	1,750,286	3,187,463	5,944,360	3,802,627	3,322,600	1,878,900	<b>1,317,400</b>	2,634,700	3,952,100	4,391,200	4,391,200
Water Development Fee	2,200,805	2,092,902	5,246,978	6,940,661	5,126,431	5,218,900	1,529,600	<b>2,100,500</b>	3,906,500	7,361,600	8,179,500	8,179,500
Replenishment Development Fee	1,255,471	1,161,368	2,128,521	2,143,323	1,090,641	826,600	297,200	<b>475,300</b>	826,800	1,499,300	1,658,500	1,658,500
Sewer Development Fee	3,797,181	5,668,480	10,556,379	13,181,495	7,967,098	6,737,400	4,102,000	<b>4,852,400</b>	9,202,500	13,005,600	14,384,000	14,384,000
Roads of Reg.Significance Dev Fee	0	0	0	0	0	0	0	<b>2,698,714</b>	4,687,750	10,499,895	11,666,550	11,666,550
Transportation Improvement	0	0	0	0	2,681,844	12,200,000	8,952,700	<b>4,887,300</b>	7,412,700	11,241,800	12,627,300	12,763,600

\* Included in Police Development Fee prior to FY2005

\*\* Included in Parks & Recreation Development Fee prior to FY2005

### Local Sales Tax - General Fund - Operating/Ongoing

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Local Sales Tax Revenue - Operating</b>	25,955,800	27,602,600	1,646,800	6.3%

#### Description

This represents the operating and re-occurring sales tax revenue that are collected by the City on an annual basis through the course of doing business. The construction sales taxes are considered one-time and have been separated out and dealt with separately under One-Time Revenues.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
<b>Revenue Collected</b>	8,826,068	10,205,407	12,670,183	18,627,753	22,767,151	25,955,800

#### Indicators

Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
Tax received per capita	230	226	244	290	291	275
Three Year Per Capita Avg.				275		
Population Growth From Previous Year		6,725	6,760	12,325	14,055	16,120
Permits Completed	3,093	3,295	5,217	6,722	5,776	5,000
Population Increase per permit completed		2.04	1.30	1.83	2.43	3.22
Avg. 4Yr. Population Increase Per Permit Comp.				1.90		

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Inflation is held constant at 3% per year. Each new permit completed will equate to approximately 1.90 new population. **Major Drivers: Population Growth, Revenue Per Capita.**

#### Forecast Methodology

##### Formula:

Projected Operating/Ongoing Sales Tax Revenue = A x B

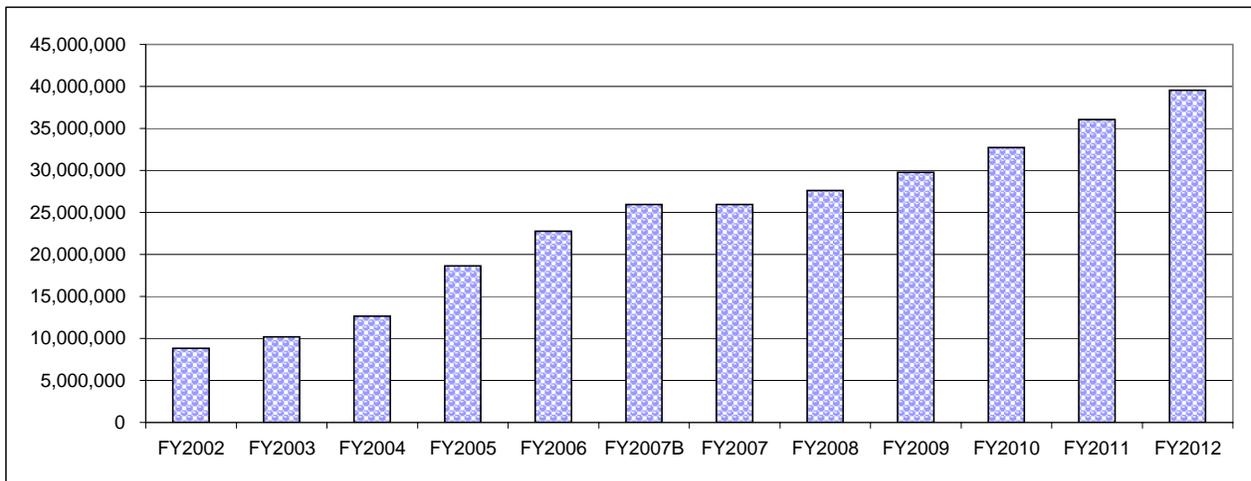
##### Where:

A = Projected Population

B = Projected Sales Tax Revenue Per Capita (Inflated 3% Per Year)

Note: Population for FY07 is the budgeted population.

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	94,385	97,426	101,988	108,832	116,435	124,039
Projected Sales Tax Revenue Per Capita (B)	275	283	292	301	310	319
<b>Projected Sales Tax Revenue</b>	<b>25,962,200</b>	<b>27,602,600</b>	<b>29,762,000</b>	<b>32,711,800</b>	<b>36,047,200</b>	<b>39,553,200</b>



State Shared Sales Tax				
	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
State Shared Sales Tax	7,602,900	8,989,100	1,386,200	18.2%

**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 are operating/ongoing revenues.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	2,382,245	2,404,711	2,580,405	2,827,385	3,265,881	7,602,900

**Indicators**

Population (From DES)	38,400	38,400	38,400	38,400	38,400	78,265
Sales Tax Revenue Per Capita	62	63	67	74	85	97

**Forecast Assumptions**

The projected population is based on a mid-decade census completed last year. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at **3%** per year.

**Forecast Methodology**

**Formula:**

Projected Operating/Ongoing State Shared Sales Tax Revenue = A x B

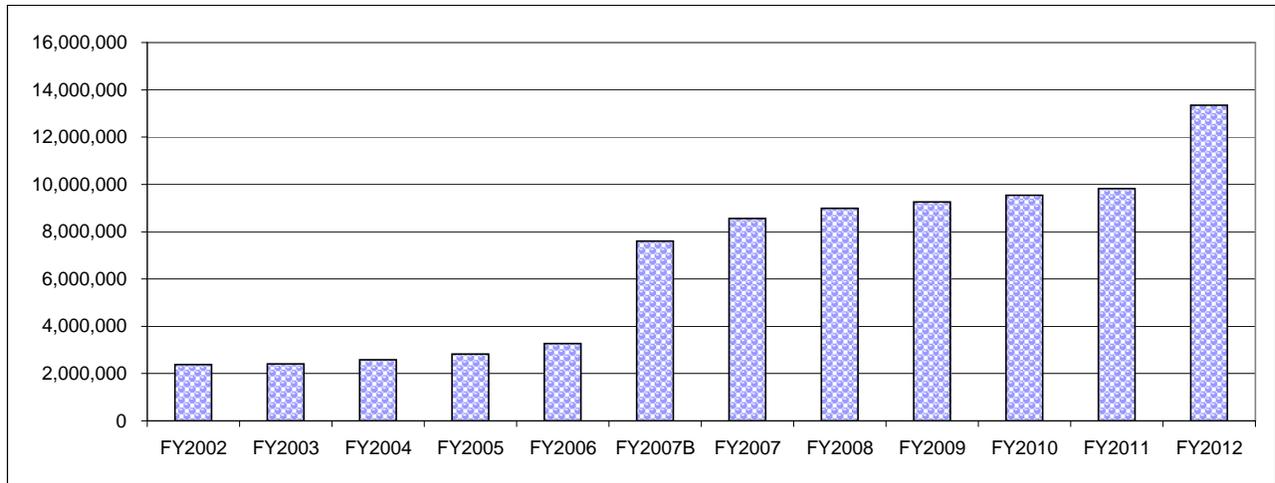
**Where:**

A = Projected population for FY07: For consistency used the projection used for the local sales tax - operating/ongoing.

B = Projected State Shared Sales Tax Revenue Per Capita (*For FY08 Used Data from Az. Dept of Revenue*)

*Note: Used FY07 budgeted revenue per capita - State Shared Revenues increased significantly due to the mid-decade census. Used mid - decade census population & budgeted sales tax revenue per capita.*

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	88,265	88,265	88,265	88,265	88,265	116,435
Projected Sales Tax Revenue Per Capita (B)	97	102	105	108	111	115
Projected Sales Tax Revenue	8,561,700	8,989,100	9,258,800	9,536,500	9,822,600	13,346,300



### State Shared Income Tax

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>State Shared Income Tax</b>	8,662,300	12,400,000	<b>3,737,700</b>	<b>43.1%</b>

#### 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 are operating/ongoing revenues.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	3,217,486	3,515,043	2,786,051	2,868,466	3,795,975	8,662,300

#### Indicators

Population (From DES)	38,400	38,400	38,400	38,400	38,400	78,265
Tax Received Per Capita	84	92	73	75	99	111

#### Forecast Assumptions

The projected population is based on a mid-decade census completed last year. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at **3%** per year.

#### Forecast Methodology

##### Formula:

Projected Operating/Ongoing State Shared Income Tax Revenue = A x B

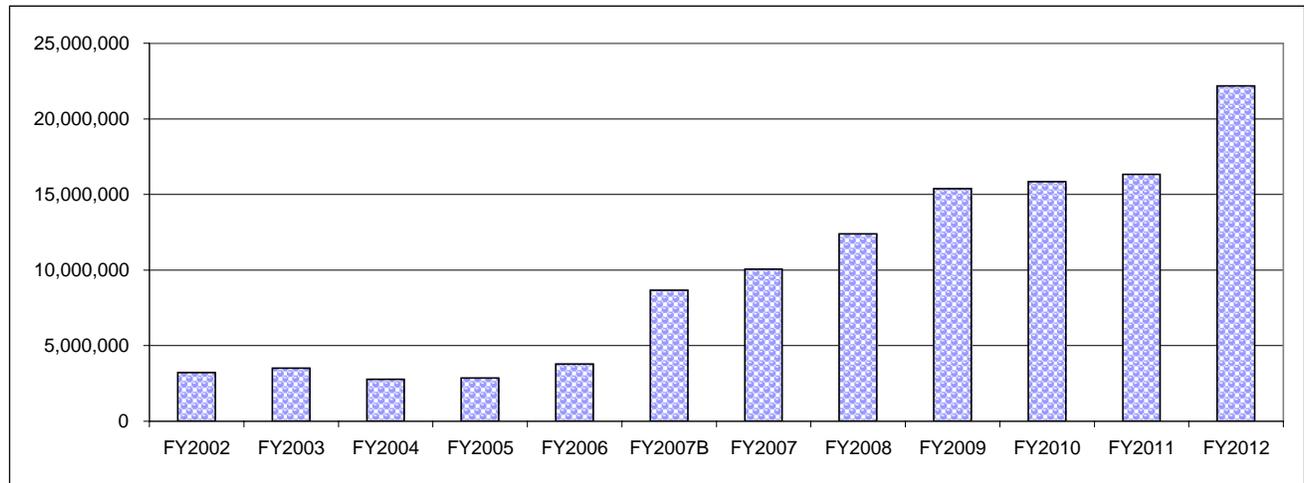
##### Where:

A = Projected population (Used mid-decade census population)

B = Projected State Shared Income Tax Revenue Per Capita (**For FY08 & FY09 Used Data from Az. Dept of Revenue**)

*Note: FY07 budgeted revenue per capita is a forced number derived from the projected state shared income tax/mid-decade census population*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	88,265	88,265	88,265	88,265	88,265	116,435
Proj.State Shared Inc.Tax Rev.Per Cap. (B)	114	140	174	180	185	191
Projected State Shared Income Tax Revenue	<b>10,062,200</b>	<b>12,400,000</b>	<b>15,392,800</b>	<b>15,854,600</b>	<b>16,330,200</b>	<b>22,188,400</b>



## Primary Property Tax

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Primary Property Tax</b>	5,030,600	5,848,300	<b>817,700</b>	<b>16.3%</b>

### Description

This is a 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.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,388,285	1,773,580	2,263,863	3,258,615	4,008,424	5,030,600

### Indicators

Single Family Residential Permits Completed	3,093	3,295	5,217	6,722	5,776
Levy Increase Per Permit Completed		102.97	99.19	156.53	131.48
Avg. Levy Increase Per Permit Completed				122.54	
Annual State Statute Increase Limitation (2%)					

### Forecast Assumptions

The Base amount is capped at a 2% increase each year per state statute. Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Inflation is held constant at 3% per year.

### Forecast Methodology

#### Formula:

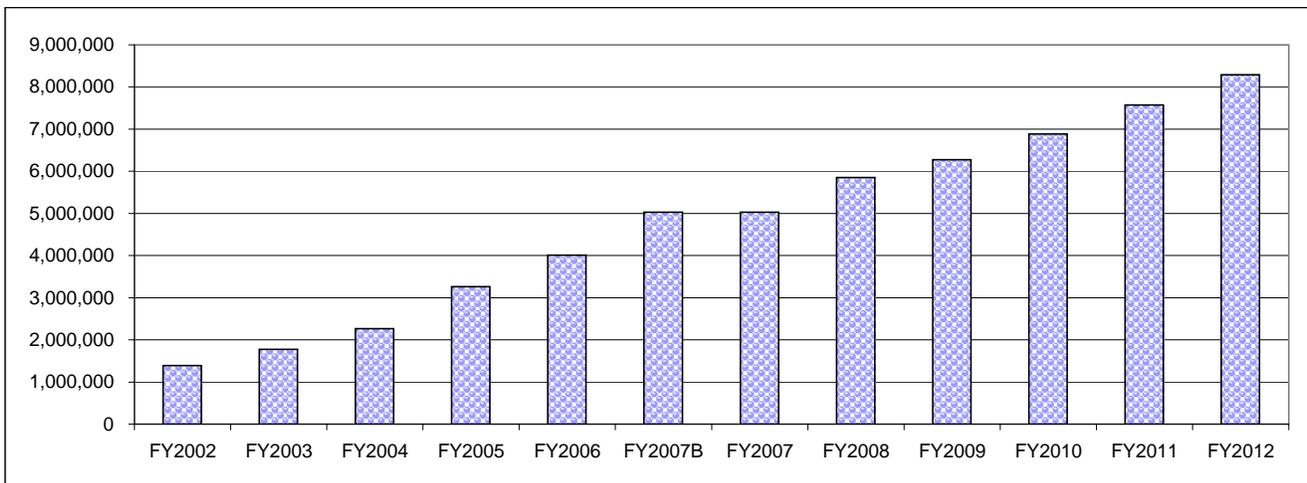
$$\text{Projected Primary Property Tax Revenue} = A + (B \times C)$$

#### Where:

- A = Base Levy Amount (Inflated 2% Per Year: State Statute Limitation)
- B = Projected Permits Completed
- C = Avg. Levy Increase Per Permit Completed (Inflated 3% Per Yr.)
- D = Projected Levy Increases

Note: FY 2007 Base amount is the amount budgeted for FY2007.

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Base (A)	5,030,600	5,131,212	5,965,266	6,402,846	7,022,598	7,725,786
New Permits Completed (B)		5,681	2,400	3,600	4,000	4,000
Levy Increase Per Permit Completed (C)		126.22	130.01	133.91	137.92	142.06
Subtotal Levy Increases (D)		717,056	312,016	482,065	551,696	568,247
Projected Primary Property Tax Revenue	5,030,600	5,848,300	6,277,300	6,884,900	7,574,300	8,294,000



## Franchise Fees

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Franchise Fees</b>	3,400,000	3,712,900	<b>312,900</b>	<b>9.2%</b>

### Description

This revenue source is related to the gross sales of franchised utility companies within the City.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,174,630	1,307,747	1,641,148	2,069,976	2,680,885	3,400,000

### Indicators

Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
Revenue per Capita	31	29	32	32	34	36

### Forecast Assumptions

Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Each new permit completed will equate to approximately **1.90** new population. The revenue per capita was increased by 3% per year.

### Forecast Methodology

#### Formula:

$$\text{Projected Franchise Fee Revenue} = A \times B$$

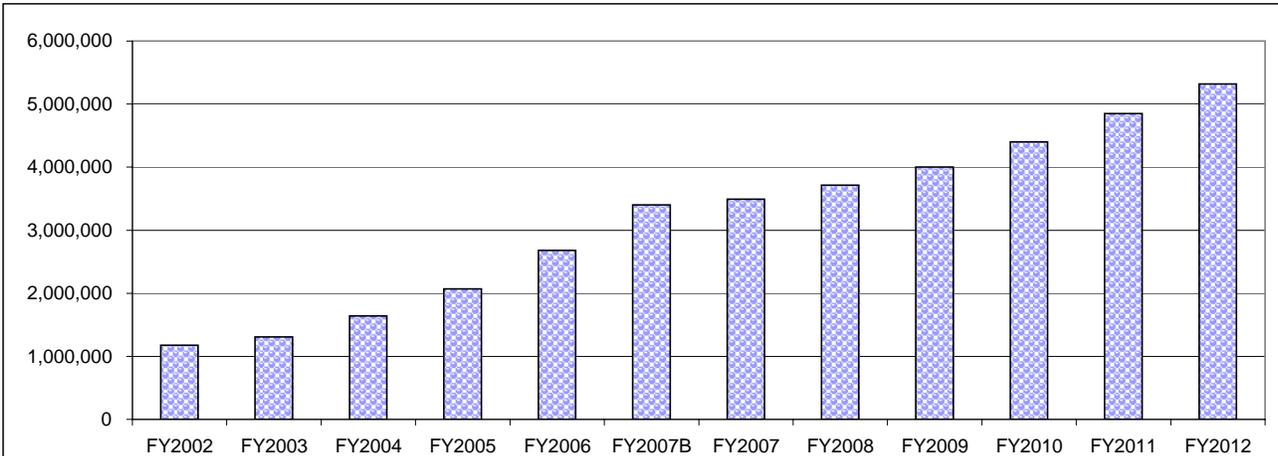
#### Where:

A = Projected Population

B = Projected Revenue Per Capita (Inflated 3% Per Year)

*Note: Used current per capita averages as reflected in current collections*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	94,385	97,426	101,988	108,832	116,435	124,039
Projected Revenue Per Capita (B)	37	38	39	40	42	43
Projected Franchise Fee Revenue	<b>3,492,200</b>	<b>3,712,900</b>	<b>4,003,400</b>	<b>4,400,200</b>	<b>4,848,800</b>	<b>5,320,400</b>



## Auto Lieu Tax

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Auto Lieu Tax</b>	2,250,000	3,818,300	<b>1,568,300</b>	<b>69.7%</b>

### 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 are operating/ongoing revenues.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,009,779	1,214,541	1,249,905	1,320,809	1,707,261	2,250,000

### Indicators

Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
-----------------------	--------	--------	--------	--------	--------	--------

### Forecast Assumptions

The projected population is based on a mid-decade census completed last year. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 3% per year.

### Forecast Methodology

#### Formula:

$$\text{Projected Auto Lieu Tax Revenue} = A \times B$$

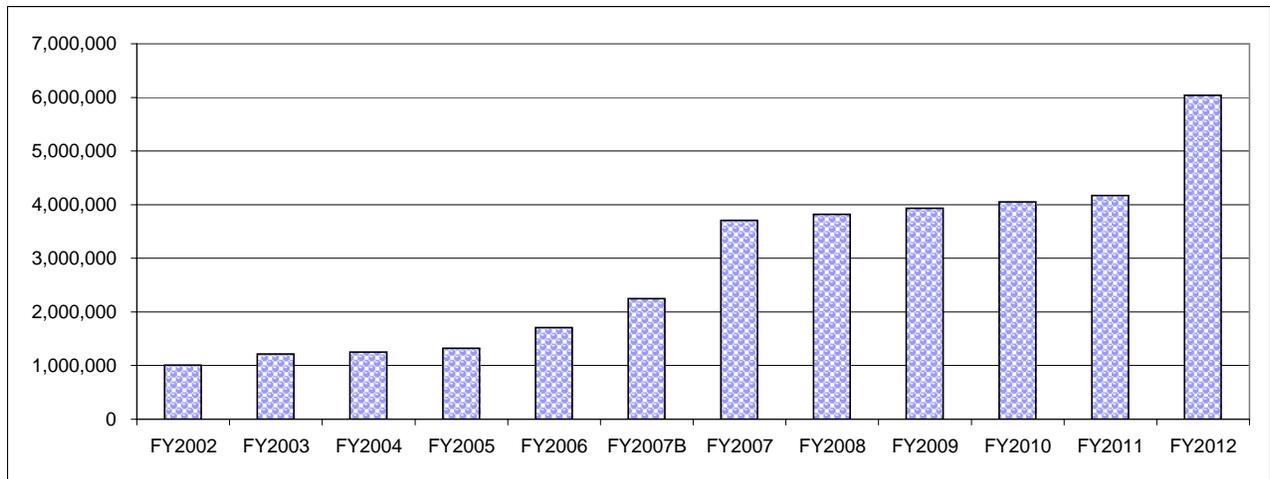
#### Where:

A = Projected Population (Used mid-decade census figures)

B = Projected Auto Lieu Tax Revenue Per Capita (Inflated 3% Per Year)

*Note: Used FY07 current revenue per capita - Auto Lieu Tax Revenues increased significantly due to the mid-decade census.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	88,265	88,265	88,265	88,265	88,265	124,039
Projected Auto Lieu Tax Revenue Per Capita (B)	42	43	45	46	47	49
Projected Auto Lieu Tax Revenue	3,707,100	3,818,300	3,932,900	4,050,900	4,172,400	6,039,400



## Parks & Recreation Program Fees

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Parks &amp; Rec. Program Fees</b>	1,239,400	1,239,300	(100)	0.0%

### Description

Revenue collected from fees charged by the Parks & Recreation Department to participate in the various recreational programs offered by the Department.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	175,842	572,666	838,629	1,072,493	964,789	1,239,400

### Indicators

Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
Fees received per capita	4.58	12.69	16.16	16.70	12.33	13.13
3 Year Per Capita Avg.				15.06		

### Forecast Assumptions

For FY 2008 the revenues are held constant. Increases in the budget revenue amounts for FY 2008 will be included with supplemental requests. For FY 2009 and beyond, Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Revenue per capita will remain flat at the FY08 levels. Each new permit completed will equate to approximately **1.90** new population.

### Forecast Methodology

#### Formula:

Projected Parks & Recreation Program Fee Revenue = A x B

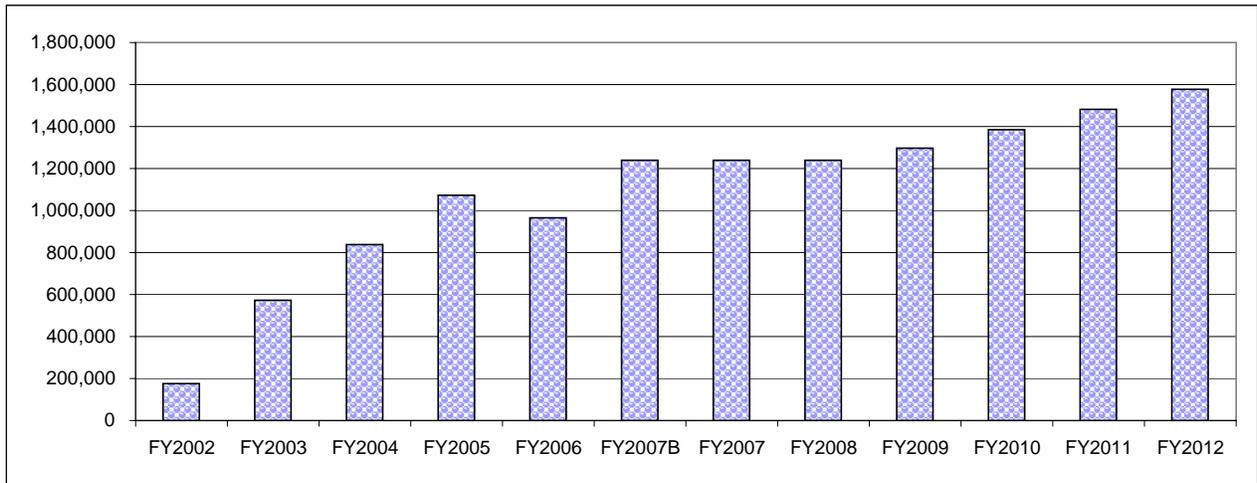
#### Where:

A = Projected Population

B = Projected Revenue Per Capita

*Note: FY07 budgeted rate for revenue per capita used for projection.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	94,385	97,426	101,988	108,832	116,435	124,039
Projected Revenue Per Capita (B)	13.13	12.72	12.72	12.72	12.72	12.72
Projected Parks & Recreation Program Fee Revenue	1,239,300	1,239,300	1,297,300	1,384,400	1,481,100	1,577,800



Court Revenue				
	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Court Revenue</b>	1,515,000	1,563,700	48,700	3.2%

**Description**  
Revenue generated by all court imposed fines issued by the City Court.

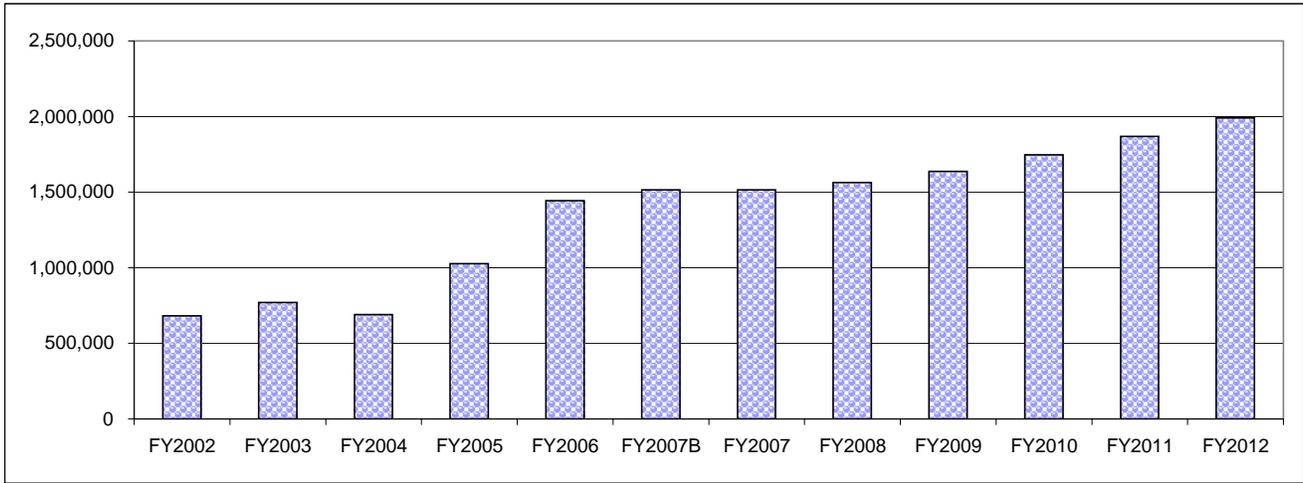
Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	681,061	770,530	689,721	1,027,952	1,444,508	1,515,000

Indicators						
Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
Revenue Received Per Capita	17.74	17.08	13.29	16.01	18.46	16.05
TwoYear Per Capita Avg.				17.23		

**Forecast Assumptions**  
Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Revenue per capita will remain flat at the FY07 levels. Each new permit completed will equate to approximately 1.90 new population.

**Forecast Methodology**  
**Formula:**  
Projected Court Revenue = A x B  
**Where:**  
A = Projected Population  
B = Projected Court Revenue Per Capita  
*Note: FY07 budgeted rate for revenue per capita used for projection.*

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	94,385	97,426	101,988	108,832	116,435	124,039
Projected Court Revenue Per Capita (B)	16.05	16.05	16.05	16.05	16.05	16.05
Projected Court Revenue	1,514,900	1,563,700	1,636,900	1,746,700	1,868,800	1,990,800



### All Other General Fund Revenue

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>All Other General Fund Revenue</b>	4,354,100	4,616,100	<b>262,000</b>	<b>6.0%</b>

#### Description

All other general fund revenue collected by the City for various programs and services provided on a day to day basis. This also includes interest gained on ongoing cash balance in the bank.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	2,634,456	83,254	1,631,857	2,111,411	4,101,462	4,354,100

#### Indicators

Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
Tax Received Per Capita	69	2	31	33	52	46

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Inflation is held constant at 3% per year. Each new permit completed will equate to approximately 1.90 new population.

#### Forecast Methodology

##### Formula:

Projected All Other General Fund Revenue = A x B

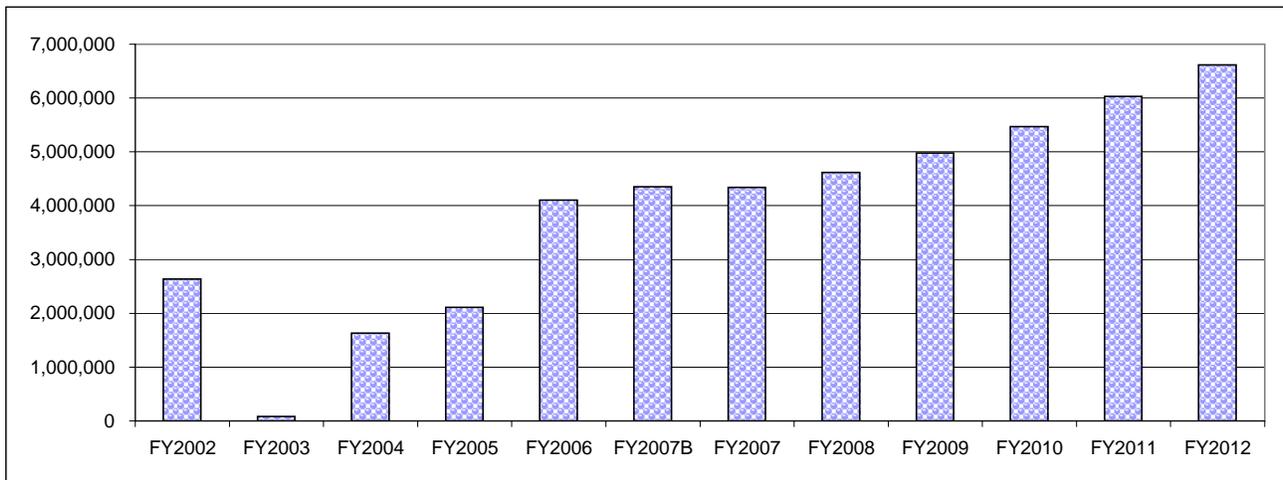
##### Where:

A = Projected Population

B = Projected All Other General Fund Revenue Per Capita (Inflated 3% Per Year)

*Note: Used FY2007 Budgeted tax received per capita for forecasting*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	94,385	97,426	101,988	108,832	116,435	124,039
Proj.All Other General Fund Rev.Per Capita (B)	46	47	49	50	52	53
Projected All Other General Fund Revenue	4,341,700	4,616,100	4,977,200	5,470,500	6,028,200	6,614,600



### Local Sales Tax - General Fund - One-Time

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Local Sales Tax - One-Time</b>	20,000,000	8,000,000	(12,000,000)	-60.0%

#### Description

This represents the **one-time** construction sales tax revenue that are collected by the City on an annual basis through the course of doing business. The operating/ongoing sales taxes have been separated out and dealt with separately under Local Sales Tax - Operating/Ongoing.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	7,228,648	8,377,617	11,417,371	18,805,921	23,168,443	20,000,000

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000).**

#### Forecast Methodology

##### Formula:

Projected Sales Tax Revenue - One Time = A x B

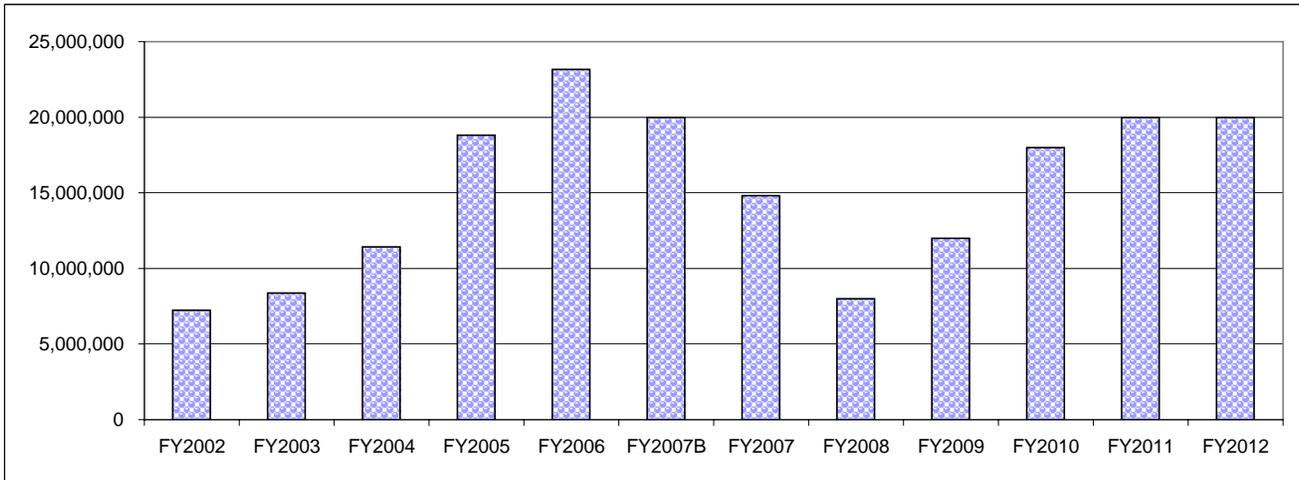
##### Where:

A = Projected Permits Completed

B = Adjusted for FY2007 to reflect the most current year to date revenue per projected permits completed.

For projection purposes a flat rate of \$5,000 of revenue per permit completed was used.

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Permits Completed (A)	2,600	1,600	2,400	3,600	4,000	4,000
Proj. Sales Tax Revenue per Permit Comp. (B)	5,700	5,000	5,000	5,000	5,000	5,000
Projected Sales Tax Revenue - One Time	14,820,200	8,000,000	12,000,000	18,000,000	20,000,000	20,000,000



### Building Inspection & Permit Fees

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Building &amp; Inspection Permit Fees</b>	4,981,500	1,935,500	(3,046,000)	-61.1%

#### Description

Fees collected by the City for all building inspection and permit fees related to new construction activities. These are primarily one-time revenues.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	3,459,350	5,124,594	8,842,182	11,401,188	6,524,259	4,981,500

#### Indicators

Permits Issued	2,920	3,942	6,488	7,711	3,794	3,600
Revenue Per Permit Issued	1,184.71	1,300.00	1,362.85	1,478.56	1,719.63	1,383.75
3 Year Avg. Revenue Per Permit Completed				1,520.35		

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY012 (4,000)**. Inflation is held constant at 3% per year.

#### Forecast Methodology

##### Formula:

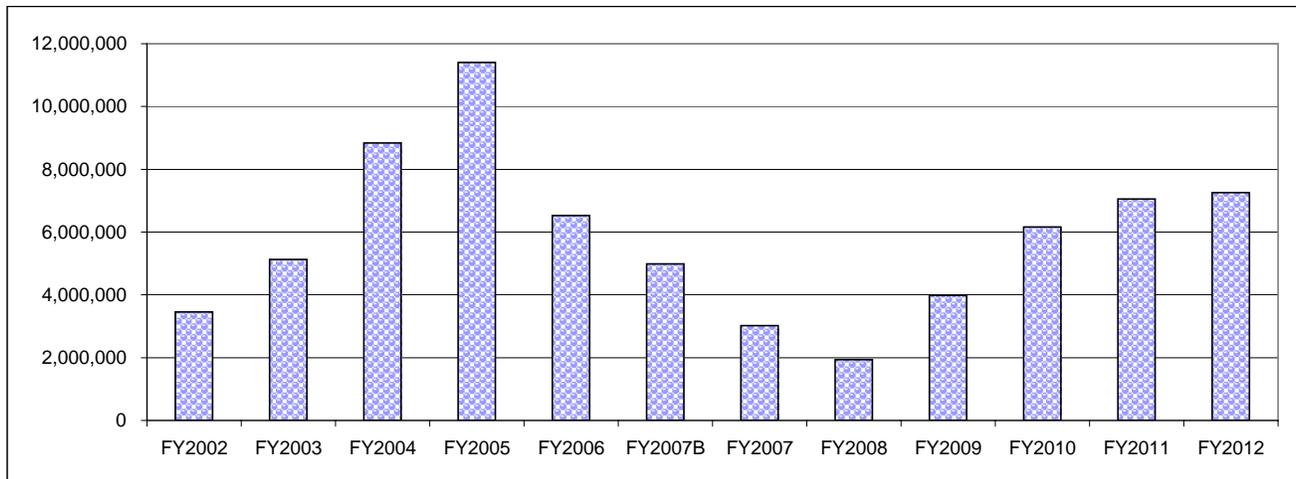
Projected Building Inspection & Permit Fees Revenue = A x B

##### Where:

A = Projected Permits Issued

B = Projected Revenue Per Permit Issued (Inflated 3% Per Year)

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Revenue Per Permit Issued (B)	1,566	1,613	1,661	1,711	1,762	1,815
Projected Building & Inspection Fees Revenue	3,022,300	1,935,500	3,987,200	6,160,200	7,050,000	7,261,500



### Other Building & Zoning Fees

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Other Building &amp; Zoning Fees</b>	1,591,000	1,591,000	0	0.0%

#### Description

Revenues collected for all other building and zoning fees related to new construction. These include such items as zoning fees, map publications, landscaping permits, landscaping plans, etc. These are primarily one-time revenues.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	619,349	1,376,495	1,856,035	2,211,889	2,191,724	1,591,000

#### Indicators

Permits Issued	2,920	3,942	6,488	7,711	3,794	3,600
Revenue Per Permit Issued	212.11	349.19	286.07	286.85	577.68	441.94

#### Forecast Assumptions

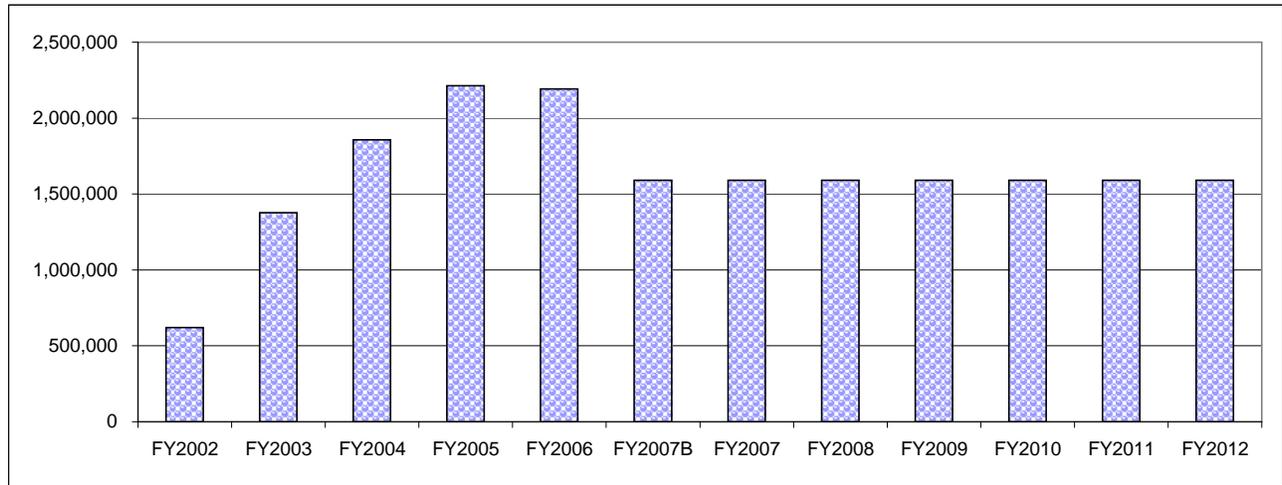
Future collections will remain at current projected levels.

#### Forecast Methodology

##### Formula:

Current projected collections used.

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Other Building & Zoning Fees Rev.	1,591,000	1,591,000	1,591,000	1,591,000	1,591,000	1,591,000



## Engineering Fees

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Engineering Fees</b>	2,500,000	2,345,400	(154,600)	-6.2%

### Description

Revenue collected for engineering and permit fees for residential and commercial construction activities. These are generally considered one-time revenues.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,627,168	2,445,654	2,383,485	2,019,673	2,471,370	2,500,000

### Indicators

Single Family Residential Permits (SFR) Issued	2,920	3,942	6,488	7,711	3,794	3,600
Revenue Per Permit Issued	557.25	620.41	367.37	261.92	651.39	694.44

### Forecast Assumptions

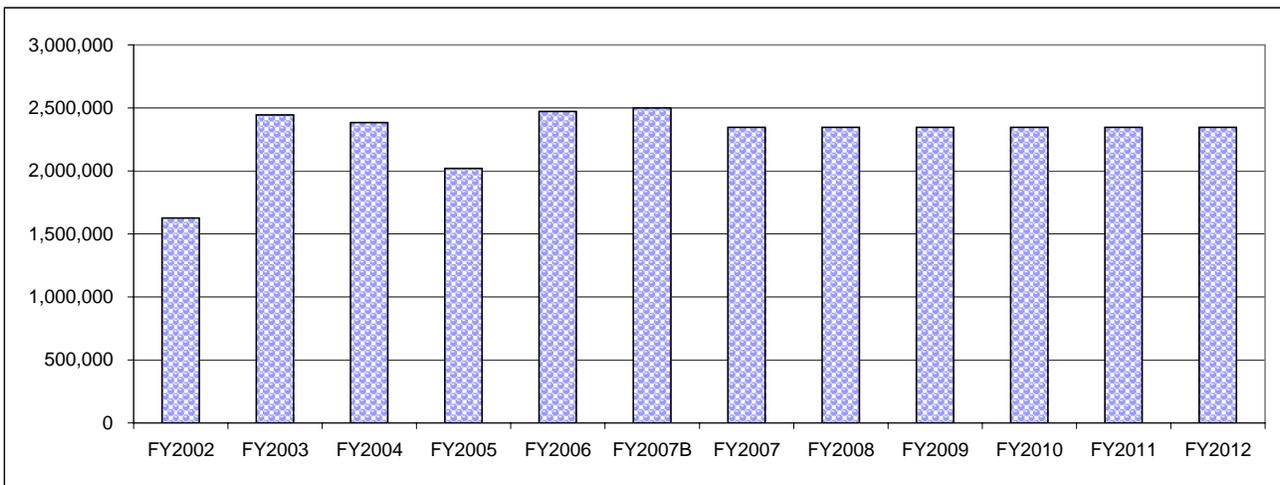
Future collections will remain at current projected levels.

### Forecast Methodology

#### Formula:

Current projected collections used

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Engineering Fees Revenue	2,345,400	2,345,400	2,345,400	2,345,400	2,345,400	2,345,400



HURF Fund				
	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
HURF - Highway User Fund	5,470,200	6,259,500	789,300	14.4%

**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 **HURF Fund (Highway User Revenue Fund)**. These are operating/ongoing revenues.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,916,742	1,996,908	2,135,343	2,242,575	2,713,655	5,470,200

**Indicators**

Population (From DES)	38,400	38,400	38,400	38,400	38,400	78,265
HURF Revenue Per Capita	50	52	56	58	71	70
3 Yr. Average HURF Revenue Per Capita				62		

**Forecast Assumptions**

The projected population is based on a mid-decade census completed last year. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 3% per year.

**Forecast Methodology**

**Formula:**

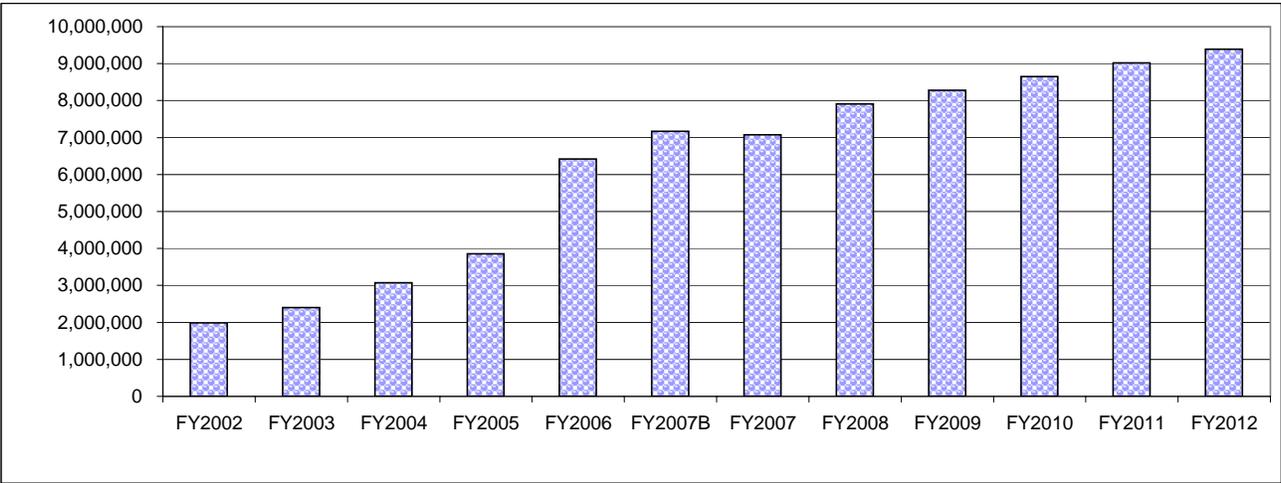
Projected Operating/Ongoing HURF Tax Revenue = A x B

**Where:**

- A = Projected population for FY07: Used population from mid-decade census FY07 - FY011.
- B = Projected HURF Revenue Per Capita (*For FY08 Used Data from Az. Dept of Revenue*)

*Note: Used mid-decade census population*

Forecast	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Projected Population (A)	88,265	88,265	88,265	88,265	88,265	124,039
Projected HURF Revenue Per Capita (B)	63	71	73	75	77	80
Projected HURF Revenue	5,596,500	6,259,500	6,447,300	6,640,700	6,839,900	9,900,500



### Water Service Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Water Service Fee</b>	7,169,000	7,906,300	<b>737,300</b>	<b>10.3%</b>

#### Description

Revenue of the Water Services Enterprise Fund established to cover all costs associated with providing water service.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,989,446	2,398,095	3,070,598	3,857,438	6,416,610	7,169,000

#### Indicators

Permits Completed	3,093	3,295	5,217	6,722	5,776	5,000
Customers		5,734	7,948	11,047	13,133	15,211
New Customers			2,214	3,099	2,086	2,078
New Customers per Permits Completed			0.42	0.46	0.36	
3 Yr Avg of New Customers per Permit Completed				0.42		
Average Revenue per Customer		418	386	349	489	471

#### Forecast Assumptions

A revised tiered rate structure was incorporated during FY 2007. No further rate changes are contemplated in these assumptions. Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Each new permit completed will equate to approximately **0.42** new customers.

#### Forecast Methodology

##### Formula:

$$\text{Projected Water Services Revenue} = A \times B$$

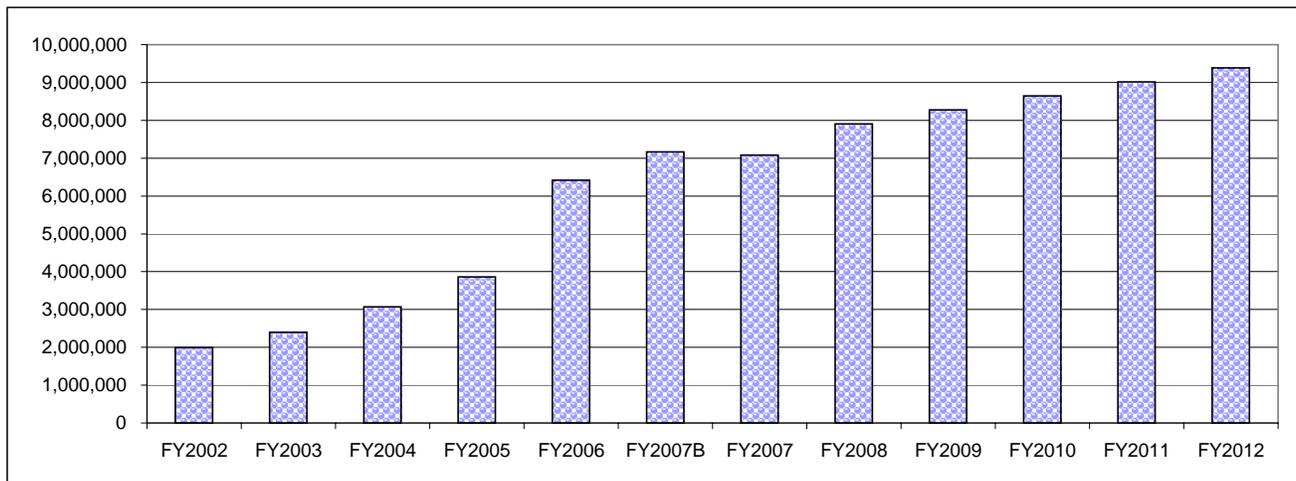
##### Where:

A = Projected Customers

B = Average Revenue per Customer based on current projections for FY2007 +6% for new tiered rate structure

*Note: The average revenue per customer for FY2006 was used for forecast.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Customers (A)	13,703	14,375	15,047	15,719	16,391	17,063
Average Revenue per Customer (B)	516.49	550.00	550.00	550.00	550.00	550.00
Projected Water Services Revenue	7,077,400	7,906,300	8,275,900	8,645,500	9,015,100	9,384,700



Water Replenishment Service Fee				
	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Water Replenishment Service Fee</b>	1,092,400	1,308,900	216,500	19.8%

**Description**

Revenue of the Water Services Replenishment Enterprise Fund established to cover all costs associated with covering the costs of required replenishment operations.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	331,250	303,474	535,862	650,604	930,460	1,092,400
<b>Indicators</b>						
Single Family Res. (SFR) Permits Completed	3,093	3,295	5,217	6,722	5,776	5,000
Customers		5,734	7,948	11,047	13,133	15,211
New Customers			2,214	3,099	2,086	2,078
New Customers per Permits Completed			0.42	0.46	0.36	
3 Yr Avg of New Customers per Permit Completed				0.42		
Average Revenue per Customer		53	67	59	71	72

**Forecast Assumptions**

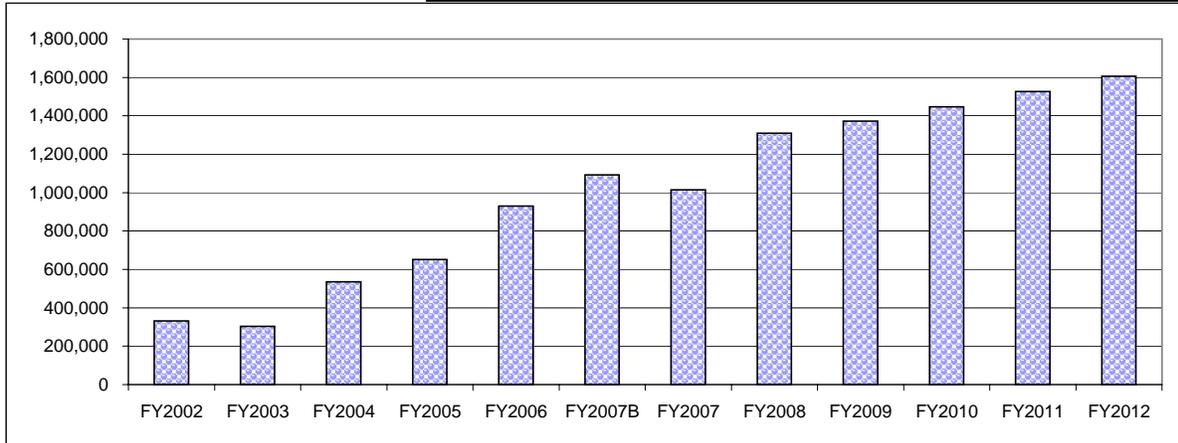
A revised rate structure was incorporated during FY 2007. No further rate changes are contemplated in these assumptions. Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Each new permit completed will equate to approximately **0.42** new customers.

**Forecast Methodology**

**Formula:**  
 Subtotal Sewer & Water Customer Revenue = A x B + C x D

**Where:**  
 A = Projected Sewer Customers  
 B = Average Revenue per Customer based on current projections for FY2007 + rate revision  
 C = Projected Water Customers  
 D = Average Revenue per Customer based on current projections for FY2007

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
<b>Sewer Customers</b>						
Projected Customers (A)	41,110	42,598	44,830	48,178	51,898	55,618
Average Revenue per Customer (B)	4.48	10.26	10.26	10.26	10.26	10.26
Subtotal Sewer Customer Revenue	<b>184,103</b>	<b>437,055</b>	<b>459,956</b>	<b>494,306</b>	<b>532,473</b>	<b>570,641</b>
<b>Water Customers</b>						
Projected Customers (A)	13,703	14,375	15,047	15,719	16,391	17,063
Average Revenue per Customer (B)	60.65	60.65	60.65	60.65	60.65	60.65
Subtotal Water Customer Revenue	<b>831,000</b>	<b>871,800</b>	<b>912,600</b>	<b>953,300</b>	<b>994,100</b>	<b>1,034,800</b>
Total Water Replenishment Revenue	<b>1,015,100</b>	<b>1,308,900</b>	<b>1,372,600</b>	<b>1,447,600</b>	<b>1,526,600</b>	<b>1,605,400</b>



### Sewer Service Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Sewer Service Fee</b>	11,576,000	11,979,500	403,500	3.5%

#### Description

Revenue of the Sewer Service Enterprise Fund established to cover all costs associated with providing sewer service.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	3,484,284	5,416,830	6,843,052	8,163,690	10,187,758	11,576,000

#### Indicators

Single Family Res. (SFR) Permits Completed	3,093	3,295	5,217	6,722	5,776	5,000
Customers		18,621	27,871	35,001	39,640	44,300
New Customers			9,250	7,130	4,639	4,660
New Customers per Permits Completed			1.77	1.06	0.80	
2 Yr Avg of New Customers per Permit Completed				0.93		
Average Revenue per Customer		291	246	233	257	261

#### Forecast Assumptions

No rate changes are contemplated in these assumptions. Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Each new permit completed will equate to approximately **0.93** new customers.

#### Forecast Methodology

##### Formula:

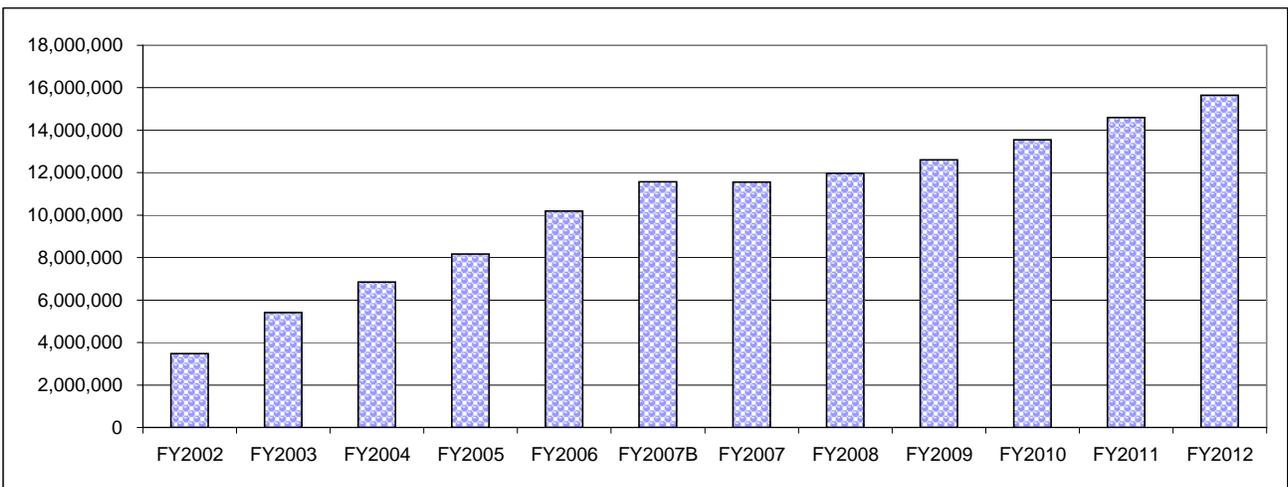
Projected Water Services Revenue = A x B

##### Where:

A = Projected Customers (Prior Year Customers + Completed Permits x 0.93)

B = Average Revenue per Customer based on current projections for FY2007

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Customers (A)	41,110	42,598	44,830	48,178	51,898	55,618
Average Revenue per Customer (B)	281.22	281.22	281.22	281.22	281.22	281.22
Projected Water Services Revenue	11,561,000	11,979,500	12,607,100	13,548,700	14,594,800	15,641,000



Sanitation Service Fee				
	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Sanitation Service Fee</b>	4,985,200	5,504,800	<b>519,600</b>	<b>10.4%</b>

**Description**  
Revenue of the Sanitation Service Enterprise Fund established to cover all costs associated with providing sanitation service.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,161,714	1,771,860	2,030,214	2,535,747	3,451,396	4,985,200

**Indicators**

Single Family Res. (SFR) Permits Completed	3,093	3,295	5,217	6,722	5,776	5,000
Customers		11,993	19,286	25,172	29,567	34,624
New Customers			7,293	5,886	4,395	5,057
New Customers per Permits Completed			1.40	0.88	0.76	
3 Yr Avg of New Customers per Permit Completed				1.01		
Average Revenue per Customer		148	105	101	117	144

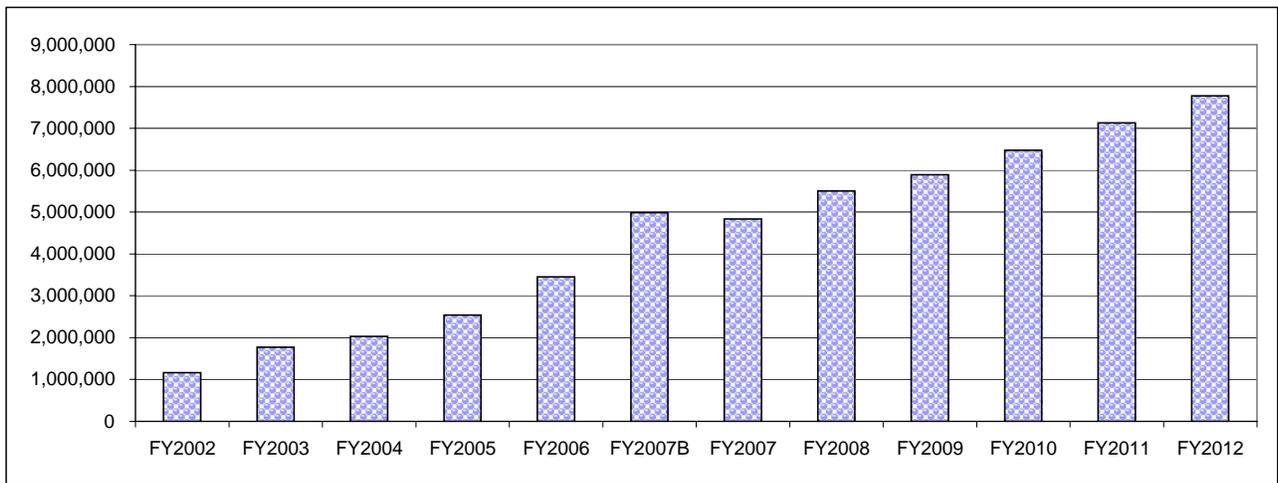
**Forecast Assumptions**  
A rate increase to \$15 per customer per month was enacted during FY 2007. No further rate changes are contemplated in these assumptions. Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Each new permit completed will equate to approximately **1.01** new customers.

**Forecast Methodology**

**Formula:**  
Projected Water Services Revenue = A x B

**Where:**  
A = Projected Customers (Prior year customers + Completed Permits x 0.95)  
B = Average Revenue per Customer (\$15 per month x 12 months x 95% collection rate)

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Customers (A)	30,672	32,192	34,472	37,892	41,692	45,492
Average Revenue per Customer (B)	157.65	171.00	171.00	171.00	171.00	171.00
Projected Water Services Revenue	4,835,600	5,504,800	5,894,700	6,479,500	7,129,300	7,779,100



## Campus Operations

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Campus Operations - Fee</b>	1,608,000	1,705,900	97,900	6.1%

### Description

The Campus Operations Fund was established to account for the operational activities associated with spring training and the sports campus located at Surprise Center. Included in the revenue is the City's share of the ticket and concession revenue distributed from the Sundancer organization.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	0	1,343,904	1,440,590	1,562,642	1,450,581	1,608,000

### Indicators

Population (From DES)	38,400	45,125	51,885	64,210	78,265	94,385
Tax Received Per Capita	0	30	28	24	19	17
3 Year Per Capita Avg.				24		

### Forecast Assumptions

Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Inflation is held constant at 3% per year.

### Forecast Methodology

#### Formula:

Projected Operating/Ongoing Sales Tax Revenue = A x B

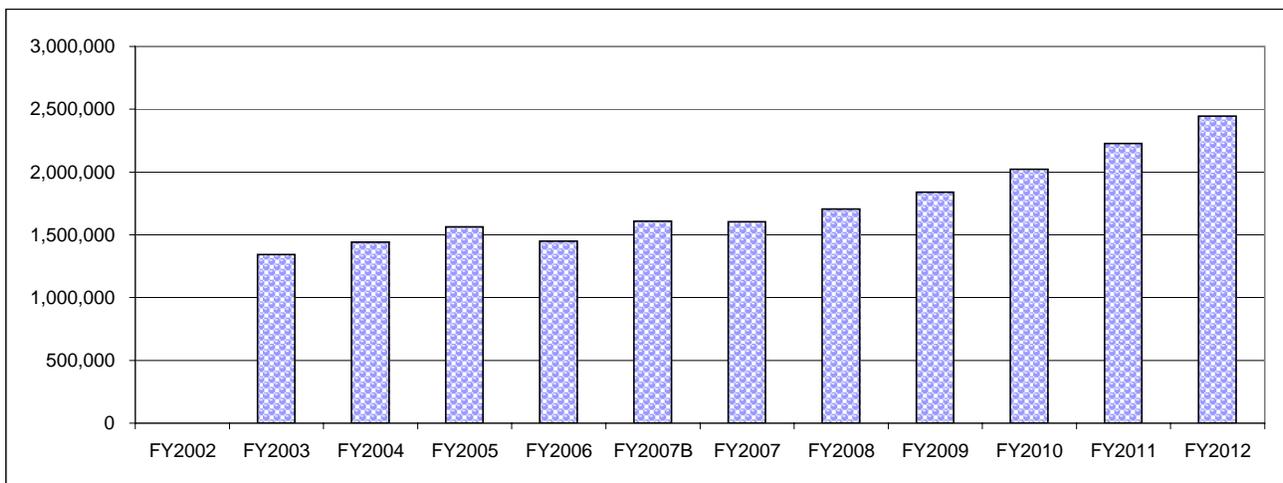
#### Where:

A = Projected Population

B = Projected Revenue Per Capita (Inflated 3% Per Year)

Note: FY 2007 Projected Population is forced so that sales tax revenue will match the FY07 budgeted revenue.

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected Population (A)	94,385	97,426	101,988	108,832	116,435	124,039
Projected Revenue Per Capita (B)	17	18	18	19	19	20
Projected Sales Tax Revenue	1,604,500	1,705,900	1,839,400	2,021,700	2,227,800	2,444,500



## General Government Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>General Government Development Fee</b>	1,196,400	872,500	(323,900)	-27.1%

### Description

Portion of one-time impact fees charged to developers to recover costs associated with general government activities. This revenue is funded specifically for growth related activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-24.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	750,212	1,108,251	2,097,228	2,494,928	1,476,440	1,196,400

### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Based on a review of historical data - the commercial & multi-family portion of the total revenue will remain at 10% per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

### Forecast Methodology

#### Formula:

$$\text{Projected Development Fee Revenue} = A \times B \times C$$

#### Where:

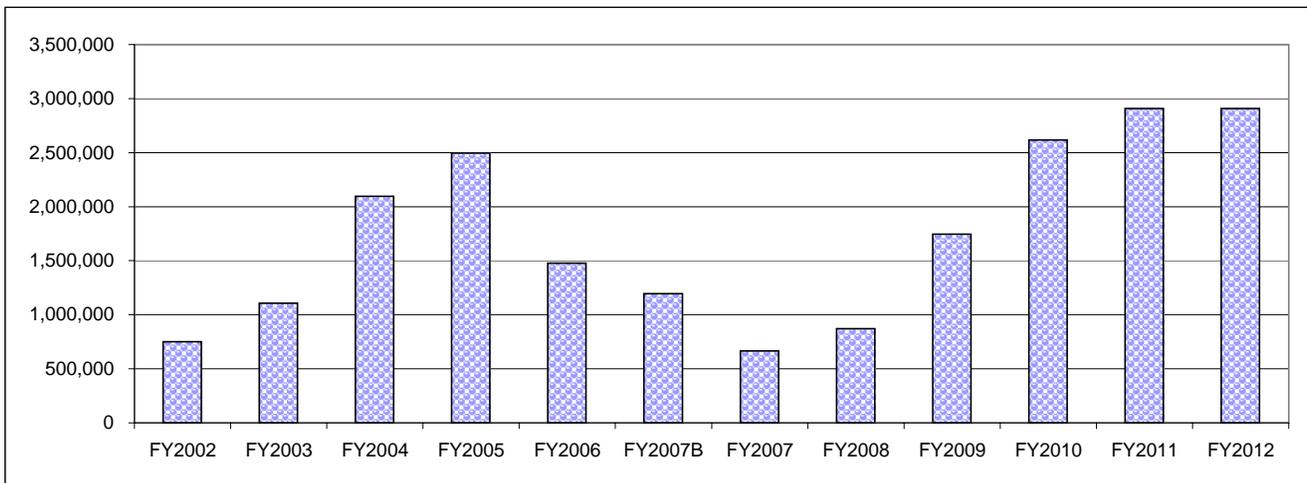
A = Projected Single Family Residential (SFR) Permits Issued

B = Projected Fee Rate

C = Estimated Percentage Commercial Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Fee Rate (B)	314	661	661	661	661	661
Estimated Commercial & Multi-family Rev. (C)	10%	10%	10%	10%	10%	10%
Projected Development Fee Revenue	666,600	872,500	1,745,000	2,617,600	2,908,400	2,908,400



### Police Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Police Development Fee</b>	1,939,400	683,400	(1,256,000)	-64.8%

#### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing police facilities and services to the community. This revenue is funded specifically for growth related activities. Prior to fiscal year 2005, Fire Development Fees were recorded in this fund as well. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-21.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,012,819	1,495,732	2,760,946	2,620,298	2,382,947	1,939,400

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. For FY07 the Commercial and Multi-Family revenues are estimated at \$568,200 based on actual year to date data, and for projection purposes this revenue will remain flat at approximately \$237,000 per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

#### Forecast Methodology

##### Formula:

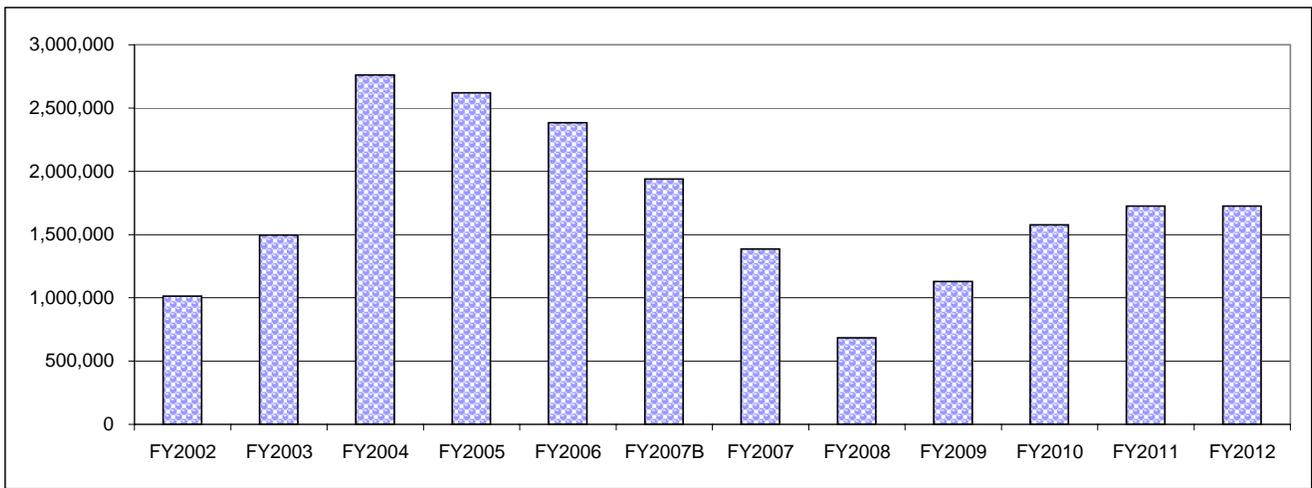
$$\text{Projected Development Fee Revenue} = A \times B + C$$

##### Where:

- A = Projected Single Family (SFR) Permits Issued
- B = Projected Fee Rate
- C = Estimated Commercial and Multi-Family Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Fee Rate (B)	424	372	372	372	372	372
Estimated Commercial & Multi-family Rev. (C)	\$568,200	\$237,000	\$237,000	\$237,000	\$237,000	\$237,000
<b>Projected Development Fee Revenue</b>	<b>1,386,500</b>	<b>683,400</b>	<b>1,129,800</b>	<b>1,576,200</b>	<b>1,725,000</b>	<b>1,725,000</b>



### Fire & EMS Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Fire &amp; EMS Development Fee</b>	1,915,400	1,297,200	(618,200)	-32.3%

#### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing fire and emergency facilities and services to the community. This revenue is funded specifically for growth related activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-22.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	0	0	0	2,732,689	2,619,240	1,915,400

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. For FY07 the Commercial and Multi-Family revenues are estimated at \$551,300 based on actual year to date data, and for projection purposes this revenue will remain flat at approximately \$450,000 per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

#### Forecast Methodology

##### Formula:

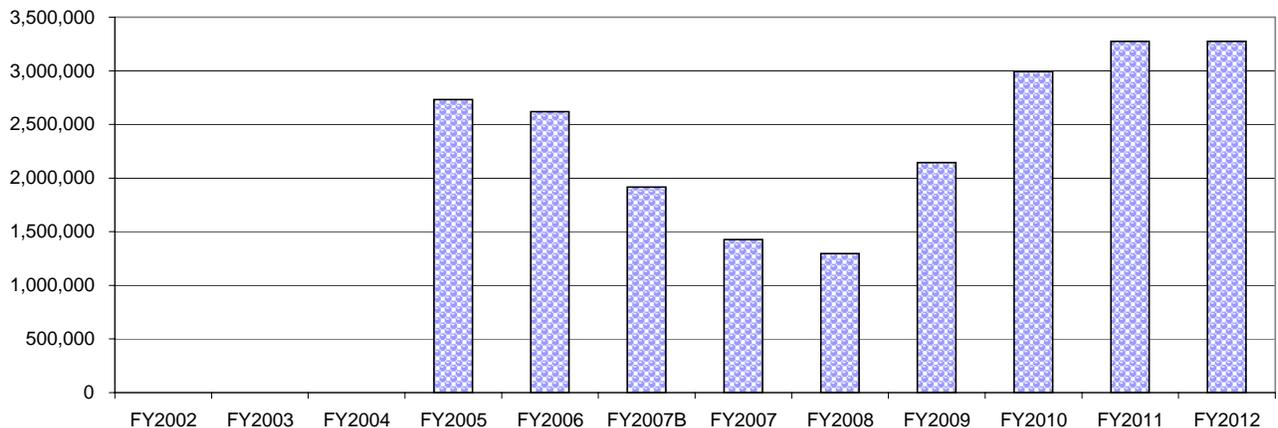
$$\text{Projected Development Fee Revenue} = A \times B + C$$

##### Where:

- A = Projected Single Family Residential (SFR) Permits Issued
- B = Projected Fee Rate
- C = Estimated Commercial and Multi-Family Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

Forecast	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Fee Rate (B)	454	706	706	706	706	706
Estimated Commercial & Multi-family Rev. (C)	\$551,300	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
<b>Projected Development Fee Revenue</b>	<b>1,427,500</b>	<b>1,297,200</b>	<b>2,144,400</b>	<b>2,991,600</b>	<b>3,274,000</b>	<b>3,274,000</b>



## Parks & Recreation Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Parks &amp; Recreation Development Fee</b>	4,057,200	2,663,600	(1,393,600)	-34.3%

### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing Parks and Recreation facilities and services to the community. This revenue is funded specifically for growth related projects and activities. Prior to fiscal year 2005, library development fees were included in this fund as well. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-20.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	2,721,501	4,015,539	7,376,309	5,751,868	4,631,352	4,057,200

### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Based on a review of historical data - the multi-family portion of the total revenue will remain at 5% per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

### Forecast Methodology

#### Formula:

$$\text{Projected Development Fee Revenue} = A \times B \times C$$

#### Where:

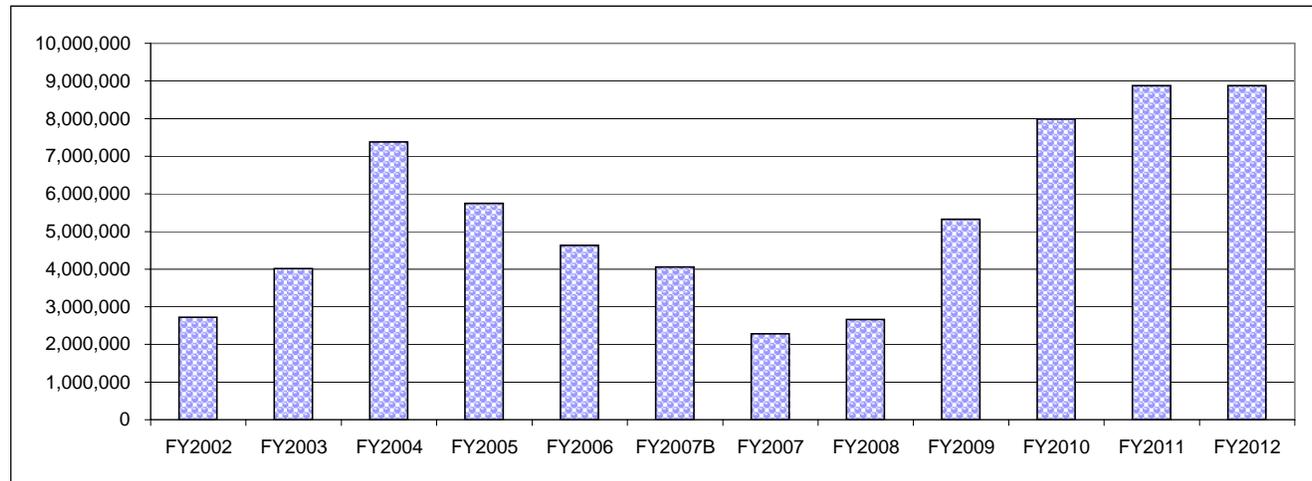
A = Projected Single Family Residential (SFR) Permits Issued

B = Projected Fee Rate

C = Estimated Percentage Multi-family Revenue

Note: For forecast purposes actual current fee rates are used.

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Fee Rate (B)	1,127	2,114	2,114	2,114	2,114	2,114
Estimated Multi-family Rev. (C)	5%	5%	5%	5%	5%	5%
Projected Development Fee Revenue	2,283,900	2,663,600	5,327,300	7,990,900	8,878,800	8,878,800



### Library Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Library Development Fee</b>	957,600	588,400	(369,200)	-38.6%

#### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing Library facilities and services to the community. This revenue is funded specifically for growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-19.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	0	0	0	1,381,304	1,060,067	957,600

#### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Based on a review of historical data - the multi-family portion of the total revenue will remain at 5% per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

#### Forecast Methodology

##### Formula:

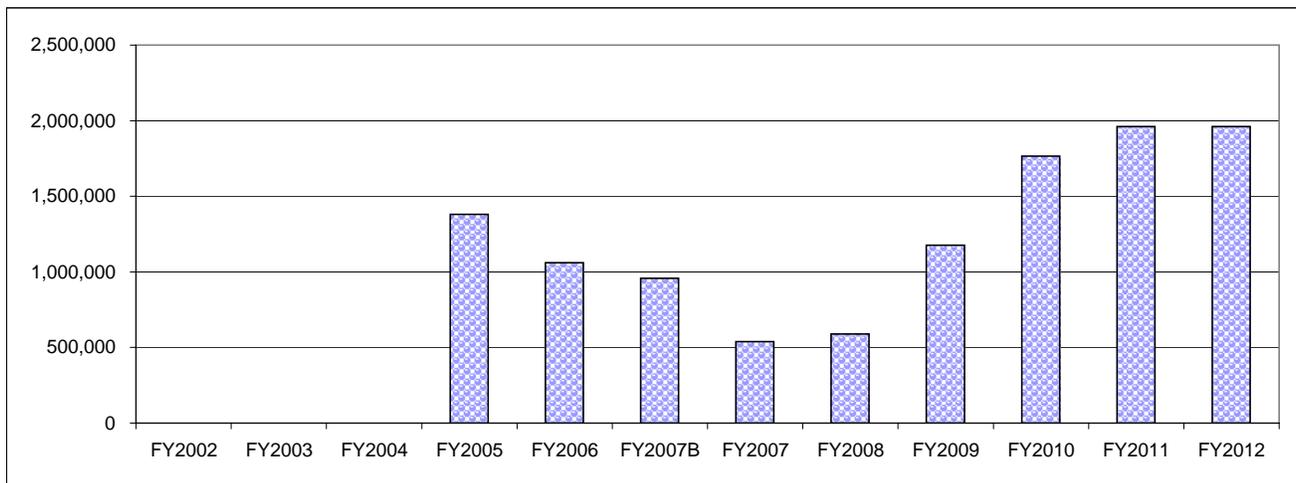
$$\text{Projected Development Fee Revenue} = A \times B \times C$$

##### Where:

- A = Projected Single Family Residential (SFR) Permits Issued
- B = Projected Fee Rate
- C = Estimated Percentage Multi-family Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Fee Rate (B)	266	467	467	467	467	467
Estimated Multi-family Rev. (C)	5%	5%	5%	5%	5%	5%
Projected Development Fee Revenue	539,000	588,400	1,176,800	1,765,300	1,961,400	1,961,400



## Public Works Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Public Works Development Fee</b>	3,322,600	1,317,400	(2,005,200)	-60.4%

### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing Public Works facilities and services to the community. This revenue is funded specifically for growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-23.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,079,304	1,750,286	3,187,463	5,944,360	3,802,627	3,322,600

### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued will be as follows: **FY2007 (1,930), FY2008 (1,200), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000)**. Based on a review of historical data - the commercial & multi-family portion of the total revenue will remain at 10% per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

### Forecast Methodology

#### Formula:

$$\text{Projected Development Fee Revenue} = A \times B \times C$$

#### Where:

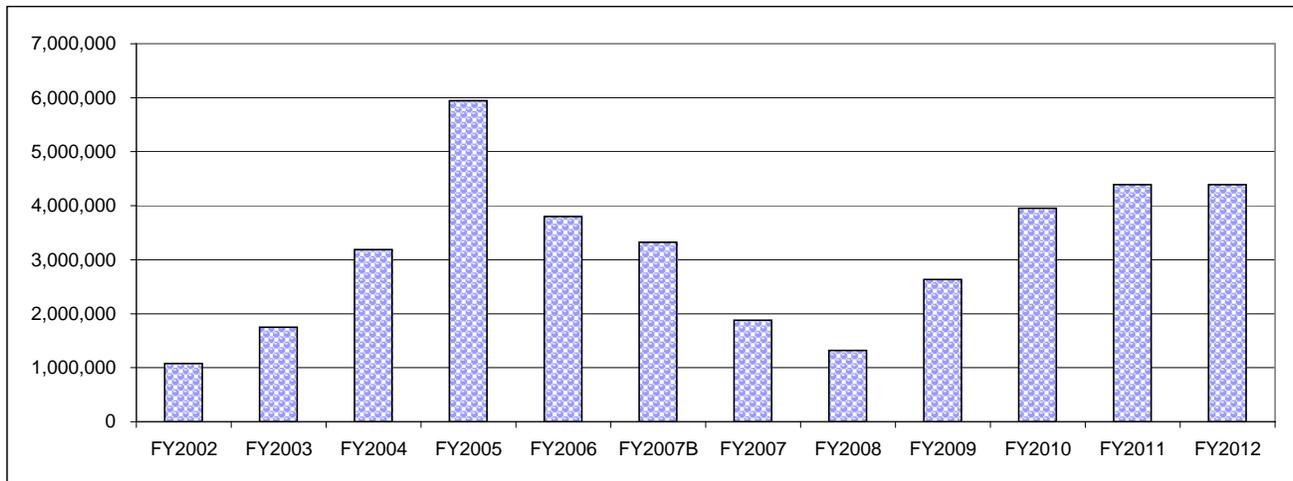
A = Projected Single Family Residential (SFR) Permits Issued

B = Projected Fee Rate

C = Estimated Percentage Commercial & Multi-family Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued (A)	1,930	1,200	2,400	3,600	4,000	4,000
Projected Fee Rate (B)	885	998	998	998	998	998
Estimated Commercial & Multi-family Rev. (C)	10%	10%	10%	10%	10%	10%
Projected Development Fee Revenue	1,878,900	1,317,400	2,634,700	3,952,100	4,391,200	4,391,200



Water Development Fee				
	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Water Development Fee</b>	5,218,900	2,100,500	(3,118,400)	-59.8%

**Description**

Portion of one-time impact fees charged to developers to recover costs associated with providing Water related facilities and services to the community. This revenue is funded specifically for growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-16.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	2,200,805	2,092,902	5,246,978	6,940,661	5,126,431	5,218,900

**Forecast Assumptions**

Annual permits issued for SPA1 will be: **FY2007 (1,730), FY2008 (744), FY2009 (1,608), FY2010 (1,800), FY2011 (2,000), FY2012 (2,000), and SPA2-6 will be: FY2007 (200), FY2008 (456), FY2009 (792), FY2010 (1,800), FY2011 (2,000), FY2012 (2,000)**. Based on a review of historical data - the commercial & multi-family portion of the total revenue will remain at 5% per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

**Forecast Methodology**

**Formula:**

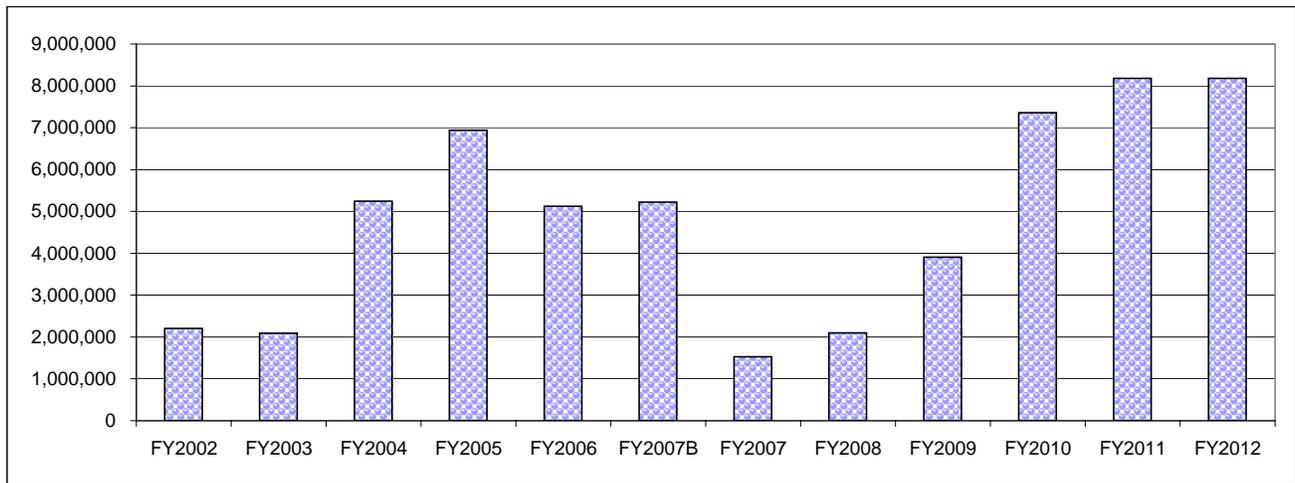
$$\text{Projected Development Fee Revenue} = (A \times 20\% + B \times 80\%) \times C + (1 + D)$$

**Where:**

- A = Projected Single Family Residential (SFR) Permits Issued Special Planning Area 1
- B = Projected Single Family Residential (SFR) Permits Issued Special Planning Areas 2-6
- C = Projected Fee Rate
- D = Estimated Percentage Commercial & Multi-family Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued SPA1 (A)	1,730	744	1,608	1,800	2,000	2,000
Projected (SFR) Permits Issued SPA 2-6 (B)	200	456	792	1,800	2,000	2,000
Projected Fee Rate (C)	2,879	3,895	3,895	3,895	3,895	3,895
Estimated Commercial & Multi-family Rev. (D)	5%	5%	5%	5%	5%	5%
<b>Projected Development Fee Revenue</b>	<b>1,529,600</b>	<b>2,100,500</b>	<b>3,906,500</b>	<b>7,361,600</b>	<b>8,179,500</b>	<b>8,179,500</b>



## Replenishment Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Replenishment Development Fee</b>	826,600	475,300	<b>(351,300)</b>	<b>-42.5%</b>

### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing Water Replenishment related facilities and services to the community. This revenue is funded specifically for growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-15.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	1,255,471	1,161,368	2,128,521	2,143,323	1,090,641	826,600

### Forecast Assumptions

Annual permits issued for SPA1 will be: **FY2007 (1,730), FY2008 (744), FY2009 (1,608), FY2010 (1,800), FY2011 (2,000), FY2012 (2,000), and SPA2-6 will be: FY2007 (200), FY2008 (456), FY2009 (792), FY2010 (1,800), FY2011 (2,000), FY2012 (2,000)**. For FY07 the Commercial and Multi-Family revenues are estimated at \$66,500 based on actual year to date data, and for projection purposes this revenue will remain flat at approximately \$66,500 per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

### Forecast Methodology

#### Formula:

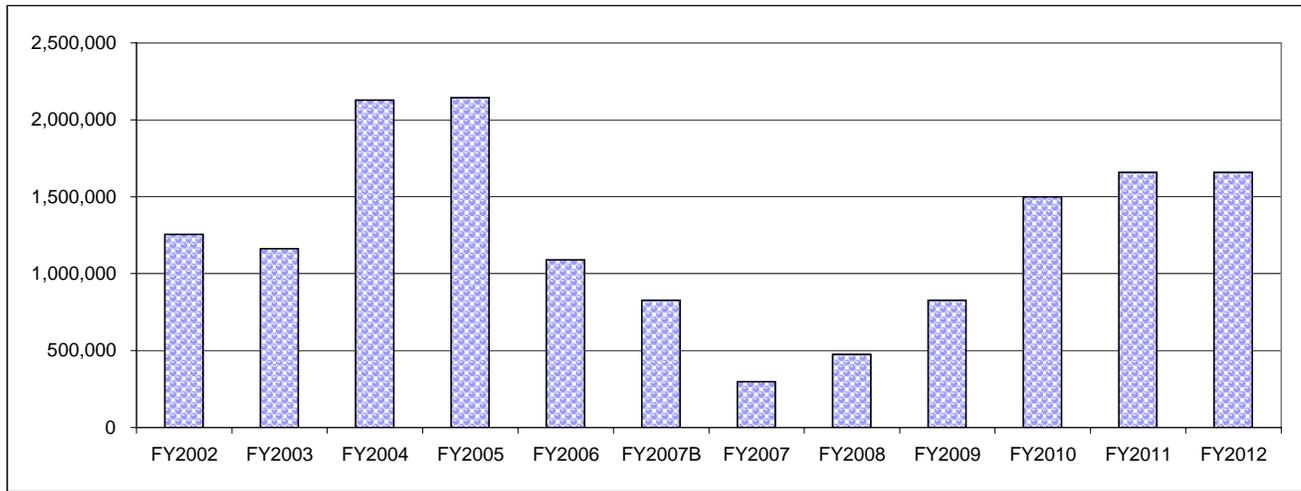
$$\text{Projected Development Fee Revenue} = (A \times 20\% + B \times 80\%) \times C + D$$

#### Where:

- A = Projected Single Family Residential (SFR) Permits Issued Special Planning Area 1
- B = Projected Single Family Residential (SFR) Permits Issued Special Planning Areas 2-6
- C = Projected Fee Rate
- D = Estimated Commercial & Multi-family Revenue

*Note: For forecast purposes actual current fee rates are used for FY07 and proposed rates for the out years.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued SPA1 (A)	1,730	744	1,608	1,800	2,000	2,000
Projected (SFR) Permits Issued SPA 2-6 (B)	200	456	792	1,800	2,000	2,000
Projected Fee Rate (C)	456	796	796	796	796	796
Estimated Commercial & Multi-family Rev. (D)	\$66,500	\$66,500	\$66,500	\$66,500	\$66,500	\$66,500
<b>Projected Development Fee Revenue</b>	<b>297,200</b>	<b>475,300</b>	<b>826,800</b>	<b>1,499,300</b>	<b>1,658,500</b>	<b>1,658,500</b>



## Sewer Development Fee

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Sewer Development Fee</b>	6,737,400	4,852,400	(1,885,000)	-28.0%

### Description

Portion of one-time impact fees charged to developers to recover costs associated with providing Sewer related facilities and services to the community. This revenue is funded specifically for growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-18.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	3,797,181	5,668,480	10,556,379	13,181,495	7,967,098	6,737,400

### Forecast Assumptions

Annual permits issued for SPA1 will be: **FY2007 (1,730), FY2008 (744), FY2009 (1,608), FY2010 (1,800), FY2011 (2,000), FY2012 (2,000), and SPA2-6 will be: FY2007 (200), FY2008 (456), FY2009 (792), FY2010 (1,800), FY2011 (2,000), FY2012 (2,000)**. For FY07 the Commercial and Multi-Family revenues are estimated at \$612,600 based on actual year to date data, and for projection purposes this revenue will remain flat at approximately \$600,000 per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

### Forecast Methodology

#### Formula:

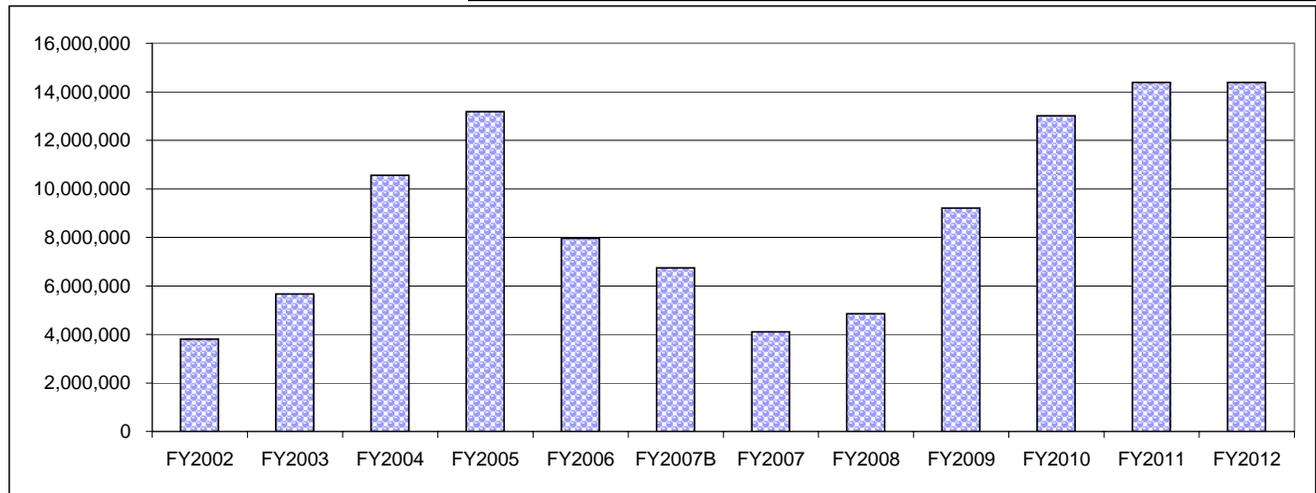
$$\text{Projected Sewer Development Fee Revenue} = (A \times B + C \times D) + E$$

#### Where:

- A = Projected Single Family Residential (SFR) Permits Issued Special Planning Area 1
- B = Rate for Special Planning Area 1
- C = Projected Single Family Residential (SFR) Permits Issued Special Planning Areas 2-6
- D = Rate for Special Planning Areas 2-6
- E = Estimated Commercial & Multi-family Revenue

*Note: For forecast purposes proposed rates are used.*

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued SPA 1 (A)	1,730	744	1,608	1,800	2,000	2,000
Fee Rate SPA 1 (B)	1,808	3,853	3,853	3,853	3,853	3,853
Projected (SFR) Permits Issued SPA 2-6 (C)	200	456	792	1,800	2,000	2,000
Fee Rate SPA 2-6 (D)	1,808	3,039	3,039	3,039	3,039	3,039
Estimated Commercial & Multi-family Rev. (E)	\$612,600	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
	4,102,000	4,852,400	9,202,500	13,005,600	14,384,000	14,384,000



## Roads of Regional Significance

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Roads of Regional Significance</b>	0	2,698,714	<b>2,698,714</b>	n/a

### Description

Portion of one-time impact fees charged to developers to recover costs associated with roads of regional significance as outlined in the City's general plan. This revenue is funded specifically for growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-25.

Actuals	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
Revenue Collected	0	0	0	0	0	0

### Forecast Assumptions

Annual Single Family Residential (SFR) permits issued for **SPA's 2, 4, & 6** will be: **FY2007 (200), FY2008 (600), FY2009 (600), FY2010 (1,000), FY2011 (1,000), FY2012 (1,000), and SPA's 3, 5** will be: **FY2007 (0), FY2008 (5,670), FY2009 (5,670), FY2010 (5,670), FY2011 (5,670), FY2012 (5,670)**. Based on a review of historical data - the commercial & multi-family portion of the total revenue will remain at **5%** per year. Rates have been adjusted for FY2008, but no further changes are contemplated for these projections.

### Forecast Methodology

#### Formula:

$$\text{Projected Roads of Regional Significance Revenue} = (A \times B + C \times D) \times (1 + E)$$

#### Where:

A = Projected Single Family Residential (SFR) Permits Issued Special Planning Area 2, 4, 6

B = Rate for Special Planning Areas 2, 4, 6

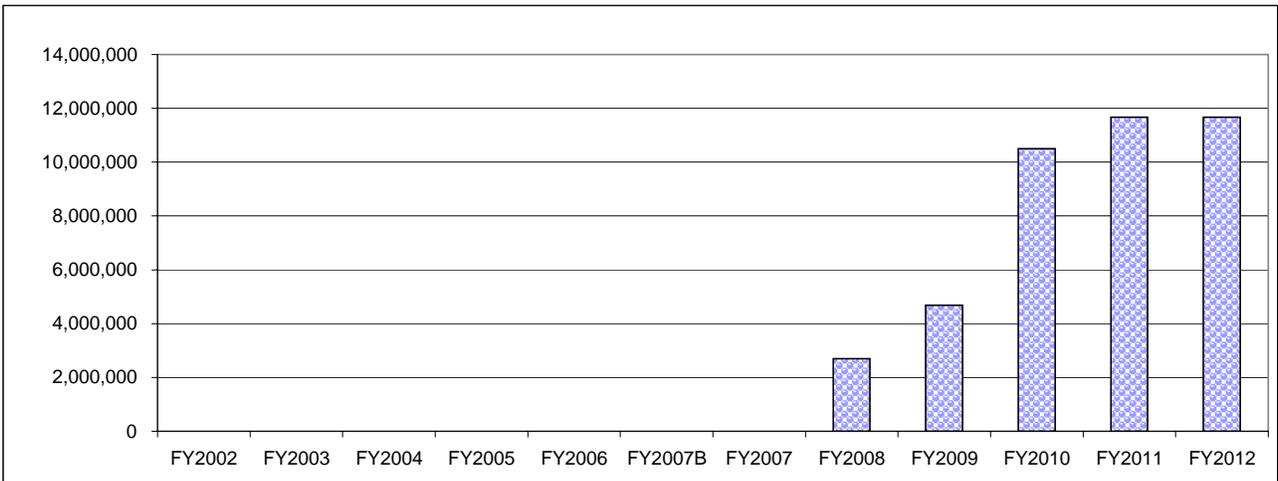
C = Projected Single Family Residential (SFR) Permits Issued Special Planning Area 3, 5

D = Rate for Special Planning Areas 3, 5

E = Estimated Percentage Commercial & Multi-family Revenue

*Note: For forecast purposes proposed rates are used.*

Forecast	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
Projected (SFR) Permits Issued SPA 2, 4, 6 <b>(A)</b>	200	276	480	900	1,000	1,000
Fee Rate SPA 2, 4, 6 <b>(B)</b>	0	5,715	5,715	5,715	5,715	5,715
Projected (SFR) Permits Issued SPA 3, 5 <b>(C)</b>	0	184	319	900	1,000	1,000
Fee Rate SPA3, 5 <b>(D)</b>	0	5,396	5,396	5,396	5,396	5,396
Estimated Commercial & Multi-family Rev. <b>(E)</b>	5%	5%	5%	5%	5%	5%
<b>Projected Roads of Reg. Sig. Revenue</b>	<b>0</b>	<b>2,698,714</b>	<b>4,687,750</b>	<b>10,499,895</b>	<b>11,666,550</b>	<b>11,666,550</b>



## Transportation Improvement

	FY 2007 Budget	FY 2008 Projected	\$ Increase	% Increase
<b>Transportation Improvement Tax</b>	12,200,000	4,887,300	(7,312,700)	-59.9%

### Description

This revenue is collected as a result of a 1.5% local construction transaction tax adopted by the City Council. This tax is dedicated for the improvement of existing roadway corridors and the related costs of the construction of new roadways.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 Budget
<b>Actuals</b> Revenue Collected	0	0	0	0	2,681,844	12,200,000

**Indicators:** (See One-Time - Local Sales Tax)

### Forecast Assumptions

This revenue is tied to the Local Sales Tax-General Fund-One-Time at a 1.5 to 2.2 ratio (0.68) based on their respective tax rates. The percentage of applicable contracts is expected to increase over time. Annual Single Family Residential (SFR) permits completed will be as follows: **FY2007 (2,600), FY2008 (1,600), FY2009 (2,400), FY2010 (3,600), FY2011 (4,000), FY2012 (4,000).**

### Forecast Methodology

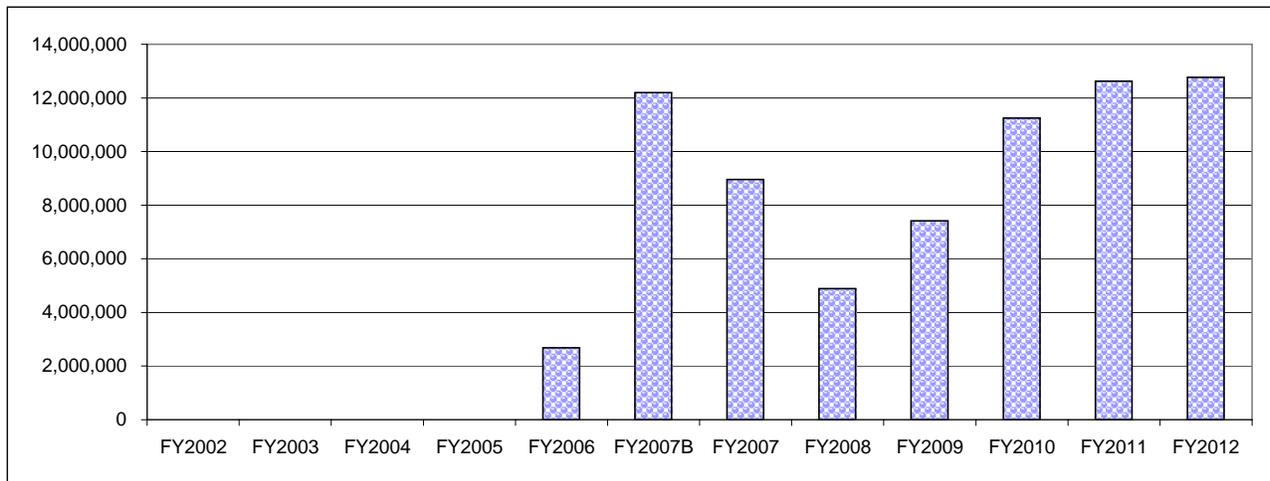
#### Formula:

$$\text{Projected Transportation Improvement Tax Revenue} = A \times B \times C$$

#### Where:

- A = Projected Sales Tax Revenue - One-Time
- B = Percentage Tax Applied to Transportation Improvement
- C = Percentage of Applicable Contracts

	FY FY 2007	FY FY 2008	FY FY 2009	FY FY 2010	FY FY 2011	FY FY 2012
<b>Forecast</b> Projected Sales Tax Revenue - One Time (A)	14,820,200	8,000,000	12,000,000	18,000,000	20,000,000	20,000,000
Ratio Transportation Tax (B)	0.68	0.68	0.68	0.68	0.68	0.68
Percentage of Applicable Contracts (C)	89%	90%	91%	92%	93%	94%
Projected Trans. Improvement Tax Revenue	8,952,700	4,887,300	7,412,700	11,241,800	12,627,300	12,763,600



**City Council  
FY2008 Budget**

**Mission Statement:**

The City Council is the legislative body of the City of Surprise. It is comprised of seven elected officials: six council members (one of whom is appointed Vice Mayor) and the Mayor. The Council's primary responsibility is to set policy for the City of Surprise.

**Budget Summary:**

The Council budget of \$525,000 represents a slight increase over the FY2007 adopted budget of \$521,600. Supplies and services decrease by 3.4% due to a reduction of one-time items from the base.

A significant portion of the Council budget is for community relations items. This budget will continue to allow the Council to provide policy guidance to the City Manager and to play an active role in the community.

<b>City Council Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	156,281	181,931	269,600	210,259	281,600	4.5%
Supplies/Services	<u>106,007</u>	<u>202,445</u>	<u>252,000</u>	<u>237,124</u>	<u>243,400</u>	<u>-3.4%</u>
<b>Total</b>	<u>262,288</u>	<u>384,376</u>	<u>521,600</u>	<u>447,383</u>	<u>525,000</u>	<u>0.7%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>262,288</u>	<u>384,376</u>	<u>521,600</u>	<u>447,383</u>	<u>525,000</u>	<u>0.7%</u>
<b>Total</b>	<u>262,288</u>	<u>384,376</u>	<u>521,600</u>	<u>447,383</u>	<u>525,000</u>	<u>0.7%</u>

<b>City Council - Position Summary Fiscal Year 2008</b>						
	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Actual</u>	<u>FY2008 Adopted</u>	<u>Change</u>
Mayor	1.0	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	5.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0	0.0
<b>Total</b>	<u>8.0</u>	<u>8.0</u>	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>	<u>0.0</u>

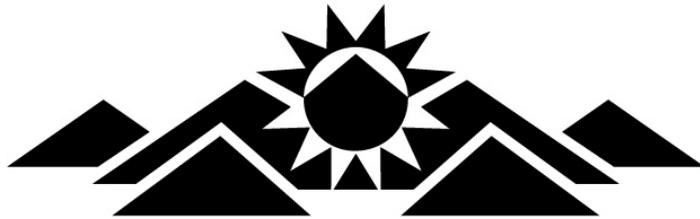
**Capital:**

No capital items have been programmed for the City Council.

**Goals & Objectives:**

- Ensure the community is a place where its diverse residents can experience vibrant southwest living.
- Ensure the balanced growth of the City of Surprise.
- Increase citizen awareness and participation in the community.
- Ensure the continued high level of services citizens have become accustomed to.

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



**City Manager  
FY2008 Budget**

**Mission Statement:**

The City Manager's office is organized, managed, and dedicated to providing high quality professional service to the City Council, all Departments of the City government, and the citizens of the City of Surprise.

**Divisions:**

City Manager & Assistant City Managers:

The City Manager's Office is responsible for ensuring operations are running effectively throughout the entire organization. To that end, the Department focuses on funding programs to achieve Council goals through strategic planning, process improvement assessments, and improving internal and external customer service. The Department manages an organization that continues to be in transition and is experiencing rapid growth.

**Budget Summary:**

The City Manager's Office budget of \$1,093,200 represents a slight increase of 1.3% over the FY2007 adopted budget of \$1,079,200. Of this amount \$949,100 (87%) is for salaries and fringe benefits. The increase of 1.5% is primarily due to annual pay adjustments. The remaining budget is to provide supplies and services essential to the operation of this administrative function.

<b>City Manager Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	534,747	564,708	935,100	826,108	949,100	1.5%
Supplies/Services	62,017	67,876	144,100	162,771	144,100	0.0%
<b>Total</b>	<u>596,764</u>	<u>632,584</u>	<u>1,079,200</u>	<u>988,879</u>	<u>1,093,200</u>	<u>1.3%</u>
<b>Revenues</b>						
General Fund Subsidy	596,764	632,584	1,079,200	988,879	1,093,200	1.3%
<b>Total</b>	<u>596,764</u>	<u>632,584</u>	<u>1,079,200</u>	<u>988,879</u>	<u>1,093,200</u>	<u>1.3%</u>

<b>City Manager - Position Summary Fiscal Year 2008</b>						
	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Actual</u>	<u>FY2008 Adopted</u>	<u>Change</u>
City Manager	1.0	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	1.0	2.0	2.0	2.0	2.0	0.0
Deputy City Manager	0.0	0.0	0.0	1.0	1.0	0.0
Assistant to City Manager	0.0	1.0	1.0	1.0	1.0	0.0
Executive Assistant	1.5	2.0	2.0	2.0	2.0	0.0
<b>Total</b>	<u>3.5</u>	<u>6.0</u>	<u>6.0</u>	<u>7.0</u>	<u>7.0</u>	<u>0.0</u>

**Capital:**

No capital funds are programmed for this fiscal year.

## **Accomplishments:**

- Guided the City in establishing a new strategic plan and vision for the City of Surprise: Surprise defines vibrant southwest living.
- Implementation of the RESPECT model: **R**esults, **E**thics, **S**urprise Vision, **P**ersistence, **E**nthusiasm, **T**eamwork. Changing the corporate culture and how we treat one another and our customers.
- Development of the next generation of leaders. Organization-wide leadership training for selected managers in all departments. Bringing together leaders of different departments to assist with the City-wide issues.
- Emphasized employee involvement in organizational improvement efforts.
  - Completed a year long effort to improve the development review process through streamlining, communication, and accountability.
  - Began operational review of the Finance Department emphasizing improvement and involvement.
- Continued to establish and maintain regional connections to position Surprise as a major presence in the valley including: the school district, MAG, Regional and state organizations, and other cities.
- Continued to attend community gatherings and neighborhood meetings on a consistent basis
- Continued communication with all employees through the use of newsletters, staff meetings, shift briefings, brown bag luncheons, and the sharing of notes from senior staff meetings with all staff.
- Continued ongoing relationships with the command staff at Luke Air Force Base



## Government Relations FY2008 Budget

### Mission Statement:

The Government Relations Department provides representation for the City of Surprise at the local, regional, state, and federal levels on all issues that impact the City of Surprise and its residents.

### Budget Summary:

The Director of Governmental Relations works closely with the City Manager, Mayor, and Council on regional issues that have an impact on the City. The League of Arizona Cities handles the majority of direct legislative activities.

The total budget amount of \$436,300 programmed for FY2008 represents a slight decrease from the FY2007 budget. The 15.5% increase in personnel is due primarily to salary adjustments. The decrease of 20.1% in supplies and services is for one-time expenditures reduced from the base.

<b>Government Relations Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	96,808	145,658	216,500	50,708	250,000	15.5%
Supplies/Services	<u>15,634</u>	<u>115,888</u>	<u>233,300</u>	<u>392,185</u>	<u>186,300</u>	<u>-20.1%</u>
<b>Total</b>	<u>112,442</u>	<u>261,546</u>	<u>449,800</u>	<u>442,893</u>	<u>436,300</u>	<u>-3.0%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>112,442</u>	<u>261,546</u>	<u>449,800</u>	<u>442,893</u>	<u>436,300</u>	<u>-3.0%</u>
<b>Total</b>	<u>112,442</u>	<u>261,546</u>	<u>449,800</u>	<u>442,893</u>	<u>436,300</u>	<u>-3.0%</u>

<b>Government Relations - Position Summary Fiscal Year 2008</b>						
	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Actual</u>	<u>FY2008 Adopted</u>	<u>Change</u>
Director	0.0	1.0	1.0	1.0	1.0	0.0
Manager	0.0	0.0	0.0	1.0	1.0	0.0
Intern	0.0	0.5	0.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	1.0	0.0	0.0	0.0
Government Relations Liason	1.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<u>1.0</u>	<u>1.5</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>0.0</u>

### Capital:

No capital items have been programmed for this Department.

**Goals & Objectives:**

- Continue to lobby bills at the state legislature on behalf of Surprise. Specifically related to transportation and protection of HURF funds.
- Continue to expand regional and federal coalition for transportation improvements and increase meeting attendance as related to transportation.
- Continue to increase information and contact with residents and Council on transportation initiatives:
  - Through IGR webpage,
  - By expanding e-mail list with the Communications Department, and
  - Developing storylines with the Communications Department to distribute to active residents and county and state representatives.
- Continue to increase internal coordination on the City’s transportation efforts to ensure Surprise is maximizing regional funding, pursue state and federal funding, and ensure all applicable MAG committees are staffed with City representatives.
- Continue to be proactive with proposed legislation facing public safety Departments as follows:
  - Increase meetings with Police and Fire Departments during legislative session to formulate and advocate the City’s position on bills.
  - Continue to work with Fire Department as well as other West Valley cities. Work with the Management & Budget Department on pursuing homeland security funding through grant opportunities.
- Continue advocating for proposed legislation that would benefit the City’s economic development opportunities and viability. Advocate for economic development opportunities and funding.
- Continue promoting the positive highlights for business growth in Surprise and increase awareness of arts and culture in Surprise. Continue to engage in proposed legislation that would increase recreation amenities for residents.
- Remain abreast of City operation, Council initiatives and operations, and projects in the City Manager’s Office. Increase public art projects in the City according to the Arts & Cultural Strategic Plan. Enhance organizational leadership.
- Continue communicating key intergovernmental issues with residents IGR webpage and expand Citizen Involvement in the legislative process and regional issues.
- Continue to involve Council and staff in development of the City’s legislative agenda and increase bill tracking and communication to internal Departments on proposed legislation that affect City operations.

<b>Government Relations Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Percentage of items on City’s legislative agenda which went in the City’s favor.	86%	87%	85%	90%
Percentage of Council meetings during legislative session that presentations are made to Council concerning progress in the City’s legislative agenda.	75%	77%	75%	80%



## Communications FY2008 Budget

### Mission Statement:

Through the dissemination and sharing of information, the Communications Department will help create a sense of community throughout the entire City – uniting neighborhoods, cultures, and age groups.

### Divisions:

Public Information Office (PIO) - Oversees the overall operations of the Department.

Broadcast - Maintains the government access channel and related activities.

Web - Maintains the City website and related activities.

The Communications Department of the City of Surprise acts as a clearinghouse for outgoing mass communications and serves as a consult to City Departments and the City Council on media-related issues. The Communications Department is charged with keeping lines of communication open between City Hall and the residents, merchants, and stakeholders of Surprise. This is accomplished through the dissemination of news releases, newsletters, brochures, flyers, Surprise 11 (the City's government access TV channel), and the City's website at [www.surpriseaz.com](http://www.surpriseaz.com).

The Office will continue to improve upon and expand these methods of information delivery. The Communications Department will continue its close relationship with the Dysart Unified School District, local charter schools, the Northwest Valley Chamber of Commerce, Arizona League of Cities and Towns, Westmarc, MAG, Maricopa County, and the Arizona Office of Tourism to ensure the flow of information is timely, accurate, and concise.

### Budget Summary:

The Communications Department's budget of \$1,024,000 (excluding capital) represents a 4.2% increase from the FY2007 budget of \$982,500. Personnel costs increase by 6.3% primarily due to salary adjustments. Supplies and services are programmed at \$293,900 and reflect a slight decrease over last fiscal year's budget of \$295,900. This decrease is primarily due to an adjustment of the base for one-time expenditures.

<b>Communications Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	319,690	385,040	686,600	477,045	730,100	6.3%
Supplies/Services	<u>242,548</u>	<u>334,976</u>	<u>295,900</u>	<u>358,005</u>	<u>293,900</u>	-0.7%
<b>Total</b>	<u>562,238</u>	<u>720,015</u>	<u>982,500</u>	<u>835,049</u>	<u>1,024,000</u>	<u>4.2%</u>
<b><u>Division - Summary</u></b>						
Public Information	474,956	447,339	610,800	547,516	631,000	3.3%
Broadcast	87,282	155,359	189,100	153,237	222,100	17.5%
Web	0	<u>117,317</u>	<u>182,600</u>	<u>134,296</u>	<u>170,900</u>	-6.4%
<b>Total</b>	<u>562,238</u>	<u>720,015</u>	<u>982,500</u>	<u>835,049</u>	<u>1,024,000</u>	<u>4.2%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>562,238</u>	<u>720,015</u>	<u>982,500</u>	<u>835,049</u>	<u>1,024,000</u>	<u>4.2%</u>
<b>Total</b>	<u>562,238</u>	<u>720,015</u>	<u>982,500</u>	<u>835,049</u>	<u>1,024,000</u>	<u>4.2%</u>

**Communications - Position Summary  
Fiscal Year 2008**

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Change</u>
Director	1.0	1.0	1.0	1.0	1.0	0.0
Public Information Officer	0.0	0.0	1.0	1.0	1.0	0.0
Communications Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Senior Communications Specialist	0.0	0.0	0.0	3.0	3.0	0.0
Communications Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Public Information Specialist	1.0	1.0	0.0	0.0	0.0	0.0
Management Assistant	0.0	0.0	1.0	0.0	0.0	0.0
Assistant Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0	0.0
Web Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Web Master	0.0	1.0	1.0	0.0	0.0	0.0
Video Production Specialist	0.0	1.0	1.0	0.0	0.0	0.0
<b>Total</b>	<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>

**Capital:**

Capital is programmed at \$1,474,500 for FY2008. This capital item is to improve broadcast capabilities for the City.

**Communications - Capital  
Fiscal Year 2008**

<u>Description</u>	<u>Account</u>	<u>Amount</u>
Surprise11 Broadcast Center, Carry Forward	21412-145-112-39411-20623	1,474,500
	<b>Total Capital</b>	<u>1,474,500</u>

**Accomplishments:**

Web site:

- Achieved increase from 62,000 visitors in May of 2006 to 192,000 visitors in May of 2007.
- Improved resident access to information and services with the addition of four new pages including: "Resident Information", "Service Request", "Welcome to Surprise", and "My Surprise".
- Completed total redesign of Departmental web sites including: Community Development, Police, Communications, City Manager, Intergovernmental Relations, CRS Spring Training, Economic Development, and Human Resources (including SOAR electronic job application site).
- Enhanced website with the addition of the City store, monthly Capital Improvement Project updates, Municipal Court calendar, and "Surprise Progress TV" web casts.

Intranet:

- Redesigned the intranet site for form and content to include: more frequent updates, employee feedback sections, SCOOP monthly newsletter, and a "safety" site for information on safety and training.
- Developed a web site, a campaign logo, a series of posters, and a monthly event with an award presentation and senior staff recruitment to promote the RESPECT model among City employees.

PIO:

- Won APEX 2007 Award for Progress Magazine.
- Updated Progress magazine with more colorful designs, shorter stories, higher story count, and more photo illustrations.
- Developed and produced numerous advertising campaigns, logos, posters, brochures, and banners for various City Departments, services, and public outreach.

Broadcast:

- Produced TV ads for local cable promoting Surprise Spring Training.
- Added music, voice over, and weekly update strategy to Surprise 11 slide information, and launched new programs including “Surprise Progress TV” and “Today in Surprise” on Surprise 11 to increase viewers and service.
- Produced new videos and live video feeds to improve public outreach including: Public Service Announcements, Spring Training advertisements, General Plan meetings, election news, Human Resources spot, and City Manager Report.

**Goals & Objectives:**

Community Development

- Increase public awareness and participation in the General Plan process by sign, web portals, Surprise 11, direct mail feedback options, and promoting important milestones to the media.

Transportation

- Identify the transportation aspects of the many developments and projects presented to the Communications Department. Utilize all resources to promote/publicize efforts to create “seamless, comprehensive, and safe transportation system.”

Economic Development

- Work with Economic Development staff to regularly promote regional and national Economic Development stories by utilizing such resources as PR Newswire and Lexis/Nexis. Incorporate Surprise 11 resources to enhance resident’s perception of the value of Economic Development.

Internet

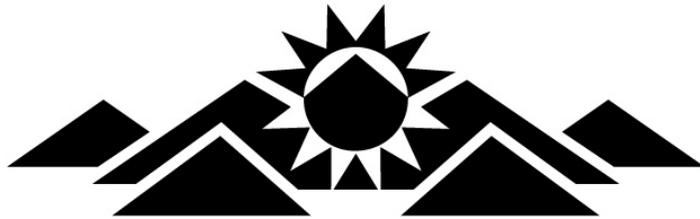
- Develop Departmental web pages with significant public contact (Public Works, Engineering, and Fire Departments) to promote the strategic plan goal of “effectively communicates with its [Surprise] citizens.”
- Develop and enhance the web site to advance the strategic vision by: creating more feedback opportunities, increasing usability functions, expanding and promoting outreach tool, creating more input opportunities, increasing marketing of the site itself to attract visitors.

Customer Service

- Utilize the new broadcast center and staff to increase relevant Surprise 11 programming to include interviews and produced programs on items of current interest to the community.
- Add City Council meetings to the web site.
- Launch targeted message campaigns utilizing all City of Surprise communications vehicles.

<b>Communications Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Number of services added to web site	14	18	24	25
News releases produced and distributed (Calendar Year)	140	168	251	280
Circulation of <i>Surprise Progress</i> (Calendar Year)	36,000	42,000	49,000	50,500
Website Visits (Calendar Year)	715,200	1,121,150	2,382,153	2,500,000
Story ideas developed for local newspapers monthly.	n/a	5	8	10

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## City Attorney FY2008 Budget

### Mission Statement:

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 citizens, elected officials, management, and employees.

### Divisions:

- Civil - Tasked with providing legal services to the City Council and City staff including preparation of ordinances, resolutions, contracts, and legal opinions.
- Criminal - Provides legal assistance to the police and prosecutes cases.

### Budget Summary:

The City Attorney's office provides in-house legal work, prompt and knowledgeable legal services and advice to the Council and all City Departments, prepares legal forms for Departmental use, and ensures compliance with applicable laws. The Civil Division represents 47% of the total Department budget, with the remaining 53% for Criminal.

<b>City Attorney Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	550,405	686,651	1,030,600	852,919	1,462,900	41.9%
Supplies/Services	<u>72,450</u>	<u>289,213</u>	<u>277,500</u>	<u>275,020</u>	<u>192,400</u>	-30.7%
<b>Total</b>	<b><u>622,855</u></b>	<b><u>975,864</u></b>	<b><u>1,308,100</u></b>	<b><u>1,127,939</u></b>	<b><u>1,655,300</u></b>	<b><u>26.5%</u></b>
<b><u>Division - Summary</u></b>						
General	367,623	625,503	766,100	771,103	780,000	1.8%
Criminal	<u>255,232</u>	<u>350,361</u>	<u>542,000</u>	<u>356,836</u>	<u>875,300</u>	61.5%
<b>Total</b>	<b><u>622,855</u></b>	<b><u>975,864</u></b>	<b><u>1,308,100</u></b>	<b><u>1,127,939</u></b>	<b><u>1,655,300</u></b>	<b><u>26.5%</u></b>
<b>Revenues</b>						
General Fund Subsidy	<u>622,855</u>	<u>975,864</u>	<u>1,308,100</u>	<u>1,127,939</u>	<u>1,655,300</u>	<u>26.5%</u>
<b>Total</b>	<b><u>622,855</u></b>	<b><u>975,864</u></b>	<b><u>1,308,100</u></b>	<b><u>1,127,939</u></b>	<b><u>1,655,300</u></b>	<b><u>26.5%</u></b>

The Department budget of \$1,655,300 represents an overall increase of 26.5% over last year. The increase is primarily due to the programming of an additional position as indicated in the table above. This includes an Administrative Specialist to accommodate the increasing administrative work loads in this area. Personnel costs account for 88% of the Department's budget. The remaining 12% of the budget is for the necessary supplies and services to operate the Department and for the new position. The supplies and services category has a net decrease of 31% due to adjustments for one-time expenditures in the base.

**City Attorney - Position Summary  
Fiscal Year 2008**

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Adopted</u>	<u>Change</u>
City Attorney	1.0	1.0	1.0	1.0	1.0	0.0
Director	0.0	1.0	1.0	1.0	1.0	0.0
Deputy City Attorney	3.0	1.0	1.0	1.0	1.0	0.0
Assistant City Attorney	0.0	1.0	2.0	3.0	3.0	0.0
Assistant Deputy City Attorney	1.0	1.0	2.0	1.0	1.0	0.0
Assistant Analyst	1.0	1.0	1.0	2.0	2.0	0.0
Administrative Technician	0.0	1.0	1.0	1.0	1.0	0.0
Program Coordinator (Victim Advocate)	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	1.0	2.0	3.0	3.0	4.0	1.0
Intern	0.7	0.7	0.0	0.0	0.0	0.0
<b>Total</b>	<b>8.7</b>	<b>9.7</b>	<b>12.0</b>	<b>14.0</b>	<b>15.0</b>	<b>1.0</b>

**Capital:**

No capital items have been programmed for this Department.

**Accomplishments:**

- Continued to provide prompt, competent, and professional legal support to the Mayor and Council as well as all City Departments.
- Continued the prosecution of an increasing number of misdemeanor and traffic cases filed in Surprise Municipal Court.
- Assisted in preparing major code revisions.
- Assisted in the negotiation and eventual agreements with a number of developers for various development projects occurring in the City.
- Provided legal services and legal support to every Department daily.

**Goals & Objectives:**

- Work on reorganizing the City Attorney Department to maximize efficiencies and increase productivity.
- Continue to provide consistent and timely review and preparation of ordinances, resolutions, contracts, and written legal opinions as well as assistance in handling matters identified by officials as priority projects.
- Continue to provide consistent and timely prosecution of the increasing number of misdemeanor and traffic cases in the Surprise Municipal Court.
- Continue to foster a more cohesive working relationship both within the department and along with other departments.
- Continue to monitor the City Attorney's Office ongoing operations budget to determine where money can be saved in the future.
- Continue to assist the City Manager's Office and the Mayor and Council with developing new policies and amending existing policies in order to help the City of Surprise and the City organization become more successful.



## City Clerk FY2008 Budget

### Mission Statement:

The City Clerk's Office strives to provide correct and complete City records, official documents, etc. to the general public, City staff, and other governmental agencies in a proficient and professional manner. We pledge to faithfully execute the duties of the City Clerk's Office to the best of our ability as prescribed by law. We are committed to following the City Clerk's "Code of Ethics" and vow to follow the Municipal City Code on a daily basis.

### Budget Summary:

The Clerk's Office continues to coordinate all Council related activities and meetings and prepares the agendas and minutes. Additionally, the City Clerk handles all annexations to ensure legal compliance and proper accounting in population estimates and serves as the Chief Elections Officer. The City Clerk also attests to all official acts of the Mayor and Council.

The City Clerk's budget of \$789,700 represents an increase of 3.1% from the FY2007 budget of \$786,200. Personnel increases by 10% due primarily to salary adjustments. Supplies and services have a slight decrease of 5.3% primarily due to adjustments for one-time expenditures in the base.

<b>City Clerk Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	309,612	370,003	419,100	436,584	460,900	10.0%
Supplies/Services	179,332	106,471	347,100	440,270	328,800	-5.3%
Capital	0	0	20,000	20,000	0	-100.0%
<b>Total</b>	<b><u>488,944</u></b>	<b><u>476,474</u></b>	<b><u>786,200</u></b>	<b><u>896,854</u></b>	<b><u>789,700</u></b>	<b><u>0.4%</u></b>
<b>Revenues</b>						
General Fund Subsidy	488,944	476,474	786,200	896,854	789,700	0.4%
<b>Total</b>	<b><u>488,944</u></b>	<b><u>476,474</u></b>	<b><u>786,200</u></b>	<b><u>896,854</u></b>	<b><u>789,700</u></b>	<b><u>0.4%</u></b>

<b>City Clerk - Position Summary Fiscal Year 2008</b>						
	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Actual</u>	<u>FY2008 Adopted</u>	<u>Change</u>
City Clerk	1.0	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	2.0	2.0	2.0	2.0	2.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	1.0	0.0
Secretary	1.0	1.0	1.0	1.0	1.0	0.0
Records Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	1.0	1.0	1.0	1.0	1.0	0.0
<b>Total</b>	<b><u>5.0</u></b>	<b><u>5.0</u></b>	<b><u>6.0</u></b>	<b><u>6.0</u></b>	<b><u>6.0</u></b>	<b><u>0.0</u></b>

### Capital:

No capital is programmed for FY2008.

**Accomplishments:**

- Finished microfilming all City permanent documents to date. (Approximately 30,000)
- Created Council Agenda Timeline for the entire year for distribution to all Departments.
- Implemented Novus Agenda System.
- City Clerk elected to Arizona Municipal Clerk’s Association Board – Treasurer, now going to be Vice-President for 2007/2008.
- Both Deputy Clerk’s became Certified Municipal Clerk’s last year.
- Council packets now scanned and available on City’s Website.
- Coordinated City’s second all mail ballot primary & general election.
- Continued updating the City Clerk section of the City website.
- Implemented Recycling Program with Iron Mountain.

**Goals & Objectives:**

- Preserve, maintain, and post all documents in accordance with applicable laws.
- Continue monitoring and maintaining all Council and Citywide contracts and agreements and accurately process all resolutions, ordinances and annexations.
- Continue to effectively administer all elections in a timely manner.
- Continue linking the City’s permanent documents to the City website.

<b>City Clerk Performance Measures</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Actual 2007</b>	<b>Target 2008</b>
Number of resolutions processed.	250	201	81	100
Number of ordinances processed.	38	62	36	45
Number of affidavit of publications processed.	468	497	500	550
Number of registered voters.	35,000	40,000	42,300	45,000
Number of elections held.	3	1	1	0
Number of employees that can access scanned council packets on personal computers	50	55	134	145
Number of permanent documents scanned	20,000	25,000	15,000	20,000
Number of agreements processed	179	323	175	200

*Note: Actual and Target reflect calendar years.*



## Finance FY2008 Budget

### Mission Statement:

The Finance Department of the City of Surprise is a service organization dedicated to providing efficient, timely, accurate, and responsible, accounting and stewardship of all City resources in an honest, courteous, professional, and reliable manner.

### Divisions:

Administration - Offers support and leadership to all divisions within the Finance Department as well as assistance to City Administration, and performs all bonding functions for the City.

Accounting - Establishes and maintains efficient accounting systems and controls and maintains reports of a fiscal or financial nature in accordance with City ordinances and policies adopted by Council, the law, and Generally Accepted Accounting Principals (GAAP).

Revenue - Facilitates Business Licensing, Transaction Privilege Tax and Auditing, Utility Accounting, Accounts Receivable, Cashiering and Investment compliance, and reporting.

### Budget Summary:

The Finance Department's adopted budget of \$2,166,200 represents an overall increase of 14.2% over the adopted FY2007 budget of \$1,896,450. This increase is primarily due to salary adjustments as well as the salary and operating costs of one additional FTE programmed for FY2008. This Accountant/ Tax Auditor position will manage the revenue recovery functions for the City. This position is anticipated to generate sufficient additional revenue to fund the position.

Supplies and services increase by 12.2% and are primarily due to the operating supplies and equipment for the new position as well as increases due to growth and inflationary costs.

Finance Fiscal Year 2008						
	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Budget</u>	<u>FY2007</u> <u>Estimate</u>	<u>FY2008</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	823,593	950,950	1,468,900	1,383,495	1,686,400	14.8%
Supplies/Services	<u>219,215</u>	<u>451,423</u>	<u>427,550</u>	<u>610,555</u>	<u>479,800</u>	<u>12.2%</u>
<b>Total</b>	<u>1,042,808</u>	<u>1,402,373</u>	<u>1,896,450</u>	<u>1,994,051</u>	<u>2,166,200</u>	<u>14.2%</u>
<b>Division - Summary</b>						
Administration	193,158	313,867	310,700	367,915	432,700	39.3%
Accounting	608,297	732,809	988,000	1,100,251	1,021,000	3.3%
Revenue	<u>241,353</u>	<u>355,697</u>	<u>597,750</u>	<u>525,884</u>	<u>712,500</u>	<u>19.2%</u>
<b>Total</b>	<u>1,042,808</u>	<u>1,402,373</u>	<u>1,896,450</u>	<u>1,994,051</u>	<u>2,166,200</u>	<u>14.2%</u>
<b>Revenues</b>						
Taxes	203,428	253,637	200,000	200,000	290,000	45.0%
Licenses & Permits	213,712	309,697	325,000	324,100	344,600	6.0%
Charges for Services	23,120	23,560	19,000	18,900	20,100	5.8%
Interest	0	2,059	0	0	0	0.0%
Miscellaneous	0	0	0	0	84,400	0.0%
General Fund Subsidy	<u>602,548</u>	<u>813,419</u>	<u>1,352,450</u>	<u>1,451,051</u>	<u>1,427,100</u>	<u>5.5%</u>
<b>Total</b>	<u>1,042,808</u>	<u>1,402,373</u>	<u>1,896,450</u>	<u>1,994,051</u>	<u>2,166,200</u>	<u>14.2%</u>

**Finance - Position Summary**  
Fiscal Year 2008

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Adopted</u>	<u>Change</u>
Director	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	0.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	2.0	2.0	0.0
Accounting Supervisor	0.0	0.0	1.0	3.0	3.0	0.0
Senior Accountant/Senior Tax Auditor	2.0	2.0	2.0	2.0	2.0	0.0
Accountant II	1.0	1.0	2.0	0.0	0.0	0.0
Accountant/Tax Auditor	2.0	2.0	2.0	2.0	3.0	1.0
Fiscal Support Specialist	3.2	3.2	3.2	5.2	5.2	0.0
Fiscal Support Assistant	2.0	2.0	2.0	1.5	1.5	0.0
Cashier	0.0	0.5	1.0	1.0	1.0	0.0
<b>Total</b>	<b>12.2</b>	<b>12.7</b>	<b>16.2</b>	<b>18.7</b>	<b>19.7</b>	<b>1.0</b>

**Capital:**

No capital funding is programmed for FY2008.

**Accomplishments:**

Department Wide:

- Drafted policies and procedures for positions and functions in the Finance Department.

Administration:

- Recalculated Development Impact Fees to ensure that growth pays for itself.
- Expanded and published a City-wide trends analysis that graphically and narratively addresses the corporate and financial growth of the City of Surprise.
- Issued \$51 million in Sewer Development Impact Fee bonds.
- Redrafted the City of Surprise Community Facilities District (CFD) policy to include commercial.
- Participated in the redrafting of Development Impact Fee legislation.
- Participated in more than twenty Development Agreement reviews.

Accounting:

- Obtained the Government Finance Officers Association Comprehensive Annual Financial Report Award for 2005.
- Implemented ACH electronic payment process to reduce vendor payments by paper check.
- Completed payroll audit for all City employees to verify employee existence and personal data.
- Improved and expanded the Development Agreement tracking process to include commercial and residential development.
- Completed annual (Local Transportation Assistance Fund) LTAF report.
- Completed annual Unclaimed Property Report.
- Completed annual Development Impact Fee Report.
- Developed and conducted time card entry training for all City Departments
- Special handling request form was implemented to help prevent special requests for handling being overlooked
- Audited all vendors for W-9 and 1099 compliance including P-Card vendors. The Department has current and complete W-9 file of City of Surprise vendors.
- Successfully filed 1099's electronically for the first time.

Revenue:

- Completed Arizona American Water Procedural Audit.
- Completed Stadium Procedural Audit.
- Reduced the number of days to process business license applications from 14 days to within 7 days.
- Developed and implemented a process to identify and ensure businesses are properly reporting tax obligations.
- Developed and implemented a business license violation process.

- Developed and implemented a Utility Billing Reconciliation Process which ensures proper remittance from Arizona American Water.
- Developed a Shut-Off Policy to facilitate collection of delinquent utility accounts.
- Submitted and received Council approval on the Arizona American Water Utility Billing Agreement.
- Conducted Transaction Privilege Tax Forums to educate business owners.
- Improved tax audit program by incorporating multi-jurisdiction audit procedures.
- Submitted and received Council approval on 2007 Model City Tax Code Amendments.

**Goals & Objectives:**

Goals

- Effective support of other Departments' efforts in pursuit of City objectives;
- Customer Service (not just providing more service).
- Strategic Plan Goal 2: Surprise has a diverse, vibrant, and sustainable economy.
- Strategic Plan Goal 5: Surprise is financially sustainable.

Objectives

- Work with Human Resources and Information Technology to implement a new Human Resources Information and Payroll System by January 2008.
  1. All necessary staff resources dedicated to effectively implement.
  2. All training manuals and procedures completed prior to implementation.
- Enhance and improve information reporting to better enable reliable budget management and accountability.
- Develop a Department-level strategic plan and objectives for improvement of core service areas in conjunction with customer wants and needs.
- Conduct an interview of all user Departments to:
  1. identify strength and weakness of Finance,
  2. identify customer needs and expectations, and
  3. define the Role and Mission of Finance with development of formal statements for each function reflecting customer needs.
- Define a plan to address all the issues of CITY GATE Departmental review report with schedule and implementation.
- Develop a comprehensive training program with Purchasing on the accounting system so people get templates for data that they need.
- Maintain a diverse business base, ranging from small business and start-ups to large corporate facilities.
- Determining funding sources and methods for streets, facilities, and other capital needs.
- Develop a robust program of draw downs for CIP program, which is accurate and timely.
- Develop prioritized list with completion dates of existing and required Finance processes and procedures. First priority is bonding and Development agreement processes.

<b>Finance Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Bond Rating (General Obligation)	A+/A+	AA-/AA-	AA-/AA-	AA-/AA-
Percentage of Policies & Procedures Drafted	35%	40%	90%	90%
Payroll transmissions completed on schedule	100%	100%	100%	100%
Accounts payable completed on schedule	100%	95%	100%	100%

<b>Finance Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Accounts Payable Postings	21,758	26,310	36,493	44,000
W-2's Issued	704	833	961	1,050
General ledger processed by 5 <sup>th</sup> working day of the month	92%	100%	92%	100%
Project Tracking reports finished by 7 <sup>th</sup> working day of the month	100%	67%	92%	100%
Development Agreements Reviewed within 14 Days of Receipt	N/A	N/A	N/A	100%
Refunds and Funds Collected Based on Tax Examinations	0*	\$133,655	\$225,000	\$375,000
Number of Transaction Privilege Tax Examinations Completed	10	25	60	90
Business Licenses Issued Within 14 days	97%	97%	94%	100%
Business Licenses Issued Within 7 days	N/A	N/A	89%	98%
Total Business Licenses as of June 30	3,882	2,867	4,608	5,568
Annual Renewal Notices Processed as of June 30	2,941	2,356	4,100	5,000
Number Receipts Processed – Cashier	15,522	12,986	14,821	15,500



## Management & Budget FY2008 Budget

### Mission Statement:

The mission of this Department is to provide comprehensive budget, grants, risk management, and procurement and materials management services to all customers as guided by Council adopted policies. We strive to deliver accurate, reliable, and timely information and advice that will assist in making informed decisions.

### Divisions:

- Management & Budget - Provides comprehensive budget, research, and grant services to all customers.
- Purchasing & Materials Management - Provides service and expertise in the area of materials procurement and materials handling and disbursement.
- Risk Management - Protects the City against loss through risk management, loss control, and safety programs.
- Disability Advocate (New Division) - Provides service and expertise in the area of Americans with Disabilities by providing a Disability Advocate position and related resources.

### Budget Summary

The Management and Budget Department has an adopted budget of \$4,715,000. The Department consists of 17.0 FTE. Excluding capital, personnel costs equate to 41% of the total budget, with 59% programmed for supplies and services.

<b>Management &amp; Budget Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	617,946	730,411	1,340,000	1,084,654	1,525,300	13.8%
Supplies/Services	908,240	1,159,493	2,098,900	2,093,907	2,178,000	3.8%
Capital	0	0	300,000	300,000	0	-100.0%
Contingencies	0	0	885,100	0	1,011,700	14.3%
<b>Total</b>	<u>1,526,186</u>	<u>1,889,904</u>	<u>4,624,000</u>	<u>3,478,560</u>	<u>4,715,000</u>	<u>2.0%</u>
<b>Division - Summary</b>						
Management & Budget	290,585	420,874	800,900	596,905	806,900	0.7%
Purchasing	298,927	322,807	483,600	516,421	505,500	4.5%
Risk Management	936,674	1,146,224	3,339,500	2,365,234	2,983,600	-10.7%
Disability Advocate	0	0	0	0	419,000	0.0%
<b>Total</b>	<u>1,526,186</u>	<u>1,889,904</u>	<u>4,624,000</u>	<u>3,478,560</u>	<u>4,715,000</u>	<u>2.0%</u>
<b>Revenues</b>						
Interest	11,313	31,359	0	49,600	0	0.0%
Miscellaneous	936,674	1,146,224	2,000,000	2,000,000	2,000,000	0.0%
Fund Balance	272,124	0	1,339,500	1,299,200	983,600	-26.6%
General Fund Subsidy	<u>306,075</u>	<u>712,321</u>	<u>1,284,500</u>	<u>129,760</u>	<u>1,731,400</u>	<u>34.8%</u>
<b>Total</b>	<u>1,526,186</u>	<u>1,889,904</u>	<u>4,624,000</u>	<u>3,478,560</u>	<u>4,715,000</u>	<u>2.0%</u>

Excluding capital, the budget represents a 7.7% increase over the FY2007 budget of \$3,438,900. Personnel costs increase by 13.8% primarily due to salary adjustments. Supplies and services has an

increase of 3.8% to provide supplies and services required for the activities of the Department such as office supplies, travel and training, dues, membership subscriptions, and other operating needs.

<b>Management &amp; Budget - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Change</u></b>
Director	0.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	3.0	3.0	0.0
Senior Buyer/Contract Officer	0.0	1.0	1.0	1.0	1.0	0.0
Risk Coordinator	0.0	1.0	1.0	0.0	0.0	0.0
Program Supervisor	0.0	0.0	0.0	2.0	2.0	0.0
Senior Analyst	0.0	1.0	2.0	3.0	3.0	0.0
Analyst	0.0	0.0	1.0	3.0	3.0	0.0
Grants Administrator	0.0	1.0	1.0	0.0	0.0	0.0
Buyer	0.0	1.0	1.0	2.0	2.0	0.0
Purchasing Clerk	0.0	1.5	1.5	2.0	2.0	0.0
Office Support Specialist	0.0	0.5	0.5	0.0	0.0	0.0
<b>Total</b>	<b>1.0</b>	<b>9.0</b>	<b>11.0</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>

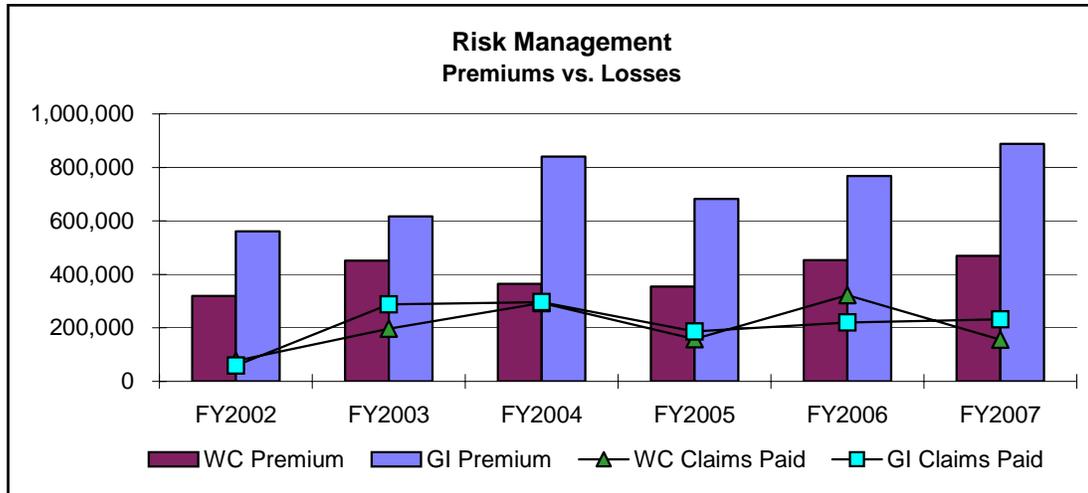
**Capital:**

Programmed for this fiscal year is \$300,000 for an accessibility enhancement fund to be used to meet ADA requirements.

<b>Management &amp; Budget - Capital</b>		
<b>Fiscal Year 2008</b>		
<b><u>Description</u></b>	<b><u>Account</u></b>	<b><u>Amount</u></b>
Fund Balance Reserve	22611-146-823-39998-29999	711,700
ADA Enhancement Fund	21111-146-828-39998-29999	300,000
	<b>Total Capital</b>	<b><u>1,011,700</u></b>

**Accomplishments:**

- Awarded the GFOA's Distinguished Budget Award for seventh consecutive year.
- Developed a report that provides a crosswalk for the Departments detailing how the Departments' respective budgets were programmed.
- Coordinated the Permanent Base Adjustment.
- Evaluated and updated Fire Prevention and Community Development Fees.
- Continued improvement of revenue and expense reports.
- Continued meeting regularly with Assistant City Manager and Departments to review capital projects.
- Continued assisting in establishing timely reporting and timelines for construction projects.
- Continued utilizing the Economic Impact Model for related projects.
- Developed and implemented a half day training session to run consecutively with New Employee Orientation.
- Developed guidelines and streamlined reporting procedures for automobile, property damage, and Workers' Compensation Claims.



- Provided, in coordination with the Fire and Police Departments, an Emergency Preparedness Workshop for the deaf community.
- Developed a Safety Intranet Site to provide guidelines, standards, and training materials to staff.
- Implemented an online business card ordering process.
- Documented cost-savings were \$1,131,100.
- Codified and updated the Surprise Procurement Code.
- City of Surprise - Named 100% Fully Certified Agency for 2007. Recognition from the Universal Public Purchasing Certification Council.

### Goals & Objectives:

- Increase awareness concerning safety and liability issues on City street construction sites (and other sites). Continue the Fleet Safety Program and work with Safety Committee and Special Needs Commission.
- Continue to facilitate all procurement associated with the transportation needs of the City, and facilitate the RFQ process for planning and design services associated with implementation of the Transportation Action Plan.
- Continue research and grant submittal for transportation items for both capital and operational funding. Research and explore grant submittals for Police and Fire for both capital and operational funding assistance.
- Continue research and grant submittal for recreational grants via the Arizona State Parks for park development and park rehabilitation.
- Continue research and grant submittal for economic development projects for both capital and operational funding assistance.
- Continue to assist with Development Fee updates.
- Increase use and understanding of Economic Development Impact Model.
- Work with business and development community on disability awareness. Continue to review parks and programs in regards to ADA compliance and disability awareness. Coordinate and direct the Disability Advisory Commission and Safety Committee.
- Continue improvement in tracking and reporting procedures to provide factual, useful, and accurate data. Increase accuracy and understanding of all revenues and revenue forecasting.
- Assist with and actively participate in City Manager's Strategic Planning process. Establish clear link with budget.
- Performance measures:
  - Continue to refine and develop meaningful performance measures.
  - Evaluate methods of data collection and storage.

<b>Management &amp; Budget Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Awarded GFOA Distinguished budget award	Yes	Yes	Yes	Yes
Number of grants applied for	24	30	27	30
Number of grants received	22	20	17	20
Total dollar amount of grants applied for	\$4,219,000	\$5,415,292	\$6,938,000	\$6,950,000
Total dollar amount of grants received	\$2,108,600	\$2,393,239	\$1,302,800	\$2,400,000
Total dollar volume of purchases using Procurement card	\$836,400	\$706,741	\$1,457,732	\$1,750,000
Number of formal bids/RFP's processed	45	26	60	75
Cost Savings Realized	\$400,000	\$957,303	\$1,131,100	\$1,500,000
Percentage of Purchase Orders issued within two days of council action	80%	90%	93%	95%
Liability, Property, Auto Insurance - Premiums	\$682,401	\$767,624	\$888,469	\$1,070,000
Liability, Property, Auto - Claims (incurred)	\$186,268	\$220,324	\$231,547	\$200,000
Liability, Property, Auto - Claims Incurred (occurrences)	59	55	93	75
Workers Compensation - Premiums	\$354,397	\$453,729	\$469,153	\$475,000
Workers Compensation - Claims (incurred)	\$157,890	\$322,956	\$155,943	\$200,000
Workers Compensation - Claims Incurred (occurrences)	55	85	62	65
Workers Compensation - Experience Modifier	0.85	.88	.99	.95



## Human Resources FY2008 Budget

### Mission Statement:

The mission of the Human Resources Department (HR) is to provide strategic and technical service and support to all City Departments in recruitment and selection, compensation and benefits, employee and organizational development, and employee relations so the goals and objectives of the City may be achieved.

The Human Resources Department serves a strategic and supportive role to all City Departments and staff. The HR Department provides leadership in the development of the organization through policies and programs that enhance the organization's ability to accomplish its goals. Therefore, the focus of the HR 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. The Human Resources 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.

### Budget Summary:

The Human Resources Department budget of \$1,632,600, excluding capital, represents an increase of 9.6% over the FY2007 budget of \$1,261,600. The Department maintains a total staff of 12.0 FTE. Personnel costs make up 66% of the budget and increases by 3.5% over last year primarily due to salary adjustments.

Supplies and services increase by 47.9% over last year primarily due to the programming of \$95,000 for Pay for Performance Management Software with \$47,000 of the total programmed for one-time expenditures. Other increases in this category are for inflationary price increases.

<b>Human Resources Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	475,130	617,082	1,054,500	881,289	1,091,200	3.5%
Supplies/Services	148,912	201,250	207,100	185,417	306,400	47.9%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250,000</u>	0.0%
<b>Total</b>	<b><u>624,042</u></b>	<b><u>818,331</u></b>	<b><u>1,261,600</u></b>	<b><u>1,066,706</u></b>	<b><u>1,647,600</u></b>	<b><u>30.6%</u></b>
<b><u>Division - Summary</u></b>						
Administration	0	0	0	228,104	266,100	0.0%
General	613,492	804,519	1,228,100	0	0	-100.0%
People Development	0	0	0	232,661	447,500	0.0%
People Employment	0	0	0	605,941	934,000	0.0%
Training	<u>10,550</u>	<u>13,813</u>	<u>33,500</u>	<u>0</u>	<u>0</u>	-100.0%
<b>Total</b>	<b><u>624,042</u></b>	<b><u>818,331</u></b>	<b><u>1,261,600</u></b>	<b><u>1,066,706</u></b>	<b><u>1,647,600</u></b>	<b><u>30.6%</u></b>
<b>Revenues</b>						
General Fund Subsidy	<u>624,042</u>	<u>818,331</u>	<u>1,261,600</u>	<u>1,066,706</u>	<u>1,647,600</u>	<u>30.6%</u>
<b>Total</b>	<b><u>624,042</u></b>	<b><u>818,331</u></b>	<b><u>1,261,600</u></b>	<b><u>1,066,706</u></b>	<b><u>1,647,600</u></b>	<b><u>30.6%</u></b>

**Human Resources - Position Summary  
Fiscal Year 2008**

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	0.0	1.0	1.0	2.0	2.0	0.0
Senior Human Resource Consultant	0.0	0.0	0.0	1.0	1.0	0.0
Human Resource Consultant	0.0	0.0	0.0	3.0	3.0	0.0
Human Resources Specialist	2.0	2.0	4.0	4.0	4.0	0.0
Sr. Human Resources Coordinator	1.0	0.0	0.0	0.0	0.0	0.0
Human Resources Technician	1.0	2.0	2.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Office Support Specialist	0.5	1.0	1.0	0.0	0.0	0.0
<b>Total</b>	<b>5.5</b>	<b>7.0</b>	<b>10.0</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>

**Capital:**

Programmed for this fiscal year is \$250,000 for a new HRIS/Payroll System.

**Human Resources - Capital  
Fiscal Year 2008**

<u>Description</u>	<u>Account</u>	<u>Amount</u>
New HRIS/Payroll System	21111-143-827-39411-29999	250,000
<b>Total Capital</b>		<u>250,000</u>

**Accomplishments:**

- Implemented online application process (SOAR).
- Recruited for approximately 275 vacant positions and facilitated hiring two executive management positions (City Attorney and Judge).



- Created and implemented full day New Employee Orientation (NEO) which incorporates training on Employee Policies & Guidelines, anti-harassment policy, and quality customer service.
- Implemented new classification and compensation program and established reclassification process.
- Enhanced the current benefit offerings to include dental HMO plan, ID theft protection, pet insurance offering, childcare referral, and employee paid retiree health.
- Successfully completed Meet & Confer process with Fire and AFSCME and submitted joint recommendation to City Council.

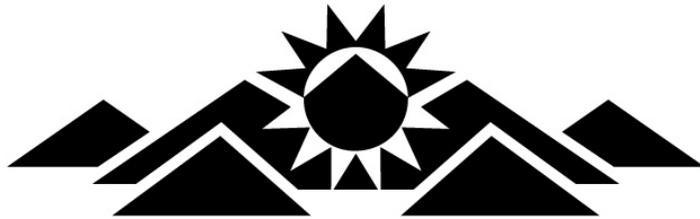
- Effectively provided research and coordination of EEO complaints.
- Conducted HRIS evaluation and worked with Finance, Management & Budget, and IT to select a new vendor for HR/Payroll system.
- Designed and implemented updated compliance training for FMLA and Sexual Harassment education.
- Enhanced Wellness Program with flu shot clinic, prostate and breast cancer screening, City-wide weigh-off competition, and improved tuition reimbursement.
- Developed Human Resources Department web page. Improved bilingual testing process and reimbursement.
- Two Human Resources staff members achieved Senior Professional in Human Resources certification.

**Goals & Objectives:**

- HRIS/Payroll Information System Implementation.
- Conduct successful Meet & Confer process with AFSCME and Fire Association.
- Employee Policies and Guidelines review, assessment, and update.
- Implement online Candidate Assessment testing program.
- Review and Assessment of all HR policies, practices, and procedures.

<b>Human Resources Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Number of employees hired (Includes PT and seasonal)	274	375	275	150
Number of training programs offered	7	7	4	6
Avg. length of time for hiring process from receipt of application (workdays)	30	30	35	35

*City of Surprise, Arizona*



**S U R P R I S E**  

---

**A R I Z O N A**

*FY2008 Adopted Budget*



## Information Technology FY2008 Budget

### Mission Statement:

To provide world-class, technology-based solutions that effectively manage City assets. To provide service excellence in support of internal and external customers. To develop highly skilled and knowledgeable staff. To provide training in the effective use of computer technology and applications. To partner with other Departments and organizations to provide leadership in the delivery of effective and efficient government services.

### Divisions:

- Information Services - Provides centralized information technology services required by all City Departments.
- Geographical Information Systems - Provides centralized geographical information services, real estate, and surveying services to all City Departments.

The Information Technology (IT) Department is the central technology provider for the City. As such, the Department has two primary responsibilities. The first responsibility is to provide centralized information technology services required by City Departments. These services include data center operations, network services, database development and support, end-user support for PCs, project oversight, telecommunications support, and now 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 its citizens.

### Budget Summary:

The Information Technology Department budget of \$4,122,900 (excluding Capital programmed at \$97,100) represents an increase of 18.3% over the adopted FY2007 budget of \$3,485,000 (excluding capital programmed at \$201,100). Personnel costs increased by 56% over last year due to salary adjustments and the programming of additional staff as indicated in the table below.

<b>Information Technology Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	823,605	1,053,520	1,933,900	1,622,251	2,306,000	19.2%
Supplies/Services	877,120	1,847,588	1,551,100	2,174,626	1,816,900	17.1%
Capital	<u>20,000</u>	<u>36,975</u>	<u>201,100</u>	<u>402,200</u>	<u>97,100</u>	<u>-51.7%</u>
<b>Total</b>	<u>1,720,725</u>	<u>2,938,083</u>	<u>3,686,100</u>	<u>4,199,077</u>	<u>4,220,000</u>	<u>14.5%</u>
<b>Division - Summary</b>						
Information Technology	1,325,575	2,187,158	2,376,900	2,865,943	2,667,200	12.2%
GIS	395,150	724,448	751,600	1,187,894	994,500	32.3%
Land Acquisition	0	5,975	223,300	52,487	231,800	3.8%
Surveying	<u>0</u>	<u>20,503</u>	<u>334,300</u>	<u>92,753</u>	<u>326,500</u>	<u>-2.3%</u>
<b>Total</b>	<u>1,720,725</u>	<u>2,938,083</u>	<u>3,686,100</u>	<u>4,199,077</u>	<u>4,220,000</u>	<u>14.5%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>1,720,725</u>	<u>2,938,083</u>	<u>3,686,100</u>	<u>4,199,077</u>	<u>4,220,000</u>	<u>14.5%</u>
<b>Total</b>	<u>1,720,725</u>	<u>2,938,083</u>	<u>3,686,100</u>	<u>4,199,077</u>	<u>4,220,000</u>	<u>14.5%</u>

New positions programmed include two FTE Senior I.T. Technicians and one FTE I.T Administrator. The addition of these new staff will enable the Department to support the current demand for services. Supplies and services increase by 44%. Major expenditures in the supplies and services category of the Department include: new software licenses and GIS upgrades (\$197,000), new computers and related equipment (\$41,000), new phones and related equipment (\$8,000) and operating supplies and services for the new positions.

<b>Information Technology - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Change</u></b>
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Network Administrator	1.0	1.0	2.0	0.0	0.0	0.0
IT Administrator	0.0	1.0	0.0	5.0	6.0	1.0
Senior IT Administrator	0.0	0.0	0.0	2.0	2.0	0.0
IT Operations Manager	0.0	0.0	1.0	1.0	1.0	0.0
IT Development Manager	0.0	0.0	0.0	1.0	1.0	0.0
Senior IT Technician	0.0	0.0	0.0	3.0	5.0	2.0
IT Technician	0.0	0.0	0.0	2.0	2.0	0.0
Database Analyst	1.0	1.0	1.0	0.0	0.0	0.0
Telecommunication Administrator	1.0	1.0	1.0	0.0	0.0	0.0
IT Training Specialist	1.0	1.0	1.0	0.0	0.0	0.0
IT Specialist II	1.0	2.0	1.0	0.0	0.0	0.0
IT Specialist I	0.0	0.0	1.0	0.0	0.0	0.0
GIS Administrator	1.0	1.0	1.0	1.0	1.0	0.0
GIS Specialist	2.0	2.0	3.0	0.0	0.0	0.0
Program Manager	0.0	0.0	1.0	1.0	1.0	0.0
Program Coordinator	0.0	0.0	1.0	1.0	1.0	0.0
Chief Land Surveyor	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Survey Technician	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
<b>Total</b>	<b>9.0</b>	<b>11.0</b>	<b>16.0</b>	<b>22.0</b>	<b>25.0</b>	<b>3.0</b>

### Capital:

The Information Technology Division budget includes capital items totaling \$490,200 for the purchase of various items as indicated in the following table. Major expenditures carried forward from last year are for a series of projects to improve customer service titled Infrastructure Technology Initiatives and Mobile Solutions.

All other capital purchases will allow Information Technology to continue to meet the needs of a growing technology infrastructure. Capital items are funded through the City's general fund, general capital fund, or the general government development fund.

<b>Information Technology - Capital</b>		
<b>Fiscal Year 2008</b>		
<b><u>Description</u></b>	<b><u>Account</u></b>	<b><u>Amount</u></b>
Infrastructure Technology Initiatives, Carry Forward	21112-144-832-39411-20402	5,400
Infrastructure Technology Initiatives, Carry Forward	21412-144-832-39411-20402	55,400
Mobile Solutions, Carry Forward	21112-144-832-39411-20701	332,300
Network and Server Replacements	21111-144-832-39411-29999	97,100
	<b>Total Capital</b>	<b><u>490,200</u></b>

**Accomplishments:**

- Designed and implemented a new “state of the art” Data Center for the Public Safety building and the future central data center.
- Implemented a phased Wi-Fi services network through a private provider.
- Implemented a temporary Traffic Control Center.
- Designed and started the implementation of a new 222 phone prefix for all City Departments with a main number of 623-222-1000.
- Purchased and implemented the following CIP projects:
  - Implemented a Pavement Management five-year analysis to measure and model pavement management requirements.
  - Designed and installed infrastructure for Public Safety building with 66 miles of cable, four miles of fiber optic cable and two miles of video cable.
  - Designed and implemented infrastructure for a new Fire Station and designed for two additional stations.
- The Real Estate program created policies and procedures for the acquisition of property and right of ways.
- Developed new policies for email retention and employee use of computers.

**Goals & Objectives:**

- Work with Traffic Engineering on the Regional Traffic Control Center.
- Finish the implementation of the new police/courts building and data centers.
- Equip the Emergency Operations Center.
- Work with telecommunications providers to provide new and innovative products to the citizens of Surprise.
- Develop strategies and plans for Surprise to become a “Connected Community”.
- Develop an Economic Development ArcIMS interactive internet map site (GIS).
- Design and implement a new “state of the art” City government data center.
- Enhance the Hansen project and Dynamic Portal to ensure success both at the Departmental level and the organizational level and with citizen interactivity. Facilitate the use of Hansen data to make decisions.
- Design and install infrastructure for new facilities to be built in FY 2007-2009.
- Track changes to software and hardware in SharePoint.
- Implement LIS mobile field inspection and code enforcement applications (GIS).
- Implement online permitting web site (GIS).
- Research and update existing database to track all real estate transactions, past and present (GIS/RE).
- Develop a City-wide network of horizontal and vertical control points (GIS/Survey).
- Provide quick and easy access to quality GIS aerial imagery (GIS).
- Maintenance of Current Service Levels to include:
  - Manage the Help Desk queue to be less than 100 open work orders,
  - Ensure that calls to the Help Desk are answered by a person more than 75% of the time with an initial assessment of the problem while on the call,
  - Create an atmosphere of service excellence within staff.

<b>Information Technology Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Number of users supported	623	745	785	850
Number of personal computers supported	465	575	600	625

<b>Information Technology Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Network devices supported	110	125	135	156
Average monthly help-desk calls	248	494	800	800
Dollars spent for GIS data layer maintenance	\$24,953	\$24,975	\$9,980	\$10,000
Number of GIS data layers maintained	149	152	153	154
Number of new GIS/ArcIMS applications developed	3	3	3	3
Number of Real Estate requests processed	na	14	80	120

## Debt Service Fund FY2008 Budget

### Purpose:

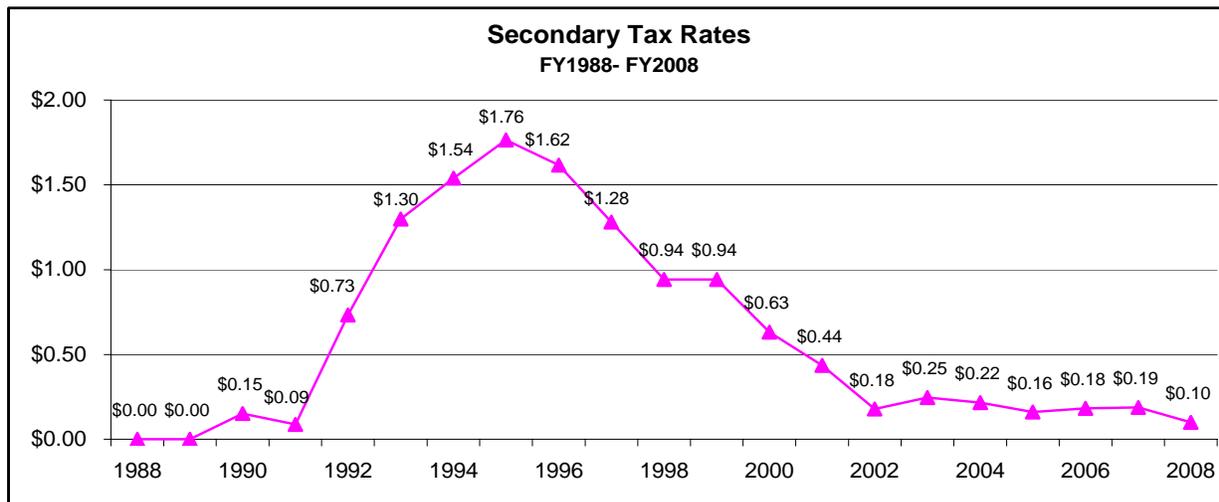
The Debt Service fund is programmed to account for the accumulation of resources for and the payment of, general long-term debt principal and interest. The purpose of the Debt Service Fund is to separate general obligation debt, which is repaid from secondary property taxes from other debt that is paid with operating revenues. Secondary property taxes can only be levied in an amount equal to the estimated annual debt service needs. Secondary property taxes cannot be used to subsidize operational expenditures.

### Budget Summary:

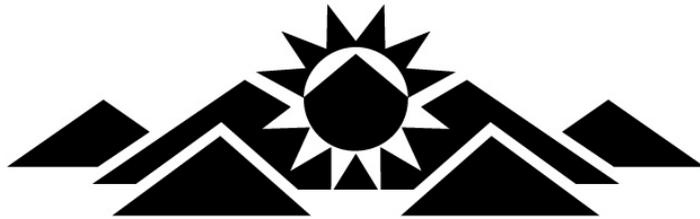
For FY2008 the secondary property tax levy decreases from \$0.1872 to \$0.1007 per \$100 of assessed valuation. The outstanding General Obligation debt is expected to be retired at the end of FY2009, and the rate has been decreased to ensure that an over collection of secondary property tax does not occur.

<b>Debt Service Fund Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
Debt Service	770,115	762,515	1,163,100	1,163,100	1,163,100	0.0%
Contingency	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>333,300</u>	<u>0.0%</u>
<b>Total</b>	<u>770,115</u>	<u>762,515</u>	<u>1,163,100</u>	<u>1,163,100</u>	<u>1,163,100</u>	<u>0.0%</u>
<b>Revenues</b>						
Property Tax	761,328	1,070,237	1,091,700	1,091,700	1,091,700	0.0%
Interest	11,039	17,747	1,500	15,800	1,500	0.0%
Fund Balance	<u>131,100</u>	<u>0</u>	<u>69,900</u>	<u>458,800</u>	<u>403,200</u>	<u>476.8%</u>
<b>Total</b>	<u>903,467</u>	<u>1,087,984</u>	<u>1,163,100</u>	<u>1,566,300</u>	<u>1,496,400</u>	<u>28.7%</u>

- Series (B) Bonds principal remaining prior to FY2008 payment - \$1,070,000
- Waste Water Revolving Loan principal remaining prior to FY2008 payment -\$813,912



*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Employee Dependant Scholarship Fund FY2008 Budget

### Purpose:

The purpose of the Employee Dependent Scholarship fund is to temporarily hold and collect assets for a third party (employees). These assets are then awarded as scholarships to dependents of employees who are attending, or plan on attending college. It is intended that four scholarships will be awarded to City of Surprise employee dependents prior to the commencement of fall 2008 classes.

### Budget Summary:

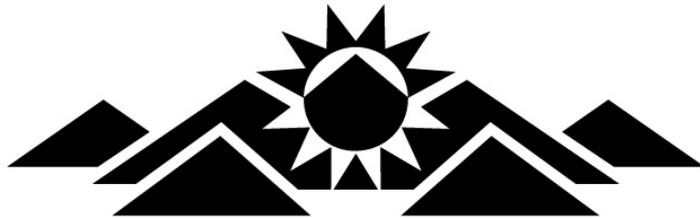
The employee dependent scholarship fund has been programmed with expenditures equal to anticipated resources. Resources for this fund are composed of a beginning fund balance and Investment Earnings. All expenditures are dedicated to scholarships.

<b>Scholarship Fund</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
Supplies/Services	1,500	1,500	11,500	3,000	9,800	-14.8%
<b>Total</b>	<u>1,500</u>	<u>1,500</u>	<u>11,500</u>	<u>3,000</u>	<u>9,800</u>	<u>-14.8%</u>
<b>Revenues</b>						
Interest	190	2,583	600	400	600	0.0%
Donations	824	1,082	0	0	0	0.0%
Fund Balance	<u>10,159</u>	<u>0</u>	<u>10,900</u>	<u>11,800</u>	<u>9,200</u>	<u>-15.6%</u>
<b>Total</b>	<u>11,173</u>	<u>3,666</u>	<u>11,500</u>	<u>12,200</u>	<u>9,800</u>	<u>-14.8%</u>

### Goals & Objectives:

The goal of the dependent scholarship fund is to provide scholarships to the dependent children of employees on a merit basis. The Employee Committee awards scholarships in the amount of \$500 based on scholastic achievement.

*City of Surprise, Arizona*



**S U R P R I S E**  

---

**A R I Z O N A**

*FY2008 Adopted Budget*

**Donations Fund  
FY2008 Budget**

**Purpose:**

The Donations fund temporarily holds and collects 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.

The donations fund has been established to allow 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.

Included in the donations fund is the Council approved public art set-aside. Each year the equivalent of 1% of eligible Capital Improvement Projects funding is set-aside for use on public art projects. The City's art commission has control over the public art set-aside and has the ability to recommend funding of public art projects to the council.

**Budget Summary:**

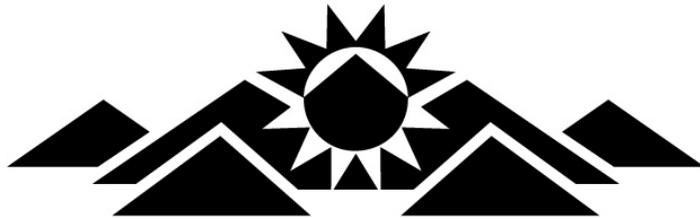
The Donations fund has been programmed with expenditures equal to resources. Resources for this fund are composed entirely of donations; in future years there will be beginning fund balance and potentially investment earnings. Expenditures will be by Department and program and must have adequate resources available prior to being approved.

<b>Donations Fund Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b>Expenditures</b>						
Supplies/Services	<u>114,689</u>	<u>121,571</u>	<u>1,186,300</u>	<u>886,300</u>	<u>803,200</u>	<u>-32.3%</u>
<b>Total</b>	<u>114,689</u>	<u>121,571</u>	<u>1,186,300</u>	<u>886,300</u>	<u>803,200</u>	<u>-32.3%</u>
<b>Revenues</b>						
Intergovernmental	6,527	153,992	0	0	0	0.0%
Interest	3,877	11,106	0	19,700	0	0.0%
Donations	186,825	226,470	600,000	0	600,000	0.0%
Art Commission	105,800	142,700	586,300	586,300	0	-100.0%
Fund Balance	<u>181,741</u>	<u>0</u>	<u>0</u>	<u>483,500</u>	<u>203,200</u>	<u>0.0%</u>
<b>Total</b>	<u>484,770</u>	<u>534,268</u>	<u>1,186,300</u>	<u>1,089,500</u>	<u>803,200</u>	<u>-32.3%</u>

**Goals & Objectives:**

- Ensure all donations directly benefit the specific Department or program for which the funds were given.
- Ensure dedicated funding is available for Public Art within the City of Surprise.

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## General Government Development Fund FY2008 Budget

**Purpose:**

To account for the inflow of General Government Development Fees levied on new home starts. 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 operational needs.

**Budget Summary:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots, and existing development agreements. The City Council adopted updated development fees on March 8, 2007. In accordance with ordinance 07-24 the general government development fee increased \$314 to \$661 per single family home on July 1, 2007. The increase is largely due to the new City Hall building, scheduled for construction in FY2008.

<b>General Government Development Fund Fiscal Year 2008</b>						
	<b>FY2005 Actual</b>	<b>FY2006 Actual</b>	<b>FY2007 Budget</b>	<b>FY2007 Estimate</b>	<b>FY2008 Budget</b>	<b>Budget Change</b>
<b>Expenditures</b>						
Supplies/Services	101,217	88,686	0	2,500	0	0%
Capital	199,568	730,428	1,748,000	175,600	1,529,900	-12%
Transfer Out	<u>0</u>	<u>0</u>	<u>5,891,800</u>	<u>5,891,800</u>	<u>384,100</u>	<u>-93%</u>
<b>Total</b>	<u>300,785</u>	<u>819,114</u>	<u>7,639,800</u>	<u>6,069,900</u>	<u>1,914,000</u>	<u>-75%</u>
<b>Revenues</b>						
Development Fees	2,494,928	1,476,440	1,196,400	666,600	872,500	-27%
Grants	0	0	41,600	0	0	-100%
Interest	99,001	158,049	40,000	202,700	0	-100%
Fund Balance	<u>3,219,493</u>	<u>0</u>	<u>6,361,800</u>	<u>6,242,100</u>	<u>1,041,500</u>	<u>-84%</u>
<b>Total</b>	<u>5,813,422</u>	<u>1,634,489</u>	<u>7,639,800</u>	<u>7,111,400</u>	<u>1,914,000</u>	<u>-75%</u>

General Government Capital purchases required due to growth are detailed in individual Departmental budgets as summarized below.

<b>General Government Development Fund Fiscal Year 2008</b>	
Communications	1,474,500
Information Services	55,400
PW-Facilities	<u>384,100</u>
<b>Total General Government Development Fund</b>	<u>1,914,000</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund.

<b>GENERAL GOVERNMENT DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	1,041,500	-	-	-	-
<b>5-Year Projected Revenue</b>	872,500	1,745,000	2,617,600	2,908,400	2,908,400
<b>Expenditures</b>	(1,529,900)	-	-	(1,290,000)	(1,764,700)
<b>Transfers In/(Out)</b>	(384,100)	(1,745,000)	(2,617,600)	(1,618,400)	(1,143,700)
<b>Ending Balance</b>	-	-	-	-	-



## General Operations FY2008 Budget

### Mission Statement:

The General Operations Department is structured to support 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.

### Budget Summary:

The General Operations Department serves as the general clearinghouse for all general fund Departments and activities of the City of Surprise. Included in this Department's budget are the costs for tuition reimbursement, debt service, insurance, council contingency, jail services, and the public defender contract. All economic development incentives are programmed through this Department, as are all City subsidies of local organizations.

The General Operations Department budget represents a net decrease of 35.4% from the FY2007 budget of \$53,255,400. This decrease is due to a decrease in inter-fund transfers.

<b>General Operations Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
Personnel	(231,251)	6,970	0	0	0	0.0%
Supplies/Services	2,106,811	2,600,063	4,193,800	5,308,117	15,379,800	266.7%
Capital	0	0	2,200,000	0	2,600,000	18.2%
Contingencies	0	0	174,300	436,400	516,900	196.6%
Transfer Out	<u>29,227,400</u>	<u>0</u>	<u>46,687,300</u>	<u>46,687,300</u>	<u>15,903,100</u>	<u>-65.9%</u>
<b>Total</b>	<u>31,102,960</u>	<u>2,607,033</u>	<u>53,255,400</u>	<u>52,431,817</u>	<u>34,399,800</u>	<u>-35.4%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>31,102,960</u>	<u>2,607,033</u>	<u>53,255,400</u>	<u>52,431,817</u>	<u>34,399,800</u>	<u>-35.4%</u>
<b>Total</b>	<u>31,102,960</u>	<u>2,607,033</u>	<u>53,255,400</u>	<u>52,431,817</u>	<u>34,399,800</u>	<u>-35.4%</u>

A sample of items included in this Department budget is:

- Economic Development - \$12,120,000
- Public Defenders - \$300,000
- Jail Services - \$800,000
- Essential Services - \$75,000
- General Insurance - \$784,500
- Tuition Reimbursement - \$121,000

**Transfers:**

All general fund transfers are programmed in the General Operations fund. Transfers to other funds are made to cover the deficit balances that would otherwise occur in these funds or to meet council policies. All transfers to operational funds are transferred strictly based upon actual need.

<b>General Fund - Transfers/Loans</b>	
<b>Fiscal Year 2008</b>	
<b><u>Transfers</u></b>	
10% Set-Aside	580,000
Campus Operations	2,198,400
Public Arts	203,200
Highway User Fund	3,792,300
General Capital - 75% construction sales tax	608,300
General Capital	<u>8,520,900</u>
<b>Total General Fund Transfers</b>	<b><u>15,903,100</u></b>



## Economic Development FY2008 Budget

### Mission Statement:

To lead, plan, and execute a marketing program that will result in community economic growth, higher quality of life, and increasing customer satisfaction.

### Budget Summary:

The Economic Development Department budget of \$684,400 represents a -15.4% overall decrease from the budget amount programmed for FY2007. This decrease is primarily due to the FY2007 programming of economic development funding (\$70,000) and tourism seed funding (\$20,000) as one time only expenses.

Personnel expenditures comprise 79.9% of the Department's budget with supplies and services representing the remaining 20.1%. Economic development incentive funding is included in the General Operations budget and does not appear in these totals.

<b>Economic Development Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	202,868	328,915	538,600	425,783	546,900	1.5%
Supplies/Services	<u>117,640</u>	<u>211,005</u>	<u>270,700</u>	<u>381,684</u>	<u>137,500</u>	<u>-49.2%</u>
<b>Total</b>	<u>320,508</u>	<u>539,920</u>	<u>809,300</u>	<u>807,467</u>	<u>684,400</u>	<u>-15.4%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>320,508</u>	<u>539,920</u>	<u>809,300</u>	<u>807,467</u>	<u>684,400</u>	<u>-15.4%</u>
<b>Total</b>	<u>320,508</u>	<u>539,920</u>	<u>809,300</u>	<u>807,467</u>	<u>684,400</u>	<u>-15.4%</u>

<b>Economic Development - Position Summary Fiscal Year 2008</b>						
	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Actual</u>	<u>FY2008 Adopted</u>	<u>Change</u>
Director	0.0	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	0.0	0.0	1.0	1.0	0.0
Program Coordinator	1.0	2.0	3.0	2.0	2.5	0.5
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Intern	0.0	0.0	0.5	0.5	0.0	-0.5
<b>Total</b>	<u>3.0</u>	<u>4.0</u>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<u>0.0</u>

### Capital:

No capital is programmed for FY2008.

### Accomplishments:

- Recruited UAG West dealerships and helped secure 303 Auto Show.
- Helped secure Prasada development with total projected employment of 19,000.
- Helped 45 entrepreneurs start or locate new businesses in Surprise.
- Recruited Summit Business Park development and Glimcher SW Ventures.
- Assisted start up of Surprise Pointe, Desert Cove Business Park.

- Wrote Surprise Chamber of Commerce Feasibility Study.
- Provided information on Surprise and/or assistance to 318 companies and investors.
- Created Surprise Young Professionals networking group.
- Achieved recognition as one of Top Ten North American Cities of the Future.
- Started Surprise Accommodations Association.
- Reorganized Economic Development Website, including buildings and sites database.
- Completed Business License Analysis and Retail Gap Analysis.

**Goals and Objectives:**

- Execute marketing programs in key industrial and office markets, including responding to information requests from at least 200 companies.
- Foster development of a biosciences campus at Surprise Center.
- Integrate Focused Future II plan with City Strategic Plan and Economic Positioning Study.
- Expand small business assistance program, including help for at least 100 entrepreneurs.
- Expand hospitality/retail efforts to attract amenities such as theaters, hotels, and dining.
- Continue efforts to attract a college, university, and/or community college.

<b>Economic Development Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Projected New Jobs	1,505	1,300	1,145	1,000
Value of New Business Investment	--	--	\$50 mill.	\$50 mill.
New Businesses Created	--	30	45	50



## Community Development FY2008 Budget

### Mission Statement:

We are committed to guiding the community by planning wisely, marketing effectively, regulating consistently, and assisting professionally.

### Divisions:

- Administration - Responsible for the overall coordination of the Department's activities and performance in relation to the organization.
- Planning & Zoning - Responsible for improving the quality of development in the City by developing and enforcing guidelines, ordinances, policies, and codes. The forefront of all projects is the implementation of the General Plan.
- Development Services - Guides applicants on Development Review Process (DRP) from application to certification of occupancy. Conducts project development meetings to facilitate interdepartmental and applicant communication through codes and ordinances.
- Building Safety - The division reviews plans and permits for development/remodeling in the City, performs building inspections, and monitors code enforcement.

### Budget Summary:

The Community Development Department budget of \$5,031,000 represents a decrease of 12.2% from the FY2007 budget of \$5,732,300. Due to a reduction in permitting and construction activity, three positions were not funded for FY2008. Personnel costs represent 87.5% of the entire budget but have experienced a reduction of 15.1% overall.

<b>Community Development Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	2,709,377	3,188,811	5,186,300	4,043,411	4,404,100	-15.1%
Supplies/Services	<u>359,774</u>	<u>451,348</u>	<u>546,000</u>	<u>715,862</u>	<u>626,900</u>	<u>14.8%</u>
<b>Total</b>	<u>3,069,151</u>	<u>3,640,159</u>	<u>5,732,300</u>	<u>4,759,273</u>	<u>5,031,000</u>	<u>-12.2%</u>
<b><u>Division - Summary</u></b>						
Administration	200,957	191,378	350,800	411,007	501,300	42.9%
Planning & Zoning	617,961	734,053	1,426,600	1,265,892	1,388,700	-2.7%
Building Safety	1,705,068	1,630,241	1,823,900	1,838,741	1,782,700	-2.3%
Code Enforcement	0	347,945	824,300	389,370	614,500	-25.5%
Development Services	<u>545,165</u>	<u>736,541</u>	<u>1,306,700</u>	<u>854,263</u>	<u>743,800</u>	<u>-43.1%</u>
<b>Total</b>	<u>3,069,151</u>	<u>3,640,159</u>	<u>5,732,300</u>	<u>4,759,273</u>	<u>5,031,000</u>	<u>-12.2%</u>
<b>Revenues</b>						
Charges for Services	13,613,078	8,715,983	6,522,500	4,563,300	3,476,500	-46.7%
Miscellaneous	0	0	50,000	50,000	50,000	0.0%
General Fund Subsidy	<u>0</u>	<u>0</u>	<u>0</u>	<u>145,973</u>	<u>1,504,500</u>	<u>0.0%</u>
<b>Total</b>	<u>13,613,078</u>	<u>8,715,983</u>	<u>6,572,500</u>	<u>4,759,273</u>	<u>5,031,000</u>	<u>-23.5%</u>

**Community Development - Position Summary**  
Fiscal Year 2008

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	3.0	3.0	3.0	2.0	2.0	0.0
Senior Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Senior Planner	1.0	1.0	2.0	3.0	3.0	0.0
Planner	0.0	0.0	0.0	8.0	8.0	0.0
Planner II	3.0	3.0	3.0	0.0	0.0	0.0
Planner I	2.0	1.0	2.0	0.0	0.0	0.0
Planning Technician/Assistant Planner	3.0	3.0	3.0	1.0	1.0	0.0
Senior Plans Examiner	0.0	0.0	0.0	1.0	1.0	0.0
Plans Examiner	3.0	5.0	6.0	5.0	5.0	0.0
Code Compliance Supervisor	1.0	1.0	2.0	2.0	2.0	0.0
Senior Inspector	2.0	2.0	2.0	4.0	4.0	0.0
Building Inspector	6.5	12.0	12.0	10.0	9.0	-1.0
Code Enforcement Inspector	2.0	2.0	4.0	4.0	4.0	0.0
Administrative Assistant/Specialist	1.0	1.0	2.0	3.0	3.0	0.0
Administrative Support Supervisor	0.0	0.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	2.0	2.0	3.0	4.0	3.0	-1.0
Fiscal Support Assistant	4.0	5.0	5.0	5.0	4.0	-1.0
Office Support Specialist/Admin Assistant	1.5	1.0	2.0	2.0	2.0	0.0
Secretary/Administrative Technician	1.5	2.0	0.0	0.0	0.0	0.0
Intern	0.5	0.5	0.0	0.0	0.0	0.0
<b>Total</b>	<b>38.0</b>	<b>45.5</b>	<b>53.0</b>	<b>57.0</b>	<b>54.0</b>	<b>-3.0</b>

**Capital:**

No capital items have been programmed for this Department.

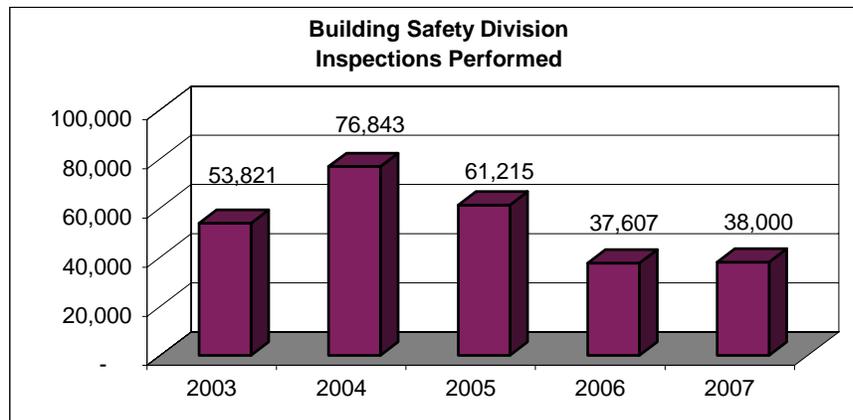
**Accomplishments:**

- General Plan Update: The first two phases of the General Plan's visioning series were completed.
- Created the City of Surprise "Train Team" as a planning, funding, and implementation team to establish passenger rail services along the BNSF line between Wickenburg and Tempe.
- The Grand Vista project, a redevelopment of the former Daimler/Chrysler Proving Grounds, was submitted for annexation.
- Sunhaven project annexation was approved, allowing contiguity for annexation of Grand Vista.
- Award of \$22 million in STAN advancement monies for the SR 303L freeway.
- Council adoption of Bell Road Access Control Study in January of 2007.
- Council adoption of Surprise Transportation Plan in April.
- Department website revised and improved for citizen access and use.
- Process improvements initiated by the Management Partners report on project development operations were implemented, having a large impact in relaying information to the public and process streamlining.
- Published new materials for customer use including a streetscape manual, an annexation policy manual, a native plant brochure, and the Grand Avenue Project.
- Drafted one of the region's 2006 model code adoption ordinances, which was approved by Council June 2007.
- Development of a licensing agreement between Engineering Mappings Systems and the City of Surprise, to distribute the City's LIS permitting system as proprietary software. Costs recovered from this distribution will be available to defray the City's costs of development.
- Assisted City of Surprise Legal Department staff in the re-draft of the City's Municipal Code. Of particular interest is the incorporation of the City's adopted property maintenance code into Chapter 15 of SMC, streamlining the administration of the section of the code.

- Code Enforcement's Neighborhood Preservation Effort has resulted in the removal of hundreds of tons of trash and debris, abandoned motor vehicles, and dilapidated structures; and has established valuable contacts and a constructive presence in the Original Townsite.

### Goals & Objectives:

- Continue development of the Sustainable Surprise collaboration with Arizona State University
- Establish regional passenger rail collaboration with cities along the BNSF line.
- Create transportation enhancement grant program and five-year project proposal for grant and other public funding.
- Revise and improve Surprise Development Codes to reflect the General Plan objectives and Sustainable Surprise efforts.
- Revise and improve Surprise Design & Development Standards as General Plan implementation tools.
- Implement the use of hand-held devices with real-time connectivity to COS servers for field inspections. This new resource will enable inspectors to spend more time in the field, and have access to comprehensive project data.



- Implement the new IVR system for telephone requests for inspection and inspection status. This resource will automate the request process and extend the hours of service.
- Develop training programs, internal documentation, and published division standards and procedures as needed to prepare Building Safety to make application for accreditation by the International Accreditation Service (IAS) in July 2008.
- Draft a residential Green Building Program, providing criteria for sustainable development and incentives for program participants.
- Initiate drafting of graphic supplemental materials for CD public information handouts.
- Comprehensively enforce the commercial provisions of the International Energy Conservation Code (2006 IECC) for envelope design, lighting, and equipment utilization.
- Assist Water Services in the COS Water Conservation ordinance with new initiatives for water conserving equipment and fixtures and landscape irrigation systems.
- Develop a completely revised policies and procedures manual for Building Inspections.
- Using Crystal Reports capabilities develop activity tracking reports to assist in the anticipation of workload changes and identify trends in activity levels in advance of need.
- Develop a Model Neighborhoods program with Code Enforcement staff acting in collaboration with P&Z, CI, and PD.
- Design creation of pedestrian/golf cart path through current civic campus and within neighboring parcels to link residential areas to east with commercial and restaurants to the west.
- Grand Avenue right of way annexations. Set up NWS weather reporting station in Surprise.

<b>Community Development Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Percentage completion of general plan implementation strategies	45%	50%	60%	60%
Number of Planning and Zoning applications processed	487	467	462	400
Number of planned area development (PAD) applications processed	10	16	9	5
Total newly approved platted single-family home lots	11,080	3,189	1,383	1,500
Number of applications received for commercial properties	67	110	100	250
Preliminary Plats Processed	19	27	17	12
Final Plats Processed	25	32	30	15
Site Plans Processed	46	55	63	25
Pre-application Meetings Scheduled	78	122	38	24
Building inspections performed	76,843	61,215	37,607	38,000
Number of Building Inspectors	15	15	15	14
Average number of inspections performed per inspector per month	411	340	209	226
Number of permits issued	14,545	9,834	5,515	6,000



## Fire – Emergency Services FY2008 Budget

### Mission Statement:

“Always There, Always Ready” Our mission is to protect and preserve life and property with the highest level of safety, customer service, pride, and professionalism.

### Divisions:

- Administration - Responsible for all the administrative and support functions of the Department.
- Operations - Responsible for all field operations and will provide emergency service to the City 24 hours per day, 7 days a week.
- Fire Prevention - Supports programs designed to reduce the loss of life and property through education, prevention, and code enforcement.
- Community Services - Offers programs and services directly benefiting the community such as the Crisis Response Program and fire and life safety education programs.

### Budget Summary:

The FY2008 budget is programmed for \$13,374,700 (a 21% increase over FY2007). Supplies and services are programmed at \$2,012,600, which represents a 34% increase over the FY2007 budget of \$1,499,500. Significant costs in this category are (\$306,800) to continue to contract for a full time fire plans examiner to handle increases in plans review for residential and commercial growth.

<b>Fire - Emergency Services Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	5,348,243	6,619,312	9,521,700	8,399,325	11,340,600	19.1%
Supplies/Services	865,402	1,292,847	1,499,500	2,179,175	2,012,600	34.2%
Capital	<u>97,076</u>	<u>13,464</u>	<u>18,500</u>	<u>18,500</u>	<u>21,500</u>	<u>16.2%</u>
<b>Total</b>	<u>6,310,721</u>	<u>7,925,622</u>	<u>11,039,700</u>	<u>10,597,000</u>	<u>13,374,700</u>	<u>21.2%</u>
<b><u>Division - Summary</u></b>						
Administration	419,380	564,754	623,000	686,067	769,800	23.6%
Operations	5,330,974	6,653,972	8,840,900	8,766,454	10,360,600	17.2%
Prevention	359,616	569,203	1,189,900	902,179	1,027,500	-13.6%
Training	0	0	0	0	218,100	0.0%
EMS	0	0	0	0	82,500	0.0%
Crises Response	0	0	0	0	111,200	0.0%
Support Services	0	0	0	0	588,400	0.0%
Community Services	<u>200,751</u>	<u>137,695</u>	<u>385,900</u>	<u>242,300</u>	<u>216,600</u>	<u>-43.9%</u>
<b>Total</b>	<u>6,310,721</u>	<u>7,925,622</u>	<u>11,039,700</u>	<u>10,597,000</u>	<u>13,374,700</u>	<u>21.2%</u>
<b>Revenues</b>						
State Fire Insurance Tax	0	0	125,000	124,600	132,500	6.0%
Charges for Services	60,223	434,437	302,000	301,200	320,100	6.0%
Grants	16,350	2,600	0	0	0	0.0%
Miscellaneous	100,354	152,243	150,000	149,600	159,000	6.0%
General Fund Subsidy	<u>6,133,794</u>	<u>7,336,342</u>	<u>10,462,700</u>	<u>10,021,600</u>	<u>12,763,100</u>	<u>22.0%</u>
<b>Total</b>	<u>6,310,721</u>	<u>7,925,622</u>	<u>11,039,700</u>	<u>10,597,000</u>	<u>13,374,700</u>	<u>21.2%</u>

Personnel costs increase by 19% over the FY2007 budget of \$9,521,700. Increases are primarily due to the addition of new positions. Personnel costs compose 85% of the total fire Department budget. There are 17.0 FTE new positions programmed for FY2008. This includes the necessary staff to operate a new engine company that will come on line this fiscal year consisting of nine FTE Firefighters, three FTE Captain Positions, and three FTE Fire Engineers. Additionally, an analyst position was approved to monitor the Department's budget, to perform research and special analyst projects, and to create spreadsheets and reports related to Department performance. A maintenance & operations technician position was approved and will be responsible for breathing apparatus, protective personal equipment, nozzle repairs, small equipment repairs, and inventory assistance. This position was funded with cost savings in over-time typically earned by firefighters performing these tasks.

<b>Fire - Emergency Services- Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Fire Chief	1.0	1.0	1.0	1.0	1.0	0.0
Assistant Fire Chief	1.0	2.0	2.0	2.0	2.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	1.0	0.0
Batallion Chief	3.0	3.0	3.0	3.0	3.0	0.0
Fire Captain	13.0	13.0	16.0	22.0	25.0	3.0
Fire Inspector	1.0	2.0	2.0	4.0	4.0	0.0
Fire Engineer	12.0	12.0	14.0	19.0	22.0	3.0
Firefighter	30.0	30.0	40.0	47.0	56.0	9.0
Program Specialist, Public Safety Education	1.0	1.0	1.0	1.0	1.0	0.0
Program Supervisor, AR Van Coordinator	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	1.0	2.0	2.0	2.0	0.0
Plans Examiner	0.0	1.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	0.0	1.0	1.0	1.0	1.0	0.0
Analyst	0.0	0.0	0.0	0.0	1.0	1.0
Administrative Support Supervisor	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Technician	0.0	0.0	0.0	0.0	1.0	1.0
Service Worker/Groundskeeper	0.0	0.0	1.0	1.0	1.0	0.0
<b>Total</b>	<b>66.0</b>	<b>70.0</b>	<b>88.0</b>	<b>108.0</b>	<b>125.0</b>	<b>17.0</b>

**Capital:**

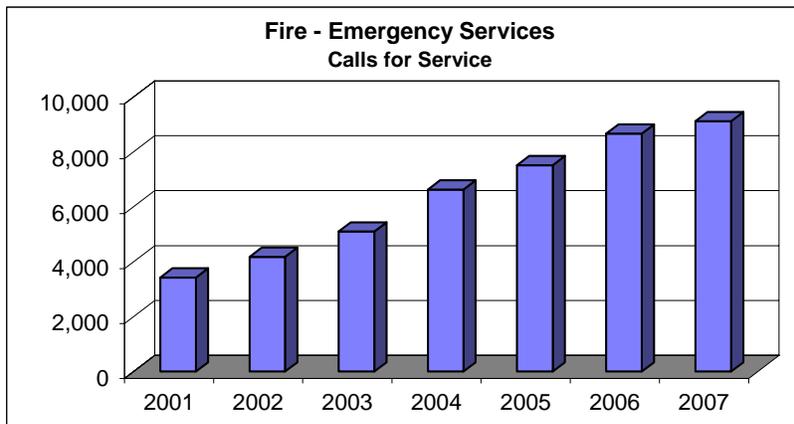
Total fire suppression capital has been programmed at \$10,136,200 for FY2008. Included in this amount is funding carried forward for construction of Fire station #5 and #6, and funds for construction and equipment for an additional fire station, #7, which will be constructed FY2008. Additional funds are programmed for the remodeling of Fire Station #302. As indicated in the table below funds are programmed for new positions. The remaining projects include a new joint training facility.

**Fire - Emergency Services - Capital  
Fiscal Year 2008**

<b>Description</b>	<b>Account</b>	<b>Amount</b>
Fire Station #6 Bldg. & Structure Purchase, Carry Forward	21416-342-316-39211-20559	1,443,500
Fire Station #6 Vehicles, Carry Forward	21416-342-316-39421-20559	356,500
Fire Station #5 Bldg. & Structure Purchase, Carry Forward	21416-342-316-39211-20602	969,200
Fire Station #5 Furniture, Fixtures & Equipment, Carry Forward	21416-342-316-39411-20602	675,000
Fire Station #5 Vehicles, Carry Forward	21416-342-316-39421-20602	355,800
Joint Training Center	21416-342-316-39211-20604	365,000
Fire Station 302 Remodel, Carry Forward	21112-342-316-38199-20624	6,900
Fire Station 302 Bldg. & Structure Purchase, Carry Forward	21112-342-316-39211-20624	357,100
Fire Station 302 Building Improvements, Carry Forward	21112-342-316-39212-20624	384,600
Fire Station #7, Carry Forward	21416-342-316-38199-20702	168,200
Fire Station #7 Land Purchase, Carry Forward	21416-342-316-39111-20702	115,900
Fire Station #7 Bldg. & Structure Purchase	21416-342-316-39211-20702	4,060,000
Fire Station #7 Other Improvements	21416-342-316-39311-20702	707,000
Fire Station #7 Furniture, Fixtures & Equipment	21416-342-316-39411-20702	150,000
Vehicle for Support Services Technician	21111-342-321-39421-29999	21,500
	<b>Total Capital</b>	<b><u>10,136,200</u></b>

**Accomplishments:**

- Opened Fire Station 301 at new location on Village Drive East.
- Broke ground on Stations 305 & 306.
- Trained 15 new firefighters and 10 new Paramedics, and hired a support service worker.
- Entered into an IGA with the cities of Glendale, Peoria, Avondale, and Glendale Community College for a Westside Regional Training Facility.
- Purchased two new fire trucks and a brush truck.
- Received funds from the Fire Act Grant to purchase a Fire Blast Training Simulator and have begun training staff.
- Increased the number of paramedics in the field from 28 to 41.
- Responded to 9,120 calls representing a 5% increase over last year.



- Installed four new Automated External Defibrillator machines in City buildings.
- Began updating the Emergency Operations Center Procedures in conjunction with the Surprise Police Department.
- Implemented a Loss Prevention Strategies Program for business owners.
- Initiated an annual commercial safety self inspection program for business owners.
- Hired two new Inspectors and one Administrative Support.

- The Fire Department's Fire Prevention Division created an Emergency Access Detail Guide for contractors/builders to identify graphic installation details of City of Surprise Fire Code requirements.
- Established a new EMS Incident Reporting system through Firehouse Record Management Database.
- Volunteers have served 8,856 hours during shifts on the Crisis Response Van. Additional shifts have been donated for outside community events and meetings.
- Increased fire & life safety education class/event attendance by 6% to 25,375.
- Fire Prevention established development fees for plan review and field inspections.
- Implemented a new Telestaff software system to enhance the management of personnel staffing.

### **Goals & Objectives:**

- Strategically place fire stations to accommodate the most optimal response time.
- Work with City Engineer to enhance traffic preemption to improve driver safety.
- Fire Inspectors will meet with contractors regularly to discuss safety concerns and liability issues on City street construction sites and or other sites where fire inspections are needed.
- Through the pre-application process, plans will be reviewed for street connectivity and access to enhance fire department response times.
- Open the Public Safety Building and Stations 305 & 306.
- Break Ground on Station 307.
- Continue to work with City's Safety Committee to reduce employee injuries.
- Continue to work with the special needs commission in identifying high risk special needs populations in the City for disaster preparedness.
- Establish and enhance Support Services Division.
- Assist with identifying training facility needs, locations, planning, and funding.
- Develop a Homeland Security strategy for all stakeholders and increase coordination with City Manager's Office and all City Departments in regards to training and Homeland Security issues.
- Train all Department Heads & City Council in NIMS.
- Continue to work with the West Side training consortium to improve fire fighter safety, strengthen performance skills, and meet the fire fighter training goal.
- Provide education to homebuilders and citizens on new fire prevention guidelines and other prevention and safety information.
- Conduct fire & life safety classes and conduct drowning prevention safety walks.
- Maintain an effective hazardous material response team to encourage manufacturing and other businesses into our community.
- Work with Economic Development and the Chamber of Commerce to bring new business into the community by providing pro-active fire prevention code awareness.
- Maintain a user friendly and 10 day turn around on our plans review process.
- Maintain modern up-to-date fire codes to include reasonable and customary fee schedules.
- Participation in development of CDBG Consolidated Plan for Entitlement City status.
- Collaborate with Community Recreation Services (CRS) and Police Department to develop a public safety memorial park.
- Ensure adequate and appropriate staffing coverage for programs and special events.
- Assist community development in designing and building of safe parks.
- Maintain and add to Department policies and procedures.
  - Training manuals and on-going training of employees Volume II.
  - Administrative regulations.
- Fire Department Strategic Plan
  - Finalize the Strategic Plan.
  - Present the plan for council adoption.
  - Implement various areas of the strategic plan.
- Continue development of performance reporting through data collection.
- Improve and enhance current incident reporting mechanisms (Fire House and Fire View Programs) to support statistical reporting, tracking and resource management.

- Institute a customer satisfaction survey on website.
- Improve safety communication to staff through continued participation in the safety committee.
  - OSHA training.
  - Target Safety training.
  - Minimum company standards training.
  - Paramedic and E.M.T. training.
- Inspect 100% of new commercial construction as required by code.
- Outsource fire plan review to 3rd party until it is economically viable to incorporate in house review
- Work with surrounding fire Departments to explore innovative and alternative methods of enhancing common service and delivery needs.
- Expand Crisis Response Program within the Department.
- FIRELINE newsletter as a prime source of communication for our Department on a quarterly basis.
- Customer satisfaction surveys will be distributed to customers following inspections and may be placed on website.
- Provide in-house maintenance of self-contained breathing apparatus and personal protective clothing to our members reducing the cost to the City.
- Improve the turn-around for plan review and guaranteed 72-hours new construction inspections.
- Citizens' contacts will be made through community programs such as baby shots, CPR, CERT, public education, station tours, community events, and pool safety.

<b>Fire – Emergency Services Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Telephone Calls Answered	4,000	7,600	14,400	14,840
Requests for Insurance Services Organization (I.S.O.) Rating	500	573	860	885
Purchase Requests and Invoices Processed	500	635	767	800
Number of Public Contacts at Service Counter	700	880	906	935
NFPA 1710 Standard - 5:00 Minutes 90% of the time	5:33	5:52	6:01	5:55
Total number of Fire Department responses.	7,416	8,668	9,120	10,000
Number of Certified Hazmat Technicians	15	15	17	18
Number of Fire Fighter Paramedics	24	27	40	45
Provide timely comments for Technical Advisory Committee meetings	433	500	906	910
Provide a timely review of commercial construction projects	32	600	1,020	1,100
Provide prompt & efficient new construction inspections	187	900	1,907	2,000
Provide an annual business inspection to commercial occupancies	823	100	214	220

<b>Fire – Emergency Services Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Provide a home inspection program	4	25	2	5
Conduct fire scene investigations to determine the cause & origin of fires	8	20	32	35
Fireworks Display & TUP inspections	5	30	41	45
Business & Liquor License reviews	826	154	1,012	1100
Number of Residential Lock Boxes Installed	123	128	148	175
Number of citizens participating in Pool Safety Program.	1,500*	500	1,500	1,500
Children immunized.	300	244	288	300
Number of citizens trained as Community Emergency Response (C.E.R.T.) personnel.	78	138	30	40
Number of citizens participating in the Senior Outreach Program.	197	749	382	400
Number of Juvenile Fire Setters Referred To Program.	10	9	11	12
Number of Children Attending Juvenile Fire Setter Intervention Education Program	10	8	8	8
Community Events & Station Tours Conducted	65	51	68	70
Children's Safety Classes Conducted	540	550	478	500
Attendance at Children's Safety Classes	13,581	13,849	13,245	14,000
Number of Child Safety seats installed or inspected.	115	186	195	200
Number of hours CR Van was available per week.	94	57	60	65
Total Number of Volunteer Hours Donated for CR Van Program	9,900	7,400	8,856	9,298
Number of Active Volunteers for CR Van Program	54	42	69	75
Total Number of CR Responses	800	688	646	670



## Firefighter's Pension Fund FY2008 Budget

**Purpose:**

To temporarily hold or collect resources on behalf of a third party (firefighters).

**Budget Summary:**

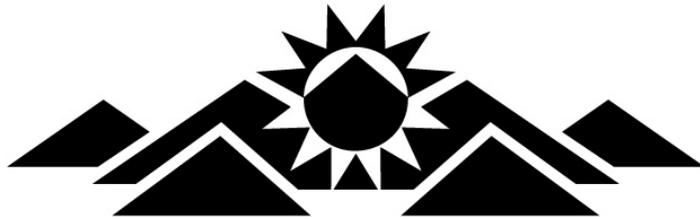
The Firefighter's Alternative Pension Fund has been set up so that expenditures are equal to anticipated resources. Resources for this fund are composed of a beginning fund balance and Investment Earnings. Although there are no participants of this plan and no current or future liabilities, state law prevents the City from closing this fund.

Firefighter's Pension Fund Fiscal Year 2008						
	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Budget</u>	<u>FY2007</u> <u>Estimate</u>	<u>FY2008</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
<b>Expenditures</b>						
Supplies/Services	<u>0</u>	<u>0</u>	<u>91,200</u>	<u>0</u>	<u>94,800</u>	<u>3.9%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>91,200</u>	<u>0</u>	<u>94,800</u>	<u>3.9%</u>
<b>Revenues</b>						
Interest	3,026	2,929	1,000	1,700	1,000	0.0%
Fund Balance	<u>86,162</u>	<u>0</u>	<u>90,200</u>	<u>92,100</u>	<u>93,800</u>	<u>4.0%</u>
<b>Total</b>	<u>89,188</u>	<u>2,929</u>	<u>91,200</u>	<u>93,800</u>	<u>94,800</u>	<u>3.9%</u>

**Goals & Objectives:**

The Firefighter's Pension Fund has been established to account for the inflow and distribution of contributions and other revenues.

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Fire & EMS Development Fund FY2008 Budget

**Purpose:**

To account for the inflow of Fire and EMS Development Fees levied on new home starts. 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.

**Budget Summary:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon current market conditions and past experience. The City Council recently adopted updated development fees on March 8, 2007 which became effective July 1, 2007. In accordance with ordinance 07-22, the Fire & EMS development fee increased \$252 to \$706 per single family home. Fire stations continue to be planned for construction each fiscal year as growth continues.

\$200,000 is programmed as rent to be used as payment on the MPC lease for the new Public Safety Building that includes Fire Administration. Expenditures are expected to exceed anticipated revenues for FY2008. The shortfall will be augmented by a bond in the amount of \$11,979,300. The debt service payment is budgeted in the general fund.

<b>Fire &amp; EMS Development Fund Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
Supplies/Services	344,405	206,375	660,500	368,900	368,200	-44.3%
Capital	<u>112,236</u>	<u>1,545,523</u>	<u>13,296,300</u>	<u>9,702,100</u>	<u>9,197,900</u>	<u>-30.8%</u>
<b>Total</b>	<u>456,641</u>	<u>1,751,898</u>	<u>13,956,800</u>	<u>10,071,000</u>	<u>9,566,100</u>	<u>-31.5%</u>
<b>Revenues</b>						
Development Fees	2,732,689	2,619,240	1,915,400	1,427,500	1,297,200	-32.3%
Interest	52,453	114,770	20,000	157,300	0	-100.0%
Bonding	0	0	0	0	11,979,300	0.0%
Fund Balance	1,229,183	0	4,025,100	4,775,800	(3,710,400)	-192.2%
General Fund Subsidy	<u>1,429,197</u>	<u>0</u>	<u>7,996,300</u>	<u>3,710,400</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>5,443,522</u>	<u>2,734,009</u>	<u>13,956,800</u>	<u>10,071,000</u>	<u>9,566,100</u>	<u>-31.5%</u>

All Fire & EMS capital purchases required due to growth are detailed in the individual Departmental budget and the adopted five-year CIP.

<b>Fire &amp; EMS Development Fund Fiscal Year 2008</b>	
Fire	<u>9,566,100</u>
<b>Total Fire &amp; EMS Development Fund</b>	<u>9,566,100</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, bonding will be required in the current fiscal year in order to fund all projects included in the CIP.

<b>FIRE &amp; EMS DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	(3,710,400)	-	644,400	3,436,000	5,510,000
<b>5-Year Projected Revenue</b>	1,297,200	2,144,400	2,991,600	3,274,000	3,274,000
<b>Borrowing</b>	11,979,300	-	-	-	-
<b>Expenditures</b>	(9,366,100)	(1,300,000)	-	(1,000,000)	-
<b>MPC Payment</b>	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Ending Balance</b>	-	644,400	3,436,000	5,510,000	8,584,000



## Police FY2008 Budget

### Mission Statement:

The Surprise Police Department, in partnership with the community, is committed to providing fair and equal treatment, while improving the quality of life through our dedication to community policing and the delivery of progressive crime prevention and protection.

### Divisions:

Office of the Chief-

Responsible for the performance of the Surprise 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, at the direction of the Chief of Police.

Administrative Services-

Responsible for the centralized administrative functions of the Department and further includes Police Communications/911, Records Management, Community Relations Programs and Services, and Technical Services.

Criminal Investigations-

The investigative arm of the Department, performing investigations into criminal activity, and further includes Evidence and Property Management and Victim Services.

Field Operations-

Directly responsible to provide service in the field to the community, and further includes the Beat Team Program, Traffic Enforcement, Animal Control, Jail Transport, and other directed community policing activities.

<b>Police Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	7,859,500	9,235,259	13,515,900	11,016,816	15,269,500	13.0%
Supplies/Services	729,141	1,563,941	1,506,200	2,455,831	1,422,400	-5.6%
Capital	0	0	85,000	0	85,000	0.0%
<b>Total</b>	<b><u>8,588,641</u></b>	<b><u>10,799,200</u></b>	<b><u>15,107,100</u></b>	<b><u>13,472,647</u></b>	<b><u>16,776,900</u></b>	<b><u>11.1%</u></b>
<b><u>Division - Summary</u></b>						
Administration	921,365	1,808,000	2,268,300	2,461,094	2,369,300	4.5%
Inspections & Investigations	845,443	1,280,176	1,501,200	1,792,553	1,975,200	31.6%
Patrol	4,903,902	6,104,112	9,227,950	6,921,577	10,259,000	11.2%
General Operations	315,065	82,391	0	0	0	0.0%
Community Services	679,372	1,833	0	0	0	0.0%
Communications	923,494	1,522,688	2,109,650	2,297,423	1,706,000	-19.1%
Technical Services	0	0	0	0	471,000	0.0%
<b>Total</b>	<b><u>8,588,641</u></b>	<b><u>10,799,200</u></b>	<b><u>15,107,100</u></b>	<b><u>13,472,647</u></b>	<b><u>16,780,500</u></b>	<b><u>11.1%</u></b>
<b>Revenues</b>						
Finger Printing	21,768	24,660	20,000	19,900	21,200	6.0%
Grants	275,470	112,337	62,300	62,100	66,000	5.9%
Miscellaneous	649	0	0	0	0	0.0%
General Fund Subsidy	<u>8,290,754</u>	<u>10,662,203</u>	<u>15,024,800</u>	<u>13,390,647</u>	<u>16,689,700</u>	<u>11.1%</u>
<b>Total</b>	<b><u>8,588,641</u></b>	<b><u>10,799,200</u></b>	<b><u>15,107,100</u></b>	<b><u>13,472,647</u></b>	<b><u>16,776,900</u></b>	<b><u>11.1%</u></b>

## Budget Summary:

The Department's FY2008 operating budget of \$16,776,900 represents an increase of \$1,669,800 (11.1%) over the adopted FY2007 operating budget of \$15,107,100.

Personnel costs total \$15,269,500 for the Police Department as a whole, representing an increase of 13% over the adopted FY2007 total of \$13,515,900, due to additional positions and annual pay increases. Personnel costs represent 91% of the Police Department's budget.

As programmed the authorized Police Department position count will increase from the current 162.0 FTE to 174.0 FTE, of which 127.0 are sworn positions. As adopted the Police Department is authorized for an additional 12.0 FTE. Eight police officers and two communications officers are being added to the Department to address the growing population of the City. Additionally, one Community Service Officer, and one administrative technician are added due to the growth of the Department and increasing demand for services. Included in the Police Department's personnel costs is a total of \$250,600 in overtime costs to maintain the increasing demand for programs above and beyond normal patrol operations. Overtime is used to cover shifts, unexpected call outs, training, and court appearances.

Additional items programmed are \$30,000 for a UNIX box consultant server to support the Spillman record management system, \$10,000 for a Spillman test server, and \$2,000 for backup hardware and software to provide proper disaster recovery. The new Public Safety Building will be completed early FY2008 and \$196,300 was approved to cover the expected costs of additional utilities.

In the continuing effort to provide quality, community-based policing, the Department continues to dedicate its staff to being active members of the community and identifying problems that affect these areas. The Department utilizes community based crime prevention programs as well as employs beat teams. These teams allow officers to become actively involved in the affairs of the community while seeking out innovative ideas to prioritize and solve neighborhood problems.

<b>Police - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Police Chief	1.0	1.0	1.0	1.0	1.0	0.0
Assistant Police Chief	2.0	2.0	2.0	3.0	3.0	0.0
Police Captain	0.0	0.0	0.0	0.0	0.0	0.0
Police Lieutenant	4.0	4.0	4.0	3.0	3.0	0.0
Police Sergeant	12.0	12.0	14.0	16.0	16.0	0.0
Police Officer	58.0	62.0	81.0	96.0	104.0	8.0
Community Service Officer	4.0	4.0	5.0	6.0	7.0	1.0
IT Administrator	0.0	0.0	0.0	1.0	1.0	0.0
Technical Services Manager	1.0	1.0	1.0	1.0	1.0	0.0
Senior Analyst	1.0	1.0	1.0	1.0	1.0	0.0
Training Coordinator	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	0.0	0.0	6.0	7.0	1.0
Police Records Clerk	3.0	4.0	5.0	0.0	0.0	0.0
Transportation Officer	0.0	0.0	0.0	2.0	2.0	0.0
Office Support Specialist	1.0	1.0	1.0	0.0	0.0	0.0
Communications Supervisor	1.0	1.0	4.0	4.0	4.0	0.0
Administrative Support Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Forensic Technician	0.0	0.0	0.0	1.0	1.0	0.0
Criminal/Traffic Analyst	0.0	0.0	1.0	1.0	1.0	0.0
Communications Officer	11.0	11.0	11.0	12.0	14.0	2.0
Animal Control Officer	2.0	2.0	3.0	3.0	3.0	0.0
Program Coordinator (Victim Advocate)	1.0	1.0	1.0	1.0	1.0	0.0
Information Technology Technician	0.0	1.0	1.0	1.0	1.0	0.0
<b>Total</b>	<b>103.0</b>	<b>109.0</b>	<b>138.0</b>	<b>162.0</b>	<b>174.0</b>	<b>12.0</b>

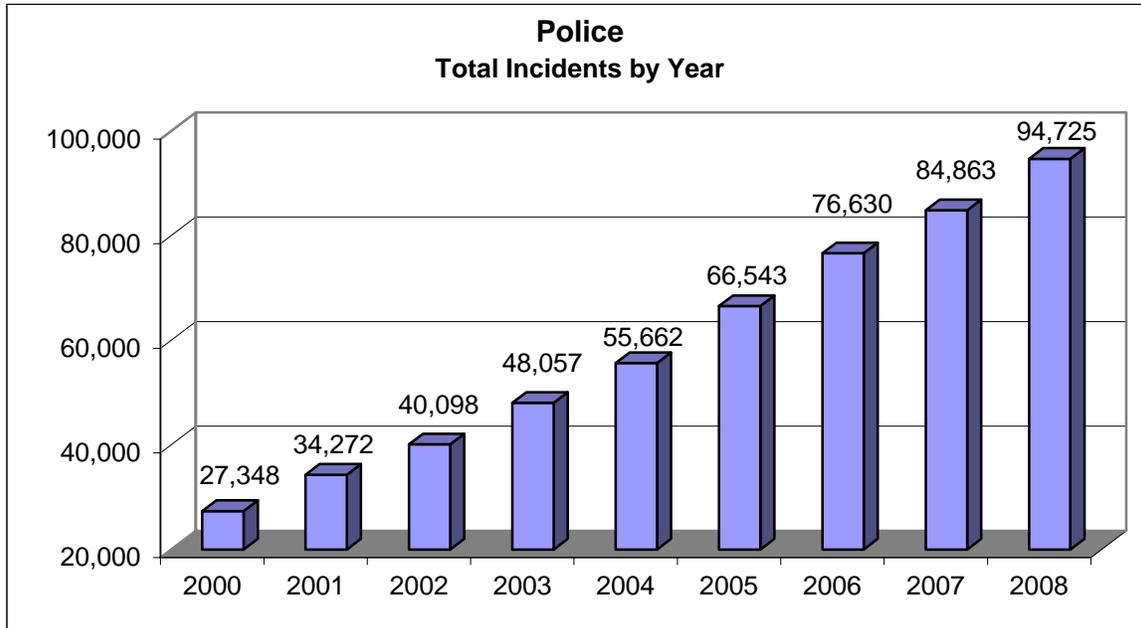
## Capital:

Capital is programmed for the Department at \$13,229,900. Design and construction of the public safety building began in late FY2005 and is anticipated to be completed by early FY2008. This project is funded through a combination of MPC bond funds, Development Fees, and general fund subsidies. New vehicles for additional patrol officers are programmed at \$154,500. Communications capital that has been programmed for FY2008 is generally related to expanding staff and technology requirements.

<b>Police Department - Capital</b>		
<b>Fiscal Year 2008</b>		
<u>Description</u>	<u>Account</u>	<u>Amount</u>
Public Safety Bldg. - Bldg. & Struct., Carry Forward	21112-341-111-39211-20219	3,586,700
Public Safety Bldg - Bldg. & Struct., Carry Forward \$4,724,700	31111-341-111-39211-20219	6,065,600
Public Safety Bldg. Furniture, Fixtures & Equip. Carry Forward	31111-341-111-39411-20219	984,300
Public Safety Bldg. Furniture, Fixtures & Equip. Carry Forward	21112-341-111-39411-20219	1,917,800
Vehicles for Sworn Personnel	21413-341-312-39421-29999	154,500
City Owned Radio System, Carry Forward	21413-341-313-39311-20558	150,000
Radio Console Additions	21413-341-313-39411-20805	286,000
Replacement of Dept. Recording System, Carry Forward	21111-341-313-39431-29999	85,000
	<b>Total Capital</b>	<b><u>13,229,900</u></b>

## Accomplishments:

- Met national accreditation standards for CALEA during the "Mock Assessment" phase.
- Continued a partnership with the Public Works Department regarding the new Public Safety Building throughout the construction phase, anticipating occupancy in July 2007.
- Grant Funding provided for the purchase of a Mobile Command Vehicle, with technological enhancements to sustain mobile police operations.
- Development of redundant back up system for CAD/RMS to ensure secure records
- Seizure of over \$197,000 in funds that can be used for Department enhancements, which was received due to the Department's partnership with the Drug Enforcement Administration.
- Purchase and completion of a state of the art Police Command Vehicle mobile response center.
- Implementation of Crime View system which allows for enhanced crime analysis and the production of statistical information for identification, anticipation and focused operations of police resources.
- A complete redesign of the Police Department's web pages was completed, providing quality information that includes statistical data.
- Separation of the Criminal Investigations Division was accomplished, providing two investigative units that specialize in specific areas of criminal investigations to improve quality of investigations and efficiency of the personnel assigned.
- Began specialized training for detective at the State Counter Terrorism Office.
- Developed and implemented the Risk Assessment Program, an outreach to members of the community to identify potential areas of risk, providing suggestions through safety and environmental design standards.
- Two "Teen Leadership Academies" were conducted, which provided instruction and insight to the law enforcement field, while also providing an exceptional community partnership with teenage students from the community.
- Successfully obtained a GOHS grant for the purchase of an Automatic Instrument Measuring System to assist in the investigation of serious injury collisions and major crime scenes.
- Completed multiple evidence and property purges.
- Began an asset tracking program to be used in partnership with new home builders to prevent and deter theft.
- Successfully implemented a comprehensive graffiti enforcement program in partnership with other City Departments and outside agencies.



**Goals & Objectives:**

- Complete a well planned, seamless transition into the new City of Surprise Public Safety Building.
- Complete the final on site CALEA process to obtain national accreditation.
- Implement new Electronic Citation System which will interface with the Police Department and City Municipal Court for a more efficient method of processing traffic citations.
- Achieve interoperability as well as data and resource sharing with valley agencies.
- Complete EOC Manual for Operations Center.
- Complete Town Hall Beat Team meetings in each beat.
- Conduct an evaluation regarding the restructure of the current beat alignment.

<b>Police Department - Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Total Incidents	66,543	76,630	84,863	94,725
Citations issued	5,312	9,623	8,347	10,159



## Police Development Fund FY2008 Budget

### Purpose:

To account for the inflow of Police Development Fees levied on new home starts. 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.

### Budget Summary:

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon current market conditions and past experience. The City Council adopted updated development fees on March 8, 2007 that became effective July 1, 2007. The new police development fee of \$372 is approximately \$52 less than the prior fee update. The fee is lower due to expected completion of the City's public safety building in FY2008.

\$477,100 is programmed as rent to be used as payment on the MPC lease for the new Public Safety Building. Anticipated resources of this fund exceed current year expenditures by \$453,100. This amount has been programmed as unallocated contingencies; however the availability of these funds is crucial to the funding of the City's five-year CIP.

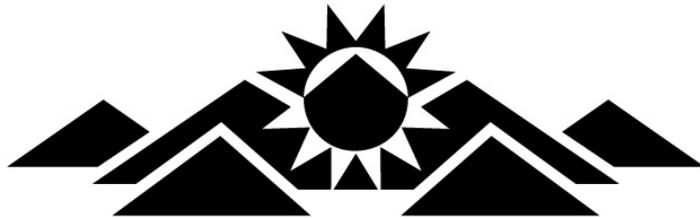
<b>Police Development Fund Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
Supplies/Services	354,826	578,441	617,400	720,378	477,100	-22.7%
Capital	1,189,006	528,508	554,500	406,500	590,500	6.5%
Contingencies	0	0	1,631,700	0	453,100	-72.2%
Transfers Out	<u>1,429,197</u>	<u>0</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>2,973,029</u>	<u>1,106,949</u>	<u>6,803,600</u>	<u>5,126,878</u>	<u>1,520,700</u>	<u>-77.6%</u>
<b>Revenues</b>						
Development Fees	2,620,298	2,382,947	1,939,400	1,386,500	683,400	-64.8%
Interest	48,004	97,744	20,000	127,500	20,000	0.0%
Fund Balance	169,196	0	3,847,100	4,430,200	817,300	-78.8%
General Fund Subsidy	<u>135,531</u>	<u>0</u>	<u>997,100</u>	<u>0</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>2,973,029</u>	<u>2,480,691</u>	<u>6,803,600</u>	<u>5,944,200</u>	<u>1,520,700</u>	<u>-77.6%</u>

All Police capital purchases required due to growth are detailed in the individual Departmental budgets and the adopted five-year CIP.

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund.

<b>POLICE DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	817,300	453,100	1,105,800	1,604,900	2,852,800
<b>5-Year Projected Revenue</b>	703,400	1,129,800	1,576,200	1,725,000	1,725,000
<b>Expenditures</b>	(590,500)	-	(600,000)	-	-
<b>MPC Payment</b>	(477,100)	(477,100)	(477,100)	(477,100)	(477,100)
<b>Ending Balance</b>	453,100	1,105,800	1,604,900	2,852,800	4,100,700

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Municipal Court FY2008 Budget

### Mission Statement:

The primary function of the Surprise Municipal Court is to fairly and impartially adjudicate all cases and to promote public safety by effectively obtaining compliance of court orders, and to provide the best possible service to the public by courteously and promptly answering questions and assisting all persons having business at the Court.

- To provide public access to justice by conducting all proceedings and other public business openly. By ensuring that the Court facilities are safe, accessible, and convenient.
- To promote expeditious and timely case processing while at the same time keeping current with the incoming caseload along with prompt implementation of new law and procedure.
- To maintain equality, fairness, and integrity by faithfully adhering to relevant laws, procedural rules, and established policies.
- To preserve independence and accountability by maintaining institutional integrity and observing the principle of comity in governmental relations, and by giving a full and accurate accounting of all transactions and disbursements under the direct control of this Department.
- To encourage public trust and confidence by ensuring that the basic court functions are being conducted expeditiously and fairly, and by promoting independence without undue influence by other components of government.

The Surprise Municipal Court processes complaints filed by the Surprise Police Department, the Maricopa County Sheriff's Office, and the Arizona Department of Public Safety. Payments for court fines are accepted on a daily basis, and a computer-generated receipt is issued for each transaction. The Court actively participates in the Tax Interception Program (TIP). Accounts past due are reported to TIP for interception of income tax refunds. This process along with others increases revenue collections.

### Budget Summary:

<b>Municipal Court Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	834,342	1,297,417	1,475,500	1,346,222	1,772,600	20.1%
Supplies/Services	<u>324,859</u>	<u>461,562</u>	<u>373,800</u>	<u>398,563</u>	<u>450,300</u>	<u>20.5%</u>
<b>Total</b>	<b><u>1,159,201</u></b>	<b><u>1,758,979</u></b>	<b><u>1,849,300</u></b>	<b><u>1,744,785</u></b>	<b><u>2,222,900</u></b>	<b><u>20.2%</u></b>
JCEF	<u>0</u>	<u>45,919</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>0.0%</u>
<b>Total</b>	<b><u>0</u></b>	<b><u>45,919</u></b>	<b><u>50,000</u></b>	<b><u>50,000</u></b>	<b><u>50,000</u></b>	<b><u>0.0%</u></b>
<b>Revenues</b>						
Grants	0	45,919	50,000	50,000	50,000	0.0%
Court Fines	1,027,951	1,444,508	1,515,000	1,514,900	1,563,700	3.2%
General Fund Subsidy	<u>131,250</u>	<u>314,471</u>	<u>334,300</u>	<u>229,885</u>	<u>659,200</u>	<u>97.2%</u>
<b>Total</b>	<b><u>1,159,201</u></b>	<b><u>1,804,898</u></b>	<b><u>1,899,300</u></b>	<b><u>1,794,785</u></b>	<b><u>2,272,900</u></b>	<b><u>19.7%</u></b>

The Municipal Court's budget of \$2,222,900 represents a 20.2% increase over the FY2007 budget of \$1,849,300. Supplies and services increase by 20.5% due to new utility costs (\$202,500) associated with the opening of the public safety building as well as an increase in banking fees (\$21,000) and various

services. Included in services, is a one-time cost of \$26,000 for AZTEC computers for the new courtroom in the public safety building.

Personnel increases by 20.1% over last fiscal year. Two positions were approved and include an accountant who will ensure the Court is performing all financial transactions in a timely manner in accordance with the rules and regulations of the state. An executive administrative specialist was approved to provide the Presiding Judge, Associate Judge, and Court Administrator with complex and confidential administrative support.

<b>Municipal Court - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Change</u></b>
Presiding Judge	1.0	1.0	1.0	1.0	1.0	0.0
Associate Judge	0.0	0.0	1.0	1.0	1.0	0.0
Division Manager - Court	1.0	1.0	1.0	1.0	1.0	0.0
Accountant	0.0	0.0	0.0	0.0	1.0	1.0
Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Support Supervisor	3.0	2.0	2.0	2.0	2.0	0.0
Assistant Analyst	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	5.0	6.0	6.0	7.0	8.0	1.0
Administrative Technician	2.0	4.0	6.0	7.0	7.0	0.0
<b>Total</b>	<b>12.0</b>	<b>14.0</b>	<b>18.0</b>	<b>21.0</b>	<b>23.0</b>	<b>2.0</b>

### Capital:

Capital projects at the current court location are not planned at this time. The Court's operation is expected to relocate to the new public safety facility at the beginning of FY2008.

<b>Municipal Court - Capital</b>		
<b>Fiscal Year 2008</b>		
<b><u>Description</u></b>	<b><u>Account</u></b>	<b><u>Amount</u></b>
Fund Balance Reserve	21215-331-112-39998-29999	100,000
	<b>Total Capital</b>	<b><u>100,000</u></b>

### Accomplishments:

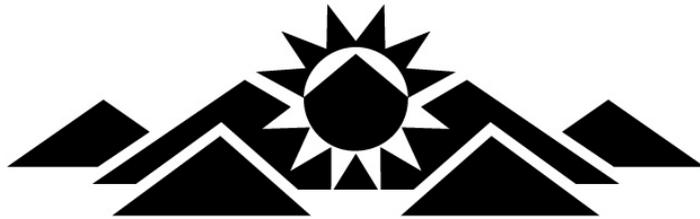
- Civil traffic arraignments are now conducted with two civil traffic hearing officers on the same bench. As a result, individual case processing has been reduced from 4 hours to less than 1 hour, and crowding in the court lobby and inside the courtroom has been greatly reduced.
- The Surprise Municipal Court is one of the first local courts to make available an on-line court calendar. The on-line calendar provides limited case information and allows the public and attorneys to look up court dates, which reduces telephone inquiries for court date information.
- The Surprise City Council has adopted a new ordinance that formally establishes the Municipal Court as an independent branch of City government, and establishes the Judicial Selection Advisory Commission.
- The Surprise Municipal Court is working with the Administrative Office of the Courts (AOC), and the Surprise Police Department to be one of the first City courts to implement electronic filing of citations. This is commonly referred to as the E-Citation program. Implementation is anticipated by the end of this year.
- Implemented digital storage of court archived files. This will assist court staff in promptly responding to public records requests.
- General Municipal Court information can be accessed via the Surprise Internet website at [www.supreme.state.az.us](http://www.supreme.state.az.us).

## Goals & Objectives:

- The Surprise Municipal Court will be relocating to the new Public Safety building at 16081 N. Civic Center Plaza in August, 2007. The new courthouse will be equipped with state-of-the-art courtroom technology, and a new self-help center for the public.
- The Municipal Court building has a specialized courtroom that will enable expedited scheduling of DUI and other jury trials. The Surprise Municipal Court anticipates a reduction in DUI case aging and improved compliance with case aging guidelines.
- The Judicial Selection Advisory Committee (JSAC) will establish standardized guidelines for the evaluation of judicial nominees for appointment and retention.
- Civil traffic arraignments will become more streamlined by processing arraignments at the front counter.
- A new budget approved position will support judicial administration and JSAC activities.
- A new grant funded position will support the Court's financial administration.
- Establishing a Work Alternative Program within a City Department will allow defendants to perform community restitution locally.
- By adding x-ray scanning technology to the current walk-through magnetometer, the Court will ensure that public access to justice at the new Court building has the highest level of safety, accessibility, and convenience.
- By promptly implementing new laws and procedures, while keeping current with the incoming caseload, the Court will ensure fair and timely case processing for the public.
- By giving a full and accurate accounting of all financial transactions and disbursements under the direct control of the Court, and observing the principles of comity in governmental relations, the Court will preserve the highest level of institutional integrity, accountability, and independence.

<b>Municipal Court Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Case filings	15,000	17,639	16,940	20,000
Case filings per FTE Clerk staff	1,500	1,357	1,303	1,333
Number of Jury trials conducted	5	5	3	3

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Municipal Court Enhancement Fund FY2008 Budget

**Purpose:**

To account for the inflow of Municipal Court Enhancement Fees added to all fines levied by the Municipal Court. Funds collected by this fee are to be used exclusively for capital acquisitions and Municipal Court enhancements.

**Budget Summary:**

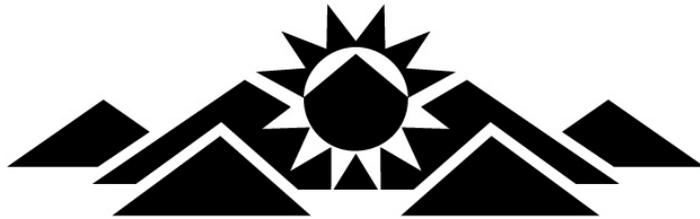
Programmed resources are based upon actual collections and expenditures in the prior year. Ordinance #02-19 established this fee effective on July 13, 2003 in order to recover the costs of administration and enforcement of court orders.

Approximately (\$32,000) has been programmed to contract with a computer programmer who will provide services related to the AZTEC and Wizard programs used by the courts. The remaining (\$100,000) is for contingencies.

A continuing goal of this program is to create and maintain a court web-site which will provide information on individual cases, the court calendar, the jury process, directions to the court, hours of operation and general court process information. This will also reduce the number of telephone calls to the court for general information, thereby eliminating long holding times for callers.

<b>Municipal Court Enhancement Fund Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
Supplies/Services	0	16,618	39,300	32,000	32,000	-18.6%
Contingencies	<u>0</u>	<u>0</u>	<u>99,100</u>	<u>0</u>	<u>100,000</u>	<u>0.9%</u>
<b>Total</b>	<u>0</u>	<u>16,618</u>	<u>138,400</u>	<u>32,000</u>	<u>132,000</u>	<u>-4.6%</u>
<b>Revenues</b>						
Court Fines	48,750	70,661	0	0	0	0.0%
Fund Balance	<u>61,243</u>	<u>0</u>	<u>138,400</u>	<u>164,000</u>	<u>132,000</u>	<u>-4.6%</u>
<b>Total</b>	<u>109,993</u>	<u>70,661</u>	<u>138,400</u>	<u>164,000</u>	<u>132,000</u>	<u>-4.6%</u>

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Community & Recreation Services FY2008 Budget

### Mission Statement:

To enrich and compliment the lives of Surprise residents through the stewardship of our resources while providing responsive programs which promote and prioritize neighborhood, family, diversity, quality, cultural and educational wellness opportunities. The City continues to grow at a phenomenal rate and this Department is preparing itself to meet the diverse needs of the community through innovative and progressive programming. Staff's dedication and commitment to providing quality customer service is consistent with the 2020 General Plan.

### Divisions:

The Community & Recreation Services Department functions through nine divisions of specialization as follows: Recreation, Surprise Campus Operations, Aquatics, Special Events, Parks Maintenance, Right of Way Maintenance, Community Promotions, and Library. Additionally, there is an Administrative Division that provides support to all the Divisions.

### Budget Summary:

<b>Community &amp; Recreation Services</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	2,361,051	2,629,826	4,050,800	3,754,009	4,623,300	14.1%
Supplies/Services	1,799,127	2,247,501	3,560,100	3,503,947	4,108,300	15.4%
Capital	<u>0</u>	<u>0</u>	<u>287,000</u>	<u>287,000</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<b><u>4,160,178</u></b>	<b><u>4,877,327</u></b>	<b><u>7,897,900</u></b>	<b><u>7,544,955</u></b>	<b><u>8,731,600</u></b>	<b><u>10.6%</u></b>
<b><u>Division - Summary</u></b>						
Administration	192,003	304,586	393,400	368,822	260,300	-33.8%
Aquatics	459,168	579,821	835,200	865,142	848,200	1.6%
Special Events	387,640	509,261	665,700	856,869	567,500	-14.8%
Recreation	1,642,254	1,807,541	3,216,200	2,921,906	3,347,900	4.1%
Maintenance	760,856	1,045,273	2,076,600	1,820,945	2,227,500	7.3%
Community Promotions	84,656	98,543	131,500	132,607	141,400	7.5%
Right of Way	300,965	319,993	401,900	400,628	558,100	38.9%
Library	150,642	149,314	177,400	178,035	177,400	0.0%
General Operations	181,994	62,995	0	0	0	0.0%
Tennis	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>603,300</u>	<u>0.0%</u>
<b>Total</b>	<b><u>4,160,178</u></b>	<b><u>4,877,327</u></b>	<b><u>7,897,900</u></b>	<b><u>7,544,955</u></b>	<b><u>8,731,600</u></b>	<b><u>10.6%</u></b>
<b>Revenues</b>						
Charges for Services	1,062,081	923,836	1,209,200	1,208,700	1,208,700	0.0%
Miscellaneous	8,446	7,457	30,800	30,800	30,800	0.0%
Highway User Fund	300,965	319,993	401,900	400,628	558,100	38.9%
General Fund Subsidy	<u>2,788,686</u>	<u>3,626,041</u>	<u>6,256,000</u>	<u>5,904,827</u>	<u>6,934,000</u>	<u>10.8%</u>
<b>Total</b>	<b><u>4,160,178</u></b>	<b><u>4,877,327</u></b>	<b><u>7,897,900</u></b>	<b><u>7,544,955</u></b>	<b><u>8,731,600</u></b>	<b><u>10.6%</u></b>

The total budget of \$8,731,600 represents an increase of 10.6% over the FY2007 adopted budget. Included in this amount are personnel costs of \$4,623,300 that equate to 53% of the total Department operating budget. Supplies and services are programmed for \$4,108,300 representing an increase of 15.4% over the FY2007

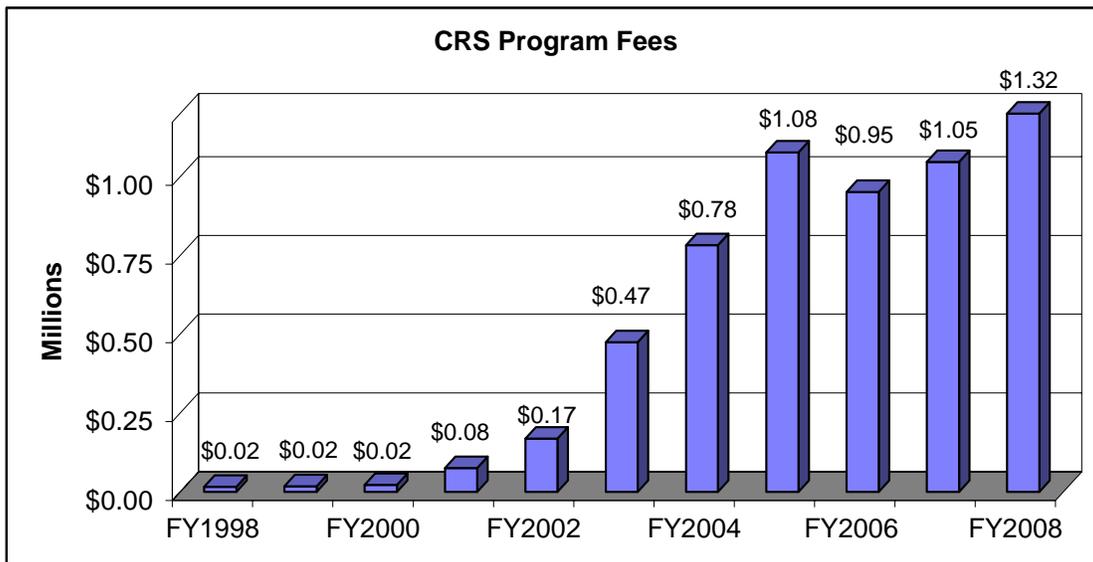
adopted budget and totals 47% of the total operating budget. Increases are due primarily to inflationary costs of supplies and services and growth in the demand for services.

Additional programming needs were identified and include approximately \$165,100 for Youth Sports, a program that predicts an increase in participation of 20%. Approximately 50% of this funding will be appropriated for part-time/seasonal salaries.

Adaptive recreation programming was funded at \$64,100 to compliment the completion and opening of Dream Catcher Park. New programs will be implemented and will include Bambino Buddy Ball/Miracle League, rugby, and Para-Olympic events.

<b>Community &amp; Recreation Services - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	2.0	2.0	2.0	4.0	4.0	0.0
Sports Complex Operations Manager	1.0	1.0	1.0	0.0	0.0	0.0
Construction Project Manager	0.0	0.0	1.0	0.0	0.0	0.0
Fiscal Support Supervisor	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	2.0	3.0	4.0	4.0	5.0	1.0
Recreation Coordinator	3.0	3.0	5.0	6.0	8.0	2.0
Recreation Specialist	3.0	0.0	0.0	0.0	1.0	1.0
Senior Recreation Aide	4.0	4.0	4.0	0.0	0.0	0.0
Recreation Aide	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	2.0	2.0	0.0
Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	0.0	1.0	1.0	2.0	2.0	0.0
PT Seasonal Positions	52.2	59.2	44.4	40.4	47.4	7.0
<b>Total</b>	<b>71.2</b>	<b>77.2</b>	<b>66.4</b>	<b>62.4</b>	<b>73.4</b>	<b>11.0</b>

New personnel were identified due to the increase in recreation center facilities and City park land inventories. The new full time positions include one FTE recreation supervisor and one recreation specialist to assist with the operations of the new tennis facility expected to be completed by August 2007. Part-time salaries were reduced in order to reflect two full time recreation coordinator positions created, one position to assist with sports programs and the other to assist with special events programming. Total authorized personnel increases by 11.2 FTE with approximately seven FTE being seasonal part-time.



It is the philosophy of the Community and Recreation Services Department to attempt to recover all direct costs at a level of at least 100%. Exceptions to this are for youth recreation programming, special events, senior programming, and aquatics. Programs that make a "profit" are utilized to subsidize the direct costs of all other programs. When total operating costs are factored, the Community and Recreation Services Department recovers approximately 20% of all operational costs.

Program fees consist of all user fees charged to participate in City run recreation programs and other activities. Revenue recovery of direct program costs ranges from 0% to 150% for all programs offered by the City. The City is making huge progress in the variety of activities offered and in the cost recovery of those activities. Program revenue has increased by over 6,491% since FY1998 when a total of \$15,873 was collected. The AM/PM program was turned over to the Dysart Unified School District in 2005 which is reflected in the lower dollar amount in 2006.

**Capital:**

Capital programmed for the Community and Recreation Services Department totals \$13,103,100 including projects that have been carried forward from FY2007. New capital for FY2008 includes \$650,000 for the design of Aquatics Facility #3 and an additional \$900,000 to enhance a previously planned new skate park.

Other capital projects include \$1,650,000 for Surprise Farms Park development that compliments a carry-over amount of \$3,684,700. A public safety park (\$182,000 carry forward) is planned in conjunction with the Surprise Farms Park and will serve to honor public safety employees.

Other projects have been carried forward and include the Surprise Tennis and Racquet Facility, expected to be completed in early FY2008, and Lizard Run Pedestrian Walk-way (\$848,700) that will include three passive exercise areas, sidewalk, landscaping, parking, restrooms, and lighting. The Lizard Run project is located just north of Bi-Centennial Park which also has a carried forward amount of \$957,700 to complete renovations and improvements.

Amenities at Bi-Centennial Park include a basketball court, play structure, lighting, landscaping, ramadas, and sidewalks. This enhancement of Bi-Centennial Park will provide connectivity to the Lizard Run project.

<b>Community &amp; Recreation Services - Capital</b>		
<b>Fiscal Year 2008</b>		
<u>Description</u>	<u>Account</u>	<u>Amount</u>
Aquatics Facility #3	21414-444-422-38199-20806	650,000
Surprise Farm Park Development, Carry Forward	21414-444-429-39112-20606	3,684,700
Surprise Farm Park Development	21414-444-429-39211-20606	1,650,000
Skate Park Carry Forward	21414-444-429-38199-20618	40,000
Skate Park	21414-444-429-39211-20618	900,000
Public Safety Park Development, Carry Forward	21414-444-429-39211-20635	182,000
Surprise Tennis and Racquet Facility, Carry Forward	21414-444-429-39211-20660	3,751,700
Lizard Run Pedestrian Walk-way, Carry Forward	21213-444-431-39211-20517	848,700
Landscape Elm St - Dysart to Nash St, Carry Forward	21213-444-431-39112-20732	238,300
Bi-Centennial Park - Enhancement, Carry Forward	21112-444-431-39223-20733	957,700
City Library #3, Carry Forward	21417-444-433-39212-20619	200,000
	<b>Total Capital</b>	<u>13,103,100</u>

**Accomplishments:**

Administration

- Introduced On-Line program registration.
- Successfully completed design and/or construction of over \$20 million in capital projects to include the Tennis Facility, Youth Baseball Facility Complex, Dream Catcher Park, Recreation Office expansion, Lizard Run Trail System, and Gaines Park Expansion.

### Recreation/Aquatics

- Development of the Teen Advisory Board. Teen Advisory board attended Conferences in Nevada and Washington D.C.
- Offered 47 new swim lesson sessions increasing participation by 22%.
- Successfully implemented online registration for swim lessons; averaging 80% of registrations received via the internet.
- Increased overall open swim attendance 12% from 2005 season.
- Hosted Special Olympics and Senior Olympics swim meets.
- Implement asset replacement budget items for aquatic center bathrooms.
- Implemented seven new Teen programs to include Lunch programs, Talent Show, Teen Tournaments, Teen Leadership Summit, and programmed the Sierra Montana Recreation Center.
- Introduced new special programs to the residents to include Family Campout, Family Holiday dance, Passport to Fitness Walking Program, and Family Fishing Clinic.

### Adaptive Recreation

- Hosted 2006 Special Olympics Fall League Games.
- Introduced Wheel Chair Basketball Program.
- Facilitated inaugurals Buddy Ball/Miracle League Baseball/Softball League.
- Hosted Special Olympics Baseball Tournament in partnership with the Dysart Unified School District.
- Staff attended National Training Conference on Recreational Inclusion.
- Initiated planning process for the development of Paralympics Sports to be introduced to residents of Surprise.

### Youth/Adult Sports

- Recruited and trained over 1,300 youth sports volunteer coaches totaling over 40,000 volunteer hours.
- Increased Youth Sports participation by 20% (1,460 participants) totaling over 7,300 participants in baseball, basketball, soccer, hockey, flag football, girls' softball, and volleyball.
- Introduced (4) youth sports camps - 1,100 participants.
- Continued successful facilitation of IGA with Dysart Unified School District.
- Inception of the Surprise Amateur Baseball Association. Groundwork laid for future tournaments.
- Introduced Fall Youth Baseball season and successfully opened and operated the Youth Baseball Facility.
- Hosted the American Amateur Baseball Congress Connie Mack West Regional baseball tournament.

### Parks and ROW

- Completion of Willow Canyon Varsity baseball sport field lighting.
- Completion of Elm St. Landscaping.
- Maintenance of over 32 acres of ROW.
- Maintenance of over 133 acres of park, open space, and City facility landscape.

### Tennis

- Awarded USTA sanctions for the junior Sweet 16 championships to be held in October 2007, one of the four major junior tournaments in the Southwest.
- Awarded USTA Sanction for a junior Superset tournament to be held in November 2007.
- Awarded USTA Sanction for an Adult Superset tournament to be held in December 2007.
- John Austin, Recreation Division Manager, was named to serve on the National USTA Davis/Fed Cup committee.

### Promotions / Events

- Increased community and corporate cash sponsorships by 11% realizing over \$468,900.
- Record attendance of 19,000 for the 4<sup>th</sup> of July Celebration.
- Introduced Fall Festival Special Event with an attendance of 13,000.
- Introduced Surprise Day's Special Event with an attendance of over 4,000.

- Introduced the City's first event Memorial Day Parade and Wreath Laying Ceremony with over 2,000 in attendance.
- Introduction of Balloon Glow component to Surprise Party.
- Record attendance of 18,000 for Spring Eggstravaganza.
- Introduction of Family Fun Run/Walk in conjunction with Fan Fest.
- Introduction of Kid Zone to Spring Training. Kids Zone included Merry Go Round, Interactive Games, and Clowns / Face Painters.
- Introduction of new Surprise Spring Training website.
- Implementation & coordination of Spring Training Promotional Days including Dollar Days, Bring Your Dog to the Ball Park, and Legend's Weekends.
- Increased Spring Training Attendance by 12%.
- Implemented a Party Pavilion to Spring Training for groups, private parties, and public use.

## **Goals & Objectives:**

### Administration

- Successfully collaborate with Public Works on the successful management of capital improvement projects to realize on-time and on-budget.
- Present to council for approval a comprehensive Parks and Recreation Master Plan.
- Collaborate with Community Development in creating a parks standard for development agreements.
- Develop a comprehensive fee table for programs, events, and facilities for regular update and placement on the City's internet.
- Explore the use of Hansen software to track assets, work orders, and customer contacts.

### Recreation and Aquatics

- Successfully program and operate the New Sierra Montana Recreation Center.
- Assist Fire Department in implementing April Pools Day in Surprise.
- Develop a teen volunteer program for the Sierra Montana Recreation Center.
- Develop, implement, and coordinate new special programs to the City of Surprise including a Surprise City band.
- Develop, implement, and coordinate 10 teen programs to include art classes, knowledge bowl, movie nights, music lessons, theatre acts, and classes.

### Sports/Tournaments

- Continue to foster the relationship with the Dysart Unified School District.
- Increase overall participation in youth sports by 20%.
- Introduce expansion of Adult Sports programming with addition of facility use at Valley Vista High School and Marley Park.
- Increase participation in SABA sponsored tournaments at Recreation Campus.

### Parks/R-O-W

- Receive and maintain additional 3.5 miles of ROW to include: Litchfield Road from Greenway to Waddell, Bullard Avenue from Waddell to Cactus, Reems Road north of Waddell, Cactus from Litchfield Road west ½ mile and Elm Street.
- Receive and maintain increased grounds maintenance to include fire stations 301, 302, 303, 304, 305, and 306; Heard Museum, Hollyhock Street, and upcoming Public Safety Complex.
- Receive new park inventory while maintaining the current level of service in FY2007.

### Tennis

- Successfully open and operate the tennis center in June 2007.
- Negotiate and secure a professional tennis tournament.
- Hire a qualified dynamic staff.
- Develop lesson programming for adults and children
- Develop league and play programs for adults and children.
- To partner with the Dysart School District for after school tennis programming.
- Work with NJCAA regarding hosting events and matches.
- Develop a relationship with Special Olympics tennis programming.

Promotions / Special Events

- Incorporate special events into neighborhood parks.
- Expand the promotion of the Surprise Party by incorporating neighborhood hot air balloons into neighborhood parks the week prior to the event.
- Coordinate, develop, and implement a Super Bowl Run and Special Event in January, 2008.
- Successfully negotiate sponsorship sales to realize over \$500,000 in cash contributions.

<b>Community &amp; Recreation Services Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY 2007</b>	<b>Target FY2008</b>
Recreation Program Participants*	41,700	27,800	27,760	55,500
Aquatics Program Participants	73,100	71,000	76,000	78,000
Special Event Attendance	77,200	70,000	81,800	89,000
Parks - Acres Mowed	1,285	1,692	1,800	2,200
Softball Preps - Parks	512	1,242	1,300	1,600
Irrigation (Hours)	3,120	3,200	3,000	4,160
Trees and Shrubs (Hours)	832	1,779	1,850	2,300

\*Decrease in Recreation program from FY2005 to FY2006, due to the assumption of the program by School District.



## Campus Operations FY2008 Budget

### Mission Statement:

To enrich and compliment the lives of Surprise residents through the stewardship of our resources while providing programs which promote and enhance the economic viability of the Surprise Recreation Campus, Cactus League Baseball, and the City of Surprise. The Campus Operations Division of the Community and Recreation Services Department is responsible for the operation and maintenance of the 145-acre Surprise Recreation Campus, specifically stadium operations, turf, and ground maintenance.

### Budget Summary:

Personnel costs represent 39% of the total Campus Operations budget and increase 6.9% over last year. The increase is primarily due to the conversion of a .8 FTE position to a full time equivalent.

The largest component of this budget is supplies and services which accounts for 61% of the total budget and is primarily related to utilities and turf and facility maintenance. The Recreation Campus operates year round due to the professional baseball season and other recreational activities of the Surprise community.

Established as a special revenue fund, it is the intention of the City that the campus attempts to recover as much of its costs as possible. The City entered into the baseball business with the understanding that the general fund would be required to subsidize the operations of the campus. This subsidy comes from the increased tourism related revenue that is indirectly attributable to the operations of the campus.

For FY2008 Campus Operations is expected to recover approximately 39% of its operating costs through baseball and other program revenue. A subsidy from the general fund and a beginning fund balance make up the remainder of programmed resources. The City anticipates revenue generating special events such as trade shows, RV shows, baseball tournaments, and etc. will enhance revenue recovery efforts of the campus. Unknown special events have been programmed in the amount of \$500,000 to enable the campus to host revenue recovering events that arise throughout the year.

<b>Community &amp; Recreation Services - Campus Operations</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
<b>Expenditures</b>						
Personnel	1,187,086	1,247,837	1,543,700	1,246,481	1,650,100	6.9%
Supplies/Services	1,579,833	1,695,564	2,246,500	2,222,438	2,591,600	15.4%
Capital	<u>46,248</u>	<u>45,760</u>	<u>577,000</u>	<u>577,000</u>	0	-100.0%
<b>Total</b>	<u>2,813,167</u>	<u>2,989,161</u>	<u>4,367,200</u>	<u>4,045,919</u>	<u>4,241,700</u>	-2.9%
<b>Revenues</b>						
Charges for Services	18,026	32,918	520,000	518,900	546,000	5.0%
Baseball Related	862,412	1,032,120	1,038,000	1,035,800	1,101,200	6.1%
Miscellaneous	664,774	368,069	50,000	49,900	53,000	6.0%
Fund Balance	0	0	236,000	261,200	343,100	45.4%
General Fund Subsidy	<u>1,474,466</u>	<u>1,578,670</u>	<u>2,523,200</u>	<u>2,523,200</u>	<u>2,198,400</u>	-12.9%
<b>Total</b>	<u>3,019,678</u>	<u>3,011,776</u>	<u>4,367,200</u>	<u>4,389,000</u>	<u>4,241,700</u>	-2.9%

**Community & Recreation Services - Campus Operations - Position Summary**  
Fiscal Year 2008

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Division Manager	2.0	2.0	2.0	3.0	3.0	0.0
Maintenance & Operations Supervisor	3.0	3.0	3.0	4.0	4.0	0.0
Senior Maintenance & Operations Tech	5.0	6.0	6.0	12.0	12.0	0.0
Maintenance & Operations Technician	0.0	1.0	1.8	14.8	15.0	0.2
Service Worker/Groundskeeper	9.0	9.0	10.0	8.0	8.0	0.0
Laborer	0.0	0.0	2.0	0.0	0.0	0.0
Groundskeeper	0.0	0.0	6.0	0.0	0.0	0.0
<b>Total</b>	<b>19.0</b>	<b>21.0</b>	<b>30.8</b>	<b>41.8</b>	<b>42.0</b>	<b>0.2</b>

**Capital:**

Retro improvements to the current video board at Surprise Stadium have been programmed at \$400,000 to visually enhance both the numeric and video displays.

**Community & Recreation Services - Campus Operations - Capital**  
Fiscal Year 2008

<u>Description</u>	<u>Account</u>	<u>Amount</u>
Retro - Improvement of current video board	21112-444-421-39411-20801	400,000
	<b>Total Capital</b>	<u>400,000</u>

**Accomplishments:**

- The Surprise Recreation Campus attracted over 1.1 million visitors during FY2007.
- The 5<sup>th</sup> Annual Spring Training season realized an increased attendance of 12% and a 22% increase in gross revenues.
- Continued implementation and coordination of over 700 Surprise Sundancer volunteers who contributed 32,500 volunteer hours; a value to the City of \$610,025 (based on the 2006 National Average of Independent Sector Dollar Value of a Volunteer Hour).
- Awarded the Professional Sports Complex of the Year by Sports Turf Managers Association 2004, 2005, and 2006.
- Completed a third year of operation with fertigation system and fertility program. Sustained a tissue analysis of turf with 90% of all tests results in optimum range.
- Initiated a \$342,000 asset replacement program.
- Facilitated, managed, and maintained the annual Celebration of Baseball and Spring Training season activities/games, as well as, positive year round day-to-day operations with the Kansas City Royals and Texas Rangers organizations.
- Facilitated, staffed, and operated Major League Baseball's Arizona Fall League team (Grand Canyon Rafter), and hosted the league's first ever All-Star game.
- Facilitated the supported operations and management of City sponsored special events to include: July 4<sup>th</sup>, Surprise Party, Spring Eggstravaganza, Fall Festival, Surprise Days, Movie Nights, Performances in the Park, AZTECH Race, and Memorial Day Parade attracting over 81,000 attendees.
- Facilitated and continued positive relations with outside organizations' use of facilities at the Recreation Campus to include: Magic Bird Arts & Crafts Festival, Sun Health, Dysart Unified School District, Arizona High School Football Coaches Association, Arizona Senior Olympics, Arizona Special Olympics, Men's Senior Baseball League, National Adult Baseball Association, USA Baseball, Sanderson Ford, Connie Mack Baseball, News Channels 3 and 12, Maricopa County, American Cancer Society, Hospice Association, and other City-wide Departments (i.e. Police (GAIN), Community Initiatives (Swap Meet), and Fire (April Pools Day)).

## Goals & Objectives:

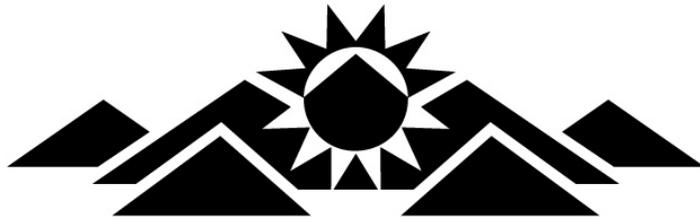
The primary goal of the Recreation Campus continues to be to facilitate the recreational requirements of a growing community. Additionally, national and regional events are intended to market Surprise, Arizona as a destination City promoting tourism and creating economic development opportunities.

- Maintain the standard of being the premiere Spring Training Facility in all of Major League Baseball and the number one Professional Sports Complex in the nation, while adapting to increased operational activity.
- Provide safe and well-maintained facilities in accordance with the contract with Major League Baseball Standards while remaining within current budget parameters.
- Provide training for all Division employees in product safety and horticultural practices.
- Support the opening and operations of the new Tennis & Racquet Facility and Dream Catcher Park.
- Establish and maintain facility maintenance programs that will provide positive upkeep and integrity of the facilities.
- Establish and maintain campus facilities to be ADA compliant.

<b>Campus Operations Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Number of Volunteer Hours	26,578	31,536	32,000	32,500
Spring Training Attendance	177,848	151,008	175,000	200,000
Overall Stadium Attendance	252,370	250,580	260,000	275,000
Number of Scheduled Practice Fields	2,141	2,237	2,350	2,500
Number of Practice Field Hours	9,257	8,415	8,600	9,000
Number of Scheduled Stadium Activities*	220	161	200	225
Number of Stadium Hours	897	664	750	1,000

\* Activities = games, programs, events.

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



**Parks & Recreation Development Fund  
FY2008 Budget**

**Purpose:**

To account for the inflow of Parks and Recreation Development Fees levied on new home starts. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on Parks & Recreation services caused by growth. Development fees cannot be used to subsidize operational needs.

**Budget Summary:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots, and existing development agreements. The City Council adopted updated development fees on March 8, 2007 in accordance with Ordinance 07-20. As of July 1, 2007 the parks & recreation development fee increased \$1,127 to \$2,114 per single family home.

For FY2008, \$1,922,300 is programmed as rent to be used as payment on the MPC lease for debt associated with the Surprise Stadium and other Surprise Center amenities. Expenditures are expected to exceed anticipated revenues for FY2008. The shortfall will be augmented by a bond in the amount of \$8,077,500. The debt service payment is budgeted in the general fund.

<b>Parks &amp; Recreation Development Fund Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
Supplies/Services	1,933,246	1,933,268	2,707,300	2,569,500	2,612,300	-3.5%
Capital	<u>788,657</u>	<u>2,529,119</u>	<u>22,391,300</u>	<u>12,962,800</u>	<u>10,168,400</u>	<u>-54.6%</u>
<b>Total</b>	<u>2,721,903</u>	<u>4,462,387</u>	<u>25,098,600</u>	<u>15,532,300</u>	<u>12,780,700</u>	<u>-49.1%</u>
<b>Revenues</b>						
Development Fees	5,751,868	4,631,352	4,057,200	2,283,900	2,663,600	-34.3%
Interest	449,255	437,858	200,000	294,400	0	-100.0%
Bonding	0	0	0	0	8,077,500	0.0%
Fund Balance	6,465,791	0	14,764,500	14,993,600	2,039,600	-86.2%
General Fund Subsidy	<u>0</u>	<u>0</u>	<u>6,076,900</u>	<u>0</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>12,666,914</u>	<u>5,069,210</u>	<u>25,098,600</u>	<u>17,571,900</u>	<u>12,780,700</u>	<u>-49.1%</u>

All Parks and Recreation capital purchases required due to growth are detailed in the individual Departmental budget and the adopted five-year CIP.

<b>Parks &amp; Recreation Development Fund Fiscal Year 2008</b>	
Community & Recreation Services	12,780,700
<b>Total Parks &amp; Recreation Development Fund</b>	<u>12,780,700</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, bonding will be required in the current fiscal year in order to fund all projects included in the CIP.

<b>PARKS &amp; RECREATION DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	2,039,600	-	3,405,000	2,673,600	8,430,100
<b>5-Year Projected Revenue</b>	2,663,600	5,327,300	7,990,900	8,878,800	8,878,800
<b>Borrowing</b>	8,077,500	-	-	-	-
<b>Expenditures</b>	(10,858,400)	-	(6,800,000)	(1,200,000)	(750,000)
<b>MPC Payment</b>	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)
<b>Ending Balance</b>	-	3,405,000	2,673,600	8,430,100	14,636,600



## Library Development Fund FY2008 Budget

### Purpose:

To account for the inflow of Library Development Fees levied on new home starts. 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.

### Budget Summary:

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots, and existing development agreements. The City Council adopted updated development fees on March 8, 2007 in accordance with Ordinance 07-19. As of July 1, 2007 the library development fee increased \$266 to \$467 per single family home. The City plans to construct two libraries over the next five years.

\$200,000 is programmed for design services and for consulting services to determine whether the current library should be expanded or an additional library constructed. Anticipated resources of this fund exceed current year expenditures by \$3,538,000. This amount has been programmed as unallocated contingencies; however the availability of these funds is crucial to the funding of the City's five-year CIP.

<b>Library Development Fund Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
Supplies/Services	0	6,075	0	2,000	0	0.0%
Capital	0	0	200,000	0	200,000	0.0%
Contingencies	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,538,000</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>6,075</u>	<u>200,000</u>	<u>2,000</u>	<u>3,738,000</u>	<u>1769.0%</u>
<b>Revenues</b>						
Development Fees	1,381,304	1,060,067	957,600	539,000	588,400	-38.6%
Interest	17,903	58,821	20,000	80,600	20,000	0.0%
Fund Balance	<u>0</u>	<u>0</u>	<u>2,575,500</u>	<u>2,512,000</u>	<u>3,129,600</u>	<u>21.5%</u>
<b>Total</b>	<u>1,399,207</u>	<u>1,118,888</u>	<u>3,553,100</u>	<u>3,131,600</u>	<u>3,738,000</u>	<u>5.2%</u>

All Library capital purchases required due to growth are detailed in the individual departmental budget and the adopted five-year CIP.

<b>Library Development Fund Fiscal Year 2008</b>	
Community & Recreation Services	<u>3,738,000</u>
<b>Total Library Development Fund</b>	<u>3,738,000</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected revenues exceed expenditures, funds are available for all projects included in the CIP.

<b>LIBRARY DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	3,129,600	3,538,000	4,714,800	(319,900)	1,641,500
<b>5-Year Projected Revenue</b>	608,400	1,176,800	1,765,300	1,961,400	1,961,400
<b>Expenditures</b>	(200,000)	-	(6,800,000)	-	(800,000)
<b>Ending Balance</b>	3,538,000	4,714,800	(319,900)	1,641,500	2,802,900



## Community Initiatives FY2008 Budget

### Mission Statement

To promote the self-sufficiency of Surprise residents, through the provision of social, senior, transit, neighborhood, and volunteer services both as individuals and as members of the community. The Community Initiatives Department is responsible for the development, management, and coordination of programs to enhance and improve the quality of life for Surprise residents as well as beautify and revitalize neighborhoods and community. The philosophy of this Department continues to be one of community stewardship and commitment to excellence. The Department intends to continue building upon its existing network of agencies, organizations, and volunteers to meet the increasing demands of a growing community.

### Divisions:

- Administration - Performs overall administrative functions of the Department.
- Human Services - Promotes self-sufficiency of City residents through the provision of social services, such as educational programs for adults and children, family programs, utility assistance, and health programs.
- Senior Services - Promotes self-sufficiency of City residents through the provision of senior services such as a senior center, congregate meal programs, and transportation.
- Neighborhood Services - Promotes self-sufficiency of City residents through the provision of neighborhood services such as Housing Rehabilitation and Neighborhood Revitalization.

### Budget Summary:

<b>Community Initiatives Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	533,680	630,771	1,013,400	834,867	1,037,300	2.4%
Supplies/Services	<u>772,159</u>	<u>1,140,098</u>	<u>1,738,400</u>	<u>1,317,054</u>	<u>1,550,100</u>	-10.8%
<b>Total</b>	<u>1,305,839</u>	<u>1,770,869</u>	<u>2,751,800</u>	<u>2,151,921</u>	<u>2,587,400</u>	-6.0%
<b>Division - Summary</b>						
Administration	263,929	261,454	403,500	341,052	422,200	4.6%
Senior Services	234,027	281,256	482,300	420,493	413,200	-14.3%
Human Services	81,960	132,646	104,100	156,328	125,800	20.8%
Neighborhood Services	<u>709,923</u>	<u>1,095,513</u>	<u>1,761,900</u>	<u>1,234,047</u>	<u>1,626,200</u>	-7.7%
<b>Total</b>	<u>1,289,839</u>	<u>1,770,869</u>	<u>2,751,800</u>	<u>2,151,921</u>	<u>2,587,400</u>	-6.0%
<b>Revenues</b>						
Intergovernmental	39,482	40,564	35,000	34,900	37,100	6.0%
Charges for Services	31,990	36,158	34,000	33,900	36,000	5.9%
Grants	332,599	604,881	417,500	1,333,300	703,900	68.6%
Miscellaneous	296	463	0	0	0	0.0%
General Fund Subsidy	<u>940,954</u>	<u>1,129,367</u>	<u>2,300,300</u>	<u>784,721</u>	<u>1,847,500</u>	-19.7%
<b>Total</b>	<u>1,305,839</u>	<u>1,770,869</u>	<u>2,751,800</u>	<u>2,151,921</u>	<u>2,587,400</u>	-6.0%

This Community Initiatives budget reflects the increasing diversity of providing community, senior, transit, neighborhood, and volunteer services in the City of Surprise by increasing the level of professionalism, creativity, and staffing needed to fulfill the Department's mission and accomplish goals and to at least maintain the same level of service. Through grants the facility provides needed services for the elderly as mandated by the Older Americans Act of Congress. Partnerships with other organizations will continue to be sought and explored.

The Community Initiatives Department budget is programmed for \$2,587,400 a net decrease of 6% from the FY2007 budget of \$2,751,800. The decrease is primarily due to one time costs last year that are not carried over to this fiscal year. Personnel costs account for 40% of the total Community Initiatives budget. No new personnel are programmed for FY2008.

Supplies and services have a net decrease; however it is programmed for \$20,000 to continue the displacement assistance program. Other expenditures include the programming of funds for general cost increases for the supplies and services required to operate the Department.

Grant funds include Community Development Block Grants, HOME, State Home, State Trust, and Area Agency on Aging. Grant funding is crucial for Community Initiative programs that provide a direct service to the most needy and least visible members of the community. These funds are utilized in a variety of ways to increase the spirit of community, strengthen neighborhoods, and ensure that all residents' basic needs are met.

<b>Community Initiatives - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Change</u>
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Aide	0.5	0.5	2.5	0.8	0.8	0.0
Program Coordinator	0.0	1.0	0.0	2.0	2.0	0.0
Neighborhood Liaison	1.0	0.0	3.0	0.0	0.0	0.0
Program Specialist	2.0	2.0	1.0	0.0	0.0	0.0
Senior Program Supervisor	1.0	1.0	1.0	0.0	0.0	0.0
Program Supervisor	0.0	0.0	0.0	3.0	3.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Program Assistant	0.0	0.0	0.0	3.8	3.8	0.0
Administrative Technician	0.0	0.0	0.0	0.5	0.5	0.0
Office Support Specialist	0.5	0.5	0.5	0.0	0.0	0.0
Facilities Maintenance Worker	0.0	0.0	0.5	0.0	0.0	0.0
Van Driver	3.5	0.0	0.0	0.0	0.0	0.0
Service Worker/Groundskeeper	0.0	0.0	0.0	0.5	0.5	0.0
<b>Total</b>	<b>11.5</b>	<b>8.0</b>	<b>11.5</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0</b>

**Capital:**

No new capital funding is programmed for this fiscal year.

**Accomplishments:**

Successfully completed and implemented several programs/projects including:

- Created and implemented a Neighborhood Association program where 12 associations have signed up.
- Facilitated 45 neighborhood block parties to promote community building.
- FINGERPRINT AMERICA program provided training for citizens to fingerprint and collect DNA samples, photos, and descriptions of their children. This program was established by Human Services in conjunction with the Police Department.
- Developed, coordinated, and implemented with a local financial institution (Credit Union West) to conduct citizen workshops (Financial Fitness) in money management, vehicle buying, home

buying, credit scoring, identity theft prevention, teaching kids about money, and predatory lending practices to avoid. This is ongoing as new courses are developed and presented.

- Designed, coordinated, contracted for, and implemented taxi coupon program for ADA and dialysis patient transportation.
- Conducted two redesigned and updated HOA academies.
- Completed Holiday Adopt-A-Family Program, assisting over 250 Surprise families.
- Awarded MAG 5317 Grant for "New Freedom Transportation" to support the taxi voucher coupon program.
- Established Human Services Monthly Newsletter.
- Collaborated with ASU West to conduct a review of City Academy. Implemented restructured curriculum and conducted first class April-May 2007.
- Programs such as Pride Day, Senior Safety Day, Neighborhood Associations, Block Party Program, and other Departments' public safety awareness programs, such as Victim's Assistance, were accomplished in FY2007.
- Completed successful implementation of Emergency Housing Program with Eve's Place, a local DV crisis center, to assist residents who are victims of Domestic Violence.
- Circulator route study underway in partnership with Community Development and RPTA to be completed by December 2007.
- Facilitated a partnership between Interfaith, Rio Salado College, Community Development, and Community & Recreation Services to successfully acquire and donate land to a local non-profit for the Lizard Run Project.
- Successfully added 10 new programs for senior and disabled residents.
- Creation of Senior Center Café utilizing a capacity grant from Area Agency on Aging for \$13,900.
- Modification of cabinets, workspace, and counter top, plus purchase of a new icemaker for the kitchen with Program Enhancement Funds from Area Agency on Aging.
- Purchase and installation of new Bingo equipment at Senior Center.
- Transportation for seniors provided 7,500+ rides, with one paid driver and five volunteers.
- Intake of 259 new members and served 10,000 plus meals within the Senior Services Division.
- Completion of the Flood Drain Improvement project Phase I funded with 2006-2007 Community Development Block Grant funding by 12/07. Initiate Flood Drain Improvement project Phase II, also CDBG funded in 08/07, and complete project by 06/08.
- Conducted Fair Housing training for staff in June 2007. Complete annual CAPER as required by HUD by 9/30/07. Complete monitoring of grant sub-recipient entities as required by HUD by 01/08. Complete a sub-recipient grant application for public service funding available from the Community Development Block Grant funding by 12/07.

## **Goals & Objectives:**

### Customer Service

- Support front desk personnel through training and accurate information so customer service is responsive and seamless.
- Maintain a high standard of customer service and a user friendly attitude to maintain a good Senior Center reputation.
- Monitor, through quarterly surveys and daily observations, the quality of food service provided by the new caterer.
- Develop Public Facility use program in conjunction with the Neighborhood Association program by June 2008.
- Develop mini grant program application and guidelines for Neighborhood Associations by March 2008.
- Creation of a web page listing HOA's and Neighborhood Associations by June 2008 in partnership with Communications and IT Departments.
- Expand public awareness of City-wide public safety programs (i.e. Senior Safety Day, Victim Assistance, Pride Day, Anti-Graffiti Forums, and Mediation Support) through outreach and civic education and Revitalization Board by June 2008 with two new neighborhood programs. Victim Assistance, Anti-Graffiti information, and Mediation support have been continually addressed in

FY2007, and will continue to receive emphasis during FY2008. Human Services has renewed a contract with Eve's Place, a domestic violence crisis center for FY2008 to provide shelter for Surprise residents who are domestic violence victims. Anti-Graffiti has been emphasized in the HOA academy, while Human Services staff has been an ongoing liaison between residents and TAG.

- Redesign the Department website by April 2008 with the support of the Communications Department.
- Re-evaluate Essential Services and define measures of success for each component.
- Provide collaboration with other transportation providers to address gaps in transportation needs for ADA and Senior residents.
- Continue implementation of the Taxi Coupon for ADA and dialysis patients, with potential expansion as funding and staffing permits.
- Expand the mediation program; referrals from Municipal Court.

#### Strategic Plan

- Continue to grow the Senior Program Amenities offering meaningful events and activities, with an eye on Boomer options.
- Foster and Support Civic Engagement/Volunteerism.
- Continue to focus programmatic activities to focus on neighborhood building, cohesiveness, and sense of place.
- Complete asset inventory to help forecast when a new center will be needed.
- Prepare a business plan with pro forma (profit and loss for 5 years) for 12425 Bell Rd.
- Assess Services/programs to align with strategic plan, include budget, measures of success, tracking/reporting, and recommended improvements.

#### Effective Support

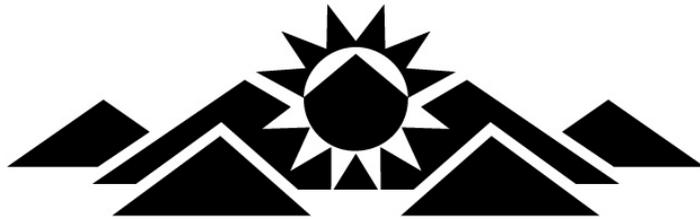
- Provide Title Vs and volunteers as requested and available to other Departments.
- Coordinate with DART to meet the increased demand for senior transportation.
- Support Neighborhood Alliance development and Revitalization Plans.
- Assist Code Enforcement with the development of their new programming associated with neighborhood preservation / rental enforcement initiatives by June 2008.
- Assist the Police Department with the informational/outreach based Beat Team meetings conducted within Surprise neighborhoods by June 2008.
- Maintain an accurate database of all HOA's available to City Departments.
- Conduct two HOA Academy's in FY2008, with updates of information reviewed before and after each. The Academy speakers will be scheduled through Outlook to insure potential scheduling conflicts are identified and addressed as quickly as possible. Continue to receive "good or better" evaluations with a maximum class size of 40.
- Conduct one City Academy in FY2008, with updates of information reviewed before and after. The Academy speakers will be scheduled through Outlook to insure potential scheduling conflicts are identified and addressed as quickly as possible. Continue to receive "good or better" evaluations with a maximum class size of 25.
- Develop new "graduate level" classes in coordination with other City Departments in support of the City Academy. To realize this goal will depend largely upon cooperation of City Department Heads to make their time available for presentations, and the availability of Community Initiative staff.
- Conduct a minimum of ten Financial Fitness Courses in FY2008.

#### Revitalization

- Completion of the Revitalization Plan and begin implementation of adopted strategies by 03/08.
- Finalize CDBG drainage project phase one by December 2007 and have construction contract awarded for phase two by June 2008.
- Conduct City-Community Alliance meetings as implemented by new program.

<b>Community Initiatives Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
<u>Human Services</u> - Number of new programs added	2	7	6	1
<u>Human Services</u> - Total number of clients served (total number of residents receiving services)	2,250	2,709	4,220	4,220
<u>Human Services</u> - Total number of Brown Bag/ Food Plus/Supplemental Food packages provided per year	850	1,007	1,080	1,200
<u>Human Services</u> - Number of new job skill workshop seminars and job fairs conducted	1	0	0	1
<u>Human Services</u> - Number of residents receiving information concerning mediation/conflicts	18	35	21	25
<u>Senior Services</u> - Number of new senior programs added.	10	10	10	8
<u>Senior Services</u> - Number of new partnerships developed.	4	7	3	3
<u>Senior Services</u> - Number of Senior Outreach Programs initiated.	5	5	5	5
<u>Senior Services</u> - Number of Senior Meals provided	15,000	9,825	10,126	10,500
<u>Senior Services</u> - New participants	360	322	259	275
<u>NH Services</u> - Facilitate development of Neighborhood Associations	0	0	12	15
<u>NH Services</u> - Number of homes improved through grant funds.	16	48	46	40
<u>NH Services</u> - Homes aided through neighborhood improvement Pride Day.	17	10	21	25
<u>NH Services</u> - Tons of refuse removed from neighborhoods.	500	550	620	700
<u>NH Services</u> - Gallons of paint used to paint homes & remove graffiti.	500	500	850	1,000
<u>NH Services</u> - Dollar amount in grants successfully awarded for Neighborhood Revitalization activities	\$746,000	\$805,000	\$958,702	\$700,000
<u>NH – Services</u> - Homes participating in Safety Day.	85	44	52	65

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

**Transit Fund  
FY2008 Budget**

**Purpose:**

To provide transit services to Surprise residents with special emphasis to the elderly, disabled, and low-income. The Community Initiatives Department is responsible for providing a Transit and Dial-A-Ride Transportation (DART) program to meet the Cities' transit needs. Initially implemented in 1988, the DART program is successfully meeting some of the needs of Surprise residents, however as the City continues to grow, a changing demand for service has been identified.

**Budget Summary:**

Two surveys concerning transit were conducted in FY2001 as part of a long-range transit plan. These surveys identified the areas that residents wanted transit service and the City of Surprise is working towards meeting those desires. The consultant of the Transit Plan conducted the surveys. Presented in two-year increments covering a twenty-year time frame the transit plan presents a detailed operational analysis of existing transit services, community demand, and potential operational changes to meet that demand. This budget is designed to allow the Community Initiatives Department to address the recommendations of the transit plan. Potential service enhancements include contracting out aspects of the medically necessary service, expansion of service utilizing cab vouchers, and the development of "field trips" to service the public's desire to visit area malls.

<b>Transit Fund Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b>Division - Summary</b>						
Personnel	227,360	291,646	498,500	376,309	522,600	4.8%
Supplies/Services	53,637	78,718	390,400	417,398	387,100	-0.8%
Capital	<u>46,497</u>	<u>92,444</u>	<u>156,000</u>	<u>156,000</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<b><u>327,494</u></b>	<b><u>462,809</u></b>	<b><u>1,044,900</u></b>	<b><u>949,707</u></b>	<b><u>909,700</u></b>	<b><u>-12.9%</u></b>
<b>Revenues</b>						
Intergovernmental	388,970	375,811	375,300	375,300	450,500	20.0%
Charges for Services	9,953	12,802	10,000	0	10,000	0.0%
Grants	3,659	73,366	196,800	0	0	-100.0%
Interest	7,238	8,504	2,500	14,000	2,600	4.0%
Fund Balance	164,383	0	201,400	400,700	99,200	-50.7%
General Fund Subsidy	<u>0</u>	<u>0</u>	<u>258,900</u>	<u>159,707</u>	<u>347,400</u>	<u>34.2%</u>
<b>Total</b>	<b><u>574,203</u></b>	<b><u>470,484</u></b>	<b><u>1,044,900</u></b>	<b><u>949,707</u></b>	<b><u>909,700</u></b>	<b><u>-12.9%</u></b>

The transit fund budget is programmed this year for \$909,700. Excluding capital, this represents a slight operating budget increase of 2% over last fiscal year. The increase is primarily due to annual salary adjustments. Supplies and services decrease slightly from last year due to adjustment to the base for one-time expenditures. Ongoing supplies and services remain in the budget to maintain the expected level of service.

The Grand Avenue express route continues to be heavily utilized. The needs of the community cannot be met utilizing only Dial-a-Ride; the Transit Division continues to explore alternatives including partnerships with RPTA for fixed Route buses, Circulator Route possibilities, and the creation of a commuter rail system for the northwest valley.

**Transit Fund - Position Summary**  
Fiscal Year 2008

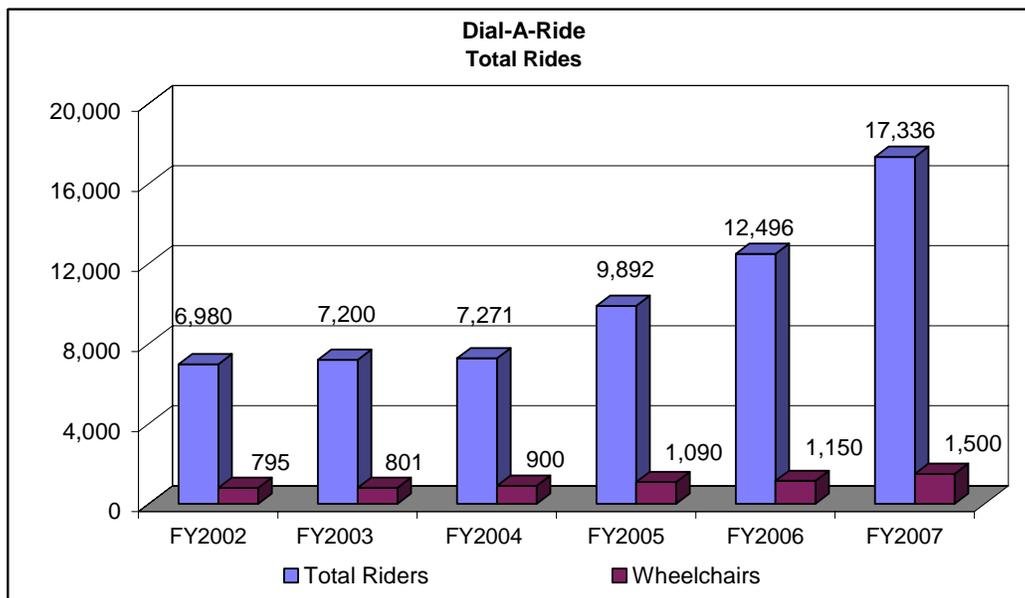
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Program Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Program Assistant	0.0	0.0	0.0	9.0	9.0	0.0
Transit Operator	0.0	5.0	7.0	0.0	0.0	0.0
Transit Supervisor	0.0	0.0	1.0	0.0	0.0	0.0
Dispatcher	1.0	1.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>1.0</b>	<b>6.0</b>	<b>8.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>

**Capital:**

No new capital is programmed for this fiscal year.

**Accomplishments:**

- Implemented express bus route #571 in January 2006, with two new departure times in FY2007.
- Implemented new "Taxi-Voucher Program" to augment Dial-a-Ride resources.
- Implement fleet watch program with police in FY2007.
- Combine efficiencies of Dial-A-Ride and Senior Transportation to more efficiently serve the public.
- Added part time dispatcher to increase the efficiency of the dispatch office.
- Circulator Route planning under way, target implementation date summer 2008.



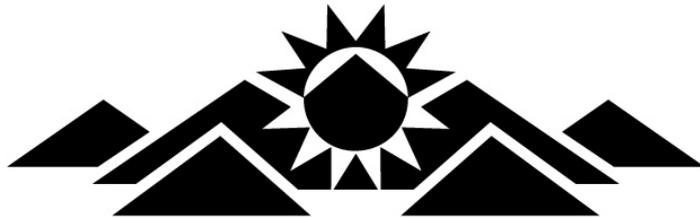
**Goals & Objectives:**

- Expand Transit Division service hours.
- Continue to explore new opportunities for expanded service by developing updated transit plan to get ahead of the curve for future population growth.
- Continue to actively participate with City Transportation Commission, MAG, and Valley Metro stakeholders to extend bus services.
- Continue to assist the local economy by providing transportation to and from stores, medical facilities and work, and by contacting local employers to identify employee's transit needs.
- Continue to expand service by pooling resources with Senior Division.

- Continue providing additional transit service to City residents to maintain current service levels and a high standard for customer service.

<b>Transit Fund Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Number of Fleet Vehicles	4	5	7	7
Number of Trips	7,960	11,732	16,646	21,646
Operating Cost per Trip	\$21.00	\$32.06	\$29.19	\$30.00
Registered Clients	336	782	1,510	2,210
Total Boardings	n/a	n/a	17,336	18,500
On Time Performance	n/a	n/a	99%	99%
Number of Customer Complaints	n/a	n/a	17	15
Customer Satisfaction	n/a	n/a	99.9%	99.9%
Revenue Miles	n/a	n/a	68,120	70,000
Number of Revenue Miles per Vehicle	n/a	n/a	9,731	10,000
Fair Box Collection	n/a	n/a	18,400	20,000
Fair Box Collection per Boarding	n/a	n/a	\$1.06	\$1.08
Operating Cost per Revenue Mile	n/a	n/a	\$7.60	\$7.60

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## 10% Set -A- Side Fund FY2008 Budget

**Purpose:**

Provide a dedicated funding source equal to 10% of the City's primary property tax levy for the development and improvement of the original town site and other areas of the City and to ensure that all residents share the benefits of growth within the City of Surprise.

**Budget Summary:**

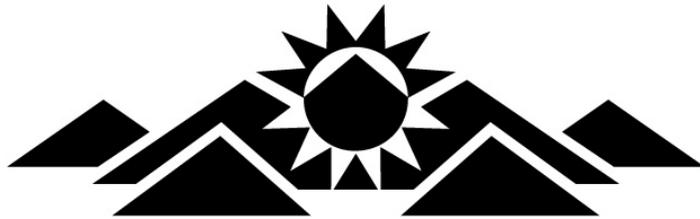
Funding for the 10% set-aside comes from a general fund transfer that represents 10% of the primary property tax levy. All funds remaining from the prior year are carried forward as beginning fund balance. For FY2008 this is estimated at \$1,151,900.

<b>10% Set Aside Fund Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
Supplies/Services	74,336	62,836	228,400	237,800	82,800	-63.7%
Capital	13,325	291,301	1,926,100	551,000	1,087,000	-43.6%
Contingency	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>565,100</u>	<u>0.0%</u>
<b>Total</b>	<b><u>87,661</u></b>	<b><u>354,137</u></b>	<b><u>2,154,500</u></b>	<b><u>788,800</u></b>	<b><u>1,734,900</u></b>	<b><u>-19.5%</u></b>
<b>Revenues</b>						
Grants	0	187,217	0	773,200	0	0.0%
Interest	8,446	13,924	3,000	22,000	3,000	0.0%
Fund Balance	134,304	0	1,651,500	645,500	1,151,900	-30.3%
Transfer In	<u>0</u>	<u>152,996</u>	<u>500,000</u>	<u>0</u>	<u>580,000</u>	<u>16.0%</u>
<b>Total</b>	<b><u>142,750</u></b>	<b><u>354,137</u></b>	<b><u>2,154,500</u></b>	<b><u>1,440,700</u></b>	<b><u>1,734,900</u></b>	<b><u>-19.5%</u></b>

Expenditures are programmed for payment of electricity for original town site streetlights (\$42,800), housing plan (\$40,000), and park projects at Gaines Park and Lizard Run, as well as other items that are described in each Department's budget narrative. All funds are programmed for use in FY2008.

<b>10% Set Aside Fund - Capital Fiscal Year 2008</b>	
Community & Recreation Services	1,652,100
General Operations	42,800
Community Development	<u>40,000</u>
<b>Total 10% Set Aside Fund - Capital</b>	<b><u>1,734,900</u></b>

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Engineering FY2008 Budget

### Mission Statement:

To provide design and project management services for Capital Improvement Projects; participate in the development application and approval process, review plans, ensure proposed new developments are in compliance with generally accepted engineering standards, City ordinances and other statutory regulations; provide inspection services on capital improvement projects, and develop public improvements to insure conformance to construction standards, plans, specifications and statutory regulations; assist in planning the future transportation system of Surprise and the region. The Division also provides for the safe and efficient movement of people and products throughout the City.

The Engineering Division is charged with the responsibility for ensuring that public projects are adequately planned, developed, and managed. This is accomplished by providing developers, engineers and the citizens of the City with quality control and quality assurance with respect to standard City design criteria through the use of on-site inspections of over-all construction including: permit work, subdivision development improvements and capital improvement projects implemented within the City right-of-ways.

### Budget Summary:

The \$3,053,800 budget of the Engineering Department represents an increase of 55.3% over the adopted FY2007 budget of \$1,967,000. Personnel costs increase by 15.4% and account for 62% of the Engineering Department budget. The increase is primarily due to the programming of one new Associate Engineer and two Civil Engineers.

<b>Engineering Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	874,869	1,241,852	1,646,400	1,771,034	1,899,800	15.4%
Supplies/Services	<u>204,391</u>	<u>256,410</u>	<u>320,600</u>	<u>929,566</u>	<u>1,154,000</u>	<u>260.0%</u>
<b>Total</b>	<u>1,079,260</u>	<u>1,498,261</u>	<u>1,967,000</u>	<u>2,700,600</u>	<u>3,053,800</u>	<u>55.3%</u>
<b>Revenues</b>						
Charges for Services	2,019,673	2,471,370	2,500,000	2,345,400	2,345,400	-6.2%
General Fund Subsidy	<u>0</u>	<u>0</u>	<u>0</u>	<u>355,200</u>	<u>708,400</u>	<u>0.0%</u>
<b>Total</b>	<u>2,019,673</u>	<u>2,471,370</u>	<u>2,500,000</u>	<u>2,700,600</u>	<u>3,053,800</u>	<u>22.2%</u>

Supplies and services increase by 260% from the FY2007 budget. The increase is primarily due to the programming of \$350,000 of one-time funding to hire specialized consultants for an extension of the Area Drainage Master Plan. In addition, \$300,000 is programmed as one-time funding for evaluation of Long Range Major Street Improvements. The remaining costs are to maintain and operate the Department and to provide the necessary operating and equipment requirements of the additional positions.

**Engineering - Position Summary**  
Fiscal Year 2008

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	1.0	3.0	3.0	4.0	1.0
Land Surveyor	0.0	1.0	0.0	0.0	0.0	0.0
Civil Engineer	0.0	0.0	0.0	2.0	4.0	2.0
Civil Engineering Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Inspector	3.0	5.0	6.0	6.0	6.0	0.0
Plans Examiner	2.0	2.0	2.0	0.0	0.0	0.0
Permit/Licensing Technician	2.0	2.0	2.0	0.0	0.0	0.0
Engineering Technician	0.0	1.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	0.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Fiscal Support Assistant	0.0	0.0	0.0	1.0	1.0	0.0
<b>Total</b>	<b>11.0</b>	<b>15.0</b>	<b>18.0</b>	<b>19.0</b>	<b>22.0</b>	<b>3.0</b>

**Capital:**

**Engineering - Capital**  
Fiscal Year 2008

<u>Description</u>	<u>Account</u>	<u>Amount</u>
Dysart Rd Improvements @ Grand	21112-541-112-39211-20509	250,000
Dysart Rd Improvements @ Grand, Carry Forward	21418-541-112-39222-20509	2,243,400
Dysart Rd Improvements @ Grand	21112-541-112-39311-20509	250,000
Saguaro View Rehabilitation Project, Carry Forward \$190,200	21112-541-112-39211-20526	390,200
Bell Road Projects, Carry Forward	21112-541-112-39211-20547	850,000
Bell Road Projects Street Improvements	21415-541-112-39222-20547	370,000
Pave Dirt Road Program	21112-541-112-39211-20612	700,000
Dysart & Thunderbird Intersection Improve, Carry Forward	21418-541-112-38199-20632	60,000
Dysart & Thunderbird Intersection Improve, Carry Forward	21418-541-112-39211-20632	1,200,000
Dysart & Thunderbird Intersection Improve, Carry Forward	21418-541-112-39222-20632	60,000
Transp. Action Plan-Transit Infrastructure, Carry Forward	21418-541-112-38199-20669	30,000
Transp. Action Plan-Transit Infrastructure, Carry Forward	21418-541-112-39211-20669	450,500
Transp. Action Plan-Transit Infrastructure, Carry Forward	21418-541-112-39411-20669	150,000
Paradise Acres, Carry Forward	21418-541-112-38199-20713	99,000
Paradise Acres	21112-541-112-39211-20713	600,000
Paradise Acres, Carry Forward	21418-541-112-39211-20713	900,000
Rose Garden Lane-Low Water Crossing, Carry Forward	21418-541-112-38199-20714	500,000
RTL at Bell & 115th, Carry Forward	21112-541-112-38199-20715	1,063,900
Cotton Lane Widening	21418-541-112-39211-20807	300,000
Litchfield Road	21418-541-112-39211-20808	1,300,000
Reems Road	21418-541-112-38199-20809	60,000
Reems Road	21418-541-112-39211-20809	3,340,000
Transportation Enhancement Developer Reimbursement	21418-541-112-39211-20812	2,141,700
Roads of Reg Significance Dev Reimbursements	21419-541-112-38199-20813	269,900
Roads of Reg Significance Dev Reimbursements	21419-541-112-39211-20813	2,428,800
MAG TE Project	21112-541-112-39211-29999	1,000,000
<b>Total Capital</b>		<u>21,007,400</u>

The Engineering Division, working closely with other Departments, will oversee the design, development, and construction of several projects during FY2008. These projects include the design and construction

of roads, traffic signals, Intelligent Transportation Systems (ITS), resurfacing and construction of various other street and landscaping projects planned throughout the fiscal year.

Capital is programmed at \$21,007,400 for the Department as outlined in the table above. As indicated, capital is programmed for road and drainage improvements including \$1,220,000 for the Bell Road Project, \$630,500 to support the Transportation Action Plan. The additional roadway mileage and other improvements listed will have an impact on the Operating budget in the area of increased maintenance and utility costs.

Implementation of the Transportation Action Plan is the highest priority of the City Council, City Manager, and the Engineering Department. For FY2008 funds have been programmed for transit infrastructure improvements. The projects identified by the Engineering Department will be funded through the general capital fund, the public works development fund, the transportation improvement fund, and the roads of regional significance development fee fund.

### **Accomplishments:**

- Bell Road Access Management Study completed
- Bell Road pavement preservation resurfacing completed east of Grand Avenue
- 219<sup>th</sup> Avenue Design Concept Project completed
- Section 10 Drainage Study and Roadway Design completed
- Arterial Capacity Study and construction documents for Cotton Lane, Litchfield Road & Reems Road completed (over \$5.0M).
- Design completed for pavement and low water crossings in Saguaro View
- SPA 2 & 3 Floodplain Mapping completed
- SPA 2 & 3 Long Range Road Master Alignment Plan completed
- Coyote Lakes construction and entrance/signal relocation complete (July '07)
- 136<sup>th</sup> Avenue and Desert Cove construction complete
- Right Turn Lane at Bell and Grand Avenue and related railroad signal equipment installed.
- Right Turn Lane at Bell and RH Johnson completed (by MCDOT).

### **Goals & Objectives:**

- Ensure that City of Surprise's roadway network is developed with the proper amount of capacity to serve traffic generated by the land uses depicted on the General Plan Land Use Map.
- Construct top priority roads as part of the Arterial Capacity and Roads of Regional Significance Programs.
- Promote access management practices for significant roadways in an attempt to reduce the likelihood of future conflicts and multiple access points. Implement Access Control Guidelines for arterial streets.
- Continue updating the CIP, prioritizing street and circulation capital improvements necessary to implement the General Plan Circulation and Transportation Element
- Ingrain the RESPECT Model in the Department.
- Develop a "building envelope" policy that establishes grading limits and encourages the preservation of the natural environment.
- Continue requiring new developments to pay its fair share towards the cost of improvement needs generated by the new development.
- Explore the use of repayment agreements and financial participation in the construction of facilities by developers that are larger than needed by a new development or that extend beyond a new development.
- Coordinate street improvements with drainage and flood control needs and to evaluate wash crossings for collector streets and above to ensure minimal feasible impact on environmentally sensitive areas.
- Continue to work with Dysart School District to ensure coordinated planning of school facilities and exchange of information concerning development and engineering related issues.
- Further develop a flood control ordinances that prohibits development within the floodway.
- Progress toward making Surprise environmentally sustainable with desert character.

<b>Public Works - Engineering Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Commercial Improvement Plans Reviewed	139	85	148	154
Subdivision Improvement Plans Reviewed	238	120	189	190
Commercial Reports Reviewed	42	42	58	60
Subdivision Reports Reviewed	49	77	52	76
Commercial Construction Permits Issued	205	198	246	252
Subdivision Construction Permits Issued	274	427	321	500

**Traffic Engineering  
FY2008 Budget**

**Mission Statement:**

Provide economical and quality service to all residents of the City and the general public to ensure the safe use of all roads and streets.

**Divisions:**

Operations - Provides overall oversight of the division, centralized administration, Regional Emergency Action Coordination Team (REACT) and Traffic Control.

Signs - Responsible for installing, maintaining, and repairing all signs and markings within the City.

Signals - Responsible for maintaining and repairing all traffic signals and City owned streetlights within the City.

**Budget Summary:**

Traffic Engineering is responsible for installing, maintaining, and repairing all traffic signals, street lights, fiber optic, and both static and dynamic signs and markings. As the City grows, more and more intersections will require traffic signals. Monitoring traffic patterns to ensure a smooth, congestion free ride for residents and the public is a major priority. This budget provides for an increased rate of development of the program in response to the City Manager's priorities and support of the Council and Mayor. The installation of traffic signals at major intersections and furthering the design and implementation of fiber optics are among priorities for this year.

<b>Traffic Engineering Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	411,875	503,432	1,086,300	649,316	1,208,200	11.2%
Supplies/Services	441,964	673,835	731,300	874,627	828,700	13.3%
Capital	<u>0</u>	<u>30,754</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>853,839</u></b>	<b><u>1,208,022</u></b>	<b><u>1,817,600</u></b>	<b><u>1,523,943</u></b>	<b><u>2,036,900</u></b>	<b><u>12.1%</u></b>
<b><u>Division - Summary</u></b>						
Operations	138,449	406,252	692,900	711,538	712,500	2.8%
Signals	379,199	393,789	599,500	453,747	617,000	2.9%
Signs	<u>336,191</u>	<u>407,981</u>	<u>525,200</u>	<u>358,658</u>	<u>707,400</u>	<u>34.7%</u>
<b>Total</b>	<b><u>853,839</u></b>	<b><u>1,208,022</u></b>	<b><u>1,817,600</u></b>	<b><u>1,523,943</u></b>	<b><u>2,036,900</u></b>	<b><u>12.1%</u></b>
<b>Revenues</b>						
Grants	0	209,295	56,000	0	0	-100.0%
Miscellaneous	57,523	29,187	0	0	0	0.0%
Highway User Fund	<u>796,316</u>	<u>969,540</u>	<u>1,761,600</u>	<u>1,523,943</u>	<u>2,036,900</u>	<u>15.6%</u>
<b>Total</b>	<b><u>853,839</u></b>	<b><u>1,208,022</u></b>	<b><u>1,817,600</u></b>	<b><u>1,523,943</u></b>	<b><u>2,036,900</u></b>	<b><u>12.1%</u></b>

The budget for this Department is programmed at \$2,036,900 representing an overall 12.1% increase over last year. Personnel costs total \$1,208,200 and increase by 11.2% over FY 2007 primarily due to salary adjustments.

A total of \$828,700 is programmed for supplies and services representing a 13.3% increase from last year's budget. The increase is primarily due to base adjustments for growth and inflationary increases. Portions of HURF revenues fund expenditures of this Department.

<b>Traffic Engineering - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Change</u></b>
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	1.0	1.0	2.0	2.0	0.0
Program Coordinator (REACT)	0.0	1.0	1.0	1.0	1.0	0.0
Program Specialist	0.0	1.0	0.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	2.0	3.0	3.0	1.0	1.0	0.0
Maintenance & Operations Specialist	1.0	1.0	1.0	2.0	2.0	0.0
Senior Maintenance & Operations Tech	0.0	0.0	0.0	2.0	2.0	0.0
Maintenance & Operations Tech	1.0	2.0	5.0	4.0	4.0	0.0
Service Worker/Groundskeeper	0.0	0.0	0.0	2.0	2.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
<b>Total</b>	<b>5.0</b>	<b>10.0</b>	<b>13.0</b>	<b>16.0</b>	<b>16.0</b>	<b>0.0</b>

A cooperative project with Maricopa County will result in the design of an Intelligent Transportation Systems (ITS) Project on Bell Road from Grand Avenue to Loop 303 that will include optical fiber communications, traffic signal interconnect and retiming, video cameras to monitor traffic and Variable Message Sign to alert motorists of conditions. In addition, two additional intersections will be signalized by the county with in the City. Plans are being finalized and funds have been defined for completing the ITS network and establishing the permanent TOC in the new Public Safety Building.

**Capital:**

<b>Traffic Engineering - Capital</b>		
<b>Fiscal Year 2008</b>		
<b><u>Description</u></b>	<b><u>Account</u></b>	<b><u>Amount</u></b>
Traffic Signal Master Computer, Carry Forward \$400,000	21415-545-112-39211-20428	1,000,000
Bell Intelligent Transp. System Fiber Optics, Carry Forward	21415-545-112-39211-20456	200,000
Bell Intelligent Transp. System Fiber Optics, Carry Forward	21415-545-112-39223-20456	83,500
Traffic Control Cameras, Carry Forward	21112-545-112-39223-20512	100,000
Fiber Optics - CityWide, Carry Forward \$60,000	21415-545-112-38199-20718	110,000
Fiber Optics - CityWide, Carry Forward \$358,000	21415-545-112-39211-20718	640,000
Historical Lighting Signage, Carry Forward	21112-545-112-39223-20735	500,000
Traffic Signal Master Computer System, Carry Forward	21415-545-511-39411-20428	135,700
Signal upgrade and re-wire, Carry Forward \$280,000	21112-545-511-39211-20652	530,000
Signal upgrade and re-wire, Carry Forward	21112-545-511-39224-20652	160,000
Signal upgrade and re-wire	21112-545-511-39311-20652	50,000
Purchase Temp Traffic, Carry Forward	21112-545-511-39223-20653	1,700
Geometric Improve. for Signalized Intersection	21418-545-511-39211-20654	1,000,000
Geometric Improve. for Signalized Intersection, Carry Forward	21418-545-511-39224-20654	1,286,100
Traffic Signals Construction, Carry Forward	21112-545-511-39211-29999	1,075,000
Traffic Signals	21415-545-511-39211-29999	1,700,000
Street Improvements, Carry Forward	21112-545-511-39222-29999	2,600
Traffic Signals - Sun City Grand Signals, Carry Forward	21112-545-511-39223-29999	521,300
Traffic Signals, Carry Forward	21415-545-511-39223-29999	1,310,900
Sign Fabrication Shop	21415-545-512-39211-20651	797,200
Sign Fabrication Shop	21415-545-512-39411-20651	101,000
	<b>Total Capital</b>	<b>11,305,000</b>

Capital for the Traffic Engineering Department is programmed at \$11,305,000 as outlined in the table below. The Department is programmed for improvements including designing the fiber optics system, traffic signal master computer system, and traffic control cameras. A total of \$4,607,200, of which \$2,907,200 is carried forward, is programmed for traffic signals & equipment.

Capital items of this Department are programmed and accounted for in the public works development fund, transportation improvement fund, and the general capital fund.

### **Accomplishments:**

- Developed and engaged the Regional Emergency Action Coordination Team (REACT) as a pilot program in cooperation with the Maricopa County.
- Designed ten proposed traffic signals, installed four new traffic signals, resolved Bell Road street light outages, and improved signal coordination on Bell Road west of Grand Avenue.
- Reviewed over 63 site plans & 10 planned area developments for traffic related issues.
- Installed more than 750 signs, placed more than 50 lane miles of pavement markings, and completed 90 intersections.
- Conducted traffic counts at 32 intersections, performed over 130 mid-block counts and 11 locations had vehicle classification counts.
- Approved over 400 maintaining traffic plans, reviewed 22 sets of plans prepared by developers for signing and striping, reviewed over 70 Traffic Impact Analyses and over 950 traffic crash reports.
- Worked to get Bell Road ITS (Phase 1) integrated.
- Provided quality customer service to the citizens of Surprise and the general public.
- Provided efficient Traffic Engineering support to the City.

### **Goals & Objectives:**

- Maintain Traffic Signals, Signage, and Markings to ensure public safety.
- Implement and Operate the Traffic Control Policy to ensure public safety and reduce construction that affects motorists.
- Improve safety by placing thermoplastic pavement markings at 90 major intersections.
- Utilize the temporary Master Computer System to manage Bell Road east of Grand Avenue. (Traffic Operations Center)
- Design and Construct fiber optic cable, video cameras to connect the existing Bell Road fiber west of Grand to the Traffic Operations Center.
- Design and begin construction fiber optic cable, video cameras, and message boards on Greenway from Grand Avenue to Loop 303.
- Implement new timing and coordination for the traffic signals on Bell Road west of Grand Ave. to Citrus to help with traffic control and congestion.
- Ingrain the RESPECT Model in the Department.
- Design five Traffic Signals.
- Construct nine Traffic Signals.
- Update existing Traffic Control Policy to include a permit process, more defined guidelines, and a civil citation process.
- Implement the work order portion in Hansen; currently we are only using service requests.

<b>Public Works-Traffic Engineering Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Total Number of Traffic Signals installed.	2	4	4	5
Number of Streetlights repaired.	135	150	148	175
Number of Traffic Signals Retimed/Adjusted/Phased.	250	254	234	300
Number of Locations Blue Staked.	640	1,000	722	800
Number of Signs Installed.	550	600	797	1,000
Number of Miles of Pavement Markings.	85	240	54.5	100
Number of Intersections with Thermoplastic	45	50	91	150
Number of Traffic Impact Analysis reviewed.	40	50	72	80
Number of intersection studies completed.	20	30	32	30
Number of crash reports reviewed.	320	600	963	1,000
Number of signing and striping plans approved.	50	40	22	40
Number of Maintaining Traffic Plans approved.	400	500	431	500
Number of REACT calls in Surprise	N/A	N/A	198	225
Number of REACT calls assisting county per IGA	N/A	N/A	105	140



## Vehicle Maintenance FY2008 Budget

### Mission Statement:

Provide exceptional quality, value-based service to the City's fleet and customers.

The Vehicle Maintenance Division maintains and repairs the City's fleet of vehicles and equipment. This includes establishing and administering appropriate fleet management policies and procedures and guiding and facilitating responsible implementation of those policies and procedures.

### Budget Summary:

The \$1,601,000 budget of the Vehicle Maintenance Division represents a 5.9% (excluding capital) increase over the FY2007 budget. Personnel costs account for 65% of the total and represent a 7.7% increase over the FY2007 budget. This increase is primarily due to annual salary adjustments. The budget for supplies and services increases by 2.9% from FY2007 due to inflationary increases for supplies and services.

<b>Public Works - Vehicle Maintenance</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	477,215	618,492	967,300	729,047	1,041,600	7.7%
Supplies/Services	365,438	345,685	543,850	606,863	559,400	2.9%
Capital	<u>0</u>	<u>0</u>	<u>121,700</u>	<u>151,700</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>842,653</u>	<u>964,177</u>	<u>1,632,850</u>	<u>1,487,610</u>	<u>1,601,000</u>	<u>-2.0%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>842,653</u>	<u>964,177</u>	<u>1,632,850</u>	<u>1,487,610</u>	<u>1,601,000</u>	<u>-2.0%</u>
<b>Total</b>	<u>842,653</u>	<u>964,177</u>	<u>1,632,850</u>	<u>1,487,610</u>	<u>1,601,000</u>	<u>-2.0%</u>

<b>Public Works - Vehicle Maintenance - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Change</u>
Fleet Manager	1.0	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Specialist	3.0	3.0	3.0	6.0	6.0	0.0
Maintenance & Operations Tech	1.0	1.0	1.5	0.0	0.0	0.0
Senior Maintenance & Operations Tech	2.0	3.0	3.0	5.0	5.0	0.0
Mechanic - Fire Apparatus	0.0	1.0	1.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
<b>Total</b>	<u>8.0</u>	<u>10.0</u>	<u>10.5</u>	<u>14.0</u>	<u>14.0</u>	<u>0.0</u>

### Capital:

Capital items are programmed as indicated by the table below. Funds programmed are for vehicle replacement, new vehicles, equipment replacement, and fund balance reserves. The projects identified in the Vehicle Maintenance Division will be funded through the general capital fund and the vehicle replacement fund.

**Vehicle Maintenance - Capital  
Fiscal Year 2008**

<u>Description</u>	<u>Account</u>	<u>Amount</u>
Vehicle Replacement Program- Supplemental	21112-542-112-39311-29999	2,656,900
New and Replacement Vehicles, Carry Forward \$981,300	21114-542-112-39421-29999	1,624,300
Fund Balance Reserve	21114-444-421-39998-29999	6,882,200
Equipment Replacement	21114-544-112-39431-29999	555,000
	<b>Total Capital</b>	<b><u>11,718,400</u></b>

**Accomplishments:**

- Earned ASE professional shop certification.
- Improved Fleet Operations work area and storage capabilities.
- Continued Hansen training City-wide so that it is utilized in all Departments.
- Upgraded fleet maintenance building to three phase power, to enhance operation to avoid down time and breaker trips.
- Implemented an improved inventory system that reduces down time for the City fleet.

**Goals & Objectives:**

- Due to the growth of the City fleet, Fleet Maintenance will be implementing a split shift that will provide better customer service and will cover longer hours of operation.
- Provide increasingly technical training to improve skills in the management and operation of the City's fleet and fleet services.
- Maintain a skilled and effective workforce by providing training, advancement, and incentive-based opportunities for the dedicated employees of the Division.
- Continue a proactive planning approach to fleet management to increase the efficiency and reduce maintenance costs to the City.
- Continue to increase standards of customer service and decrease downtime for essential City vehicles.
- Add second service truck to handle service work for Fire Department fleet.

<b>Public Works – Vehicle Maintenance Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Vehicles/Equip. maintained per month	229	244	394	420
Average monthly downtime (Hours)	507	523	469	475
Average monthly vehicles for Preventative Maintenance (PM)	28	33	62	70
Average monthly PM's on time	23	26	54	65
Percentage of PM's on time	82%	79%	87%	93%
Average monthly service calls	4	6	9	12
Average monthly hours spent on service calls	4	6	19	20
Average monthly Vehicles/Equip. worked on by mechanic	28	35	75	80
Operating cost per vehicle per month	\$734	\$752	\$689	\$675



## Facilities Management FY2008 Budget

### Mission Statement:

Facilities Management focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset.

### Divisions:

Maintenance - Responsible for the over-all day to day operations and administrative activities including custodial and building maintenance responsibility for approximately 530,000 square feet of building and facilities.

Project Management - A specialized Division offering direct oversight in the project management of the design and construction of the growing list of CIP projects the City is undertaking for now and the future.

This Division comprised of custodians, building maintenance personnel, and project management is tasked with servicing approximately 530,000 square feet of buildings and facilities. By effectively administering contract services, utilizing temporary inter-division transfers, and staff dedication the Division continues to meet the challenges in maintaining the City's building and facilities assets to ensure their maximum efficiency and longevity, and to provide the quality customer services the employees, residents, and visitors of the City have come to expect.

### Budget Summary:

The Facilities Management Division has a total operating budget of \$3,534,000 (Excluding capital) representing a 6% increase from FY2007. Included in this amount is \$1,795,700 (51%) for personnel costs.

<b>Public Works - Facilities Management</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	941,727	1,097,803	1,525,500	1,140,080	1,795,700	17.7%
Supplies/Services	380,271	510,097	716,600	794,414	1,738,300	142.6%
Capital	0	31,321	301,100	301,100	41,600	-86.2%
Contingencies	<u>0</u>	<u>0</u>	<u>17,000</u>	<u>17,000</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>1,321,998</u>	<u>1,639,220</u>	<u>2,560,200</u>	<u>2,252,594</u>	<u>3,575,600</u>	<u>39.7%</u>
<b>Division - Summary</b>						
General Operation	1,321,998	1,332,413	1,899,700	1,626,602	2,995,200	57.7%
Project Management	<u>0</u>	<u>306,807</u>	<u>660,500</u>	<u>625,992</u>	<u>580,400</u>	<u>-12.1%</u>
<b>Total</b>	<u>1,321,998</u>	<u>1,639,220</u>	<u>2,560,200</u>	<u>2,252,594</u>	<u>3,575,600</u>	<u>39.7%</u>
<b>Revenues</b>						
Building Rents	59,040	59,040	56,400	56,200	59,800	6.0%
General Fund Subsidy	<u>1,262,958</u>	<u>1,580,180</u>	<u>2,503,800</u>	<u>2,196,394</u>	<u>3,515,800</u>	<u>40.4%</u>
<b>Total</b>	<u>1,321,998</u>	<u>1,639,220</u>	<u>2,560,200</u>	<u>2,252,594</u>	<u>3,575,600</u>	<u>39.7%</u>

A total of \$1,738,300 is programmed for supplies and services. This represents a 142.6% increase over last year's budget. The large increase is due primarily to the programming of funds to operate the new Public Safety Building and new fire stations that will come on line in FY2008.

Personnel increases 17.7% over last year. The increase is primarily due to the funding of 3.0 new FTE. New personnel programmed this fiscal year include one FTE Maintenance Operations Specialist and one FTE Maintenance Operations Technician to handle the increasing demand for maintenance of the physical plant. Additionally, funds are programmed for one FTE Service Worker/Groundskeeper to accommodate the growing building and grounds custodial and maintenance needs.

<b>Public Works - Facilities Management - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	0.0	2.0	2.0	0.0
Code Compliance Specialist II	0.0	0.0	0.0	0.0	0.0	0.0
Code Compliance Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Public Works Supervisor	2.0	2.0	2.0	0.0	0.0	0.0
Grds. /Bldg. Maint. Spvr.	0.0	0.0	0.0	0.0	0.0	0.0
Laborer III	0.0	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Specialist	2.0	2.0	2.0	3.0	4.0	1.0
Maintenance & Operations Technician	0.0	0.0	0.0	0.0	1.0	1.0
Senior Maintenance & Operations Technician	4.0	4.0	4.0	3.0	3.0	0.0
Service Worker/Groundskeeper	0.0	1.0	1.0	5.0	6.0	1.0
Laborer	1.0	1.0	1.0	0.0	0.0	0.0
Electrician	1.0	1.0	1.0	0.0	0.0	0.0
HVAC Technician	0.0	1.0	1.0	0.0	0.0	0.0
<b>Total</b>	<b>13.0</b>	<b>15.0</b>	<b>14.0</b>	<b>15.0</b>	<b>18.0</b>	<b>3.0</b>

### Capital:

The Facilities Management Division budget includes capital totaling \$46,062,400 as outlined in the table below. Carryover funds are programmed for the public works yard, central plant, streetscape, and City Hall. Additional funds are programmed for the City Hall building and structure purchase as well as the furniture, fixtures, and equipment needs. All capital items are programmed and accounted for in the general fund, in the development fee funds, or in the general capital fund.

<b>Facilities Management - Capital</b>		
<b>Fiscal Year 2008</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
Vehicles	21111-543-112-39421-29999	41,600
City Hall, Carry Forward	21112-543-115-39211-20675	9,276,000
City Hall, Building & Structure Purchase	21112-543-115-39211-20675	19,737,800
City Hall, Improvements other than Building & Land	21112-543-115-39311-20675	4,986,400
City Hall, Carry Forward	21112-543-115-39311-20675	3,000,000
City Hall Furniture, Fixtures & Equipment	21112-543-115-39411-20675	2,220,600
Streetscape, Carry Forward	21112-543-115-39211-20676	1,800,000
Central Plant, Carry Forward	21112-543-115-39211-20677	2,169,800
Central Plant, Carry Forward	21112-543-115-39411-20677	830,200
Deer Valley Public Works Yard, Carry Forward	21415-543-115-39111-20717	2,000,000
	<b>Total Capital</b>	<b>46,062,400</b>

**Accomplishments:**

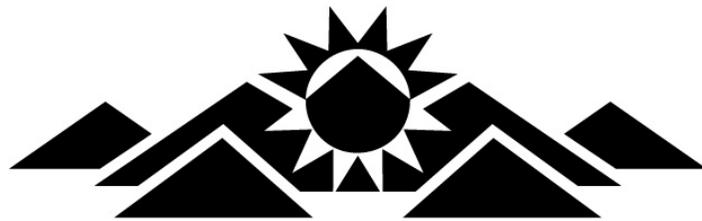
- Implementation of computer maintenance management system, population of all City of Surprise facilities assets, creation of preventive maintenance schedules, and execution of preventive maintenance program.
- ADA compliance milestones: Reconfigurations of City Hall restroom, Hollyhock Library restroom, Gain’s Park restroom, City Hall walkways, Community Initiatives automated door opener, and multiple other identified items.
- Installation of 3 phase power at the Vehicle maintenance facility.
- Setup filing system for AS-Builds
- Setup and implemented an internal services support system incorporating both “help desk and phone extension”, designed to assist end users with facilities problems and requests.

**Goals & Objectives:**

- To assure a high level of quality concerning services, response times, building integrity, project costing & scheduling, and performance of building systems.
- To provide a clean and sanitary environment within all assigned City facilities and to provide coordination and support for City of Surprise meetings and events.
- To provide basic building maintenance services which assure building integrity and functionality of basic building structures, fixtures, and equipment.
- To provide a high quality of service concerning building environmental, life-safety, and security systems on City buildings. The emphasis of these services focusing on efficient operation while providing a quality work environment for employees.
- Emphasis on development of required technical skills to address new state-of-art facilities and system requirements.
- Continue efforts in implementation of the City of Surprise’s comprehensive asset management program of preventive maintenance, general maintenance, and custodial services requirements for new City of Surprise facilities, including catalog all physical assets.
- Evaluate, cost, and prioritize the remaining ADA improvements required at City facilities that are not addressed in FY2007.
- Continue working with purchasing for City-wide contracts for additional basic services.

<b>Public Works – Facilities Management Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Total Square feet of buildings	340,700	375,000	378,900	530,325
Square feet of buildings per FTE employee	30,900	31,250	31,575	40,795
Square feet of outsourced cleaning	300,000	300,000	146,692	164,900

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Streets FY2008 Budget

### Mission Statement:

To apply skilled, efficient, and industrially acknowledged current maintenance and repair services to the maintenance of the City's streets, sidewalks, and rights of way.

### Divisions:

To improve the span of control for management and to provide more focus for specific functions of the streets programs; there was a management decision to restructure the Streets operation into six Divisions as follows: Operations, Asphalt, Concrete, Crack Sealing, Right of Way, and Street Sweeping. The Streets operation is responsible for the care and maintenance of dedicated pavement, sidewalks, and rights of way within the City of Surprise. With approximately 550 centerline miles of roads in the City and still more proposed for acceptance in FY2008 the demand for service for the Streets operation continues to grow along with the rapid growth of the City. The operation's employees have participated in advanced levels of training in street maintenance services.

### Budget Summary:

The FY2008 budget is programmed at \$3,529,700 for operations and capital totaling \$4,573,500. Excluding capital, this represents a 9% increase over the FY2007 amended budget. Personnel costs increase by 11% due primarily to annual salary adjustments. Supplies and services increase by 6.4% primarily due to base adjustments for inflationary increases for commodities and services such as fuel, landfill costs for street sweeping program, and other operating supplies and services. Additionally \$35,000 is programmed for bulk bins to store bulk materials such as sand, gravel, and cold mix. \$10,000 is programmed for Zonar equipment for the street sweepers for tracking purposes and statistical data.

Expenditures of the Streets Division are funded through Highway User Revenue Funds (HURF), investments, beginning fund balance, and a subsidy from the general fund. For FY2008 the general fund is anticipated to subsidize the activities of this function in the amount of \$3,792,300 representing an 89% increase from last year.

<b>Public Works - Streets</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
<b>Department - Summary</b>						
Personnel	1,280,902	1,390,241	2,099,500	2,053,979	2,332,900	11.1%
Supplies/Services	572,634	819,671	1,125,000	1,186,382	1,196,800	6.4%
Capital	0	1,398,896	2,197,200	2,197,200	4,573,500	108.2%
<b>Total</b>	<u>1,853,536</u>	<u>3,608,807</u>	<u>5,421,700</u>	<u>5,437,561</u>	<u>8,103,200</u>	<u>49.5%</u>
<b>Revenues</b>						
Interest	5,264	7,038	0	18,000	0	0.0%
Miscellaneous	526	734	0	0	0	0.0%
Highway User Fund	1,145,294	1,424,122	4,098,760	3,671,929	3,664,500	-10.6%
Fund Balance	(127,329)	0	111,100	385,500	646,400	481.8%
General Fund Subsidy	<u>831,034</u>	<u>2,176,913</u>	<u>2,008,500</u>	<u>2,008,500</u>	<u>3,792,300</u>	<u>88.8%</u>
<b>Total</b>	<u>1,854,789</u>	<u>3,608,807</u>	<u>6,218,360</u>	<u>6,083,929</u>	<u>8,103,200</u>	<u>30.3%</u>

**Public Works - Streets - Position Summary**  
Fiscal Year 2008

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	2.0	2.0	0.0
Management Assistant	1.0	1.0	1.0	0.0	0.0	0.0
Assistant P. W. Manager	0.0	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Construction Inspector-Pavement	0.0	0.0	0.0	0.0	0.0	0.0
Senior Maintenance & Operations Technician	0.0	0.0	0.0	6.0	6.0	0.0
Maintenance & Operations Technician	8.0	10.0	15.0	13.0	13.0	0.0
Maintenance Technician	2.0	2.0	2.0	0.0	0.0	0.0
Maintenance Worker	3.0	3.0	3.0	0.0	0.0	0.0
Service Worker/Groundskeeper	2.0	5.0	5.0	7.0	7.0	0.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	2.0	2.0	2.0	0.0
<b>Total</b>	<b>20.0</b>	<b>25.0</b>	<b>31.0</b>	<b>33.0</b>	<b>33.0</b>	<b>0.0</b>

**Capital:**

Capital expenditures for the Streets Division total \$4,879,800 Included in this amount is funding carried forward for wash racks for cleaning of equipment, street preservation and maintenance program including Bell Road, and a grant funded street sweeper. Capital items of this Division are funded with HURF, and the general capital fund.

**Streets - Capital**  
Fiscal Year 2008

<u>Description</u>	<u>Account</u>	<u>Amount</u>
Wash Racks, Carry Forward	21112-544-112-39211-20645	169,100
Street Preservation and Maintenance Program	21212-544-112-39211-29999	4,500,000
Grant Funded Street Sweeper	21212-544-517-39421-29999	210,700
	<b>Total Capital</b>	<u>4,879,800</u>

**Accomplishments:**

- Completed all of the work identified in FY2007 pavement preservation program and under budget. The program includes 40.8 miles of Seal Coat, 1.4 miles of Slurry Seal, in-house Crack Seal of 24.4 miles, and one mile of pavement overlay.
- Implemented full use of Hansen Service Request program for tracking all customer requests.
- Posted Pavement Preservation schedules on the Surprise Web page.
- Responded to and resolved 980 Customer Service Requests, an increase from 307 in FY2006.
- Completed FY2007 sidewalk repair and maintenance program.

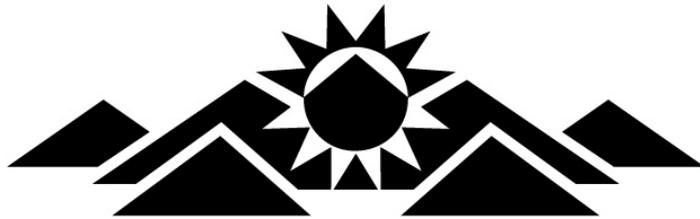
**Goals & Objectives:**

- Enhance current service levels by continuing to seek opportunities for improvement, establishing maintenance cycles, and ensuring personnel are trained to respond to maintenance and emergency road conditions immediately and more efficiently.
- Complete FY2008 planned pavement preservation treatments.
- Respond to all emergency repairs of streets, sidewalks, and rights of way immediately.
- Continue utilizing pavement rating system to plan budgetary and resource allocations for both short and long-term.
- Continue to accomplish permanent pavement repairs through the addition of approved funds and to improve responsiveness to damaged roadways.

- Continue to maximize the usage of the Hansen Service Request and Work Order System to track all Service Requests.
- Continue the implementation and utilization of the Hansen pavement management system to allow for improved monitoring and prioritization of future street repair work and to establish a 5-year preventative maintenance plan.

<b>Public Works – Streets Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Centerline street miles maintained	550	592	512	512
Centerline street miles maintained – per front-line employee	39.0	24	22.7	24
Intervals between sweeping residential streets	n/a	n/a	16	20
Intervals between sweeping arterial streets	n/a	n/a	26	26

*City of Surprise, Arizona*



**S U R P R I S E**  

---

**A R I Z O N A**

*FY2008 Adopted Budget*



**Street Light Improvement District Funds  
FY2008 Budget**

**Purpose:**

Street Light Improvement Districts (SLIDs) have been 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 of a specified purpose (the payment of electricity to operate the streetlights within the district). The City Council acts as the governing board for each of the districts. The City has the authority to levy taxes on all properties included in the district.

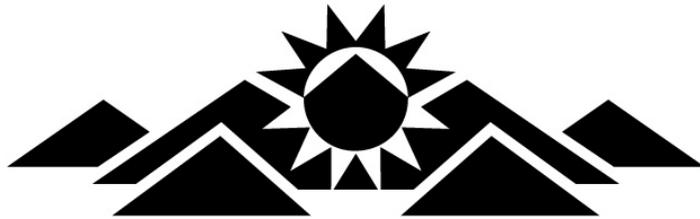
**Budget Summary:**

Currently there are 61 Street Light Improvement Districts operated by the City with additional districts to be added as new sub-divisions 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.

<b>Street Lighting Districts Fund Fiscal Year 2008</b>						
	<b>FY2005 Actual</b>	<b>FY2006 Actual</b>	<b>FY2007 Budget</b>	<b>FY2007 Estimate</b>	<b>FY2008 Budget</b>	<b>Budget Change</b>
<b>Expenditures</b>						
Supplies/Services	<u>981,941</u>	<u>0</u>	<u>2,488,500</u>	<u>1,453,500</u>	<u>2,000,000</u>	<u>-19.6%</u>
<b>Total</b>	<b><u>981,941</u></b>	<b><u>0</u></b>	<b><u>2,488,500</u></b>	<b><u>1,453,500</u></b>	<b><u>2,000,000</u></b>	<b><u>-19.6%</u></b>
<b>Revenues</b>						
Property Tax	710,323	0	1,605,700	1,555,800	1,532,600	-4.6%
Interest	12,245	0	0	0	0	0.0%
Miscellaneous	116,916	0	1,257,400	0	553,000	-56.0%
Fund Balance	<u>416,403</u>	<u>0</u>	<u>(374,600)</u>	<u>(203,133)</u>	<u>(85,600)</u>	<u>-77.1%</u>
<b>Total</b>	<b><u>1,255,887</u></b>	<b><u>0</u></b>	<b><u>2,488,500</u></b>	<b><u>1,352,667</u></b>	<b><u>2,000,000</u></b>	<b><u>-19.6%</u></b>

As homes are built and sold within the Street Light Improvement Districts the property tax levy will reach a point where the funds raised are adequate to cover the operating costs of the street lights. Currently, several districts have negative fund balances, which are reimbursed by the developer, and the maximum tax rate is being charged to property owners within each district. As assessed valuation of the district increases the SLID rate will decrease. Assessments of individual districts are detailed in the appendix of this document. In addition to electricity costs, each SLID is charged a monthly administrative fee by the City.

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Sanitation FY2008 Budget

### Mission Statement:

Provide superior solid waste and recycling/environmental services to the residents of Surprise while working to manage waste disposal costs.

### Divisions:

To provide better span of control for management, and focus on specific functions of the Sanitation Division, management decided to separate the operation into three separate Divisions as follows: Operations, Recycling, and Bulk Trash. The Sanitation Operation of Public Works provides residential trash service within the City of Surprise. The quantity measure of sanitation services is containers emptied rather than households or residents, as many customers are multiple-container users. Currently there are approximately 33,300 residential containers being serviced by the Sanitation Division. This represents an 8% increase over last year. The Department is continuing with the recycling program. It is anticipated there will continue to be an approximately 17% diversion of waste from the landfill due to the recycling program for the fiscal year. Additionally, the Department oversees the Bulk Trash Division.

### Budget Summary:

The Sanitation Division's budget is programmed at \$10,454,500. Excluding capital and contingencies the budget is \$4,241,800 which represents an increase of 12% over the FY2007 adopted budget. Personnel increases by 9.4% over FY2007. This increase is due primarily to annual salary adjustments.

<b>Public Works - Sanitation</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	748,509	1,029,802	1,817,500	1,525,416	1,988,500	9.4%
Supplies/Services	1,147,826	1,441,930	1,985,300	1,791,903	2,253,300	13.5%
Capital/Depn/Debt Service	654,931	810,459	340,000	509,000	41,600	-87.8%
Contingencies	0	0	1,737,100	0	4,721,200	171.8%
Transfers out	<u>19,630</u>	<u>0</u>	<u>1,011,900</u>	<u>1,011,900</u>	<u>1,449,900</u>	<u>43.3%</u>
<b>Total</b>	<b><u>2,570,896</u></b>	<b><u>3,282,191</u></b>	<b><u>6,891,800</u></b>	<b><u>4,838,219</u></b>	<b><u>10,454,500</u></b>	<b><u>51.7%</u></b>
<b><u>Division - Summary</u></b>						
Sanitation	2,489,515	2,720,399	4,402,800	4,141,801	5,014,400	13.9%
Bulk Trash	0	429,310	436,500	375,008	409,200	-6.3%
Recycling	81,381	132,482	215,400	221,410	309,700	43.8%
Other Departments	<u>0</u>	<u>0</u>	<u>1,837,100</u>	<u>100,000</u>	<u>4,721,200</u>	<u>157.0%</u>
<b>Total</b>	<b><u>2,570,896</u></b>	<b><u>3,282,191</u></b>	<b><u>6,891,800</u></b>	<b><u>4,838,219</u></b>	<b><u>10,454,500</u></b>	<b><u>51.7%</u></b>
<b>Revenues</b>						
Charges for Services	2,535,747	3,451,396	4,985,200	4,835,600	5,504,800	10.4%
Grants	5,982	0	0	0	0	0.0%
Interest	31,453	47,553	15,000	77,600	15,000	0.0%
Miscellaneous	8,424	109	0	0	0	0.0%
Other Financing Sources	532,050	(26,057)	0	0	0	0.0%
Fund Balance	<u>784,603</u>	<u>0</u>	<u>1,891,600</u>	<u>4,859,700</u>	<u>4,934,700</u>	<u>160.9%</u>
<b>Total</b>	<b><u>3,898,259</u></b>	<b><u>3,473,002</u></b>	<b><u>6,891,800</u></b>	<b><u>9,772,900</u></b>	<b><u>10,454,500</u></b>	<b><u>51.7%</u></b>

Supplies and services increase by 13.5% and represents 53% of the budget (excluding capital and contingencies). Increases are primarily due to base increases for inflationary increases and \$121,000 programmed for new trash containers.

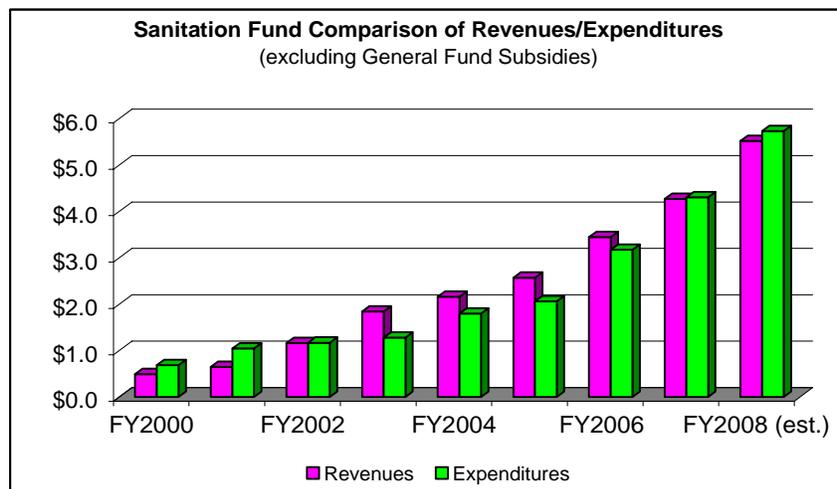
<b>Public Works - Sanitation - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
<b>Sanitation Department</b>						
Division Manager	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	1.0	1.0	1.0	1.0	0.0
Senior Maintenance & Operations Technician	1.0	1.0	0.0	2.0	2.0	0.0
Recycling Inspector	1.0	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	3.0	5.0	5.0	5.0	5.0	0.0
Equipment Operator	1.0	1.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	9.0	12.0	20.0	18.0	18.0	0.0
Administrative Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Technician	0.0	0.0	1.0	1.0	1.0	0.0
<b>Total</b>	<b>15.0</b>	<b>21.0</b>	<b>30.0</b>	<b>32.0</b>	<b>32.0</b>	<b>0.0</b>

**Capital:**

Capital for the Sanitation Division totals \$41,600 for new trucks needed to meet the demand for services as outlined below. All capital is paid for utilizing sanitation user fees.

<b>Sanitation - Capital</b>		
<b>Fiscal Year 2008</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
(2) Light Duty Trucks	22541-644-112-39421-29999	41,600
	<b>Total Capital</b>	<b>41,600</b>

**Revenue:**

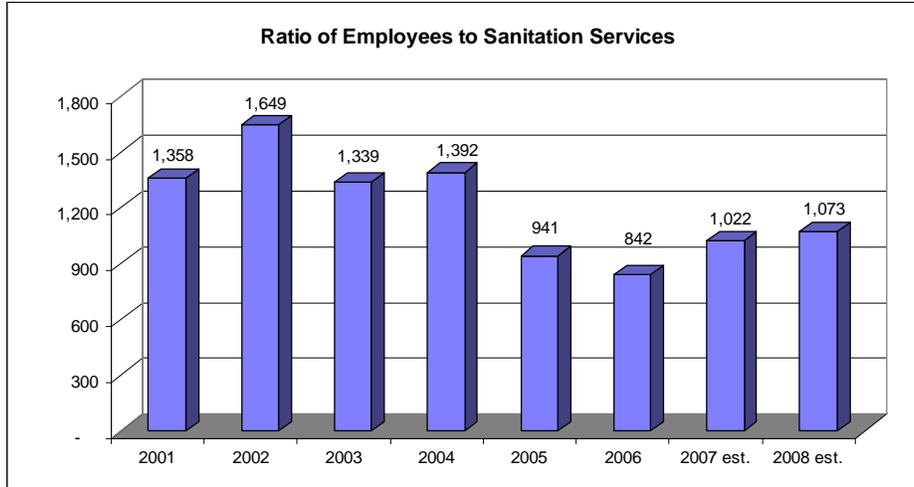


As an enterprise fund, all expenditures of the Sanitation Fund are covered by fees charged to the users of the service. Due to an increasing customer base, sanitation service revenues are rising annually, unfortunately so are expenditures. As presented the sanitation service user fee will remain constant at \$12.50 per month. For FY2008 estimated resources exceed expenditures by \$4,721,200 this amount is

listed above as an un-programmed contingency that will carry forward into future years to meet the needs of the service.

**Accomplishments:**

- Delivered a variety of solid waste services to all existing and approximately 3,000 new customers.



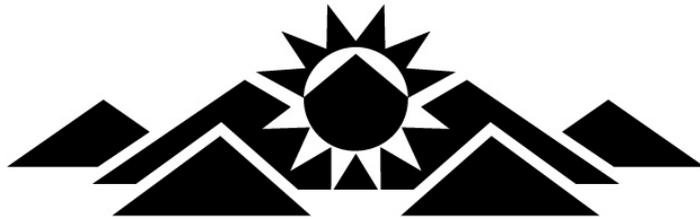
- Implemented and expanded the role of Inspectors to include container deliveries and repairs, quality control for product and services, education and outreach, and liaison to sanitation drivers and other related personnel on behalf of customers.
- Provided and coordinated alternate environmental (diversion) programs such as Household Hazardous Waste events, glass recycling at certain drop-off locations, and school-specific programs.

**Goals & Objectives:**

- Implement compact routing strategy to maximize efficiency and productivity.
- Promote recycling to keep City's landfill expenditures to a minimum and thereby minimize or delay the need to increase fees despite increased landfill use fees.
- Resume recycling promotion through school visits and HOA presentations.
- Implement landfill diversion programs, such as a minimum of two Household Hazardous Waste Programs, metal goods recycling, e-waste recycling, and tire recycling.
- Work with Code Enforcement to implement a solid waste enforcement campaign to reduce disposal issues and associated cost to the City.
- Implement Roll Off services to enhance bulk trash collection, support of other City Departments.

Public Works - Sanitation Performance Measures	Actual FY2005	Actual FY2006	Actual FY2007	Target FY2008
Sanitation Routes	11	31	31	28
Annual tons collected	21,200	25,500	30,700	35,025
Average tons collected per route	1,927	822	990	1,250
Total services	21,800	27,921	30,800	33,300
Average services per route	1,982	900	993	1,189
Average services per employee per week	1,038	1,745	1,925	2,561
Average stops per driver per day	991	810	893	1,070
Tons recycled	4,277	6,559	6,860	7,200

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Public Works Development Fund FY2008 Budget

### Purpose:

To account for the inflow of Public Works Development Fees levied on new home starts. 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.

### Budget Summary:

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon current market conditions, past experience, and housing growth projections and trends. The City Council adopted updated development fees on March 8, 2007 going into effect July 1, 2007. In accordance with ordinance 07-23 the public works development fee rate increases by \$113 to \$998 per single family home. For FY2008, a transfer of \$2,418,300 is being made into this fund from the general capital fund.

<b>Public Works Development Fund</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
<b>Expenditures</b>						
Supplies/Services	422,591	579,989	690,400	443,968	110,000	-84%
Capital	1,337,295	2,350,049	8,610,400	2,365,400	8,338,300	-3%
Transfers out	<u>0</u>	<u>0</u>	<u>4,649,500</u>	<u>4,649,500</u>	<u>0</u>	<u>-100%</u>
<b>Total</b>	<u>1,759,886</u>	<u>2,930,039</u>	<u>13,950,300</u>	<u>7,458,868</u>	<u>8,448,300</u>	<u>-39%</u>
<b>Revenues</b>						
Development Fees	5,944,360	3,802,627	3,322,600	1,878,900	1,317,400	-60%
Grants	0	5,982	0	0	0	0%
Interest	141,828	253,656	75,000	313,500	600,000	700%
Transfers in	0	0	0	0	2,418,300	0%
Fund Balance	<u>4,054,095</u>	<u>0</u>	<u>10,552,700</u>	<u>9,379,100</u>	<u>4,112,600</u>	<u>-61%</u>
<b>Total</b>	<u>10,140,283</u>	<u>4,062,265</u>	<u>13,950,300</u>	<u>11,571,500</u>	<u>8,448,300</u>	<u>-39%</u>

Public Works Capital purchases required due to growth are detailed in individual Departmental budgets as summarized below.

<b>Public Works Development Fund</b>	
<b>Fiscal Year 2008</b>	
Engineering	370,000
Traffic Engineering	6,078,300
Public Works	<u>2,000,000</u>
<b>Total Public Works Development Fund</b>	<u>8,448,300</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, general fund subsidies will be required in the current fiscal year as well as in future years in order to fund all projects included in the CIP.

<b>PUBLIC WORKS DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	4,112,600	-	-	-	-
<b>5-Year Projected Revenue</b>	1,917,400	3,634,700	4,602,100	5,091,200	5,387,400
<b>Expenditures</b>	(8,448,300)	(4,800,000)	(5,800,000)	(6,800,000)	(4,050,000)
<b>Transfers In/(Out)</b>	2,418,300	1,165,300	1,197,900	1,708,800	-
<b>Ending Balance</b>	-	-	-	-	1,337,400



## Water Replenishment Operations Fund FY2008 Budget

### **Purpose:**

To store water utilizing replenishment facilities located throughout the City. Provide replenishment infrastructure in an effective and responsive manner. To provide for a long-term assured water supply so the City and its residents may continue to grow and prosper. To be responsive to the replenishment issues and needs of the City residents within the City's water service area.

Water Replenishment Operations is responsible for the planning, implementation, operation, and maintenance of the City's water replenishment facilities and water conservation efforts. Water recharge is a means of storing excess water supplies so they may be used in the future. Artificial recharge is an increasingly important tool in the management of the City's water supplies. Recharge is the process of adding water to aquifers that have been drawn down over a period of time. Recharging the aquifers allows the City to accumulate long-term storage credits, or the right to recover water at a later time. Recharge is accomplished by various means including percolation of excess water into aquifers and injection wells that introduces water directly into the aquifers. Storing water underground to ensure an adequate supply for the purpose of satisfying current and future needs is both practical and cost-effective in this desert environment.

### **Divisions:**

- Administration - maintains all the centralized administrative functions.
- Operations - handles all the day-to-day operations of the Department.
- Conservation - maintains all the conservation efforts. In FY2008 the City will continue with its highly successful water conservation program. Established by council direction, Water Services has developed a water conservation program that is based on increased educational and informational opportunities.

### **Budget Summary:**

Water Replenishment operations are programmed at \$2,551,100 for FY2008, an increase of 55.1% over the FY2007 budget. Included in this amount is \$595,300 of un-programmed contingencies.

Personnel costs comprise 10% of the total Water Replenishment Operations fund budget. Supplies and services represent 58%. The majority of these expenses are associated with the normal day-to-day operating expenses of this operation including water, electricity, and lab services. Anticipated resources of this fund exceed expenditures by \$595,300 which is programmed as un-allocated contingency.

The Water Replenishment Department is comprised of the following positions as indicated in the table below: Water Resource Specialist, Water Services Technician, and an Analyst. One FTE, the Water Resources Specialist, is programmed in this Department; the remaining FTE are divided between the Water and Sewer Departments.

The Water Resource Specialists are responsible for all reporting requirements and conservation activities associated with the Water Replenishment Operations fund. The reports have a direct effect on the water credits the City will receive and may impact the City's 100 year assured water supply.

<b>Water Replenishment Operations Fund</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	121,075	151,980	235,700	138,417	266,100	12.9%
Supplies/Services	332,099	450,783	559,900	654,861	1,491,700	166.4%
Capital/Depn/Debt Service	1,053	27,961	130,000	130,000	30,000	-76.9%
Contingencies	0	0	663,600	0	595,300	-10.3%
Transfers Out	0	0	55,500	55,500	168,000	202.7%
<b>Total</b>	<b>454,227</b>	<b>630,724</b>	<b>1,644,700</b>	<b>978,777</b>	<b>2,551,100</b>	<b>55.1%</b>
<b>Division - Summary</b>						
Administration	28,937	41,970	105,800	82,600	315,800	198.5%
Operations	377,800	518,780	678,100	701,309	1,518,000	123.9%
Conservation	47,490	69,973	97,200	94,869	122,000	25.5%
Other Departments	0	0	763,600	100,000	595,300	-22.0%
<b>Total</b>	<b>454,227</b>	<b>630,724</b>	<b>1,644,700</b>	<b>978,777</b>	<b>2,551,100</b>	<b>55.1%</b>
<b>Revenues</b>						
Charges for Services	650,604	930,460	1,092,400	1,015,100	1,308,900	19.8%
Interest	13,084	23,292	6,000	34,800	6,000	0.0%
Other Financing Sources	11,220	0	0	0	0	
Transfers In	20,860	633,944	0	0	0	0.0%
Fund Balance	415,969	0	546,300	1,165,100	1,236,200	126.3%
<b>Total</b>	<b>1,111,737</b>	<b>1,587,696</b>	<b>1,644,700</b>	<b>2,215,000</b>	<b>2,551,100</b>	<b>55.1%</b>

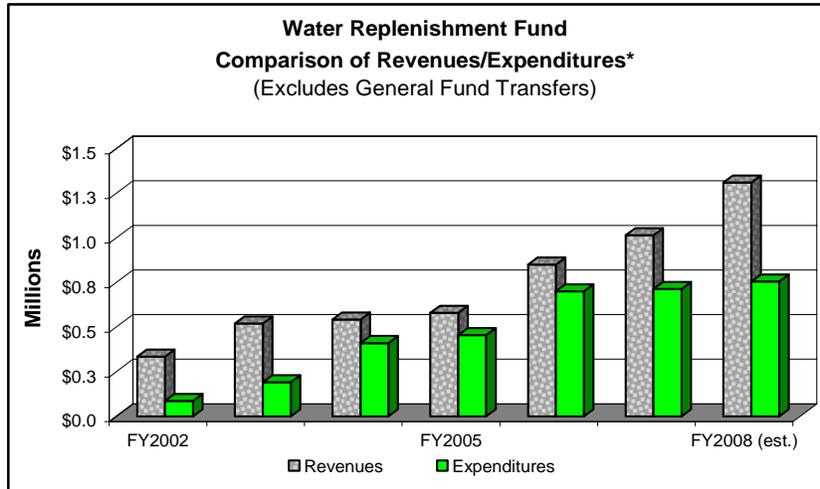
<b>Water Replenishment - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Water Resources Specialist	1.5	1.8	1.8	1.8	1.8	0.0
Water Services Technician	0.5	0.5	0.6	0.6	0.6	0.0
Analyst	0.3	0.3	0.3	0.3	0.3	0.0
<b>Total</b>	<b>2.3</b>	<b>2.5</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>0.0</b>

**Capital:**

No capital has been programmed for this fiscal year. Depreciation for equipment has been programmed at \$30,000 for FY2008.

**Revenue:**

The water resources user fee allows for the long-term management and development of a comprehensive water recovery system for the City of Surprise. Replenishment activities continue to be entirely supported by a separate water replenishment fee. The water resources fee will be charged to both sewer and water customers, with sewer customers paying a base rate of \$0.90 per month and water users paying the same base rate plus a usage rate of \$0.25 per 1,000 gallons of water.



\*Increased expenses primarily related to increase in CAGR D Replenishment charge per Acre Foot

**Accomplishments:**

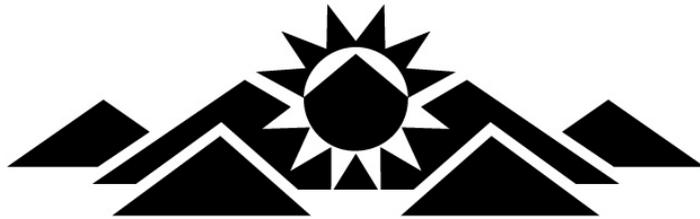
- Operated and maintained the South Recharge Facility within State and County requirements.
- The Water Conservation school education program for 2006-2007 saw 1,071 students in Kindergarten through fourth grade at four schools in the Surprise area. The schools that had the Abracadabra Water Conservation magic show were: Carden Traditional Academy, Parkview Elementary, Western Peaks Elementary, and Paradise Education Center. These students were given a free 30 minute presentation on ways to save water, while also watching a magician perform a magic show. The teachers enjoy the presentation as much as the students.
- June 1, 2007, the water conservation office implemented the Pre-Rinse Nozzle program, Arizona Rinse Smart, to local restaurant establishments. As a partner with Arizona American Water, the Department has given out over 10 free nozzles to participating businesses since inception.
- Each month since September 2006, the water conservation office has provided 10 public service announcements on water conservation messaging to local news media regarding water saving tips and tools. This is a partnership with Water Use it Wisely, of which the City of Surprise is a member.
- The City of Surprise recently passed the water conservation ordinance which will curtail water being wasted on City streets, and among other articles, allows for homeowners to apply artificial turf in their residential landscapes.

**Goals & Objectives:**

- Ensure the long-term sustainability of the City's water supply through the use of water replenishment credits.
- Maintain the present level of service to the City's replenishment customers.

<b>Water Replenishment Operations Fund Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Monthly average water replenishment bill per household	\$0.90	\$0.90	\$0.90	\$0.90
Monthly average water replenishment bill per household – within water service area	\$2.84	\$2.84	\$3.57	\$3.57

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

**Water Replenishment Development Fund  
FY2008 Budget**

**Purpose:**

To account for the inflow of Water Replenishment Development Fees levied on new home starts. 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 Water Services Department oversees the planning, designing, developing, and operation of recharge facilities throughout the City.

**Budget Summary:**

The Water Replenishment budget of \$7,815,900 is an increase of 23.9% over the adopted FY2007 budget. The overall budget consists of capital projects related to the explosive growth experienced by the City and unallocated contingencies. Infrastructure will be built as required within the financial constraints of this revenue source.

<b>Water Replenishment Development Fund Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
Supplies/Services	6,951	8,175	1,100,000	784,200	518,500	-52.9%
Capital	20,860	633,951	3,538,300	123,500	5,019,800	41.9%
Contingencies	0	0	268,900	0	2,277,600	747.0%
Transfers out	<u>20,860</u>	<u>0</u>	<u>1,400,000</u>	<u>0</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>48,671</u>	<u>642,126</u>	<u>6,307,200</u>	<u>907,700</u>	<u>7,815,900</u>	<u>23.9%</u>
<b>Revenues</b>						
Development Fees	2,143,323	1,090,641	826,600	297,200	475,300	-42.5%
Interest	132,779	194,955	75,000	243,200	75,000	0.0%
Fund Balance	<u>4,741,875</u>	<u>0</u>	<u>5,405,600</u>	<u>7,632,900</u>	<u>7,265,600</u>	<u>34.4%</u>
<b>Total</b>	<u>7,017,977</u>	<u>1,285,596</u>	<u>6,307,200</u>	<u>8,173,300</u>	<u>7,815,900</u>	<u>23.9%</u>

**Capital:**

A large portion of the budget continues to be projects carried forward from the prior year; including groundwater savings, the Surprise Center, and Special Planning Area 1 recharge facilities. Additional detail on these projects can be found in the City's Capital Improvement Plan.

<b>Water Replenishment Development - Capital Fiscal Year 2008</b>		
<u>Description</u>	<u>Account</u>	<u>Amount</u>
SPA 1 Install Recharge Wells @ South Plant	22522-642-112-39211-20234	3,500,000
SPA 1 Install Recharge Wells @ South Plant, Carry Forward	22522-642-112-39223-20234	406,500
SPA 1 Groundwater Savings Facility Permits, Carry Forward	22522-642-112-39223-20415	63,300
SPA 1 Groundwater Savings Facility Permits	22522-642-112-39311-20415	350,000
SPA 1 Reclaimed Line Parkview & Greenway, Carry Forward	22522-642-112-38199-20726	163,500
SPA 1 16-in Reclaimed Line-Cactus/Dysart, Carry Forward	22522-642-112-38199-20728	355,000
SPA 1 Reclaimed Water Turnouts for G-Farms	22522-642-112-39211-20810	600,000
SPA 1 Greenway Lift Station Wall/Site Improve, Carry Forward	22522-643-111-39211-20730	100,000
	<b>Total Capital</b>	<u>5,538,300</u>

**Revenue:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots, the City's service area, and existing development agreements. The City Council adopted updated development fees on March 8, 2007. In accordance with Ordinance 07-15 the water resources development fee increased \$456 to \$2,100 per single family home in SPA 1 and to \$796 per single family home in SPAs 2-6 on July 1, 2007.

As budgeted, anticipated resources of this fund exceed current year expenditures by \$2,277,600. This amount has been programmed as unallocated contingencies; however the availability of these funds is crucial to the funding of the City's five-year CIP.

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, development fee revenues are sufficient to fund all projects included in the CIP.

<b>WATER REPLENISHMENT DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	7,265,600	2,277,600	104,400	1,553,700	112,200
<b>5-Year Projected Revenue</b>	550,300	826,800	1,499,300	1,658,500	1,658,500
<b>Expenditures</b>	(5,538,300)	(3,000,000)	(50,000)	(3,100,000)	-
<b>Ending Balance</b>	2,277,600	104,400	1,553,700	112,200	1,770,700



## Water Operations Fund FY2008 Budget

**Purpose:**

To provide the City and its customer's with water for drinking, irrigation, commercial, and industrial uses. To provide a quantity and quality of water to its customers that meets or exceeds the standards or requirements for its intended use. Provide water infrastructure in an effective and responsive manner to meet the City's needs and the needs of its customers. Ensure responsiveness to the issues and needs of the customers within the City's water service areas. To provide for a long-term assured water supply so the City and its residents may continue to grow and prosper.

The Water Services Department is responsible for the planning, implementation, operation, and maintenance of all City of Surprise water facilities and systems. Additionally, the Department is responsible for oversight of the water systems operation and maintenance agreement with Arizona-American Water Company, which provides for all billing and servicing of City of Surprise water customers. The City of Surprise is serviced by several water systems including Arizona-American Water Company, City of El Mirage, Beardsley Water Company, and the City of Surprise. The Water Services Department provides for the coordination of these entities in providing quality service to the citizens of Surprise.

**Divisions:**

- Administration- Maintains all the centralized administrative functions.
- Operations- Oversees all the day-to-day operations of the Department.

**Budget Summary:**

<b>Water Operations Fund</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	248,483	494,001	751,900	613,246	814,300	8.3%
Supplies/Services	2,988,741	4,384,463	4,787,300	4,700,576	7,078,900	47.9%
Capital/Depn/Debt Service	411,418	488,099	550,000	550,000	484,900	-11.8%
Contingencies	0	0	0	0	2,978,000	0.0%
Transfers out	<u>0</u>	<u>0</u>	<u>1,654,800</u>	<u>568,300</u>	<u>943,000</u>	<u>-43.0%</u>
<b>Total</b>	<b><u>3,648,642</u></b>	<b><u>5,366,563</u></b>	<b><u>7,744,000</u></b>	<b><u>6,432,123</u></b>	<b><u>12,299,100</u></b>	<b><u>58.8%</u></b>
<b><u>Division - Summary</u></b>						
Administration	238,684	335,487	2,400,900	1,022,671	2,222,600	-7.4%
Operations	3,409,958	5,029,576	5,243,100	5,309,452	7,098,500	35.4%
Other Departments	<u>0</u>	<u>1,500</u>	<u>100,000</u>	<u>100,000</u>	<u>2,978,000</u>	<u>2878.0%</u>
<b>Total</b>	<b><u>3,648,642</u></b>	<b><u>5,366,563</u></b>	<b><u>7,744,000</u></b>	<b><u>6,432,123</u></b>	<b><u>12,299,100</u></b>	<b><u>58.8%</u></b>
<b>Revenues</b>						
Charges for Services	3,891,329	6,428,720	7,169,000	7,077,400	7,906,300	10.3%
Interest	10,490	39,692	5,800	85,900	5,800	0.0%
Miscellaneous	4,038	2,885	0	0	0	0.0%
Other Financing Sources	227,220	19,250	0	0	0	0.0%
Transfers in	238,063	0	0	0	0	0.0%
Fund Balance	<u>(722,498)</u>	<u>(363,483)</u>	<u>569,200</u>	<u>3,655,800</u>	<u>4,387,000</u>	<u>670.7%</u>
<b>Total</b>	<b><u>3,648,642</u></b>	<b><u>6,127,065</u></b>	<b><u>7,744,000</u></b>	<b><u>10,819,100</u></b>	<b><u>12,299,100</u></b>	<b><u>58.8%</u></b>

The Arizona American service contract accounts for \$5,187,500 (73%) of the supplies and services budget. The increase in the service contract accounts for half of the increase. The remaining increases are due to consultant services programmed for Arsenic treatment in SPA 1 and 2.

The Water Enterprise Fund budget of \$12,299,100 (\$8,836,200 less capital & contingencies) represents an increase of \$4,555,100 (58.8%) over the FY2007 budget of \$7,744,000. A total of \$2,978,000, representing 24% of the overall adopted budget amount, is for contingencies. Personnel costs increase by \$62,400 and account for 6.6% of the operating budget.

<b>Water Operations - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Water Services Manager	1.0	1.0	2.0	2.0	2.0	0.0
Construction Project Manager	0.0	0.5	1.5	1.5	1.5	0.0
Water & Reclaimed Operations Supervisor	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology Specialist	0.0	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	0.5	0.8	0.8	0.8	0.8	0.0
Water Services Technician	0.0	0.0	0.9	0.9	0.9	0.0
Analyst	0.3	0.3	0.3	0.3	0.3	0.0
<b>Total</b>	<b>1.8</b>	<b>3.0</b>	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>	<b>0.0</b>

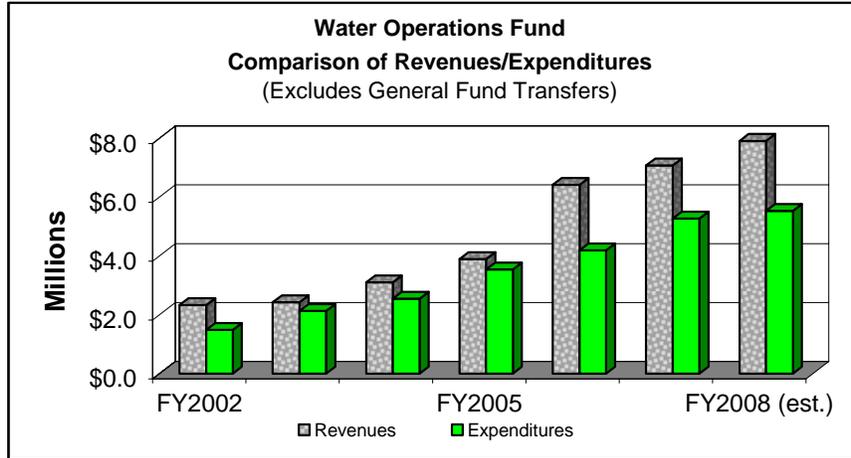
### Capital:

Capital items programmed in this fund represent improvements to capital, including SCADA upgrades and system expansion, water treatment plan technical assessment, and reservoir rehabilitation. All replacement capital items must be paid for through water service user fees

<b>Water Operations Fund - Capital</b>		
<b>Fiscal Year 2008</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
SPA 1 Roseview WSF - Arsenic Treatment	22511-641-112-38199-20521	200,000
SPA 1 Rancho Gabriela WSF - Arsenic Treatment	22511-641-112-38199-20532	200,000
SPA 2 Desert Oasis WSF - Arsenic Treatment	22511-641-112-38199-20671	200,000
SCADA - Upgrades/System Expansion	22511-641-112-38199-20721	100,000
SCADA - Upgrades/System Expansion	22511-641-112-39224-29999	100,000
Water Treatment Plant Tech. Assessment	22511-641-112-39224-29999	250,000
Reservoir Rehabilitation	22511-641-112-39224-29999	100,000
	<b>Total Capital</b>	<b>1,150,000</b>

### Revenue:

As an enterprise fund all expenditures of the water system are to be covered by fees charged to the users of the system. Due to an increasing customer base water service revenues are rising annually, unfortunately so are expenditures. As presented the residential water system user fee charged to single family homes is at a service rate of \$16.82 and a usage rate of \$1.33 per 1,000 gallons. At this rate, resources exceed expenditures by approximately \$2,978,000. This amount is listed above as un-programmed contingencies and remains in the water enterprise fund available for future use.



**Accomplishments:**

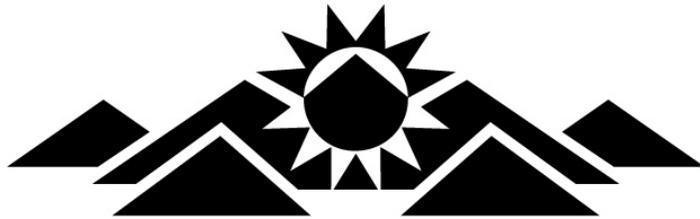
- Operated and maintained the City's Water System within State and County requirements.
- Provided water customers with an Annual Quality Report.

**Goals & Objectives:**

- Continued operation and maintenance of the City's water supply facilities, wells, and water distribution and transmission systems.
- Continue maintaining levels of service provided to the City's water customers at the most economical rate possible.
- Continue developing a long-term sustainable water supply.
- Implement Tiered Residential Rate plan that supports City's vision for Water Conservation.

<b>Water Services – Water Operations Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Average Monthly residential water bill (Assumes 7,750 gallons of water use)	\$29.64	\$29.64	\$28.39	\$27.13

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Water System Development Fund FY2008 Budget

### Purpose:

To account for the inflow of Water System Development Fees levied on new home starts. 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.

### Budget Summary:

The Water Services Department will continue to oversee the construction and design of several water related projects that will ensure the quality and quantity of drinking water for the City's water customers. All proposed projects address the needs of citizens due to the increased demand placed upon the system by growth.

<b>Water System Development Fund</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
Supplies/Services	14,413	9,675	895,000	554,200	244,000	-73%
Capital	923,952	10,834,932	15,939,000	6,309,700	10,993,800	-31%
Contingencies	0	0	10,600	0	0	-100%
Transfers out	<u>1,227,920</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>Total</b>	<u>2,166,285</u>	<u>10,844,607</u>	<u>16,844,600</u>	<u>6,863,900</u>	<u>11,237,800</u>	<u>-33%</u>
<b>Revenues</b>						
Development Fees	6,940,661	5,126,431	5,218,900	1,529,600	2,100,500	-60%
Interest	281,583	410,525	150,000	441,100	150,000	0%
Bonding	0	0	0	0	4,697,900	0%
Transfers in	0	0	5,151,700	0	0	-100%
Fund Balance	<u>7,539,619</u>	<u>5,307,652</u>	<u>6,324,000</u>	<u>9,182,600</u>	<u>4,289,400</u>	<u>-32%</u>
<b>Total</b>	<u>14,761,863</u>	<u>10,844,607</u>	<u>16,844,600</u>	<u>11,153,300</u>	<u>11,237,800</u>	<u>-33%</u>

The budget of \$11,237,800 for the water system capital fund is a decrease of \$5,606,800 (-33%) from the adopted FY2007 budget of \$16,844,600. The entire budget of this fund consists of capital items required due to growth and expansion.

### Capital:

Capital projects funded through the development fee fund total \$11,237,800 for FY2008. Several projects are carried forward from prior years and will be finalized during the next few fiscal years. The Central Arizona Project (CAP) allocation is a payment to hold our rights to CAP water in the future. Several Expansions and system upgrades have also been programmed for FY2008. Planning will commence for additional water service facilities associated with new developments.

In addition to the projects listed below, numerous developer initiated projects will be completed throughout the fiscal year utilizing development fee credits. These projects are included as Water Development Reimbursements and will consist of the payment of credits to developers for the capital infrastructure that is constructed by them for the City's water system.

Additional detail on these projects can be found in the City's Capital Improvement Plan.

**Water System Development - Capital  
Fiscal Year 2008**

<b><u>Description</u></b>	<b><u>Account</u></b>	<b><u>Amount</u></b>
SPA 1 Surprise Center Well Construction, Carry Forward	22512-641-112-38199-20244	44,000
SPA 1 Surprise Center Well Construction, Carry Forward	22512-641-112-39211-20244	455,000
SPA 1 Surprise Center Well Construction	22512-641-112-39211-20244	200,000
SPA 1 Surprise Center Well Construction, Carry Forward	22512-641-112-39223-20244	274,800
SPA 1 Ashton Ranch WSF Phase 3, Carry Forward	22512-641-112-39223-20531	1,458,700
Rancho Gabriela WSF Master Plan, Carry Forward	22512-641-112-39223-20542	26,300
Water Development Reimbursement	22512-641-112-39311-20655	1,500,000
SPA 1 Ashton Ranch WSF - Expansion, Carry Forward	22512-641-112-39211-20674	1,000,000
SPA 1 Ashton Ranch WSF - Expansion	22512-641-112-39211-20674	4,500,000
SPA 1 Ashton Ranch WSF - Expansion, Carry Forward	22512-641-112-39223-20674	179,000
SCADA - Upgrades/System Expansion, Carry Forward	22512-641-112-39211-20721	250,000
SPA 1 16" Water Line-Greenway/Ashton Ranch, Carry Forward	22512-641-112-38199-20722	200,000
SPA 1 16" Water Line-Greenway/Ashton Ranch	22512-641-112-39211-20722	500,000
CAP Allocation	22512-641-112-39311-29999	650,000
	<b>Total Capital</b>	<b><u>11,237,800</u></b>

**Revenue:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon past experience, service area, platted lots, and existing development agreements. The City Council adopted updated development fees on March 8, 2007. In accordance with Ordinance 07-16 and 7-17 the water development fee was divided into the drinking water system development fee and the dual water system development fee respectively. The fee increased per single family home \$2,879 to \$3,895 for drinking water and to \$3,923 for dual water on July 1, 2007.

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, bonding will be required in the current fiscal year to fund all projects included in the CIP.

<b>WATER SYSTEMS DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	4,289,400	-	106,500	4,018,100	5,847,600
<b>5-Year Projected Revenue</b>	2,250,500	3,906,500	7,361,600	8,179,500	8,179,500
<b>Borrowing</b>	4,697,900	-	-	-	-
<b>Expenditures</b>	(11,237,800)	(3,800,000)	(3,450,000)	(6,350,000)	(4,602,500)
<b>Ending Balance</b>	-	106,500	4,018,100	5,847,600	9,424,600



## Sewer Operations Fund FY2008 Budget

### Purpose:

To protect the City and its residents from exposure to health related diseases and issues caused by inadequately treated sewage. To plan, design, implement, operate, and maintain the City's wastewater infrastructure in a cost effective and efficient manner. To satisfy all Federal, State, county, and local agency permits, regulations, and requirements. To provide infrastructure in an effective and responsive manner to meet the City's needs for growth and expansion. To be responsive to the problems and needs of the City residents within the City's wastewater service areas.

### Divisions:

The Sewer Department is responsible for the planning, implementation, operation, and maintenance of the City's wastewater facilities and lines.

*Administration-* Maintains all centralized administrative functions.

*Operations-* Responsible for all the day-to-day operations and oversight of construction activities.

*Collections-* Maintains all the collection activities.

*Blue Stake-* Handles all the blue stake activities.

### Budget Summary:

The Sewer Department budget of \$38,445,300 represents an increase of \$3,002,000 (26.9%) from the adopted FY2007 budget of \$30,304,100. Contingencies make up 51% of the total budget.

<b>Sewer Operations Fund Fiscal Year 2008</b>						
	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Budget</u>	<u>FY2007 Estimate</u>	<u>FY2008 Budget</u>	<u>Budget Change</u>
<b>Expenditures</b>						
<b><u>Department - Summary</u></b>						
Personnel	1,448,546	1,816,525	2,456,000	2,253,280	2,817,000	14.7%
Supplies/Services	2,265,406	3,669,075	4,463,300	4,414,673	5,440,300	21.9%
Capital/Depn/Debt Service	2,040,726	2,335,650	2,667,800	2,333,200	2,344,800	-12.1%
Contingencies	0	0	9,657,000	0	19,792,900	105.0%
Transfers out	0	0	<u>11,060,000</u>	<u>753,800</u>	<u>8,050,400</u>	<u>-27.2%</u>
<b>Total</b>	<u>5,754,678</u>	<u>7,821,251</u>	<u>30,304,100</u>	<u>9,754,952</u>	<u>38,445,400</u>	<u>26.9%</u>
<b><u>Division - Summary</u></b>						
Administration	667,456	1,269,732	1,875,000	1,706,122	2,020,700	7.8%
Operations	4,556,717	6,228,026	17,643,300	7,250,594	15,962,400	-9.5%
Collections	420,686	208,170	703,100	471,738	482,300	-31.4%
Blue Stake	109,819	112,822	165,700	66,499	187,100	12.9%
Other Departments	0	<u>2,500</u>	<u>9,917,000</u>	<u>260,000</u>	<u>19,792,900</u>	<u>99.6%</u>
<b>Total</b>	<u>5,754,678</u>	<u>7,821,251</u>	<u>30,304,100</u>	<u>9,754,952</u>	<u>38,445,400</u>	<u>26.9%</u>
<b>Revenues</b>						
Program Fees	9,078,062	10,620,379	11,576,000	11,561,000	11,979,500	3.5%
Investment Earnings	306,795	515,058	100,000	766,500	100,000	0.0%
Miscellaneous	600	8,965	60,000	0	100,000	66.7%
Other Financing Sources	695,077	(724,685)	0	0	0	0.0%
Fund Balance	<u>9,865,380</u>	<u>0</u>	<u>18,568,100</u>	<u>23,693,400</u>	<u>26,265,900</u>	<u>41.5%</u>
<b>Total</b>	<u>19,945,914</u>	<u>10,419,718</u>	<u>30,304,100</u>	<u>36,020,900</u>	<u>38,445,400</u>	<u>26.9%</u>

Supplies and services account for \$5,440,300 an increase of 21.9% over the FY2007 budget. Increases to these expenditure categories are driven by increased demand. Personnel costs represent \$2,817,000 of the budget, an increase of 14.7% over the FY2007 budget. This increase is due to the addition of the new positions described below and annual pay increases.

The sewer services budget includes the addition of two new positions. These include one FTE Maintenance and Operations Technician and one FTE Lead Utilities Technician.

<b>Sewer Operations - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Change</b>
Water Services Director	1.0	1.0	1.0	1.0	1.0	0.0
Water Services Manager	0.0	0.5	2.0	2.0	2.0	0.0
Construction Project Manager	0.0	0.5	0.5	2.5	2.5	0.0
Wastewater Operations Superintendent	0.0	0.0	0.0	1.0	1.0	0.0
Wastewater Operations Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Wastewater Operations Foreman	2.0	2.0	3.0	3.0	3.0	0.0
Wastewater Operations Technician II	3.0	4.0	4.0	6.0	6.0	0.0
Wastewater Operations Technician I	5.0	5.0	5.0	5.0	5.0	0.0
Wastewater Mechanic	0.0	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	0.0	0.0	0.0	0.0	1.0	1.0
Lead Utilities Technician	0.0	0.0	0.0	0.0	1.0	1.0
Electrician	0.0	1.0	1.0	1.0	1.0	0.0
Utility Locator	2.0	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	2.0	2.0	2.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	2.0	2.0	3.0	3.0	3.0	0.0
Information Technology Specialist	0.0	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	1.0	1.5	1.5	1.9	1.9	0.0
Water Services Technician	0.5	0.5	0.5	0.5	0.5	0.0
Analyst	0.5	0.5	0.5	0.5	0.5	0.0
<b>Total</b>	<b>21.0</b>	<b>26.0</b>	<b>29.5</b>	<b>35.9</b>	<b>37.9</b>	<b>2.0</b>

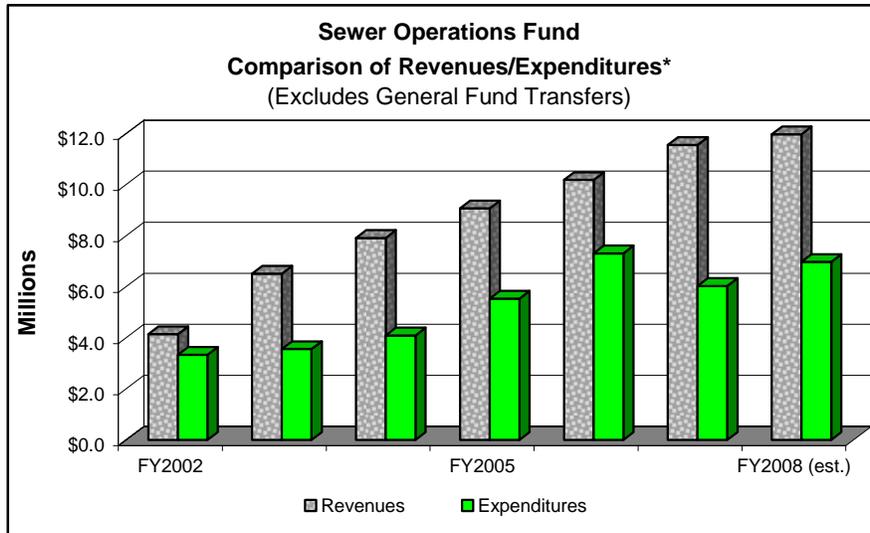
### Capital:

Capital is programmed for \$504,800. Capital acquisitions related to new growth are programmed in the Sewer Capital Fund and paid for by development fees. Manhole improvements, sewer line replacements, waste water treatment plant technology assessment, and a carry forward for decommissioning comprise the funded capital purchases for FY2008.

<b>Sewer Operations - Capital</b>		
<b>Fiscal Year 2008</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
SPA 1 Happy Trails Manhole Improvements, Carry Forward	22531-643-112-39211-20731	125,000
SPA 1 8" Sewer Line Replacement GW/F Sts	22531-643-112-38199-20811	60,000
Waste Water Treat. Plant Technology Assessment	22531-643-112-39224-29999	250,000
SPA 1 Litchfield Rd WRF De-commission, Carry Forward	22531-643-601-39223-20459	69,800
	<b>Total Capital</b>	<b>504,800</b>

### Revenue:

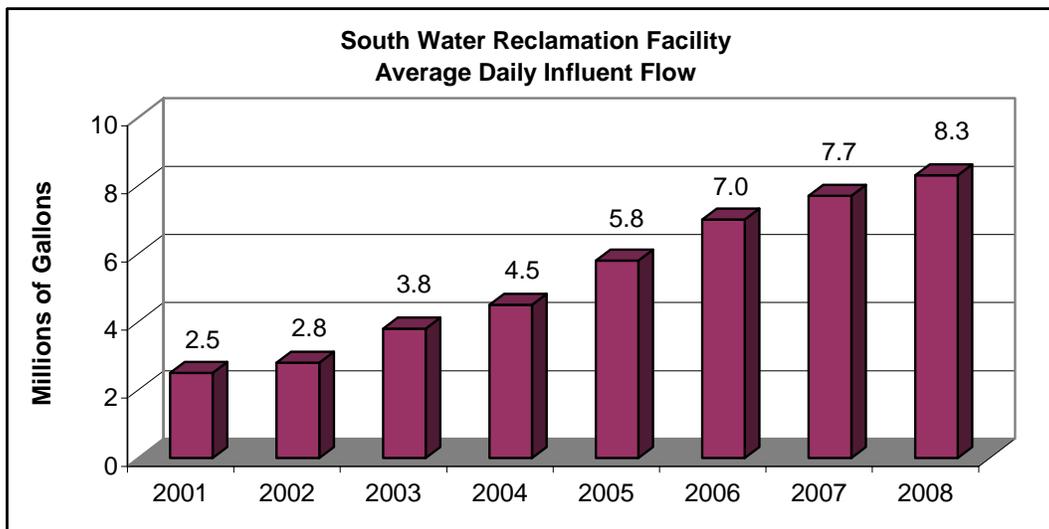
As an enterprise fund all expenditures of the Sewer Fund are to be covered by fees charged to the users of the system. Due to an increasing customer base sewer service revenues are rising annually, unfortunately so are expenditures. As presented, the Sewer System user fee is \$21.75 per month.



This service is now self-sufficient and there is no general fund subsidy required, however indirect overhead costs are currently not assessed against this fund. For FY2008 resources exceed expenditures by an estimated \$19,792,900. This amount is listed above as an un-programmed contingency.

**Accomplishments:**

- Operated and maintained the Litchfield and South Water Reclamation Facilities within State and County requirements.
- Operated and maintained the sewer collection system within State and County requirements.



*Note: Influent information from 2000 through 2002 was estimated by converting actual effluent (flows out of plant) information to influent (flows coming into plant) by using a standard .97 factor. Effluent flows are approximately 3% less than the influent flows from 2003 to 2004 actual influent totals are used.*

**Goals & Objectives:**

- Provide continued operation and maintenance of the South Water Reclamation Facility.
- Provide continued operation and maintenance of the sewer collection system.
- Provide continued oversight of City's Water Reclamation Facility Expansion projects.
- Maintain the present level of service to the City's sewer customer's at the most economical rate possible.

<b>Water Services – Sewer Operations Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Number of Blue Stakes Performed	30,000	19,000	15,500	18,000
Monthly Residential Sewer Bill	\$21.75	\$21.75	\$21.75	\$21.75
Average Daily Influent Flow (Million Gallons per Day)	5.8	7.0	7.7	8.3



## Sewer System Development Fund FY2008 Budget

**Purpose:**

To account for the inflow of Sewer Services 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 sewer services caused by growth. Development fees cannot be used to subsidize operational needs.

**Budget Summary:**

The Sewer Services Department will oversee the construction and design of several sewer related projects that will ensure the ability of the sewer system to cleanly and safely handle all effluent, ensuring excellent service for the residents of the City of Surprise. All proposed projects address the needs of citizens due to the increased demand placed upon the system by growth.

Sewer System Development Fund Fiscal Year 2008						
	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Budget</u>	<u>FY2007</u> <u>Estimate</u>	<u>FY2008</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
<b>Expenditures</b>						
Supplies/Services	1,813,128	1,818,800	8,803,500	2,147,500	12,638,400	44%
Capital	1,904,253	20,046,765	71,047,700	45,682,100	84,402,700	19%
Contingencies	0	0	12,205,100	0	0	-100%
Transfers out	<u>1,923,026</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<b>Total</b>	<u>5,640,407</u>	<u>21,865,565</u>	<u>92,056,300</u>	<u>47,829,600</u>	<u>97,041,100</u>	<u>5%</u>
<b>Revenues</b>						
Charges for Services	(800)	30,000	16,300,000	28,937,500	38,740,000	138%
Development Fees	13,181,495	7,967,098	6,737,400	4,102,000	4,852,400	-28%
Interest	493,137	747,071	200,000	766,600	200,000	0%
Bonding	0	0	44,000,000	44,000,000	0	-100%
Transfers In	0	13,121,396	0	0	6,533,300	0%
Fund Balance	<u>17,780,775</u>	<u>0</u>	<u>24,818,900</u>	<u>16,738,900</u>	<u>46,715,400</u>	<u>88%</u>
<b>Total</b>	<u>31,454,607</u>	<u>21,865,565</u>	<u>92,056,300</u>	<u>94,545,000</u>	<u>97,041,100</u>	<u>5%</u>

The budget for the sewer system development fund of \$97,041,100 is an increase of \$4,984,800 over the adopted FY2007 budget of \$92,056,300. The entire budget of this fund consists of capital related projects and MPC-rent payments. Payment to the MPC Capital projects fund, in the form of rent, is programmed at \$5,977,300 for debt service on the MPC bond sale. Current year expenditures of this fund exceed anticipated revenues by \$6,533,300. This amount will be funded with a transfer from the sewer operations fund.

**Capital:**

Included in the FY2008 sewer capital budget of \$91,109,800 is \$23,634,600 of projects that have been carried forward from the prior year. The majority of this carry forward is associated with the plant 4 & 5 expansion, the construction of two Water Reclamation Facilities in SPA 2, and the design for a Water Reclamation Facility in SPA 3. Construction of Water Reclamation Facilities in these areas of the City will commence when developers agree to front the money to the City of Surprise and be reimbursed impact fees as homes are constructed.

**Sewer System Development - Capital  
Fiscal Year 2008**

<u>Description</u>	<u>Account</u>	<u>Amount</u>
SPA1 WRF Expansion - Plant 3, Carry Forward	31111-643-112-39223-20228	46,000
SPA1 WRF 8 MGD Expansion - Plant 4 & 5, Carry Forward	22532-643-112-38199-20519	2,500,000
SPA1 WRF 8 MGD Expansion - Plant 4 & 5	22532-643-112-39211-20519	24,700,000
SPA1 WRF 8 MGD Expansion - Plant 4 & 5, Carry Forward	22532-643-112-39223-20519	389,800
SPA1 WRF 8 MGD Expansion - Plant 4 & 5	22532-643-112-39311-20519	800,000
SPA1 WRF 8 MGD Expansion - Plant 4 & 5, Carry Forward	22532-643-112-39311-20519	1,800,000
SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward	22532-643-112-38199-20609	2,000,000
SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward	22532-643-112-39211-20609	12,000,000
SPA 2 WRF Initial Capacity - 4 MGD	22532-643-112-39211-20609	19,100,000
SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward	22532-643-112-39223-20609	739,300
SPA 2 WRF Initial Capacity - 4 MGD	22532-643-112-39311-20609	1,640,000
SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward	22532-643-112-39311-20609	800,000
SPA 3 WRF Initial Capacity - 1 MGD, Carry Forward	22532-643-112-38199-20647	2,061,100
SPA 3 WRF Initial Capacity - 1 MGD	22532-643-112-39211-20647	16,600,000
SPA 3 WRF Initial Capacity - 1 MGD, Carry Forward	22532-643-112-39223-20647	1,284,500
SPA 3 WRF Initial Capacity - 1 MGD	22532-643-112-39311-20647	1,400,000
Sewer Development Reimbursements	22532-643-112-39311-20656	1,000,000
SPA 1 South Plant Interim Project, Carry Forward	22532-643-112-39223-20670	13,900
SPA 1 16-in Reclaimed Line Statler to Bell Rd Lake	22532-643-601-39223-20418	1,535,200
SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	22532-643-601-38199-20616	100,000
SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	22532-643-601-39211-20616	500,000
SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	22532-643-601-39223-20616	100,000
<b>Total Capital</b>		<b>91,109,800</b>

In addition to the projects listed above, numerous developer initiated projects will be completed throughout the fiscal year utilizing development fee credits. These projects are included as Waste Water Development Reimbursements and will consist of the payment of credits to developers for the capital infrastructure that is developer constructed for the City's water system. Additional detail on these projects can be found in the City's Capital Improvement Plan.

**Revenue:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon current market conditions and past experience. The City Council adopted updated development fees on March 8, 2007. In accordance with Ordinance 07-18 the Wastewater System Development fee has been expanded into a two-tiered fee: one each for SPA 1 and SPAs 2-6. On July 1, 2007 the Wastewater System development fee per single family home for SPA 1 increased \$1,808 to \$3,853 and the fee for SPAs 2-6 increased \$2,245 to \$3,039.

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, a transfer from the sewer operations fund in the current fiscal year and continued up front developer funding will be required in future years in order to fund all projects included in the CIP.

<b>SEWER SYSTEM DEV FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	46,715,400	-	350,200	4,444,600	9,906,200
<b>5-Year Projected Revenue</b>	5,052,400	9,202,500	13,005,600	14,384,000	14,384,000
<b>Developer Contributions</b>	38,740,000	39,340,000	24,840,000	29,440,000	24,840,000
<b>Transfer In</b>	6,533,300	-	-	-	-
<b>Expenditures</b>	(91,063,800)	(41,840,000)	(25,840,000)	(30,440,000)	(25,840,000)
<b>MPC Payment</b>	(5,977,300)	(6,352,300)	(7,911,200)	(7,922,400)	(7,919,700)
<b>Ending Balance</b>	-	350,200	4,444,600	9,906,200	15,370,500



## Storm Water Operations FY2008 Budget

### Mission Statement:

To meet all federal and state regulations established to prevent polluted storm water runoff by developing and complying with a Storm Water Management Program submitted as part of a Notice of Intent for Coverage under the AZPDES (Arizona Pollutant Discharge Elimination System) Permit No. AZG2002-002 for Discharges from Small MS4s to Waters of the United States.

The Storm Water Management Division is charged with ensuring the City complies with all federal and state regulations established to prevent polluted storm water runoff. The primary focus of this program is to reduce the quantity and improve the quality of storm water runoff, to abide by the Federal Clean Water Act, and to restore and maintain the chemical, physical, and biological integrity of surface waters in the City and State.

### Budget Summary:

The Storm Water operations are programmed at \$98,000 representing a 2.3% increase from the FY2007 budget of \$95,800. Personnel costs increase by 2.7% due to salary increases. Supplies and services remained equal to last fiscal year at \$14,100, and include the operating supplies and equipment to operate the Division. The Department is staffed by a full time position that develops and implements the Storm Water Management Program

<b>Storm Water Operations</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Budget</u>	<u>FY2007</u> <u>Estimate</u>	<u>FY2008</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
<b>Expenditures</b>						
<b>Department - Summary</b>						
Personnel	25,831	55,721	81,700	48,228	83,900	2.7%
Supplies/Services	<u>41,889</u>	<u>11,706</u>	<u>14,100</u>	<u>9,800</u>	<u>14,100</u>	<u>0.0%</u>
<b>Total</b>	<u>67,720</u>	<u>67,428</u>	<u>95,800</u>	<u>58,028</u>	<u>98,000</u>	<u>2.3%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>67,720</u>	<u>67,428</u>	<u>95,800</u>	<u>58,028</u>	<u>98,000</u>	<u>2.3%</u>
<b>Total</b>	<u>67,720</u>	<u>67,428</u>	<u>95,800</u>	<u>58,028</u>	<u>98,000</u>	<u>2.3%</u>

<b>Storm Water - Position Summary</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Adopted</u>	<u>Change</u>
Water Resources Specialist	0.0	1.0	1.0	1.0	1.0	0.0
<b>Total</b>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>

### Accomplishments:

- Development of public education and outreach of Storm water information through informational flyers and information available on the City's web page.
- Monthly participation in regional watershed organization, STORM, focused on regional efforts to enhance message uniformity and cost effectiveness of public education and outreach of Storm water information.
- Inspected outfalls for illicit discharges.

**Goals & Objectives:**

- Develop Storm Water Program as specified in City of Surprise Storm Water Management Plan as approved by the Arizona Department of Environmental Quality for coverage under the State General Permit referenced above.
- Maintain the required level of storm water protection for the most economical rate possible.

<b>Water Services – Storm Water Performance Measures</b>	<b>Actual FY2005</b>	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Target FY2008</b>
Percentage Of Annual Storm Water Management Plan requirements Completed	100%	100%	100%	100%



## General Capital Fund FY2008 Budget

### Purpose:

The purpose of the General Capital fund is to provide a centralized location for the acquisition of replacement capital. 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.

### Budget Summary:

Estimated revenues are based upon transfers from the general fund, miscellaneous items, and other sources. At the direction of the City Council the City of Surprise dedicates 75% of estimated construction related sales tax collections to capital purchases. As a one-time source of revenue, the City of Surprise recognizes the importance of using this revenue source on one-time expenditures as opposed to operations. The construction sales tax component of the general fund subsidy is \$6,000,000. The remaining general fund subsidy is an estimate of remaining general fund beginning balance and general fund revenues in excess of approved expenditures, \$712,200.

<b>General Capital Fund Fiscal Year 2008</b>						
	<b>FY2005 Actual</b>	<b>FY2006 Actual</b>	<b>FY2007 Budget</b>	<b>FY2007 Estimate</b>	<b>FY2008 Budget</b>	<b>Budget Change</b>
<b>Expenditures</b>						
Supplies/Services	664,522	651,452	22,003,900	1,388,573	6,930,600	-69%
Capital	6,124,089	8,478,051	82,212,400	23,536,647	62,984,200	-23%
Contingencies	0	0	0	0	279,300	0%
Transfer Out	<u>11,069,100</u>	<u>0</u>	<u>1,529,200</u>	<u>1,529,200</u>	<u>2,418,300</u>	<u>58%</u>
<b>Total</b>	<u>17,857,711</u>	<u>9,129,503</u>	<u>105,745,500</u>	<u>26,454,420</u>	<u>72,612,400</u>	<u>-31%</u>
<b>Revenues</b>						
Grants	808,387	564,604	21,291,500	0	6,535,000	-69%
Miscellaneous	8,682	52	0	0	0	0%
Transfers In	15,400,600	27,028,400	56,229,400	54,829,400	6,712,200	-88%
Fund Balance	<u>5,409,880</u>	<u>0</u>	<u>26,695,400</u>	<u>29,461,000</u>	<u>59,365,200</u>	<u>122%</u>
<b>Total</b>	<u>21,627,549</u>	<u>27,593,056</u>	<u>104,216,300</u>	<u>84,290,400</u>	<u>72,612,400</u>	<u>-30%</u>

All funds, including general capital fund balance, \$59,365,200 are programmed for use. The remaining \$5,000,000 of revenue is programmed as unforeseen revenue. This amount is available to increase the budget authority of Departments upon verification of a new grant or other unforeseen revenue source.

In addition to the capital purchases detailed in individual departmental budget requests, \$279,300 is programmed as unallocated contingencies. Although not tied to any expenditure in the current year these funds are integral parts of the funding of the City's 5-year CIP. Upon approval by Council these funds may be used for one-time purchases. Any allocation by Council from these funds will reduce the amount that is available and earmarked for the future funding of projects contained in the CIP.

### Capital:

Capital projects as itemized in the individual Departmental budgets total \$70,194,100.

**General Capital Fund  
Fiscal Year 2008**

Community & Recreation Services	1,357,700
Community Development	276,600
Engineering	8,169,700
Fire - Emergency Services	748,600
General Operations	6,952,500
Information Services	337,700
Police	5,504,500
Public Works	<u>46,846,800</u>
<b>Total General Capital Fund</b>	<u><b>70,194,100</b></u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected the general capital fund has revenues exceeding expenditures in the current fiscal year. In future years, bonding will be required to fund all projects included in the CIP.

<b>GENERAL CAPITAL FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	59,365,200	279,300	(5,199,200)	(1,638,000)	(4,903,400)
<b>5-Year Projected Revenue</b>	6,535,000	10,600,000	14,250,000	15,000,000	15,000,000
<b>Bond Proceeds</b>	-	11,300,000	-	-	-
<b>Expenditures</b>	(69,456,600)	(23,000,000)	(7,150,300)	(13,216,800)	(3,125,600)
<b>Transfers In/(Out)</b>	4,293,900	(3,920,300)	(3,080,300)	(4,590,400)	(3,356,300)
<b>Debt Service</b>	(458,200)	(458,200)	(458,200)	(458,200)	(458,200)
<b>Ending Balance</b>	279,300	(5,199,200)	(1,638,000)	(4,903,400)	3,156,500



## Vehicle Replacement Fund FY2008 Budget

**Purpose:**

The vehicle replacement fund allows the City to replace vehicles and equipment as they reach the end of their 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 Manager 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. The replacement fund is not used to upgrade or enhance vehicles.

**Budget Summary:**

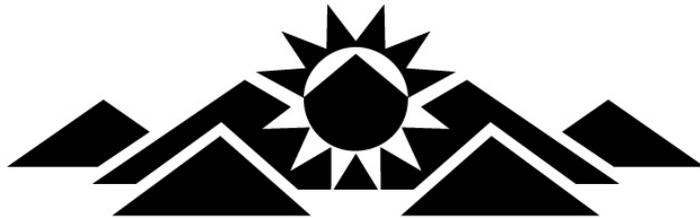
The \$9,159,500 budget of the Vehicle Replacement fund represents a 12.8% increase over the FY2007 budget. The budget for capital increases by \$6,739,800 from FY2007. The Division intends to replace eight vehicles and 42 pieces of equipment in FY2008.

<b>Vehicle Replacement Fund Fiscal Year 2008</b>						
	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Actual</u></b>	<b>FY2007 <u>Budget</u></b>	<b>FY2007 <u>Estimate</u></b>	<b>FY2008 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b>Expenditures</b>						
Supplies/Services	0	0	0	0	98,000	0.0%
Capital	417,816	2,627,213	3,303,000	2,321,700	9,061,500	174.3%
Contingency	<u>0</u>	<u>0</u>	<u>4,813,700</u>	<u>0</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>417,816</u>	<u>2,627,213</u>	<u>8,116,700</u>	<u>2,321,700</u>	<u>9,159,500</u>	<u>12.8%</u>
<b>Revenues</b>						
Other Financing Sources	69,192	0	0	0	0	0.0%
Transfers in	5,296,163	2,729,200	2,911,800	2,911,800	3,470,000	19.2%
Fund Balance	<u>0</u>	<u>0</u>	<u>5,204,900</u>	<u>5,099,400</u>	<u>5,689,500</u>	<u>9.3%</u>
<b>Total</b>	<u>5,365,355</u>	<u>2,729,200</u>	<u>8,116,700</u>	<u>8,011,200</u>	<u>9,159,500</u>	<u>12.8%</u>

All eligible capital purchases funded through this dedicated revenue source are detailed in the individual Departmental budget and the adopted five-year CIP.

<b>Vehicle Replacement Fund Fiscal Year 2008</b>	
Community & Recreation Services	6,882,200
Public Works	<u>2,277,300</u>
<b>Total Vehicle Replacement Fund</b>	<u>9,159,500</u>

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



**Transportation Improvement Fund  
FY2008 Budget**

**Purpose:**

The purpose of the Transportation Improvement fund is to provide for the collection and expenditure of the dedicated 1.5% local construction transaction tax adopted by the City 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.

**Budget Summary:**

Estimated revenues are based upon projected construction activity within the City of Surprise. Both the collections and expenditures associated with this dedicated transaction tax is directly related to the rate of growth within the City. The expenditure of these funds is restricted to roadway corridor improvements and construction of new roadways. Associated with that are the costs incurred to plan roadways and transit infrastructure.

<b>Transportation Improvement Fund Fiscal Year 2008</b>						
	<b>FY2005 Actual</b>	<b>FY2006 Actual</b>	<b>FY2007 Budget</b>	<b>FY2007 Estimate</b>	<b>FY2008 Budget</b>	<b>Budget Change</b>
<b>Expenditures</b>						
Supplies/Services	0	14,250	1,250,000	332,400	749,000	-40%
Capital	0	150,392	9,959,000	1,047,500	14,371,700	44%
Transfers out	<u>0</u>	<u>0</u>	<u>5,476,200</u>	<u>0</u>	<u>0</u>	<u>-100%</u>
<b>Total</b>	<u>0</u>	<u>164,642</u>	<u>16,685,200</u>	<u>1,379,900</u>	<u>15,120,700</u>	<u>-9%</u>
<b>Revenues</b>						
Taxes	0	2,681,844	12,200,000	8,952,700	4,887,300	-60%
Interest	0	27,904	0	115,500	0	0%
Fund Balance	<u>0</u>	<u>0</u>	<u>4,485,200</u>	<u>2,545,100</u>	<u>10,233,400</u>	<u>128%</u>
<b>Total</b>	<u>0</u>	<u>2,709,747</u>	<u>16,685,200</u>	<u>11,613,300</u>	<u>15,120,700</u>	<u>-9%</u>

All eligible capital purchases funded through this dedicated revenue source are detailed in the individual Departmental budget and the adopted five-year CIP.

<b>Transportation Improvement Fund Fiscal Year 2008</b>	
Engineering	12,834,600
Traffic Engineering	<u>2,286,100</u>
<b>Total Transportation Improvement Fund</b>	<u>15,120,700</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. As projected, revenues are sufficient to fund expenditures in this fund.

<b>TRANSPORTATION IMPROVEMENT FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	10,233,400	-	-	-	-
<b>5-Year Projected Revenue</b>	4,887,300	7,412,700	11,241,800	12,627,300	12,763,600
<b>Expenditures</b>	(15,120,700)	(7,412,700)	(11,241,800)	(12,627,300)	(12,763,600)
<b>Ending Balance</b>	-	-	-	-	-



## Roads of Regional Significance Development Fund FY2008 Budget

**Purpose:**

The roads of regional significance development fund is utilized to account for the inflow of Development Fees levied on new home starts. 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.

**Budget Summary:**

Revenues are based upon an estimate that 1,200 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots, and existing development agreements. The City Council adopted updated development fees on March 8, 2007. In accordance with Ordinance 07-25 the Roads of Regional Significance fee established new fees on July 1, 2007 of \$5,715 per single family home in SPAs 2, 4, and 6 and \$5,396 per single family home in SPAs 3 and 5. SPA 1 is not planned for a Roads of Regional Significance component.

<b>Roads of Regional Significance Development Fund</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
Supplies/Services	0	0	0	0	269,900	0%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,428,800</u>	0%
<b>Total</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,698,700</u>	<u>0%</u>
<b>Revenues</b>						
Development Fees	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,698,700</u>	0%
<b>Total</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,698,700</u>	<u>0%</u>

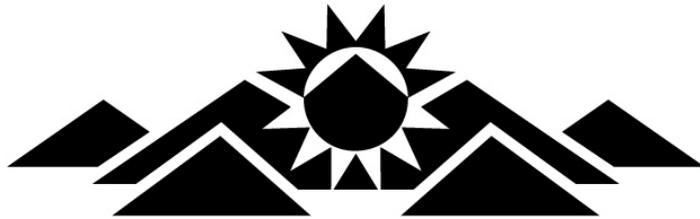
All eligible capital purchases funded through this dedicated revenue source are detailed in the individual Departmental budget and the adopted five-year CIP.

<b>Roads of Regional Significance Fund</b>	
<b>Fiscal Year 2008</b>	
Engineering	<u>2,698,700</u>
<b>Total Transportation Improvement Fund</b>	<u>2,698,700</u>

As a capital improvements fund it is imperative that the City take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2008 – FY2012 CIP for this fund. Revenues are sufficient to fund expenditures.

<b>ROADS OF REGIONAL SIGNIFICANCE</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	-	-	-	-	-
<b>5-Year Projected Revenue</b>	2,698,700	4,687,800	10,499,900	11,666,600	11,666,600
<b>Expenditures</b>	(2,698,700)	(4,687,800)	(10,499,900)	(11,666,600)	(11,666,600)
<b>Ending Balance</b>	-	-	-	-	-

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Municipal Property Corporation Fund FY2008 Budget

### Purpose:

To account for projects funded through the proceeds of the \$59,180,000 Municipal Property Corporation (MPC) bond sale completed in the spring of 2000 and the proceeds of the \$32,000,000 grant from the Tourism and Stadium Authority (TSA). Bond proceeds are to be used for the acquisition or construction of capital assets for public safety facilities, sewer facilities, and recreation facilities.

### Budget Summary:

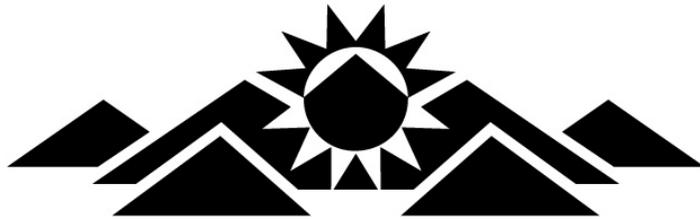
Estimated revenues are based upon lease payments from development fee funds for the retirement of debt. Other sources of funds are beginning fund balance from the remaining proceeds from the MPC bond sale and prior year transfers from the general fund. The MPC capital projects fund serves as a clearinghouse for the payment of debt service on MPC bonds, monitoring of bond proceeds, and the expenditure of those funds.

<b>Municipal Property Corporation Fund</b>						
<b>Fiscal Year 2008</b>						
	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
Supplies/Services	4,820	0	0	0	0	0.0%
Capital	2,888,769	3,105,195	13,498,500	6,387,900	7,095,900	-47.4%
Debt Service	5,735,444	4,804,975	4,824,000	10,850,888	4,824,000	0.0%
Contingency	<u>0</u>	<u>0</u>	<u>5,110,500</u>	<u>0</u>	<u>0</u>	<u>-100.0%</u>
<b>Total</b>	<u>8,629,033</u>	<u>7,910,170</u>	<u>23,433,000</u>	<u>17,238,788</u>	<u>11,919,900</u>	<u>-49.1%</u>
<b>Revenues</b>						
Bonding	530,909	0	0	0	0	0.0%
Miscellaneous	4,972,037	4,861,087	4,824,000	4,824,000	6,643,500	37.7%
Transfers in	5,755,700	0	0	0	0	0.0%
Fund Balance	17,517,055	0	18,609,000	17,691,200	5,276,400	-71.6%
General Fund Subsidy	<u>0</u>	<u>3,049,083</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>28,775,701</u>	<u>7,910,170</u>	<u>23,433,000</u>	<u>22,515,200</u>	<u>11,919,900</u>	<u>-49.1%</u>

The \$11,919,900 budget is composed of all capital funded projects with portions of the proceeds of MPC issued bonds and the annual debt service payment on MPC bonds. This fund has been divided into individual projects for tracking purposes. All capital purchases are detailed individually. Annual debt service is programmed at \$4,824,000 for FY2008. Per the requirements of the bond sale, reserves equal to one year of debt service have been established in this fund.

<b>MUNICIPAL PROPERTY CORPORATION</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b>Beginning Balance</b>	5,276,400	-	-	-	-
<b>5-Year Projected Revenue</b>	6,643,500	8,951,700	10,510,600	10,521,800	10,519,100
<b>Expenditures</b>	(7,095,900)	-	-	-	-
<b>Debt Service</b>	(4,824,000)	(8,951,700)	(10,510,600)	(10,521,800)	(10,519,100)
<b>Ending Balance</b>	-	-	-	-	-

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Community Facilities District Funds FY2008 Budget

### Purpose:

Community Facilities Districts (CFD's) have been 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 associated with the construction, development, and ongoing maintenance of infrastructure within the district and the repayment of general obligation bonds. The City Council acts as the governing board for the district, which is a separate legal entity with the authority to levy taxes on all properties included in the district.

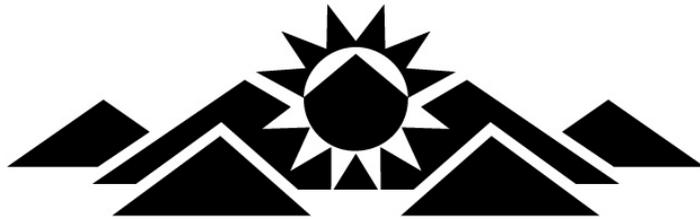
### Budget Summary:

Currently there is one CFD operated by the City with the possibility of additional districts to be added as the City continues to grow. 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 \$3.30 per hundred dollars of assessed valuation for the district and has established a separate fund for the district. The property tax rate is separated into an operational element and a debt service portion. \$0.30 of the rate may be used for operational expenditures including maintenance and administrative costs, the remaining \$3.00 may only be used for the payment of general obligation debt incurred by the district. The actual rate to be assessed is based upon estimated expenditures and required bond payments.

<b>Community Facilities District Fund</b>						
<b>Fiscal Year 2008</b>						
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b>Expenditures</b>						
Supplies/Services	18,245	0	50,000	420,061	50,000	0.0%
Capital	<u>0</u>	<u>0</u>	<u>30,000,000</u>	<u>0</u>	<u>20,000,000</u>	<u>-33.3%</u>
<b>Total</b>	<b><u>18,245</u></b>	<b><u>0</u></b>	<b><u>30,050,000</u></b>	<b><u>420,061</u></b>	<b><u>20,050,000</u></b>	<b><u>-33.3%</u></b>
<b>Revenues</b>						
Taxes	0	0	10,000	0	10,000	0.0%
Investment Earnings	1,851	1,924	0	0	0	0.0%
Bond	0	0	30,000,000	359,600	20,000,000	-33.3%
Miscellaneous	75,000	0	40,000	0	40,000	0.0%
Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>60,500</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>76,851</u></b>	<b><u>1,924</u></b>	<b><u>30,050,000</u></b>	<b><u>420,100</u></b>	<b><u>20,050,000</u></b>	<b><u>-33.3%</u></b>

For FY2008 it is estimated that the Operations and Maintenance portion of the rate will generate approximately \$10,000 in taxes with all other operational costs to be covered by the developer. The CFD has been authorized by the board to issue up to \$80.0 million of bonds. It is estimated that \$20.0 million will be issued over the course of FY2008. The proceeds of this issuance will be utilized to reimburse the developer for authorized infrastructure construction within the District. The estimated assessed value of this district is detailed in the appendix of this document.

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

## Capital Improvement Program FY2008– FY2012

The City of Surprise has transitioned from a small agricultural community to one of the fastest growing communities in the nation. During fiscal year 2007, the estimated population grew to 100,000, triple the 2000 census tabulation of approximately 30,000 residents. It is estimated that this population growth will continue with the City of Surprise increasing to over 134,225 people by the end of FY2012.

Much of Surprise's infrastructure has been developed in conjunction with this growth with a mix of public and private service providers. Large master planned communities like Sun City Grand and Marley Park have 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 worked with 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 Council in June.

A CIP is a multi-year plan that outlines current capital and infrastructure needs, future anticipated needs, current projects, and future costs to the community. It addresses both repair and replacement of existing infrastructure and purchase of capital equipment as well as the development of new facilities to accommodate future growth and/or improve services. The CIP links the City's planning and budgeting functions and is updated annually. The entire CIP document is available on the City's website [www.surpriseaz.com](http://www.surpriseaz.com).



Cultural Arts Facility

As in prior years, the recommended budget and CIP include a number of significant capital expenditures. Most of the projects

recommended for inclusion in the FY2008 budget have been in the CIP for several years. As a funded planning document, as expected, most projects should be foreseen long before they become a reality.

The following is a breakdown of some of the major projects that are included in the recommended CIP and FY2008-17 Budget. The entire CIP has been evaluated to ensure that the City has the ability to fund these projects through completion. Based on current five-year revenue projections the FY2008 – FY2012 CIP is funded and is within the City's means.

### **Major Accomplishments\Undertakings:**

- Capital Improvements Plan (CIP)  
Funding for FY2008 is \$138,107,100. The FY2008 major projects for each fund are summarized below.
- General Capital - FY08 (\$33,066,700) FY2008-12 (\$79,559,400)  
In the General Capital Fund, the largest project is the building of a City Hall at Civic Center Plaza. Other projects include restrooms at Gaines Park, improvements at Dysart Road and Grand Avenue, Paradise Lane and 151<sup>st</sup> Avenue improvements, and the paving of various dirt roads in the Acacia District.
- Highway User Revenue Fund – FY2008 (\$4,500,000) FY08-12 (\$22,850,000)  
This fund includes the annual street preservation and maintenance program.
- Police Development Fee Fund – FY2008 (\$286,000) FY08-12 (\$15,886,000)  
Three additional consoles for radio dispatch communications in the Public Safety Building are being purchased in FY2008.
- Parks & Recreation Development Fee Fund – FY2008 (\$3,200,000) FY08-12 (\$11,950,000)  
Parks and Recreation projects include Surprise Farm Park, the design of an Aquatics Facility to be located in Surprise Farms Park, and the construction of a Skate/Bike Park at the Recreation Campus.
- Public Works Development Fee Fund – FY2008 (\$2,632,000) FY08-12 (\$24,082,000)  
Traffic signal design and installation along with a computer system to monitor traffic and control message boards and signals make up the project list for this fund.
- Fire and EMS Development Fee Fund – FY2008 (\$5,282,000) FY08-12 (\$7,582,000)  
The construction of a fire station in Greer Ranch is scheduled for FY2008.
- Transportation Improvement Fund – FY2008 (\$8,141,700) FY08-12 (\$52,187,100)  
Road improvements/construction projects for Cotton Lane, Litchfield Road, and Reems Road are funded in FY2008.
- Roads of Regional Significance – FY2008 (\$2,698,700) FY08-12 (\$41,219,600)  
As part of the transportation development impact fee, developers are reimbursed for constructed eligible projects.
- Water Operations User Fee Fund – FY2008 (\$700,000) FY08-12 (\$8,300,000)  
Arsenic treatment plant design for Rancho Gabriela, Roseview, and Desert Oasis are planned for FY2008.
- Water System Development Fee Fund – FY2008 (\$7,350,000) FY08-12 (\$25,552,500)  
The three water supply projects are construction of a reclaim water line from Statler Boulevard to Bell Road Lake, well construction at Surprise Center and water supply facility expansion at Ashton Ranch.
- Replenishment Development Fee Fund – FY2008 (\$4,450,000) FY08-12 (\$10,600,000)  
Replenishment efforts include Groundwater Savings Permits for G-Farms and Santa Lucia, installation of recharge wells at the SPA1 Water Reclamation Facility, and Reclaimed Water Turnouts for G-Farms.
- Sewer Operations Fund – FY2008 (\$60,000) FY08-12 (\$985,000)  
An eight inch sewer line will be replaced between Greasewood Street and Factory Street.
- Sewer Development Fee Fund – FY08 (\$65,740,000) FY08-12 (\$189,700,000)  
An expansion of SPA 1 and initial capacity for SPA 2 and SPA 3 Water Reclamation Facilities are three large projects programmed in the Sewer Development Fee Fund.

In addition to the major projects listed above which are funded in the FY2008 budget, the City plans on continuing to make substantial investments in infrastructure and capital acquisition over the next five years. The following projects are included in the FY2008 – FY2012 CIP:

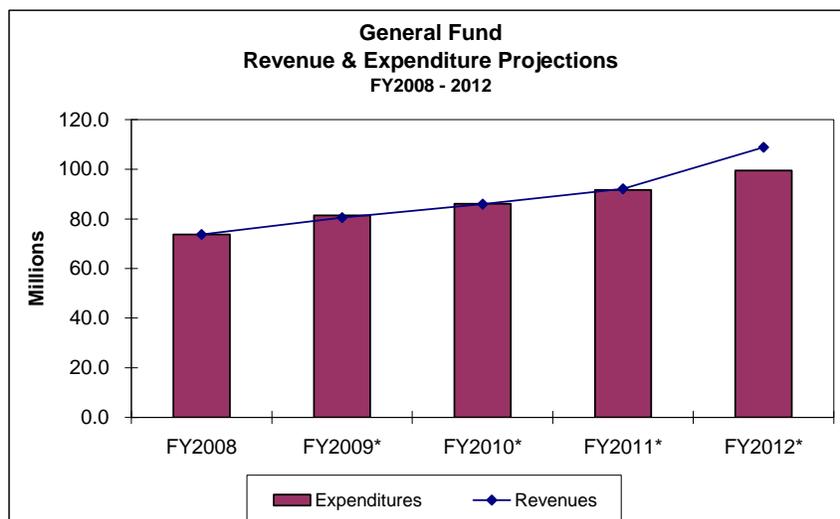
- *Engineering/Transportation* – Implementation of the transportation action plan, including Fiber Optics – City-wide, Right Turn Lanes and Bus Pullouts on Bell Road, additional traffic signals, Rose Garden – Low Water Crossing, and Saguaro View Rehabilitation.
- *Parks & Recreation* – The City of Surprise prides itself on the recreational amenities offered to its residents. This tradition will continue as plans are in place to build an aquatics facility, a water play park, a library, and additional recreation areas.
- *Public Safety* – a police Training Facility and the placement of Permanent Fire Station #4 are planned.
- *Public Works* – Completion of City Hall, annual Street Maintenance, and Public Works Yard – Deer Valley are planned.
- *Water & Sewer Infrastructure* – In addition to the infrastructure that will be installed by developers, the City will continue to invest funds in the upgrade and expansion of water, sewer, and replenishment facilities.

**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 services costs that must be absorbed 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 chart below demonstrates the problem that the City of Surprise may be facing in the future as these capital projects become operational. In this projection, operating revenues fall below operating expenses next fiscal year. The main cause of this is the operational increases that will be necessary when the City Hall is completed. As construction related revenues level off, other ongoing revenues will continue to grow, including retail sales tax and state share revenues. The use of the 2010 census for reallocating state shared revenues is responsible for the increase in FY2012.



Due to the growth potential, the majority of approved capital projects are directly related to maintaining the current level of service. The City of Surprise is fortunate in that along with the increased spending associated with growth, also comes increased revenues. However, if projections are accurate, current expenditures adjusted for new capital and services grow at a faster rate than operational revenue.

In order to address this potential scenario the City has developed a method by which operational cost estimates are included in all CIP requests.

The City of Surprise and other high growth cities in Arizona and across the country are facing challenges associated with growth that seem unimaginable in other areas of the country that are in a maintenance or retrenchment mode. Maintenance in the City of Surprise translates to, hundreds of acres of park and open space, several miles of streets, water lines, and sewer lines added annually. With this expansion come operational costs that the City is attempting to accurately forecast and control.

The new residents who move to Surprise next year will be greeted with a high level of service and amenities. The City Council and City Manager have pledged to do what is required to ensure this level of service is sustainable.



Public Safety Building

## FY2008 - Approved Capital Projects Budget

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY07 actual.*

*- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>Communications</b>						
21412	145	112	39411	20623	Surprise11 Broadcast Center, Carry Forward	1,474,500
<b>Community &amp; Recreation Services</b>						
21213	444	431	39211	20517	Lizard Run Pedestrian Walk-way, Carry Forward	848,700
21414	444	429	39112	20606	Surprise Farm Park Development, Carry Forward	3,684,700
21414	444	429	39211	20606	Surprise Farm Park Development	1,650,000
21414	444	429	38199	20618	Skate Park, Carry Forward	40,000
21414	444	429	39211	20618	Skate Park	900,000
21417	444	433	39212	20619	City Library #3, Carry Forward	200,000
21414	444	429	39211	20635	Public Safety Park Development, Carry Forward	182,000
21414	444	429	39211	20660	Surprise Tennis and Racquet Facility, Carry Forward	3,751,700
21213	444	431	39112	20732	Landscape Elm St - Dysart to Nash St, Carry Forward	238,300
21112	444	431	39223	20733	Bi-Centennial Park - Enhancement, Carry Forward	957,700
21112	444	421	39411	20801	Retro - Improvement of current video board	400,000
21414	444	422	28199	20806	Aquatics Facility #3	650,000
<b>Engineering</b>						
21112	541	112	39211	20509	Dysart Road Improvements @ Grand	250,000
21112	541	112	39311	20509	Dysart Road Improvements @ Grand	250,000
21418	541	112	39222	20509	Dysart Road Improvements @ Grand, Carry Forward	2,243,400
21112	541	112	39211	20526	Saguaro View Rehabilitation Project, Carry Forward \$190,200	390,200
21112	541	112	39211	20547	Bell Road Project, Carry Forward	850,000
21415	541	112	39222	20547	Bell Road Project	370,000
21112	541	112	39211	20612	Pave Dirt Road Program	700,000
21418	541	112	38199	20632	Dysart & Thunderbird Intersection Improve., Carry Forward	60,000
21418	541	112	39211	20632	Dysart & Thunderbird Intersection Improve., Carry Forward	1,200,000
21418	541	112	39222	20632	Dysart & Thunderbird Intersection Improve., Carry Forward	60,000
21418	541	112	38199	20669	Transp. Action Plan-Transit Infrastructure, Carry Forward	30,000
21418	541	112	39211	20669	Transp. Action Plan-Transit Infrastructure, Carry Forward	450,500
21418	541	112	39411	20669	Transp. Action Plan-Transit Infrastructure, Carry Forward	150,000
21418	541	112	38199	20713	Paradise Acres, Carry Forward	99,000
21112	541	112	39211	20713	Paradise Acres	600,000
21418	541	112	39211	20713	Paradise Acres, Carry Forward	900,000
21418	541	112	38199	20714	Rose Garden Lane-Low Water Crossing, Carry Forward	500,000
21112	541	112	38199	20715	RTL at Bell & 115th, Carry Forward	1,063,900
21418	541	112	39211	20807	Cotton Lane Widening	300,000
21418	541	112	39211	20808	Litchfield Road	1,300,000
21418	541	112	38199	20809	Reems Road	60,000
21418	541	112	39211	20809	Reems Road	3,340,000
21418	541	112	39211	20812	Transportation Enhancement Developer Reimbursement	2,141,700
21419	541	112	38199	20813	Roads of Reg. Significance Dev. Reimbursements	269,900
21419	541	112	39211	20813	Roads of Reg. Significance Dev. Reimbursements	2,428,800
21112	541	112	39211	29999	MAG TE Project	1,000,000
<b>Traffic Engineering</b>						
21415	545	112	39211	20428	Traffic Signal Master Computer, Carry Forward \$400,000	1,000,000
21415	545	511	39411	20428	Traffic Signal Master Computer, Carry Forward	135,700
21415	545	112	39211	20456	Bell Intelligent Transp. System Fiber Optics, Carry Forward	200,000
21415	545	112	39223	20456	Bell Intelligent Transp. System Fiber Optics, Carry Forward	83,500
21112	545	112	39223	20512	Traffic Control Cameras, Carry Forward	100,000
21415	545	512	39211	20651	Sign Fabrication Shop, Carry Forward	797,200
21415	545	512	39411	20651	Sign Fabrication Shop, Carry Forward	101,000
21112	545	511	39211	20652	Signal upgrade and re-wire, Carry Forward \$280,000	530,000
21112	545	511	39224	20652	Signal upgrade and re-wire, Carry Forward	160,000
21112	545	511	39311	20652	Signal upgrade and re-wire	50,000
21112	545	511	39223	20653	Purchase Tep. Traffic, Carry Forward	1,700
21418	545	511	39211	20654	Geometric Improve. For Signalized Intersection	1,000,000
21418	545	511	39224	20654	Geometric Improve. For Signalized Intersection, Carry Forward	1,286,100
21415	545	112	38199	20718	Fiber Optics - Citywide, Carry Forward \$60,000	110,000
21415	545	112	39211	20718	Fiber Optics - Citywide, Carry Forward \$358,000	640,000
21112	545	112	39223	20735	Historical Lighting Signage, Carry Forward	500,000
21112	545	511	39211	29999	Traffic Signals Construction, Carry Forward	1,075,000
21415	545	511	39211	29999	Traffic Signals Construction	1,700,000
21112	545	511	39222	29999	Street Improvements, Carry Forward	2,600
21112	545	511	39223	29999	Traffic Signals - Sun City Grand, Carry Forward	521,300
21415	545	511	39223	29999	Traffic Signals, Carry Forward	1,310,900

## FY2008 - Approved Capital Projects Budget

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY07 actual.*

*- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>Fire - Emergency Services</b>						
21416	342	316	39211	20559	Fire Station #6 Bldg. & Structure Purchase, Carry Forward	1,443,500
21416	342	316	39421	20559	Fire Station #6 Vehicles, Carry Forward	356,500
21416	342	316	39211	20602	Fire Station #5 Bldg. & Structure Purchase, Carry Forward	969,200
21416	342	316	39411	20602	Fire Station #5 Furniture, Fixtures & Equipment, Carry Forward	675,000
21416	342	316	39421	20602	Fire Station #5 Vehicles, Carry Forward	355,800
21416	342	316	39211	20604	Joint Training Center	365,000
21112	342	316	38199	20624	Fire Station 302 Remodel, Carry Forward	6,900
21112	342	316	39211	20624	Fire Station 302 Bldg. & Structure Purchase, Carry Forward	357,100
21112	342	316	39212	20624	Fire Station 302 Building Improvements, Carry Forward	384,600
21416	342	316	38199	20702	Fire Station #7, Carry Forward	168,200
21416	342	316	39111	20702	Fire Station #7 Land Purchase, Carry Forward	115,900
21416	342	316	39211	20702	Fire Station #7 Bldg. & Structure Purchase	4,060,000
21416	342	316	39311	20702	Fire Station #7 Other Improvements	707,000
21416	342	316	39411	20702	Fire Station #7 Furniture, Fixtures & Equipment	150,000
21111	342	321	39421	29999	Vehicle for Support Services Technician	21,500
<b>Information Services</b>						
21112	144	832	39411	20402	Infrastructure Technology Initiatives, Carry Forward	5,400
21412	144	832	39411	20402	Infrastructure Technology Initiatives, Carry Forward	55,400
21112	144	832	39411	20701	Mobile Solutions, Carry Forward	332,300
21111	144	832	39411	29999	Network and Server Replacements	97,100
<b>Management &amp; Budget</b>						
22611	146	823	39212	29999	Accessibility Enhancement Fund	300,000
<b>Police</b>						
21112	341	111	39211	20219	Public Safety Bldg. - Bldg. & Struct., Carry Forward	3,586,700
31111	341	111	39211	20219	Public Safety Bldg - Bldg. & Struct., Carry Forward \$4,724,700	6,065,600
31111	341	111	39411	20219	Public Safety Bldg. Furniture, Fixtures & Equip. Carry Forward	984,300
21112	341	111	39411	20219	Public Safety Bldg. Furniture, Fixtures & Equip. Carry Forward	1,917,800
21413	341	313	39311	20558	City Owned Radio System, Carry Forward	150,000
21413	341	313	39411	20805	Radio Console Additions	286,000
21413	341	312	39421	29999	Vehicles for Sworn Personnel	154,500
21111	341	313	39431	29999	Replacement of Dept Recording System, Carry Forward	85,000
<b>Public Works - Fleet Maintenance</b>						
21112	542	112	39311	29999	Vehicle Replacement Program- Supplemental	2,656,900
21114	542	112	39421	29999	New and Replacement Vehicles, Carry Forward \$981,300	1,624,300
21111	341	312	39421	29999	Vehicles for Sworn Personnel	3,600
21114	544	112	39431	29999	Equipment Replacement	555,000
<b>Public Works - Facilities Management</b>						
21112	543	115	39211	20675	City Hall, Carry Forward	9,276,000
21112	543	115	39211	20675	City Hall, Building & Structure Purchase	19,737,800
21112	543	115	39311	20675	City Hall, Improvements other than Building & Land	4,986,400
21112	543	115	39311	20675	City Hall, Carry Forward	3,000,000
21112	543	115	39411	20675	City Hall Furniture, Fixtures & Equipment	2,220,600
21112	543	115	39211	20676	Streetscape, Carry Forward	1,800,000
21112	543	115	39211	20677	Central Plant, Carry Forward	2,169,800
21112	543	115	39411	20677	Central Plant, Carry Forward	830,200
21415	543	115	39111	20717	Deer Valley Public Works Yard, Carry Forward	2,000,000
21111	543	112	39421	29999	Vehicles	41,600
<b>Public Works - Streets</b>						
21112	544	112	39211	20645	Wash Racks, Carry Forward	169,100
21212	544	112	39211	29999	Street Preservation and Maintenance Program	4,500,000
21212	544	517	39421	29999	Street Sweeper	210,700
<b>Public Works - Sanitation</b>						
22541	644	112	39421	29999	(2) Light Duty Trucks	41,600
<b>Water Services - Water Replenishment</b>						
22522	642	112	39211	20234	SPA 1 Install Recharge Wells @ South Plant	3,500,000
22522	642	112	39223	20234	SPA 1 Install Recharge Wells @ South Plant, Carry Forward	406,500
22522	642	112	39223	20415	SPA 1 Groundwater Savings Facility Permits, Carry Forward	63,300
22522	642	112	39311	20415	SPA 1 Groundwater Savings Facility Permits	350,000
22522	642	112	38199	20726	SPA 1 Reclaimed Line Parkview & Greenway, Carry Forward	163,500
22522	642	112	38199	20728	SPA 1 16-in Reclaimed Line-Cactus/Dysart, Carry Forward	355,000
22522	643	112	39211	20730	SPA 1 Greenway Lift Station Wall/Site Improve, Carry Forward	100,000
22522	642	112	39211	20810	SPA 1 Reclaimed Water Turnouts for G-Farms	600,000

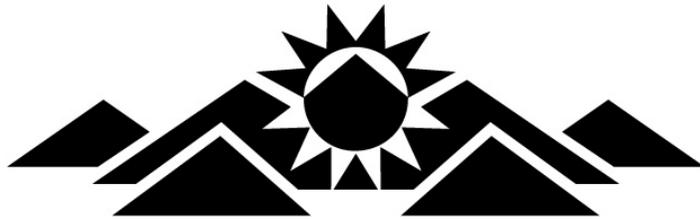
## FY2008 - Approved Capital Projects Budget

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY07 actual.*

*- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>Water Services - Sewer</b>						
31111	643	112	39223	20228	SPA 1 WRF Expansion, Plant 3, Carry Forward	46,000
22532	643	601	39223	20418	SPA 1 16" Reclaimed Line Statler to Bell Rd Lake	1,535,200
22531	643	601	39223	20459	Decommission Litchfield WRF, Carry Forward	69,800
22532	643	112	38199	20519	SPA 1 WRF 8 MGD Expansion, Plant 4 & 5, Carry Forward	2,500,000
22532	643	112	39211	20519	SPA 1 WRF 8 MGD Expansion, Plant 4 & 5	24,700,000
22532	643	112	39223	20519	SPA 1 WRF 8 MGD Expansion, Plant 4 & 5, Carry Forward	389,800
22532	643	112	39311	20519	SPA 1 WRF 8 MGD Expansion, Plant 4&5, Carry Fwd \$1,800,000	2,600,000
22532	643	112	38199	20609	SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward	2,000,000
22532	643	112	39211	20609	SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward \$12,000,000	31,100,000
22532	643	112	39223	20609	SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward	739,300
22532	643	112	39311	20609	SPA 2 WRF Initial Capacity - 4 MGD, Carry Forward \$800,000	2,440,000
22532	643	601	38199	20616	SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	100,000
22532	643	601	39211	20616	SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	500,000
22532	643	601	39223	20616	SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	100,000
22532	643	112	38199	20647	SPA 3 WRF initial Capacity - 1 MGD, Carry Forward	2,061,100
22532	643	112	39211	20647	SPA 3 WRF initial Capacity - 1 MGD	16,600,000
22532	643	112	39223	20647	SPA 3 WRF initial Capacity - 1 MGD, Carry Forward	1,284,500
22532	643	112	39311	20647	SPA 3 WRF initial Capacity - 1 MGD	1,400,000
22532	643	112	39311	20656	Sewer Development Reimbursements	1,000,000
22532	643	112	39223	20670	SPA 1 South Plan Interim Project, Carry Forward	13,900
22531	643	112	39211	20731	SPA 1 Happy Trails Manhole Improvements, Carry Forward	125,000
22531	643	112	38199	20811	SPA 1 8" Sewer Line Replacement GW/F Sts	60,000
22531	643	112	39224	29999	Waste Water Treat. Plant Technology Assessment	250,000
<b>Water Services - Water Operations</b>						
22512	641	112	38199	20244	SPA 1 Surprise center Well Construction, Carry Forward	44,000
22512	641	112	39211	20244	SPA 1 Surprise center Well Construction, Carry Forward \$455,000	655,000
22512	641	112	39223	20244	SPA 1 Surprise center Well Construction, Carry Forward	274,800
22511	641	112	38199	20521	SPA 1 Roseview WSF - Arsenic Treatment	200,000
22512	641	112	39223	20531	SPA 1 Ashton Ranch Phase 3, Carry Forward	1,458,700
22511	641	112	38199	20532	SPA 1 Rancho Gabriela WSF - Arsenic Treatment	200,000
22512	641	112	39223	20542	Rancho Gabriela WSF Master Plan, Carry Forward	26,300
22512	641	112	39311	20655	Water Development Reimbursement	1,500,000
22511	641	112	38199	20671	SPA 2 Desert Oasis WSF - Arsenic Treatment	200,000
22512	641	112	39211	20674	SPA 1 Ashton Ranch WSF - Expansion, Carry Forward \$1,000,000	5,500,000
22512	641	112	39223	20674	SPA 1 Ashton Ranch WSF - Expansion, Carry Forward	179,000
22511	641	112	38199	20721	SCADA - Upgrades/System Expansion	100,000
22512	641	112	39211	20721	SCADA - Upgrades/System Expansion, Carry Forward	250,000
22512	641	112	38199	20722	SPA 1 16" Water Line-Greenway/Ashton Ranch, Carry Forward	200,000
22512	641	112	39211	20722	SPA 1 16" Water Line-Greenway/Ashton Ranch	500,000
22511	641	112	39224	29999	SCADA - Upgrades/System Expansion	100,000
22511	641	112	39224	29999	Water Treatment Plant Tech. Assessment	250,000
22511	641	112	39224	29999	Reservoir Rehabilitation	100,000
22512	641	112	39311	29999	CAP Allocation	650,000

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

## Capital Improvement Operating Costs

FY09-13

**21112 General Fund**

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>C&amp;R - Complex</b>					
Retro - Improvement of Current Video Board	20,000	20,000	20,000	20,000	20,000
<b>C&amp;R - Parks Maintenance</b>					
City Park - 183rd Avenue	0	0	0	0	0
Lizard Run Recreational Complex - Phase II	0	0	30,400	30,400	30,400
<b>C&amp;R - Recreation</b>					
Gaines Park Restrooms	2,100	2,100	2,100	2,100	2,100
<b>Cmty Initiatives - DART</b>					
DART Parking Facility	0	0	0	0	0
<b>Cmty Initiatives - Senior</b>					
Community Center Kitchen/Dining Expansion Project	0	0	0	0	0
<b>Eng - Operations</b>					
Bell Road Lighting	0	0	0	0	0
Bell Road Pavement	0	0	0	0	0
Bell Road Projects - Maricopa County	0	0	0	573,400	573,400
Dysart Road Improvements @ Grand Avenue	161,900	161,900	161,900	161,900	161,900
Paradise Lane @ 151st Avenue	70,400	70,400	70,400	70,400	70,400
Pave Dirt Road Program	0	147,200	147,200	147,200	147,200
Right Turn Lane @ Bell & 115th	4,100	4,100	4,100	4,100	4,100
Saguaro View Rehabilitation Project	0	0	681,500	681,500	681,500
Sections 10 & 11 Drainage & Roadway Improvements	477,900	477,900	477,900	477,900	477,900
<b>Fire - Operations</b>					
Radio Purchase	0	0	0	0	0
<b>General Operations</b>					
Project Tracking Software	0	0	50,000	50,000	50,000
<b>IS - IT</b>					
Satellite Data Center (SPA 5)	0	0	0	0	0
<b>Police - Admin</b>					
Public Safety Building	598,400	598,400	598,400	598,400	598,400
<b>PW - Project Management</b>					
Central Plant	71,000	71,000	71,000	71,000	71,000
City Hall	0	838,100	838,100	838,100	838,100
City Hall Phase II	0	0	0	0	0
Heard Museum	0	0	0	2,000	2,000
Streetscape	0	138,200	138,200	138,200	138,200
West Valley Arts	0	0	0	1,000	1,000
<b>Streets-Operations</b>					
Wash Racks	2,400	2,400	2,400	2,400	2,400
<b>Total - General Fund</b>	<b>1,408,200</b>	<b>2,531,700</b>	<b>3,293,600</b>	<b>3,870,000</b>	<b>3,870,000</b>

## Capital Improvement Operating Costs

FY09-13

### 21213            10% Set-Aside

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>C&amp;R - Parks Maintenance</b>					
Landscape Elm Street - Dysart to Nash Street	2,600	2,600	2,600	2,600	2,600
Lizard Run Pedestrian Walkway	11,000	11,000	11,000	11,000	11,000
OTS Park - Habitat for Humanity	800	800	800	800	800
<b>C&amp;R - Recreation</b>					
Gaines Park	4,000	4,000	4,000	4,000	4,000
<hr/>					
Total - 10% Set-Aside	18,400	18,400	18,400	18,400	18,400

### 21412            General Government Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Cmty Initiatives - Senior</b>					
New Senior Center	0	0	0	0	552,700
<b>Communication - PIO</b>					
Surprise11 Broadcast Center	28,600	28,600	28,600	28,600	28,600
<b>Finance - Revenue</b>					
Sales Tax Collection Software	0	0	0	85,000	85,000
<hr/>					
Total - General Government Development	28,600	28,600	28,600	113,600	666,300

### 21413            Police Dev Fee Fund

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Police - Admin</b>					
Police Substations	0	0	0	0	0
Training Facility	0	0	19,600	19,600	19,600
<b>Police - Communications</b>					
City Owned Radio System	0	0	0	0	0
Radio Console Additions	28,600	28,600	28,600	28,600	28,600
<hr/>					
Total - Police Dev Fee Fund	28,600	28,600	48,200	48,200	48,200

## Capital Improvement Operating Costs

FY09-13

### 21414 P&R Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>C&amp;R - Aquatics</b>					
Aquatics Facility #3	0	0	463,800	463,800	463,800
Aquatics Facility #4	0	0	0	0	0
Water Play Park	0	0	32,000	32,000	32,000
<b>C&amp;R - Parks Maintenance</b>					
Community Park	0	0	0	0	0
Surprise Recreation Campus Park - Phase 3	0	0	0	18,000	18,000
<b>C&amp;R - Recreation</b>					
Citywide Trail/Bike System	0	0	0	0	0
Lighting Shared Facilities	89,500	89,500	89,500	89,500	89,500
Public Safety Park Development	8,000	8,000	8,000	8,000	8,000
Recreation Center	0	0	0	0	0
Skate/Bike Park	170,600	170,600	170,600	170,600	170,600
Surprise Farm Park Development	70,800	70,800	70,800	70,800	70,800
Surprise Tennis and Racquet Facility	588,900	588,900	588,900	588,900	588,900
<hr/>					
Total - P&R Development Fee	927,800	927,800	1,423,600	1,441,600	1,441,600

### 21415 PW Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Eng - Operations</b>					
Bell Road Traffic Signals	7,200	7,200	7,200	7,200	7,200
<b>Eng - TE General</b>					
Bell Intelligent Transp. System Fiber	16,300	16,300	16,300	16,300	16,300
Fiber Optics - Citywide	0	0	0	0	0
Master Computer System	0	120,000	120,000	120,000	120,000
<b>Eng - TE Signals</b>					
Traffic Signals	18,000	36,000	54,000	72,000	90,000
<b>Eng - TE Signs</b>					
Sign Fabrication Shop	40,600	40,600	40,600	40,600	40,600
<b>PW - Facilities</b>					
New Facilities Operation Center	0	0	0	0	53,000
<b>PW - Project Management</b>					
New Public Works Yard (SPA 4)	0	0	0	0	0
Public Works Yard - Deer Valley	0	0	0	681,500	681,500
<hr/>					
Total - PW Development Fee	82,100	220,100	238,100	937,600	1,008,600

## Capital Improvement Operating Costs

FY09-13

### 21416 Fire & EMS Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Fire - Operations</b>					
Fire Station #10	0	0	0	0	0
Fire Station #11	0	0	0	0	0
Fire Station #5	1,377,800	1,377,800	1,377,800	1,377,800	1,377,800
Fire Station #6	1,340,700	1,340,700	1,340,700	1,340,700	1,340,700
Fire Station #7	1,353,000	1,353,000	1,353,000	1,353,000	1,353,000
Fire Station #8	0	0	0	0	0
Fire Station #9	0	0	0	0	0
Joint Training Center	38,000	38,000	38,000	38,000	38,000
<b>Total - Fire &amp; EMS Development Fee</b>	<b>4,109,500</b>	<b>4,109,500</b>	<b>4,109,500</b>	<b>4,109,500</b>	<b>4,109,500</b>

### 21417 Library Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>C&amp;R - Library</b>					
City Library #3	0	0	0	125,300	125,300
City Library #4	0	0	0	0	0
City Library #5	0	0	0	0	0
<b>Total - Library Development Fee</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,300</b>	<b>125,300</b>

### 21418 Transportation Enhancement Fund

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Eng - Operations</b>					
Bell Road Bus Pullouts	2,300	2,300	2,300	2,300	2,300
Bus Bays	0	0	7,600	15,200	22,800
Cotton Lane Widening (North of Bell Road)	5,200	5,200	5,200	5,200	5,200
Litchfield Road (Bell Road to Statler Boulevard)	34,900	34,900	34,900	34,900	34,900
Park and Ride	0	0	0	0	0
Reems Road (Waddell Road to Peoria Avenue)	0	0	793,600	793,600	793,600
Right Turn Lanes	0	0	0	0	91,000
Union Hills Widening 111th to 115th Avenue	0	0	0	0	0
<b>Total - Transportation Enhancement Fund</b>	<b>42,400</b>	<b>42,400</b>	<b>843,600</b>	<b>851,200</b>	<b>949,800</b>

## Capital Improvement Operating Costs

FY09-13

### 22511 Water User Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Water Services - Water</b>					
SPA 1 Ashton Ranch WSF - Chlorine Upgrade	0	0	0	74,000	74,000
SPA 1 Rancho Gabriela WSF - Arsenic Treatment	0	227,800	227,800	227,800	227,800
SPA 1 Roseview WSF - Arsenic Treatment	0	114,000	114,000	114,000	114,000
SPA 2 Desert Oasis WSF - Arsenic Treatment	0	0	227,800	227,800	227,800
<b>Total - Water User Fee</b>	<b>0</b>	<b>341,800</b>	<b>569,600</b>	<b>643,600</b>	<b>643,600</b>

### 22512 Water Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Water Services - Water</b>					
SPA 1 16-in Water Line-Greenway/Ashton Ranch	0	0	900	900	900
SPA 1 3 Distribution System Monitoring Stations	0	5,000	5,000	5,000	5,000
SPA 1 Ashton Ranch Subdivision Well #2	0	0	0	248,900	248,900
SPA 1 Ashton Ranch WSF - Arsenic Treatment	452,200	452,200	452,200	452,200	452,200
SPA 1 Ashton Ranch WSF- Expansion	0	452,200	452,200	452,200	452,200
SPA 1 Mountain Gate/Kenly Well	0	0	0	248,900	248,900
SPA 1 Mountain Vista Well #2	0	0	0	0	248,900
SPA 1 Rancho Gabriela Ag Well Conversion	0	0	0	497,800	497,800
SPA 1 Surprise Center Well Construction	248,900	248,900	248,900	248,900	248,900
SPA 2 - 8 MGD Surface Water Treatment Plant	0	0	0	0	0
<b>Total - Water Development Fee</b>	<b>701,100</b>	<b>1,158,300</b>	<b>1,159,200</b>	<b>2,154,800</b>	<b>2,403,700</b>

### 22521 Replenishment Operations

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Water Services - Replenishment</b>					
SPA 1 16-in Reclaimed Line - Parkview & Greenway	0	623,800	623,800	623,800	623,800
SPA 1 16-in Reclaimed Line-Cactus/Dysart	0	900	900	900	900
SPA 1 Booster Station Upgrades @ Bell Road Lake	0	248,900	248,900	248,900	248,900
SPA 1 Recharge Basin Expansion @ South Plant	0	0	279,500	279,500	279,500
<b>Total - Replenishment Operations</b>	<b>0</b>	<b>873,600</b>	<b>1,153,100</b>	<b>1,153,100</b>	<b>1,153,100</b>

## Capital Improvement Operating Costs

FY09-13

### 22522 Water Resources Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Water Services - Replenishment</b>					
SPA 1 Installation of Recharge Wells @ South Plant	65,700	197,100	197,100	328,500	328,500
Total - Water Resources Development Fee	65,700	197,100	197,100	328,500	328,500

### 22531 Sewer Operations

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Water Services - Sewer Operations</b>					
SPA 1 Fire Protection Upgrade @ South Plant	0	0	0	0	0
Total - Sewer Operations	0	0	0	0	0

### 22532 Sewer Development Fee

<u>Name</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b>Water Services - Replenishment</b>					
SPA 1 16-in Reclaimed Line Statler to Bell Rd Lake	0	0	1,500	1,500	1,500
<b>Water Services - Sewer Collection</b>					
SPA 2 163rd Ave Sanitary Sewer Interceptor-Phase 1	0	1,900	1,900	1,900	1,900
<b>Water Services - Sewer Operations</b>					
SPA 1 WRF 8 MGD Expansion - Plant 4 & 5	0	4,550,000	4,550,000	4,550,000	4,550,000
SPA 2 WRF Expansion - 4 MGD	0	0	0	0	0
SPA 2 WRF Initial Capacity - 4 MGD	0	2,275,000	2,275,000	2,275,000	2,275,000
SPA 3 WRF Expansion - 4 MGD	0	0	0	0	0
SPA 3 WRF Initial Capacity - 1 MGD	0	0	1,421,900	1,421,900	1,421,900
SPA 4 WRF Initial Capacity - 4 MGD	0	0	0	2,275,000	2,275,000
SPA 5 WRF Initial Capacity - 4 MGD	0	0	0	0	0
SPA 6 WRF Initial Capacity - 4 MGD	0	0	0	0	0
Total - Sewer Development Fee	0	6,826,900	8,250,300	10,525,300	10,525,300

**RESOLUTION #07-59**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA ADOPTING THE BUDGET FOR FISCAL YEAR 2007-2008.**

WHEREAS, in accordance with the provisions of ARIZ. REV. STAT. §42-17101 et. seq., the Council of the City of Surprise (the "City Council") did, on May 24, 2007, 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, 2007, at the office of the City Council 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 June 14, 2007, 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

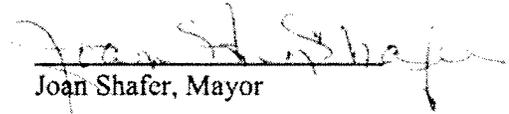
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in ARIZ. REV. STAT. § 42-17051 (A).

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, 2007 through June 30, 2008.

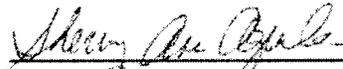
SIGNATURES ON FOLLOWING PAGE

APPROVED AND ADOPTED this 14 day of June, 2007.

  
Joan Shafer, Mayor

ATTEST:

APPROVED AS TO FORM:

  
Sherry A. Aguilar, City Clerk

  
Michael D. Bailey, City Attorney

Yeas: Mayor Shafer, Vice Mayor Sullivan, Council Members: Bails, Foro, Elkins & Arismendez. (1vacancy - District 1)

Nays: \_\_\_\_\_

**CITY OF SURPRISE**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE A**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2006-07*	ACTUAL EXPENDITURES/EXPENSES 2006-07*	FUND BALANCE/NET ASSETS (1) July 1, 2007**	DIRECT PROPERTY TAX REVENUES 2007-08	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2007-08	OTHER FINANCING		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE 2007-08	BUDGETED EXPENDITURES/EXPENSES 2007-08
						2007-08 SOURCES	<USES>	2007-08 IN	<OUT>		
1. General Fund	\$ 70,367,700	\$ 66,097,924	\$ 13,125,500	Primary: \$ 5,848,300	\$ 83,610,900	\$ 7,272,200	\$ 7,272,200	\$ 3,264,900	\$ 15,903,100	\$ 89,946,500	\$ 89,946,500
2. Special Revenue Funds	58,358,300	18,263,120	8,995,700	Secondary: 0	31,423,300	20,000,000	20,000,000	10,388,100	0	50,807,100	50,807,100
3. Debt Service Funds Available	1,163,100	1,163,100	403,200	1,091,700	1,500	0	0	0	0	1,496,400	1,496,400
4. Less: Designation for Future Debt Retirement			0	0	0	0	0			0	
5. Total Debt Service Funds	1,163,100	1,163,100	403,200	1,091,700	1,500	0	0	0	0	1,496,400	1,496,400
6. Capital Projects Funds	305,298,500	128,864,754	140,575,600	0	100,174,900	24,754,700	24,754,700	15,663,800	2,802,400	253,611,900	253,611,900
7. Permanent Funds	91,200	0	93,800		1,000	0	0	0	0	94,800	94,800
8. Enterprise Funds Available	32,971,400	19,614,572	36,823,800	0	26,926,300	0	0	0	10,611,300	53,138,800	53,138,800
9. Less: Designation for Future Debt Retirement			0	0	0	0	0			0	
10. Total Enterprise Funds	32,971,400	19,614,572	36,823,800	0	26,926,300	0	0	0	10,611,300	53,138,800	53,138,800
11. Total Internal Service Funds	3,039,500	2,365,234	983,600	0	2,000,000	0	0	0	0	2,983,600	2,983,600
12. TOTAL ALL FUNDS	\$ 471,289,700	\$ 236,368,704	\$ 201,001,200	\$ 6,940,000	\$ 244,137,900	\$ 52,026,900	\$ 52,026,900	\$ 29,316,800	\$ 29,316,800	\$ 452,079,100	\$ 452,079,100

**EXPENDITURE LIMITATION COMPARISON**

	2006-07*	2007-08
1. Budgeted expenditures/expenses	\$ 471,289,700	\$ 452,079,100
2. Add/subtract: estimated net reconciling items	0	0
3. Budgeted expenditures/expenses adjusted for reconciling items	471,289,700	452,079,100
4. Less: estimated exclusions	0	0
5. Amount subject to the expenditure limitation	\$ 471,289,700	\$ 452,079,100
6. EEC or voter-approved alternative expenditure limitation	\$ 471,289,700	\$ 452,079,100

\* Includes Expenditure/Expense Adjustments Approved in 2005-06 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 invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

**CITY OF SURPRISE**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2007-08**  
**SCHEDULE B**

	<b>2006-07</b>	<b>2007-08</b>
	<b>FISCAL YEAR</b>	<b>FISCAL YEAR</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ <u>5,030,601</u>	\$ <u>5,848,300</u>
2. Amount received from primary property taxation in the 2004-05 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	\$ <u>                    </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>5,030,600</u>	\$ <u>5,848,300</u>
B. Secondary property taxes	<u>2,657,200</u>	<u>1,091,700</u>
C. Total property tax levy amounts	\$ <u>7,687,800</u>	\$ <u>6,940,000</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2005-06 levy	\$ <u>5,030,600</u>	
(2) Prior years' levy	<u>28,300</u>	
(3) Total primary property taxes	\$ <u>5,058,900</u>	
B. Secondary property taxes		
(1) 2005-06 levy	\$ <u>881,798</u>	
(2) Prior years' levy	<u>0</u>	
(3) Total secondary property taxes	\$ <u>881,798</u>	
C. Total property taxes collected	\$ <u>5,940,698</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.7229</u>	<u>0.6593</u>
(2) Secondary property tax rate	<u>0.1872</u>	<u>0.1007</u>
(3) Total city/town tax rate	<u>0.9101</u>	<u>0.7600</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city was operating 51 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.

\*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF SURPRISE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
 Fiscal Year 2007-08  
 SCHEDULE C

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2006-07</b>	<b>ACTUAL REVENUES 2006-07*</b>	<b>ESTIMATED REVENUES 2007-08</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 45,955,800	\$ 40,982,400	\$ 35,892,600
Auto Lieu	2,250,000	3,707,100	3,818,300
<b>Licenses and permits</b>			
Franchise Licenses	3,400,000	3,492,100	3,712,900
Business Licenses	325,000	324,100	344,600
<b>Intergovernmental</b>			
State	18,590,200	18,748,500	21,521,600
Grants	514,800	513,300	545,700
<b>Charges for services</b>			
Building, Engineering & Landscape Charges	9,322,500	7,207,900	6,139,900
Program Fees	1,244,600	1,244,600	1,246,800
All Other Charges for Services	64,000	63,700	67,800
<b>Fines and forfeits</b>			
Court	1,515,000	1,514,900	1,563,700
<b>Interest on investments</b>			
Investments	500,000	2,621,000	7,802,300
<b>Miscellaneous</b>			
Miscellaneous	370,100	369,200	954,700
<b>Total General Fund</b>	<b>\$ 84,052,000</b>	<b>\$ 80,788,800</b>	<b>\$ 83,610,900</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Campus Operations</b>			
User Fees	\$ 1,058,000	\$ 1,055,800	\$ 1,122,400
Other (Rent/Special Events)	550,000	548,800	577,800
<b>Total</b>	<b>\$ 1,608,000</b>	<b>\$ 1,604,600</b>	<b>\$ 1,700,200</b>
<b>Transit (Local Transportation Assistance Fund)</b>			
LTAF (Lottery)	\$ 375,300	\$ 0	\$ 450,500
User Fees	10,000	0	10,000
Other (Grants/Interest)	199,300	389,300	2,600
<b>Total</b>	<b>\$ 584,600</b>	<b>\$ 389,300</b>	<b>\$ 463,100</b>
<b>Highway User Revenue Fund</b>			
State Gasoline Tax (HURF)	\$ 5,470,200	\$ 5,596,500	\$ 6,259,500
Other (Grants/Interest)	56,000	18,000	0
<b>Total</b>	<b>\$ 5,526,200</b>	<b>\$ 5,614,500</b>	<b>\$ 6,259,500</b>
<b>10% Set-Aside</b>			
Grants	\$ 0	\$ 773,200	\$ 0
Other (Interest)	3,000	22,000	3,000
<b>Total</b>	<b>\$ 3,000</b>	<b>\$ 795,200</b>	<b>\$ 3,000</b>
<b>Donations</b>			
Donations	\$ 600,000	\$ 19,700	\$ 600,000
<b>Total</b>	<b>\$ 600,000</b>	<b>\$ 19,700</b>	<b>\$ 600,000</b>
<b>Municipal Court Enhancement</b>			
Court Fines	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

\*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

**CITY OF SURPRISE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**

Fiscal Year 2007-08

SCHEDULE C

SOURCE OF REVENUES	ESTIMATED REVENUES 2006-07	ACTUAL REVENUES 2006-07*	ESTIMATED REVENUES 2007-08
<b>Neighborhood Revitalization</b>			
Grants	0	917,000	\$ 261,300
<b>Total</b>	\$ 0	\$ 917,000	\$ 261,300
<b>Scholarship</b>			
Other (Interest)	\$ 600	\$ 400	\$ 600
<b>Total</b>	\$ 600	\$ 400	\$ 600
<b>Street Light Improvements Districts</b>			
Improvement District Payments	\$ 1,257,400	\$ 0	\$ 2,085,600
<b>Total</b>	\$ 1,257,400	\$ 0	\$ 2,085,600
<b>Community Facility Districts</b>			
Other (Bonding/Property Tax)	\$ 30,040,000	\$ 359,600	\$ 20,050,000
<b>Total</b>	\$ 30,040,000	\$ 359,600	\$ 20,050,000
<b>Total Special Revenue Funds</b>	\$ 39,619,800	\$ 9,700,300	\$ 31,423,300
<b>DEBT SERVICE FUNDS</b>			
<b>Debt Service</b>			
Investment Earnings	\$ 1,500	\$ 15,800	\$ 1,500
<b>Total</b>	\$ 1,500	\$ 15,800	\$ 1,500
<b>Total Debt Service Funds</b>	\$ 1,500	\$ 15,800	\$ 1,500
<b>CAPITAL PROJECTS FUNDS</b>			
<b>General Capital Projects</b>			
Grants	\$ 0	\$ 0	\$ 1,535,000
Other (Bonding/Unforeseen/Interest)	21,291,500	0	5,000,000
<b>Total</b>	\$ 21,291,500	\$ 0	\$ 6,535,000
<b>General Government Development</b>			
Development Fees	\$ 1,196,400	\$ 666,600	\$ 872,500
Other (Grants/Interest)	81,600	202,700	0
<b>Total</b>	\$ 1,278,000	\$ 869,300	\$ 872,500
<b>Police Development</b>			
Development Fees	\$ 1,939,400	\$ 1,386,500	\$ 475,300
Other (Grants/Interest)	20,000	127,500	228,100
<b>Total</b>	\$ 1,959,400	\$ 1,514,000	\$ 703,400
<b>Parks &amp; Recreation Development</b>			
Development Fees	\$ 4,057,200	\$ 2,283,900	\$ 2,663,600
Other (Grants/Interest)	200,000	294,400	8,077,500
<b>Total</b>	\$ 4,257,200	\$ 2,578,300	\$ 10,741,100
<b>Public Works Development</b>			
Development Fees	\$ 3,322,600	\$ 1,878,900	\$ 1,317,400
Other (Grants/Interest)	75,000	313,500	600,000
<b>Total</b>	\$ 3,397,600	\$ 2,192,400	\$ 1,917,400
<b>Fire &amp; EMS Development</b>			
Development Fees	\$ 1,915,400	\$ 1,427,500	\$ 1,297,200
Other (Grants/Interest)	20,000	157,300	11,979,300
<b>Total</b>	\$ 1,935,400	\$ 1,584,800	\$ 13,276,500
<b>Library Development</b>			
Development Fees	\$ 957,600	\$ 539,000	\$ 588,400
Other (Grants/Interest)	20,000	80,600	20,000
<b>Total</b>	\$ 977,600	\$ 619,600	\$ 608,400
<b>Transportation Enhancement</b>			
City Sales Tax	\$ 12,200,000	\$ 8,952,700	\$ 4,887,300
Other (Grants/Interest)	0	115,500	0
<b>Total</b>	\$ 12,200,000	\$ 9,068,200	\$ 4,887,300

**CITY OF SURPRISE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2007-08**  
**SCHEDULE C**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2006-07</b>	<b>ACTUAL REVENUES 2006-07*</b>	<b>ESTIMATED REVENUES 2007-08</b>
<b>Roads of Regional Significance</b>			
Development Fees	\$ 0	\$ 0	\$ 2,698,700
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,698,700</b>
<b>Water Development</b>			
Development Fees	\$ 5,218,900	\$ 1,529,600	\$ 2,100,500
Other (Grants/Interest)	150,000	441,100	4,847,900
<b>Total</b>	<b>\$ 5,368,900</b>	<b>\$ 1,970,700</b>	<b>\$ 6,948,400</b>
<b>Replenishment Development</b>			
Development Fees	\$ 826,600	\$ 297,200	\$ 475,300
Other (Grants/Interest)	75,000	243,200	75,000
<b>Total</b>	<b>\$ 901,600</b>	<b>\$ 540,400</b>	<b>\$ 550,300</b>
<b>Sewer Development</b>			
Development Fees	\$ 6,737,400	\$ 4,102,000	\$ 4,852,400
Other (Grants/Interest)	60,500,000	73,704,100	38,940,000
<b>Total</b>	<b>\$ 67,237,400</b>	<b>\$ 77,806,100</b>	<b>\$ 43,792,400</b>
<b>Municipal Property Corporation (MPC)</b>			
Intergovernmental	\$ 0	\$ 0	\$ 0
Other (Rent)	4,824,000	4,824,000	6,643,500
<b>Total</b>	<b>\$ 4,824,000</b>	<b>\$ 4,824,000</b>	<b>\$ 6,643,500</b>
<b>Total Capital Projects Funds</b>	<b>\$ 125,628,600</b>	<b>\$ 103,567,800</b>	<b>\$ 100,174,900</b>
<b>PERMANENT FUNDS</b>			
<b>Firefighter's Pension</b>			
Investment Earnings	\$ 1,000	\$ 1,700	\$ 1,000
<b>Total</b>	<b>\$ 1,000</b>	<b>\$ 1,700</b>	<b>\$ 1,000</b>
<b>Total Permanent Funds</b>	<b>\$ 1,000</b>	<b>\$ 1,700</b>	<b>\$ 1,000</b>
<b>ENTERPRISE FUNDS</b>			
<b>Water Operations</b>			
User Fees	\$ 7,169,000	\$ 7,077,400	\$ 7,906,300
Other (Interest)	5,800	85,900	5,800
<b>Total</b>	<b>\$ 7,174,800</b>	<b>\$ 7,163,300</b>	<b>\$ 7,912,100</b>
<b>Replenishment Operations</b>			
User Fees	\$ 1,092,400	\$ 1,015,100	\$ 1,308,900
Other (Interest)	6,000	34,800	6,000
<b>Total</b>	<b>\$ 1,098,400</b>	<b>\$ 1,049,900</b>	<b>\$ 1,314,900</b>
<b>Sewer Operations</b>			
User Fees	\$ 11,576,000	\$ 11,561,000	\$ 11,979,500
Other (Interest)	160,000	766,500	200,000
<b>Total</b>	<b>\$ 11,736,000</b>	<b>\$ 12,327,500</b>	<b>\$ 12,179,500</b>
<b>Sanitation</b>			
User Fees	\$ 4,985,200	\$ 4,835,600	\$ 5,504,800
Other (Interest)	15,000	77,600	15,000
<b>Total</b>	<b>\$ 5,000,200</b>	<b>\$ 4,913,200</b>	<b>\$ 5,519,800</b>
<b>Total Enterprise Funds</b>	<b>\$ 25,009,400</b>	<b>\$ 25,453,900</b>	<b>\$ 26,926,300</b>
<b>Internal Service Funds</b>			
<b>Risk Management</b>			
Insurance Premiums	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Other (Interest)	200,000	249,600	200,000
<b>Total</b>	<b>\$ 2,000,000</b>	<b>\$ 2,049,600</b>	<b>\$ 2,000,000</b>
<b>Total Internal Service Funds</b>	<b>\$ 2,000,000</b>	<b>\$ 2,049,600</b>	<b>\$ 2,000,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 276,312,300</b>	<b>\$ 221,577,900</b>	<b>\$ 244,137,900</b>

**CITY OF SURPRISE**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2007-08**  
**SCHEDULE D**

FUND	OTHER FINANCING 2007-08		INTERFUND TRANSFERS 2007-08	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
10% Set-Aside Fund	\$	\$	\$	\$ 580,000
Indirect Cost Recovery			3,264,900	
General Capital				6,328,100
Campus Operations				2,198,400
Highway Users Revenue Fund (HURF)				3,792,300
Transit				347,400
Land/Economic Development	7,272,200	7,272,200		
Vehicle Replacement				2,656,900
<b>Total General Fund</b>	\$ 7,272,200	\$ 7,272,200	\$ 3,264,900	\$ 15,903,100
<b>SPECIAL REVENUE FUNDS</b>				
10% Set-Aside	\$	\$	\$ 580,000	\$
Campus Operations			2,198,400	
Highway Users Revenue Fund (HURF)			3,792,300	
Transit			347,400	
Vehicle Replacement			3,470,000	
Community Facilities Districts	20,000,000	20,000,000		
<b>Total Special Revenue Funds</b>	\$ 20,000,000	\$ 20,000,000	\$ 10,388,100	\$
<b>DEBT SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Debt Service Funds</b>	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>				
General Capital	\$	\$	\$ 6,712,200	2,418,300
Public Arts				
Police Development				
Fire & EMS Development	11,979,300	11,979,300		
Parks & Recreation Development	8,077,500	8,077,500		
Public Works Development			2,418,300	
General Government Development				384,100
Library Development				
Transportation Improvement				
Sewer Development			6,533,300	
Water Development	4,697,900	4,697,900		
<b>Total Capital Projects Funds</b>	\$ 24,754,700	\$ 24,754,700	\$ 15,663,800	\$ 2,802,400
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Sewer Operations	\$	\$	\$	\$ 8,050,400
Replenishment Operations				168,000
Water Operations				943,000
Sanitation				1,449,900
<b>Total Enterprise Funds</b>	\$	\$	\$	\$ 10,611,300
<b>Internal Service Funds</b>				
	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$ 52,026,900	\$ 52,026,900	\$ 29,316,800	\$ 29,316,800

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2007-08**  
**SCHEDULE E**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
<b>GENERAL FUND</b>				
City Council	\$ 521,600	\$ 0	\$ 447,383	\$ 525,000
City Manager	1,079,200	0	988,879	1,093,200
Government Relations	449,800	0	442,893	436,300
Legal	1,308,100	65,100	1,127,939	1,660,100
City Clerk	786,200	0	896,854	789,700
Finance	1,896,450	0	1,994,051	2,168,600
Human Resources	1,261,600	0	1,081,706	1,647,600
Information Services	3,685,400	0	4,197,194	4,174,800
Communications	982,500	0	835,049	1,024,000
Management & Budget	1,284,500	0	1,113,326	1,731,400
General Operations	6,568,100	316,800	5,744,517	18,496,700
Community Development	6,541,600	53,900	5,566,739	5,717,900
City Court	1,899,300	0	1,794,785	2,273,800
Police	15,107,800	140,300	13,474,530	16,792,900
Fire-Emergency Services	11,039,700	215,000	10,597,000	13,382,800
Community Initiatives	1,909,500	(677,100)	2,151,921	1,519,300
Community and Recreation Services	7,496,000	0	7,144,327	8,175,600
Public Works	4,193,050	500	3,740,204	5,177,800
Engineering	1,967,000	180,000	2,700,600	3,061,000
Water Services-Stormwater	95,800	0	58,028	98,000
<b>Total General Fund</b>	<b>\$ 70,073,200</b>	<b>\$ 294,500</b>	<b>\$ 66,097,924</b>	<b>\$ 89,946,500</b>
<b>SPECIAL REVENUE FUNDS</b>				
Campus Operations	\$ 4,367,200	\$ 0	\$ 4,045,919	\$ 4,241,700
Vehicle Replacement	8,116,700	(250,900)	2,321,700	9,159,500
Transit	1,044,900	0	949,707	909,700
Highway User Revenue Fund (HURF)	7,645,800	40,000	7,362,133	10,698,200
10% Set-Aside	2,154,500	(179,400)	788,800	1,734,900
Donations	600,000	0	300,000	600,000
Public Arts	586,300	0	586,300	203,200
Municipal Court Enhancement	138,400	0	32,000	132,000
Neighborhood Revitalization	842,300	702,500	0	1,068,100
Scholarship	11,500	0	3,000	9,800
Street Light Improvements Districts	2,488,500	0	1,453,500	2,000,000
Community Facilities District	30,050,000	0	420,061	20,050,000
<b>Total Special Revenue Funds</b>	<b>\$ 58,046,100</b>	<b>\$ 312,200</b>	<b>\$ 18,263,120</b>	<b>\$ 50,807,100</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service	\$ 1,163,100	\$ 0	\$ 1,163,100	\$ 1,496,400
<b>Total Debt Service Funds</b>	<b>\$ 1,163,100</b>	<b>\$ 0</b>	<b>\$ 1,163,100</b>	<b>\$ 1,496,400</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Projects	\$ 104,216,300	\$ 22,534,200	\$ 24,925,220	\$ 70,194,100
General Government Development	1,748,000	(166,100)	178,100	1,529,900
Police Development	2,803,600	(136,000)	1,126,878	1,520,700
Parks & Recreation Development	25,098,600	(1,132,000)	15,532,300	12,780,700
Public Works Development	9,300,800	(487,500)	2,809,368	8,448,300
Fire & EMS Development	13,956,800	41,500	10,071,000	9,566,100
Library Development	200,000	2,000	2,000	3,738,000
Transportation Improvement	11,209,000	(157,700)	1,379,900	15,120,700
Roads of Regional Significance	0	0	0	2,698,700
Water Development	16,844,600	(6,082,300)	6,863,900	11,237,800
Replenishment Development	4,907,200	(2,842,300)	907,700	7,815,900
Sewer Development	92,056,300	(11,560,600)	47,829,600	97,041,100
Municipal Property Corporation (MPC)	23,433,000	(488,900)	17,238,788	11,919,900
<b>Total Capital Projects Funds</b>	<b>\$ 305,774,200</b>	<b>\$ (475,700)</b>	<b>\$ 128,864,754</b>	<b>\$ 253,611,900</b>
<b>PERMANENT FUNDS</b>				
Firefighter's Pension	\$ 91,200	\$ 0	\$ 0	\$ 94,800
<b>Total Permanent Funds</b>	<b>\$ 91,200</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 94,800</b>
<b>ENTERPRISE FUNDS</b>				
Water Operations	\$ 6,089,200	\$ 0	\$ 5,863,823	\$ 11,356,100
Replenishment Operations	1,589,200	0	923,277	2,383,100
Sewer Operations	19,244,100	0	9,001,152	30,395,000
Sanitation	5,879,900	169,000	3,826,319	9,004,600
<b>Total Enterprise Funds</b>	<b>\$ 32,802,400</b>	<b>\$ 169,000</b>	<b>\$ 19,614,572</b>	<b>\$ 53,138,800</b>
<b>INTERNAL SERVICE FUNDS</b>				
Risk Management	3,339,500	(300,000)	2,365,234	2,983,600
<b>Total Permanent Funds</b>	<b>\$ 3,339,500</b>	<b>\$ (300,000)</b>	<b>\$ 2,365,234</b>	<b>\$ 2,983,600</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 471,289,700</b>	<b>\$ 0</b>	<b>\$ 236,368,704</b>	<b>\$ 452,079,100</b>

\*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

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006-07*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2007-08</b>
City Council	\$	\$	\$	\$
General	521,600	(1,100)	447,383	525,000
10% Set-Aside		20,000	20,000	0
<b>Department Total</b>	<b>\$ 521,600</b>	<b>\$ 18,900</b>	<b>\$ 467,383</b>	<b>\$ 525,000</b>
City Manager	\$	\$	\$	\$
General	1,079,200		988,879	1,093,200
<b>Department Total</b>	<b>\$ 1,079,200</b>	<b>\$ 0</b>	<b>\$ 988,879</b>	<b>\$ 1,093,200</b>
Government Relations	\$	\$	\$	\$
General	449,800		442,893	436,300
<b>Department Total</b>	<b>\$ 449,800</b>	<b>\$ 0</b>	<b>\$ 442,893</b>	<b>\$ 436,300</b>
Legal	\$	\$	\$	\$
General	1,308,100	65,100	1,127,939	1,660,100
<b>Department Total</b>	<b>\$ 1,308,100</b>	<b>\$ 65,100</b>	<b>\$ 1,127,939</b>	<b>\$ 1,660,100</b>
City Clerk	\$	\$	\$	\$
General	786,200		896,854	789,700
<b>Department Total</b>	<b>\$ 786,200</b>	<b>\$ 0</b>	<b>\$ 896,854</b>	<b>\$ 789,700</b>
Finance	\$	\$	\$	\$
General	1,896,450		1,994,051	2,168,600
General Government Development	18,000	2,500	20,500	0
Police Development	0	2,300	2,300	0
Parks & Recreation Development	0	2,200	2,200	0
Public Works Development	0	1,200	1,200	0
Fire & EMS Development	0	2,100	2,100	0
Library Development	0	2,000	2,000	0
Transportation Improvement	0	4,800	4,800	0
Water Development	0	3,200	3,200	0
Replenishment Development	0	2,700	2,700	0
Sewer Operations	60,000		60,000	0
Sewer Development	0	5,100	5,100	0
<b>Department Total</b>	<b>\$ 1,974,450</b>	<b>\$ 28,100</b>	<b>\$ 2,100,151</b>	<b>\$ 2,168,600</b>
Human Resources	\$	\$	\$	\$
General	1,261,600		1,081,706	1,647,600
<b>Department Total</b>	<b>\$ 1,261,600</b>	<b>\$ 0</b>	<b>\$ 1,081,706</b>	<b>\$ 1,647,600</b>

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006-07*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2007-08</b>
Information Services	\$	\$	\$	\$
General	3,685,400		4,197,194	4,174,800
General Capital	583,700	(104,900)	141,100	337,700
Highway User Revenue Fund (HURF)	4,600		0	0
General Government Development	115,000	(6,700)	52,900	55,400
<b>Department Total</b>	<b>\$ 4,388,700</b>	<b>\$ (111,600)</b>	<b>\$ 4,391,194</b>	<b>\$ 4,567,900</b>
Communications	\$	\$	\$	\$
General	982,500		835,049	1,024,000
General Capital	14,300		0	0
General Government Development	1,615,000	(161,900)	104,700	1,474,500
<b>Department Total</b>	<b>\$ 2,611,800</b>	<b>\$ (161,900)</b>	<b>\$ 939,749</b>	<b>\$ 2,498,500</b>
Management & Budget	\$	\$	\$	\$
General	1,284,500	196,500	1,113,326	1,731,400
Risk Management	3,339,500	(300,000)	2,365,234	2,983,600
<b>Department Total</b>	<b>\$ 4,624,000</b>	<b>\$ (103,500)</b>	<b>\$ 3,478,560</b>	<b>\$ 4,715,000</b>
General Operations	\$	\$	\$	\$
General	6,568,100	317,900	5,744,517	18,496,700
General Capital	27,558,200	27,413,288	458,200	6,952,500
Highway User Revenue Fund (HURF)	0	0	0	29,800
10% Set-Aside	88,400	53,700	82,800	607,900
Donations	600,000		300,000	600,000
Debt Service	1,163,100		1,163,100	1,496,400
Police Development	1,631,700		0	453,100
Library Development	0		0	3,538,000
Water Operations	100,000		100,000	2,978,000
Water Development	10,600		0	0
Replenishment Operations	763,600		100,000	595,300
Replenishment Development	268,900		0	2,277,600
Sewer Operations	9,857,000		200,000	19,792,900
Sewer Development	12,205,100		0	0
Sanitation	1,837,100		100,000	4,721,200
Employee Dependent Scholarship	11,500		3,000	9,800
Firefighters' Pension	91,200		0	94,800
Municipal Property Corporation	9,934,500		10,850,888	4,824,000
Kingswood Parke Slid	50,200		15,500	34,500
DW Sun City Grand Slid	189,800		195,500	195,500
West Point Towne Ctr Slid	45,800		50,500	50,500
Continental @ Kingswd Slid	19,500		9,000	10,400
Mountain Vista Ranch Slid	12,200		10,000	10,000
Sun City Grand II Slid	211,500		215,500	215,500
Sun City Grand III Slid	26,400		30,500	30,500
Bell West Ranch Slid	11,800		6,000	6,000
Canyon Ridge West Slid	7,800		8,500	8,500
Ashton Ranch Slid Unit 1	8,100		9,000	9,000
Ashton Ranch Slid Unit 2	25,600		10,000	15,600

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006-07*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2007-08</b>
Mountain Vista Ranch II	7,500		9,000	9,000
Mountain Vista Ranch III	11,200		13,000	13,000
Budget Authority Super Slid	1,208,900		0	545,100
Legacy Parc Slid	15,300		16,000	16,000
Greenway Parc Slid	11,700		15,500	15,500
Roseview Slid	22,600		25,500	25,500
Countryside Slid	20,000		22,500	23,000
Park ROW Slid	2,100		2,700	2,700
NW Ranch #2 Slid	15,600		17,500	17,500
Bell West Ranch 1B Slid	4,700		5,500	5,500
Ashton Ranch Slid Unit III	10,200		10,700	10,700
Ashton Ranch Slid Unit IV	7,500		8,000	8,000
Legacy Parc GHI Slid	9,200		10,500	10,500
Rancho Gabriela Phase I	37,400		20,500	20,500
NW Ranch #1 Slid	5,500		6,500	6,500
Sun City Grand 4 Slid	101,700		105,500	105,500
Rancho Gabriela 2,3 4 A-B	34,600		38,500	38,500
Greenway Parc II Slid	9,900		12,500	12,500
Greenway Parc III Slid	3,800		5,500	5,500
Bell West Ranch 1A Slid	6,900		7,500	7,500
Tash/Western Meadows Slid	8,100		10,500	10,500
Roseview 5, 5A 7 & 8	16,900		15,500	15,500
Orchards 1,2,3,4,5 Slid	16,200		20,500	20,500
Surprise Farms 1A Slid	25,500		28,500	28,500
Legacy Parc Parcels E,F,J	6,600		8,000	8,000
Sierra Montana 1A Slid	41,000		45,500	56,700
Bell West Ranch 2 Slid	6,400		7,000	15,000
Royal Ranch Unit 1	13,000		13,000	12,500
Surprise Farms 1B Slid	37,500		40,500	40,500
Desert Oasis No. 1	1,500		12,000	1,000
Sierra Montana Ph 2 Slid	21,500		35,000	135,500
Litchfield Manor	32,800		35,500	42,600
Cotton Gin	1,500		10,000	2,500
Summerfield @ Litchfield	2,600		3,000	1,000
Marley Park 1	5,000		25,500	10,500
Greer Ranch South	10,100		25,500	12,500
Bell West Ranch III Slid	6,400		7,000	7,000
Sierra Montana Parcel 12	5,500		8,000	8,000
Sierra Verde Phase I	23,400		25,500	25,500
Surprise Farms II	24,500		28,500	28,500
Royal Ranch Unit II	12,500		6,500	7,000
Kenly Farms	7,500		10,500	10,500
Veramonte	1,500		16,000	500
Bell Pointe I	1,500		10,000	500
Rancho Gabriella Ph 2, Par 11	1,500		2,100	0
Royal Ranch Unit II - 5,6&9	1,500		13,000	0
Sierra Verde Parcel 4	1,500		0	3,900
Marley Park Ph 1, Par 7&8	0		7,000	4,800
Surprise Farms III	0		27,000	6,000
Royal Ranch Unit 2 PCL8	0		8,000	0
Royal Ranch Unit 2 PCL7	0		1,000	0
Marley Park Ph 2	0		14,000	0

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006-07*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2007-08</b>
Desert Oasis Lancer	0		3,000	0
Rancho Gabriella Ph 3-17	0		3,000	0
City Surprise Ph 1	0		15,000	0
Marley Park CFD	20,050,000		420,061	20,050,000
Prasada CFD	5,000,000		0	0
Asante CFD	5,000,000		0	0
<b>Department Total</b>	<b>\$ 105,227,500</b>	<b>\$ 27,784,888</b>	<b>\$ 20,976,065</b>	<b>\$ 89,518,000</b>
<b>Community Development</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
General	6,541,600	35,900	5,566,739	5,717,900
General Capital	300,000	(1,400)	0	276,600
10% Set-Aside	40,000	10,000	0	40,000
<b>Department Total</b>	<b>\$ 6,881,600</b>	<b>\$ 44,500</b>	<b>\$ 5,566,739</b>	<b>\$ 6,034,500</b>
<b>City Court</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
General	1,899,300		1,794,785	2,273,800
General Capital	4,000		4,000	0
Municipal Court Enhancement	138,400		32,000	132,000
<b>Department Total</b>	<b>\$ 2,041,700</b>	<b>\$ 0</b>	<b>\$ 1,830,785</b>	<b>\$ 2,405,800</b>
<b>Police</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
General	15,107,800	140,300	13,474,530	16,792,900
General Capital	13,500,000	(163,300)	7,832,200	5,504,500
Vehicle Replacement	405,000		405,000	0
Police Development	1,171,900	(138,300)	1,124,578	1,067,600
Municipal Property Corporation	13,123,300	80,100	6,108,700	7,049,900
<b>Department Total</b>	<b>\$ 43,308,000</b>	<b>\$ (81,200)</b>	<b>\$ 28,945,008</b>	<b>\$ 30,414,900</b>
<b>Fire-Emergency Services</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
General	11,039,700	215,000	10,597,000	13,382,800
General Capital	841,200	(30,400)	164,947	748,600
Vehicle Replacement	290,000		290,000	0
Fire & EMS Development	13,956,800	196,200	10,068,900	9,566,100
Municipal Property Corporation	0	35,400	0	0
<b>Department Total</b>	<b>\$ 26,127,700</b>	<b>\$ 416,200</b>	<b>\$ 21,120,847</b>	<b>\$ 23,697,500</b>
<b>Community Initiatives</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
General	1,909,500	(369,800)	2,151,921	1,519,300
General Capital	206,900	(165,887)	41,000	0
Transit	1,044,900		949,707	909,700
10% Set-Aside	45,000	(5,000)	50,000	0
Neighborhood Revitalization	842,300	384,300	0	1,068,100
<b>Department Total</b>	<b>\$ 4,048,600</b>	<b>\$ (156,387)</b>	<b>\$ 3,192,628</b>	<b>\$ 3,497,100</b>
<b>Community and Recreation</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

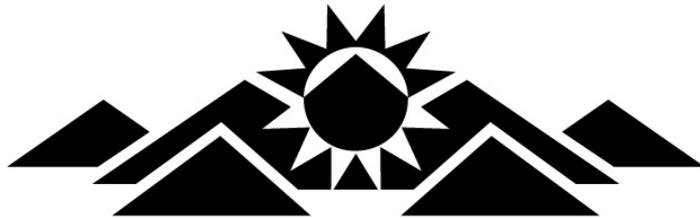
**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006-07*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2007-08</b>
General	7,496,000	39,400	7,144,327	8,175,600
General Capital	2,362,000	152,899	665,000	1,357,700
Campus Operations	4,367,200		4,045,919	4,241,700
Vehicle Replacement	0	(170,700)	0	6,882,200
Highway User Revenue Fund (HURF)	401,900		400,628	558,100
10% Set-Aside	1,881,100	(258,100)	536,000	1,087,000
Parks & Recreation Development	25,098,600	(1,134,200)	15,530,100	12,780,700
Library Development	200,000		0	200,000
<b>Department Total</b>	<b>\$ 41,806,800</b>	<b>\$ (1,370,701)</b>	<b>\$ 28,321,975</b>	<b>\$ 35,283,000</b>

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2007-08**  
**SCHEDULE F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006-07*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2007-08</b>
Arts Commission	\$	\$	\$	\$
Donations	586,300		586,300	203,200
<b>Department Total</b>	<b>\$ 586,300</b>	<b>\$ 0</b>	<b>\$ 586,300</b>	<b>\$ 203,200</b>
Engineering	\$	\$	\$	\$
General	1,967,000	180,000	2,700,600	3,061,000
General Capital	27,393,700	(1,251,300)	4,795,573	8,169,700
Vehicle Replacement	4,813,700		0	0
Highway User Revenue Fund (HURF)	1,817,600	40,000	1,523,943	2,036,900
10% Set-Aside	100,000		100,000	0
Public Works Development	4,779,900	(15,300)	948,300	6,448,300
Transportation Improvement	11,209,000	(162,500)	1,375,100	15,120,700
Roads of Regional Significance	0		0	2,698,700
<b>Department Total</b>	<b>\$ 52,080,900</b>	<b>\$ (1,209,100)</b>	<b>\$ 11,443,517</b>	<b>\$ 37,535,300</b>
Public Works	\$	\$	\$	\$
General Fund	4,193,050	256,800	3,740,204	5,177,800
General Capital	31,433,100	(3,778,100)	10,823,200	46,846,800
Vehicle Replacement	2,608,000	(80,200)	1,626,700	2,277,300
Highway User Revenue Fund (HURF)	5,421,700		5,437,561	8,073,400
Public Works Development	4,520,900	(473,400)	1,859,868	2,000,000
Fire & EMS Development	0	(156,800)	0	0
Sanitation	4,042,800	169,000	3,726,319	4,283,400
Municipal Property Corporation	0	(554,400)	0	0
<b>Department Total</b>	<b>\$ 52,219,550</b>	<b>\$ (4,617,100)</b>	<b>\$ 27,213,853</b>	<b>\$ 68,658,700</b>
Water Services	\$	\$	\$	\$
General	95,800		58,028	98,000
General Capital	19,200		0	0
Water Operations	5,989,200		5,763,823	8,378,100
Water Development	16,834,000	(6,085,500)	6,860,700	11,237,800
Replenishment Operations	825,600		823,277	1,787,800
Replenishment Development	4,638,300	(2,845,000)	905,000	5,538,300
Sewer Operations	9,327,100		8,741,152	10,602,100
Sewer Development	79,851,200	(11,565,700)	47,824,500	97,041,100
Municipal Property Corporation	375,200	(50,000)	279,200	46,000
<b>Department Total</b>	<b>\$ 117,955,600</b>	<b>\$ (20,546,200)</b>	<b>\$ 71,255,681</b>	<b>\$ 134,729,200</b>
	<b>471,289,700</b>	<b>\$ 0</b>	<b>\$ 236,368,704</b>	<b>\$ 452,079,100</b>

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

**RESOLUTION #07-60**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA LEVYING UPON THE ASSESSED VALUATION OF PROPERTY WITHIN THE CITY A CERTAIN SUM OF MONEY FOR FISCAL YEAR 2007/2008 TO BE ASSESSED AGAINST THE VALUATION OF REAL PROPERTY FOR PRIMARY AND SECONDARY TAX PURPOSES.**

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 valuation of property within the City; and

WHEREAS, the primary and secondary tax levy for Fiscal Year 2007/2008 beginning July 1, 2007 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 was adopted at a meeting of the City Council held on June 14, 2007, at least fourteen days prior to the hearing date for this Resolution #07-60; and

WHEREAS, the City has computed tax rates per One Hundred Dollars (\$100.00) of valuation to be levied and collected, at \$.6593 for primary taxes, \$.1007 for secondary taxes and secondary tax rates for Street Lighting Improvement Districts up to the maximum rate of \$1.20 of valuation, as set forth on Exhibit A attached hereto.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Surprise, Arizona, as follows:

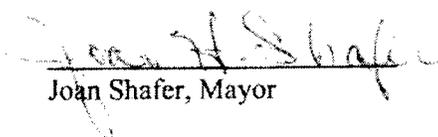
**Section 1.** That there is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal, within the corporate limits of the City, except such property as may be by law exempt from taxation, a primary property tax rate sufficient to raise the sum of \$5,848,300, the maximum levy allowed by law for the fiscal year ending on June 30, 2008.

**Section 2.** That, in addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City, except such property as may be by law exempt from taxation, a secondary property tax rate sufficient to raise the sum of \$1,091,700 for the purpose of providing bond interest and redemption funds for General Obligation Bond debt service for the fiscal year ending June 30, 2008.

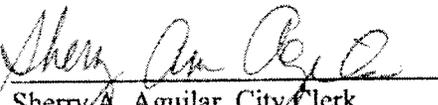
**Section 3.** That in addition to the rates set forth in Sections 1 and 2 above, there is hereby levied such secondary tax levy amounts at the rate of up to \$1.20 per One Hundred Dollars (\$100.00) of valuation for Street Lighting Improvement Districts as set forth on Exhibit A attached hereto, to be collected as provided by law for the purpose provided by law.

**Section 4.** Any failure by the Maricopa County officials to properly return the delinquent tax list, irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings nor invalidate any title conveyed by any tax deed, any sale or proceeding pursuant thereto, the validity of the assessment or levy of taxes, nor the judgment of sale by which the collection of taxes may be enforced. All actions by officers de facto shall be valid as if performed by officers de jure.

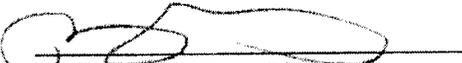
APPROVED AND ADOPTED this 28 day of June, 2007.

  
Joan Shafer, Mayor

ATTEST:

  
Sherry A. Aguilar, City Clerk

APPROVED AS TO FORM:

  
Michael D. Bailey, City Attorney

Yeas: Mayor Shafer, Vice-Mayor Sullivan, Council Members: Bails, Foro and Johnson. Absent: Arismendez (1 vacancy - District 1)

Nays: \_\_\_\_\_



## 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.

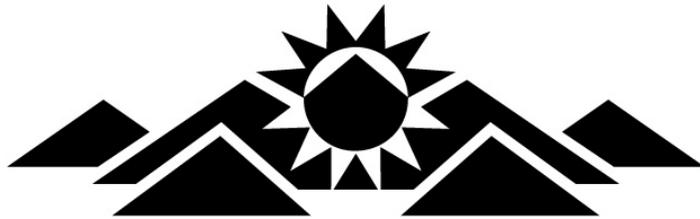
Table A: Budget Amendment Authorization Levels

- No transfers are to be made from internal charge accounts (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)	<b>Personnel:</b>		
	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)
	<b>Supplies &amp; Services:</b>		
	Intra-Category	Department Director	Between divisions
	Inter-Category	Department Director	Within a division or between divisions
	<b>Capital:</b>		
	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

**FY2008 Adopted Budget Expenditures  
Category Summary by Department**

Department	Personnel	Supplies & Services	Capital & Depreciation	Debt Service	Contingencies	Total All
<b>General Fund</b>						
City Council	281,600	243,400	0	0	0	525,000
City Manager	949,100	144,100	0	0	0	1,093,200
Government Relations	250,000	186,300	0	0	0	436,300
City Attorney	1,462,900	192,400	0	0	0	1,655,300
City Clerk	460,900	328,800	0	0	0	789,700
Finance	1,686,400	479,800	0	0	0	2,166,200
Human Resources	1,091,200	306,400	250,000	0	0	1,647,600
Information Services	2,306,000	1,816,900	97,100	0	0	4,220,000
Communications	730,100	293,900	0	0	0	1,024,000
Management & Budget	1,309,900	121,500	0	0	300,000	1,731,400
General Operations	0	15,379,800	2,600,000	0	516,900	18,496,700
Community Development	4,404,100	626,900	0	0	0	5,031,000
Economic Development	546,900	137,500	0	0	0	684,400
City Court	1,772,600	500,300	0	0	0	2,272,900
Police	15,269,500	1,422,400	88,600	0	0	16,780,500
Fire - Emergency Services	11,340,600	2,012,600	21,500	0	0	13,374,700
Community Initiatives	954,200	565,100	0	0	0	1,519,300
Community & Recreation Services	4,542,300	3,631,200	0	0	0	8,173,500
Public Works	2,837,300	2,294,100	41,600	0	0	5,173,000
Engineering	1,899,800	1,154,000	0	0	0	3,053,800
Water Services - Storm Water	83,900	14,100	0	0	0	98,000
<b>Total General Fund</b>	<b>54,179,300</b>	<b>31,851,500</b>	<b>3,098,800</b>	<b>0</b>	<b>816,900</b>	<b>89,946,500</b>
<b>Internal Service Funds</b>						
Risk Management	215,400	2,056,500	0	0	711,700	2,983,600
<b>Total Internal Service Funds</b>	<b>215,400</b>	<b>2,056,500</b>	<b>0</b>	<b>0</b>	<b>711,700</b>	<b>2,983,600</b>
<b>Debt Service Fund</b>						
Debt Service Fund	0	0	0	1,163,100	333,300	1,496,400
<b>Total Debt Service Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,163,100</b>	<b>333,300</b>	<b>1,496,400</b>
<b>Special Revenue Funds</b>						
Donations	0	803,200	0	0	0	803,200
Transit (DART)	522,600	387,100	0	0	0	909,700
Campus Operations	1,650,100	2,591,600	0	0	0	4,241,700
Vehicle Replacement	0	98,000	9,061,500	0	0	9,159,500
HURF	3,622,100	2,502,600	4,543,700	0	29,800	10,698,200
10% Set-A-Side	0	82,800	1,087,000	0	565,100	1,734,900
Municipal Court Enhancement	0	32,000	0	0	100,000	132,000
Neighborhood Revitalization	83,100	985,000	0	0	0	1,068,100
Special Districts	0	2,050,000	20,000,000	0	0	22,050,000
Scholarship	0	9,800	0	0	0	9,800
<b>Total Special Revenue Funds</b>	<b>5,877,900</b>	<b>9,542,100</b>	<b>34,692,200</b>	<b>0</b>	<b>694,900</b>	<b>50,807,100</b>
<b>Permanent Funds</b>						
Firefighter Pension	0	94,800	0	0	0	94,800
<b>Total Permanent Funds</b>	<b>0</b>	<b>94,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94,800</b>
<b>Enterprise Funds</b>						
Water Operations	814,300	7,078,900	484,900	0	2,978,000	11,356,100
Sewer Operations	2,817,000	5,440,300	2,344,800	0	19,792,900	30,395,000
Water Replenishment Operations	266,100	1,491,700	30,000	0	595,300	2,383,100
Sanitation	1,988,500	2,253,300	41,600	0	4,721,200	9,004,600
<b>Total Enterprise Funds</b>	<b>5,885,900</b>	<b>16,264,200</b>	<b>2,901,300</b>	<b>0</b>	<b>28,087,400</b>	<b>53,138,800</b>
<b>Capital Funds</b>						
General Capital	0	6,930,600	62,984,200	0	279,300	70,194,100
Parks & Recreation Development	0	2,612,300	10,168,400	0	0	12,780,700
Library Development	0	0	200,000	0	3,538,000	3,738,000
General Government Development	0	0	1,529,900	0	0	1,529,900
Police Development	0	477,100	590,500	0	453,100	1,520,700
Fire & EMS Development	0	368,200	9,197,900	0	0	9,566,100
Transportation Improvement	0	749,000	14,371,700	0	0	15,120,700
MPC	0	0	7,095,900	4,824,000	0	11,919,900
Water Systems Development	0	244,000	10,993,800	0	0	11,237,800
Sewer System Development	0	12,638,400	84,402,700	0	0	97,041,100
Water Replenishment Development	0	518,500	5,019,800	0	2,277,600	7,815,900
Public Works Development	0	110,000	8,338,300	0	0	8,448,300
Roads of Regional Significance	0	269,900	2,428,800	0	0	2,698,700
<b>Total Capital Funds</b>	<b>0</b>	<b>24,918,000</b>	<b>217,321,900</b>	<b>4,824,000</b>	<b>6,548,000</b>	<b>253,611,900</b>
<b>Total Budget</b>	<b>66,158,500</b>	<b>84,727,100</b>	<b>258,014,200</b>	<b>5,987,100</b>	<b>37,192,200</b>	<b>452,079,100</b>

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*

**City of Surprise, AZ  
Fund Balance Analysis**

	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b><u>21112 - GENERAL CAPITAL FUND</u></b>					
Beginning Balance	59,365,200	279,300	(5,199,200)	(1,638,000)	(4,903,400)
5-Year Projected Revenue	6,535,000	10,600,000	14,250,000	15,000,000	15,000,000
Bond Proceeds	-	11,300,000	-	-	-
Expenditures	(69,456,600)	(23,000,000)	(7,150,300)	(13,216,800)	(3,125,600)
Transfers In/(Out)	4,293,900	(3,920,300)	(3,080,300)	(4,590,400)	(3,356,300)
Debt Service	(458,200)	(458,200)	(458,200)	(458,200)	(458,200)
<b>Ending Balance</b>	<b>279,300</b>	<b>(5,199,200)</b>	<b>(1,638,000)</b>	<b>(4,903,400)</b>	<b>3,156,500</b>
<b><u>21412 - GENERAL GOVERNMENT DEV FEE FUND</u></b>					
Beginning Balance	1,041,500	-	-	-	-
5-Year Projected Revenue	872,500	1,745,000	2,617,600	2,908,400	2,908,400
Expenditures	(1,529,900)	-	-	(1,290,000)	(1,764,700)
Transfers In/(Out)	(384,100)	(1,745,000)	(2,617,600)	(1,618,400)	(1,143,700)
<b>Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>21413 - POLICE DEV FEE FUND</u></b>					
Beginning Balance	817,300	453,100	1,105,800	1,604,900	2,852,800
5-Year Projected Revenue	703,400	1,129,800	1,576,200	1,725,000	1,725,000
Expenditures	(590,500)	-	(600,000)	-	-
MPC Payment	(477,100)	(477,100)	(477,100)	(477,100)	(477,100)
<b>Ending Balance</b>	<b>453,100</b>	<b>1,105,800</b>	<b>1,604,900</b>	<b>2,852,800</b>	<b>4,100,700</b>
<b><u>21414 - PARKS &amp; RECREATION DEV FEE FUND</u></b>					
Beginning Balance	2,039,600	-	3,405,000	2,673,600	8,430,100
5-Year Projected Revenue	2,663,600	5,327,300	7,990,900	8,878,800	8,878,800
Borrowing	8,077,500	-	-	-	-
Expenditures	(10,858,400)	-	(6,800,000)	(1,200,000)	(750,000)
MPC Payment	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)
<b>Ending Balance</b>	<b>-</b>	<b>3,405,000</b>	<b>2,673,600</b>	<b>8,430,100</b>	<b>14,636,600</b>
<b><u>21415 - PUBLIC WORKS DEV FEE FUND</u></b>					
Beginning Balance	4,112,600	-	-	-	-
5-Year Projected Revenue	1,917,400	3,634,700	4,602,100	5,091,200	5,387,400
Expenditures	(8,448,300)	(4,800,000)	(5,800,000)	(6,800,000)	(4,050,000)
Transfers In/(Out)	2,418,300	1,165,300	1,197,900	1,708,800	-
<b>Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,337,400</b>
<b><u>21416 - FIRE &amp; EMS DEV FEE FUND</u></b>					
Beginning Balance	(3,710,400)	-	644,400	3,436,000	5,510,000
5-Year Projected Revenue	1,297,200	2,144,400	2,991,600	3,274,000	3,274,000
Borrowing	11,979,300	-	-	-	-
Expenditures	(9,366,100)	(1,300,000)	-	(1,000,000)	-
MPC Payment	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Ending Balance</b>	<b>-</b>	<b>644,400</b>	<b>3,436,000</b>	<b>5,510,000</b>	<b>8,584,000</b>
<b><u>21417 - LIBRARY DEV FEE FUND</u></b>					
Beginning Balance	3,129,600	3,538,000	4,714,800	(319,900)	1,641,500
5-Year Projected Revenue	608,400	1,176,800	1,765,300	1,961,400	1,961,400
Expenditures	(200,000)	-	(6,800,000)	-	(800,000)
<b>Ending Balance</b>	<b>3,538,000</b>	<b>4,714,800</b>	<b>(319,900)</b>	<b>1,641,500</b>	<b>2,802,900</b>

**City of Surprise, AZ  
Fund Balance Analysis**

	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
<b><u>21418 - TRANSPORTATION IMPROVEMENT FUND</u></b>					
Beginning Balance	10,233,400	-	-	-	-
5-Year Projected Revenue	4,887,300	7,412,700	11,241,800	12,627,300	12,763,600
Expenditures	(15,120,700)	(7,412,700)	(11,241,800)	(12,627,300)	(12,763,600)
Ending Balance	-	-	-	-	-
<b><u>21419 - ROADS OF REGIONAL SIGNIFICANCE</u></b>					
Beginning Balance	-	-	-	-	-
5-Year Projected Revenue	2,698,700	4,687,800	10,499,900	11,666,600	11,666,600
Expenditures	(2,698,700)	(4,687,800)	(10,499,900)	(11,666,600)	(11,666,600)
Ending Balance	-	-	-	-	-
<b><u>22512 - WATER SYSTEMS DEV FEE FUND</u></b>					
Beginning Balance	4,289,400	-	106,500	4,018,100	5,847,600
5-Year Projected Revenue	2,250,500	3,906,500	7,361,600	8,179,500	8,179,500
Borrowing	4,697,900	-	-	-	-
Expenditures	(11,237,800)	(3,800,000)	(3,450,000)	(6,350,000)	(4,602,500)
Ending Balance	-	106,500	4,018,100	5,847,600	9,424,600
<b><u>22522 - WATER REPLENISHMENT SYSTEM DEV FEE FUND</u></b>					
Beginning Balance	7,265,600	2,277,600	104,400	1,553,700	112,200
5-Year Projected Revenue	550,300	826,800	1,499,300	1,658,500	1,658,500
Expenditures	(5,538,300)	(3,000,000)	(50,000)	(3,100,000)	-
Ending Balance	2,277,600	104,400	1,553,700	112,200	1,770,700
<b><u>22532 - SEWER SYSTEM DEV FEE FUND</u></b>					
Beginning Balance	46,715,400	-	350,200	4,444,600	9,906,200
5-Year Projected Revenue	5,052,400	9,202,500	13,005,600	14,384,000	14,384,000
Developer Contributions	38,740,000	39,340,000	24,840,000	29,440,000	24,840,000
Transfer In	6,533,300	-	-	-	-
Expenditures	(91,063,800)	(41,840,000)	(25,840,000)	(30,440,000)	(25,840,000)
MPC Payment	(5,977,300)	(6,352,300)	(7,911,200)	(7,922,400)	(7,919,700)
Ending Balance	-	350,200	4,444,600	9,906,200	15,370,500
<b><u>31111 - MUNICIPAL PROPERTY CORPORATION</u></b>					
Beginning Balance	5,276,400	-	-	-	-
5-Year Projected Revenue	6,643,500	8,951,700	10,510,600	10,521,800	10,519,100
Expenditures	(7,095,900)	-	-	-	-
Debt Service	(4,824,000)	(8,951,700)	(10,510,600)	(10,521,800)	(10,519,100)
Ending Balance	-	-	-	-	-

## FY2008 Summary of Authorized Personnel

	<u>Actual</u> <u>FY 2004</u>	<u>Actual</u> <u>FY2005</u>	<u>Actual</u> <u>FY2006</u>	<u>Actual</u> <u>FY2007</u>	<u>Adopted</u> <u>FY2008</u>	<u>change</u>
<b>Mayor/City Council</b>						
Mayor	1.0	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	5.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0	0.0
Total Mayor/City Council	<u>8.0</u>	<u>8.0</u>	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>	<u>0.0</u>
<b>City Manager's Office</b>						
City Manager	1.0	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	1.0	2.0	1.0	2.0	2.0	0.0
Deputy City Manager	0.0	0.0	1.0	1.0	1.0	0.0
Assistant to City Manager	0.0	1.0	1.0	1.0	1.0	0.0
Executive Administrative Specialist	1.5	2.0	2.0	2.0	2.0	0.0
Total City Manager's Office	<u>3.5</u>	<u>6.0</u>	<u>6.0</u>	<u>7.0</u>	<u>7.0</u>	<u>0.0</u>
<b>City Attorney's Office</b>						
City Attorney	1.0	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	1.0	1.0	1.0	1.0	0.0
Deputy City Attorney	0.0	1.0	1.0	1.0	1.0	0.0
Assistant City Attorney	3.0	3.0	3.0	3.0	3.0	0.0
Assistant Deputy City Attorney	0.0	1.0	1.0	1.0	1.0	0.0
Assistant Analyst	1.0	1.0	1.0	2.0	2.0	0.0
Administrative Assistant	1.0	1.0	1.0	0.0	0.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	1.0	0.0
Program Coordinator (Victim Advocate)	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	2.0	3.0	4.0	1.0
Intern	0.7	0.7	0.0	0.0	0.0	0.0
Total City Attorney's Office	<u>8.7</u>	<u>11.7</u>	<u>12.0</u>	<u>14.0</u>	<u>15.0</u>	<u>1.0</u>
<b>City Clerk's Office</b>						
City Clerk	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0	2.0	0.0
Executive Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Total City Clerk's Office	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>0.0</u>
<b>Governmental Relations</b>						
Director of Governmental Relations	0.0	1.0	1.0	1.0	1.0	0.0
Intern	0.0	0.5	0.0	0.0	0.0	0.0
Manager	0.0	0.0	0.0	1.0	1.0	0.0
Senior Analyst	0.0	0.0	1.0	0.0	0.0	0.0
Governmental Relations Liaison	1.0	0.0	0.0	0.0	0.0	0.0
Total Intergovernmental Relations	<u>1.0</u>	<u>1.5</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>0.0</u>

## FY2008 Summary of Authorized Personnel

	<u>Actual FY 2004</u>	<u>Actual FY2005</u>	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Adopted FY2008</u>	<u>change</u>
<b>Finance Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Executive Administrative Specialist	0.5	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	1.0	1.0	1.0	1.0	0.0
Accounting Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Revenue Division Manager	0.0	0.0	0.0	1.0	1.0	0.0
Senior Accountant	2.0	2.0	2.0	2.0	2.0	0.0
Accounting Supervisor	1.0	1.0	3.0	2.0	2.0	0.0
Accountant/Tax Auditor	1.0	1.0	1.0	3.0	4.0	1.0
Tax Auditor	1.0	1.0	1.0	0.0	0.0	0.0
Fiscal Support Specialist	3.2	3.2	3.2	5.2	5.2	0.0
Fiscal Support Assistant	2.0	2.0	2.0	1.5	1.5	0.0
Intern	0.5	0.0	0.0	0.0	0.0	0.0
Cashier	0.0	0.5	1.0	1.0	1.0	0.0
Total Finance	<u>13.2</u>	<u>13.7</u>	<u>16.2</u>	<u>18.7</u>	<u>19.7</u>	<u>1.0</u>
<b>Human Resources Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	0.0	1.0	1.0	2.0	2.0	0.0
Senior Human Resource Consultant	0.0	0.0	0.0	1.0	1.0	0.0
Human Resource Consultant	0.0	0.0	0.0	3.0	3.0	0.0
Human Resources Analyst	2.0	2.0	4.0	0.0	0.0	0.0
Senior Human Resource Coordinator	1.0	0.0	0.0	0.0	0.0	0.0
Human Resources Specialist	1.0	2.0	2.0	4.0	4.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Office Support Specialist	0.5	1.0	1.0	0.0	0.0	0.0
Total Human Resources	<u>5.5</u>	<u>7.0</u>	<u>10.0</u>	<u>12.0</u>	<u>12.0</u>	<u>0.0</u>
<b>Information Services Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Network Administrator	0.0	1.0	2.0	0.0	0.0	0.0
IT Administrator	1.0	1.0	0.0	5.0	6.0	1.0
Senior IT Administrator	1.0	0.0	0.0	2.0	2.0	0.0
IT Operations Manager	0.0	0.0	1.0	1.0	1.0	0.0
IT Development Manager	0.0	0.0	0.0	1.0	1.0	0.0
Senior IT Technician	3.0	0.0	0.0	3.0	5.0	2.0
IT Technician	1.0	0.0	0.0	2.0	2.0	0.0
Database Analyst	1.0	1.0	1.0	0.0	0.0	0.0
Telecommunication Administrator	0.0	1.0	1.0	0.0	0.0	0.0
IT Training Specialist	0.0	1.0	1.0	0.0	0.0	0.0
IT Specialist II	0.0	2.0	1.0	0.0	0.0	0.0
IT Specialist I	0.0	0.0	1.0	0.0	0.0	0.0
Division Manager - GIS	1.0	1.0	1.0	1.0	1.0	0.0
GIS Specialist	0.0	2.0	3.0	0.0	0.0	0.0
Program Manager	0.0	0.0	1.0	1.0	1.0	0.0
Program Coordinator	0.0	0.0	1.0	1.0	1.0	0.0
Chief Land Surveyor	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Survey Technician	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Total Information Services	<u>9.0</u>	<u>11.0</u>	<u>16.0</u>	<u>22.0</u>	<u>25.0</u>	<u>3.0</u>

## FY2008 Summary of Authorized Personnel

	<u>Actual FY 2004</u>	<u>Actual FY2005</u>	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Adopted FY2008</u>	<u>change</u>
<b>Management &amp; Budget Office</b>						
Department Director	0.0	1.0	1.0	1.0	1.0	0.0
Division Manager - Purchasing	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager - Budget	1.0	0.0	0.0	1.0	1.0	0.0
Senior Buyer/Contract Officer	0.0	1.0	1.0	1.0	1.0	0.0
Division Manager - Risk	1.0	1.0	1.0	1.0	1.0	0.0
Program Supervisor (Disability Advocate)	0.0	0.0	0.0	1.0	1.0	0.0
Program Supervisor (Safety Coordinator)	0.0	0.0	0.0	1.0	1.0	0.0
Senior Analyst	1.0	1.0	2.0	3.0	3.0	0.0
Analyst	0.0	0.0	1.0	3.0	3.0	0.0
Grants Administrator	1.0	1.0	1.0	0.0	0.0	0.0
Buyer	0.0	1.0	1.0	2.0	2.0	0.0
Purchasing Clerk	1.5	1.5	1.5	2.0	2.0	0.0
Office Support Specialist	0.0	0.0	0.5	0.0	0.0	0.0
Intern	0.0	0.5	0.0	0.0	0.0	0.0
Total Management & Budget	<u>6.5</u>	<u>9.0</u>	<u>11.0</u>	<u>17.0</u>	<u>17.0</u>	<u>0.0</u>
<b>Communications</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Public Information Officer	0.0	0.0	1.0	1.0	1.0	0.0
Senior Communications Specialist	0.0	0.0	0.0	3.0	3.0	0.0
Communications Specialist	1.0	1.0	0.0	1.0	1.0	0.0
Assistant Analyst	0.0	0.0	1.0	1.0	1.0	0.0
Communications Assistant	1.0	1.0	0.0	1.0	1.0	0.0
Web Master	0.0	1.0	1.0	0.0	0.0	0.0
Video Production Specialist	0.0	1.0	1.0	0.0	0.0	0.0
Total Public Information Office	<u>3.0</u>	<u>5.0</u>	<u>5.0</u>	<u>8.0</u>	<u>8.0</u>	<u>0.0</u>
<b>Economic Development Department</b>						
Economic Development Director	0.0	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	0.0	0.0	1.0	1.0	0.0
Program Coordinator	1.0	2.0	3.0	2.5	2.5	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Intern	0.0	0.0	0.5	0.0	0.0	0.0
Total Economic Development	<u>3.0</u>	<u>4.0</u>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<u>0.0</u>

## FY2008 Summary of Authorized Personnel

	<u>Actual FY 2004</u>	<u>Actual FY2005</u>	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Adopted FY2008</u>	<u>change</u>
<b>Community Development Department</b>						
Community Development Director	1.0	1.0	1.0	1.0	1.0	0.0
Planning Manager	1.0	1.0	1.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Senior Planner	1.0	1.0	2.0	3.0	3.0	0.0
Division Manager	2.0	2.0	2.0	2.0	2.0	0.0
Planner	0.0	0.0	0.0	8.0	8.0	0.0
Planner II	3.0	3.0	3.0	0.0	0.0	0.0
Planner I	1.0	2.0	2.0	0.0	0.0	0.0
Assistant Planner	3.0	2.0	3.0	1.0	1.0	0.0
Senior Plans Examiner	0.0	0.0	0.0	1.0	1.0	0.0
Plans Examiner	3.0	6.0	6.0	5.0	5.0	0.0
Code Compliance Supervisor	1.0	1.0	2.0	2.0	2.0	0.0
Senior Inspector	2.0	2.0	2.0	4.0	4.0	0.0
Inspector	8.5	14.0	16.0	14.0	13.0	(1.0)
Administrative Specialist	1.0	1.0	2.0	3.0	3.0	0.0
Administrative Support Supervisor	0.0	0.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	2.0	2.0	3.0	4.0	3.0	(1.0)
Fiscal Support Assistant	3.0	4.0	5.0	5.0	4.0	(1.0)
Office Support Specialist	0.5	1.0	1.0	0.0	0.0	0.0
Intern	0.5	0.5	0.0	0.0	0.0	0.0
Administrative Assistant	2.0	2.0	1.0	2.0	2.0	0.0
Total Community Development	<u>35.5</u>	<u>45.5</u>	<u>53.0</u>	<u>57.0</u>	<u>54.0</u>	<u>(3.0)</u>
<b>Fire Department</b>						
Fire Chief	1.0	1.0	1.0	1.0	1.0	0.0
Assistant Fire Chief	1.0	2.0	2.0	2.0	2.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	1.0	0.0
Battalion Chief	3.0	3.0	3.0	3.0	3.0	0.0
Fire Captain	13.0	13.0	16.0	22.0	25.0	3.0
Fire Inspector	1.0	2.0	2.0	4.0	4.0	0.0
Fire Engineer	12.0	12.0	14.0	19.0	22.0	3.0
Firefighter	30.0	30.0	40.0	47.0	56.0	9.0
Program Specialist - Safety Education	1.0	1.0	1.0	1.0	1.0	0.0
Program Supervisor - AR Van	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	1.0	2.0	2.0	2.0	0.0
Plans Examiner	0.0	1.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	0.0	1.0	1.0	1.0	1.0	0.0
Analyst	0.0	0.0	0.0	0.0	1.0	1.0
Administrative Support Supervisor	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	0.0	0.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Technician	0.0	0.0	0.0	0.0	1.0	1.0
Total Fire	<u>66.0</u>	<u>70.0</u>	<u>88.0</u>	<u>108.0</u>	<u>125.0</u>	<u>17.0</u>

## FY2008 Summary of Authorized Personnel

	<u>Actual FY 2004</u>	<u>Actual FY2005</u>	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Adopted FY2008</u>	<u>change</u>
<b>Police Department</b>						
Police Chief	1.0	1.0	1.0	1.0	1.0	0.0
Assistant Police Chief	1.0	2.0	2.0	3.0	3.0	0.0
Police Lieutenant	4.0	4.0	4.0	3.0	3.0	0.0
Police Sergeant	12.0	12.0	14.0	16.0	16.0	0.0
Police Officer	57.0	62.0	81.0	96.0	104.0	8.0
Community Service Officer	3.0	4.0	5.0	6.0	7.0	1.0
IT Administrator	0.0	0.0	0.0	1.0	1.0	0.0
Property Evidence Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Technical Services Manager	1.0	1.0	1.0	1.0	1.0	0.0
Senior Analyst	1.0	1.0	1.0	1.0	1.0	0.0
Training Coordinator	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	0.0	0.0	6.0	7.0	1.0
Police Records Clerk	3.0	4.0	5.0	0.0	0.0	0.0
Transportation Officer	0.0	0.0	0.0	2.0	2.0	0.0
Office Support Specialist	1.0	1.0	1.0	0.0	0.0	0.0
Communications Supervisor	1.0	1.0	4.0	4.0	4.0	0.0
Administrative Support Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Forensic Technician	0.0	0.0	0.0	1.0	1.0	0.0
Criminal/Traffic Analyst	0.0	0.0	1.0	1.0	1.0	0.0
Communications Officer	11.0	11.0	11.0	12.0	14.0	2.0
Animal Control Officer	1.0	2.0	3.0	3.0	3.0	0.0
Program Coordinator (Victim Advocate)	1.0	1.0	1.0	1.0	1.0	0.0
Information Technology Technician	0.0	1.0	1.0	1.0	1.0	0.0
Total Police	100.0	109.0	138.0	162.0	174.0	12.0
<b>City Court</b>						
Presiding Judge	1.0	1.0	1.0	1.0	1.0	0.0
Associate Judge	0.0	0.0	1.0	1.0	1.0	0.0
Division Manager - Court	1.0	1.0	1.0	1.0	1.0	0.0
Accountant	0.0	0.0	0.0	0.0	1.0	1.0
Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Support Supervisor	3.0	2.0	2.0	2.0	2.0	0.0
Assistant Analyst	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	5.0	6.0	6.0	7.0	8.0	1.0
Administrative Technician	2.0	4.0	6.0	7.0	7.0	0.0
Total City Court	12.0	14.0	18.0	21.0	23.0	2.0

## FY2008 Summary of Authorized Personnel

	<u>Actual</u> <u>FY 2004</u>	<u>Actual</u> <u>FY2005</u>	<u>Actual</u> <u>FY2006</u>	<u>Actual</u> <u>FY2007</u>	<u>Adopted</u> <u>FY2008</u>	<u>change</u>
<b>Community Initiatives Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Aide	0.5	0.5	2.5	0.8	0.8	0.0
Neighborhood Liaison	1.0	0.0	3.0	0.0	0.0	0.0
Program Coordinator	0.0	1.0	0.0	2.0	2.0	0.0
Program Specialist	2.0	2.0	1.0	0.0	0.0	0.0
Senior Program Supervisor	1.0	1.0	1.0	0.0	0.0	0.0
Program Supervisor	0.0	0.0	0.0	4.0	4.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Program Assistant	0.0	0.0	0.0	12.8	12.8	0.0
Administrative Technician	0.0	0.0	0.0	0.5	0.5	0.0
Office Support Specialist	0.5	0.5	0.5	0.0	0.0	0.0
Facilities Maintenance Worker	0.0	0.0	0.5	0.0	0.0	0.0
Transit Operator	3.5	5.0	7.0	0.0	0.0	0.0
Transit Supervisor	0.0	0.0	1.0	0.0	0.0	0.0
Service Worker/Groundskeeper	0.0	0.0	0.0	0.5	0.5	0.0
Dispatcher	1.0	1.0	0.0	0.0	0.0	0.0
Total Community Initiatives	<u>12.5</u>	<u>14.0</u>	<u>19.5</u>	<u>23.5</u>	<u>23.5</u>	<u>0.0</u>
<b>Parks, Recreation &amp; Library Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	2.0	2.0	2.0	7.0	7.0	0.0
Sports Complex Operations Manager	1.0	1.0	1.0	0.0	0.0	0.0
Construction Project Manager	0.0	0.0	1.0	0.0	0.0	0.0
Fiscal Support Supervisor	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	2.0	3.0	4.0	4.0	5.0	1.0
Recreation Coordinator	2.0	3.0	5.0	6.0	8.0	2.0
Recreation Specialist	0.0	0.0	0.0	0.0	1.0	1.0
Senior Recreation Aide	1.0	4.0	4.0	0.0	0.0	0.0
Recreation Aide	2.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	2.0	2.0	0.0
Parks Maintenance Manager	1.0	2.0	2.0	0.0	0.0	0.0
Analyst	1.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	3.0	3.0	3.0	4.0	4.0	0.0
Senior Maintenance & Operations Tech	5.0	6.0	6.0	12.0	12.0	0.0
Maintenance & Operations Technician	0.0	1.0	1.8	14.8	15.0	0.2
Service Worker/Groundskeeper	9.0	9.0	10.0	8.0	8.0	0.0
Laborer	0.0	0.0	2.0	0.0	0.0	0.0
Groundskeeper	0.0	0.0	6.0	0.0	0.0	0.0
PT Seasonal Positions	55.3	59.2	44.4	40.4	47.4	7.0
Administrative Specialist	0.0	1.0	1.0	2.0	2.0	0.0
Total Parks and Recreation	<u>87.3</u>	<u>98.2</u>	<u>97.2</u>	<u>104.2</u>	<u>115.4</u>	<u>11.2</u>

## FY2008 Summary of Authorized Personnel

	<u>Actual FY 2004</u>	<u>Actual FY2005</u>	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Adopted FY2008</u>	<u>change</u>
<b>Engineering Department</b>						
Department Director - City Engineer	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	1.0	3.0	3.0	4.0	1.0
Land Surveyor	0.0	1.0	0.0	0.0	0.0	0.0
Civil Engineer	0.0	0.0	0.0	2.0	4.0	2.0
Civil Engineering Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Inspector	3.0	5.0	6.0	6.0	6.0	0.0
Plans Examiner	2.0	2.0	2.0	0.0	0.0	0.0
Permit/Licensing Technician	2.0	2.0	2.0	0.0	0.0	0.0
Engineering Technician	0.0	1.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	0.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Fiscal Support Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Total Engineering	11.0	15.0	18.0	19.0	22.0	3.0
<b>Traffic Engineering Department</b>						
Division Manager	1.0	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	1.0	1.0	2.0	2.0	0.0
Program Coordinator (REACT)	0.0	1.0	1.0	1.0	1.0	0.0
Program Specialist	0.0	1.0	0.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	2.0	3.0	3.0	1.0	1.0	0.0
Maintenance & Operations Specialist	1.0	1.0	1.0	2.0	2.0	0.0
Sr Maintenance & Operations Tech	0.0	0.0	0.0	2.0	2.0	0.0
Maintenance & Operations Tech	1.0	2.0	5.0	4.0	4.0	0.0
Service Worker/Groundskeeper	0.0	0.0	0.0	2.0	2.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Total Streets	5.0	10.0	13.0	16.0	16.0	0.0
<b>Vehicle Maintenance</b>						
Fleet Manager	1.0	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Specialist	3.0	3.0	3.0	6.0	6.0	0.0
Maintenance & Operations Tech	1.0	1.0	1.5	0.0	0.0	0.0
Senior Maintenance & Operations Tech	2.0	3.0	3.0	5.0	5.0	0.0
Mechanic - Fire Apparatus	0.0	1.0	1.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Total Vehicle Maintenance	8.0	10.0	10.5	14.0	14.0	0.0

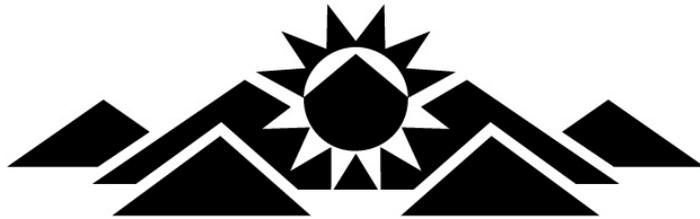
## FY2008 Summary of Authorized Personnel

	<u>Actual</u> <u>FY 2004</u>	<u>Actual</u> <u>FY2005</u>	<u>Actual</u> <u>FY2006</u>	<u>Actual</u> <u>FY2007</u>	<u>Adopted</u> <u>FY2008</u>	<u>change</u>
<b>Facilities Management Department</b>						
Division Manager	0.0	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	0.0	2.0	2.0	0.0
Code Compliance Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Public Works Supervisor	2.0	2.0	2.0	0.0	0.0	0.0
Maintenance & Operations Specialist	1.0	2.0	2.0	3.0	4.0	1.0
Maintenance & Operations Technician	0.0	0.0	0.0	0.0	1.0	1.0
Sr Maintenance & Operations Tech	4.0	4.0	4.0	3.0	3.0	0.0
Service Worker/Groundskeeper	1.0	1.0	1.0	5.0	6.0	1.0
Laborer	1.0	1.0	1.0	0.0	0.0	0.0
Electrician	1.0	1.0	1.0	0.0	0.0	0.0
HVAC Technician	0.0	1.0	1.0	0.0	0.0	0.0
Total Building & Parks Maintenance	<u>13.0</u>	<u>15.0</u>	<u>14.0</u>	<u>15.0</u>	<u>18.0</u>	<u>3.0</u>
<b>Project Management Department</b>						
Division Manager	0.0	0.0	1.0	1.0	1.0	0.0
Project Manager	0.0	0.0	2.0	3.0	3.0	0.0
Project Associate	0.0	0.0	1.0	2.0	2.0	0.0
Total Project Management	<u>0.0</u>	<u>0.0</u>	<u>4.0</u>	<u>6.0</u>	<u>6.0</u>	<u>0.0</u>
<b>Streets Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	2.0	2.0	0.0
Management Assistant	1.0	1.0	1.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Sr Maintenance & Operations Technician	0.0	0.0	0.0	6.0	6.0	0.0
Maintenance & Operations Technician	9.0	10.0	15.0	13.0	13.0	0.0
Maintenance Technician	2.0	2.0	2.0	0.0	0.0	0.0
Maintenance Worker	1.0	3.0	3.0	0.0	0.0	0.0
Service Worker/Groundskeeper	7.0	5.0	5.0	7.0	7.0	0.0
Administrative Specialist	1.0	1.0	2.0	2.0	2.0	0.0
Total Streets	<u>24.0</u>	<u>25.0</u>	<u>31.0</u>	<u>33.0</u>	<u>33.0</u>	<u>0.0</u>
<b>Sanitation Department</b>						
Division Manager	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	1.0	1.0	1.0	0.0
Sr Maintenance & Operations Technician	0.0	1.0	0.0	2.0	2.0	0.0
Recycling Inspector	1.0	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	0.0	5.0	5.0	5.0	5.0	0.0
Equipment Operator	0.0	1.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	9.0	12.0	20.0	18.0	18.0	0.0
Administrative Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Technician	0.0	0.0	1.0	1.0	1.0	0.0
Total Sanitation	<u>11.0</u>	<u>21.0</u>	<u>30.0</u>	<u>32.0</u>	<u>32.0</u>	<u>0.0</u>

## FY2008 Summary of Authorized Personnel

	<u>Actual</u> <u>FY 2004</u>	<u>Actual</u> <u>FY2005</u>	<u>Actual</u> <u>FY2006</u>	<u>Actual</u> <u>FY2007</u>	<u>Adopted</u> <u>FY2008</u>	<u>change</u>
<b>Stormwater</b>						
Analyst	0.0	1.0	1.0	1.0	1.0	0.0
Total Stormwater	0.0	1.0	1.0	1.0	1.0	0.0
<b>Water Replenishment</b>						
Water Resources Specialist	1.5	1.8	1.8	1.8	1.8	0.0
Water Services Technician	0.5	0.5	0.6	0.6	0.6	0.0
Analyst (25%)	0.3	0.3	0.3	0.3	0.3	0.0
Total Water Replenishment	2.3	2.5	2.6	2.6	2.6	0.0
<b>Water Department</b>						
Division Manager	1.0	1.0	2.0	2.0	2.0	0.0
Construction Project Manager	0.0	0.5	1.5	1.5	1.5	0.0
Information Technology Specialist	0.0	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	0.5	0.8	0.8	0.8	0.8	0.0
Water Services Technician	0.0	0.0	0.9	0.9	0.9	0.0
Analyst (25%)	0.3	0.3	0.3	0.3	0.3	0.0
Total Water	1.8	3.0	5.9	5.9	5.9	0.0
<b>Sewer Department</b>						
Department Director	1.0	1.0	1.0	1.0	1.0	0.0
Division Manager	0.0	0.0	2.0	2.0	2.0	0.0
Construction Project Manager	0.0	0.5	0.5	2.5	2.5	0.0
Information Technology Specialist	0.0	0.5	0.5	0.5	0.5	0.0
Wastewater Operations Manager	0.0	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Wastewater Operations Foreman	2.0	2.0	3.0	3.0	3.0	0.0
Wastewater Operations Technician II	3.0	4.0	4.0	6.0	6.0	0.0
Wastewater Operations Technician I	5.0	4.0	5.0	5.0	5.0	0.0
Lead Utilities Technician	0.0	(1.0)	0.0	0.0	1.0	1.0
Senior Technician	0.0	(1.0)	0.0	0.0	0.0	0.0
Maintenance & Operations Specialist	0.0	(1.0)	0.0	0.0	1.0	1.0
Administrative Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Technician	2.0	2.0	3.0	3.0	3.0	0.0
Utilities Analyst	2.0	2.0	1.0	1.0	1.0	0.0
Laborer	2.0	2.0	2.0	2.0	2.0	0.0
Analyst	0.5	0.5	0.5	0.5	0.5	0.0
Water Services Technician	0.5	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	1.0	1.5	1.5	1.9	1.9	0.0
Wastewater Mechanic	0.0	0.0	2.0	2.0	2.0	0.0
Maintenance Technician	0.0	1.0	0.0	0.0	0.0	0.0
Electrician	0.0	1.0	1.0	1.0	1.0	0.0
Total Sewer	21.0	21.5	29.5	35.9	37.9	2.0
<b>TOTALS</b>		<b>556.6</b>	<b>669.9</b>	<b>775.3</b>	<b>827.5</b>	<b>52.2</b>

*City of Surprise, Arizona*



**SURPRISE**  

---

**ARIZONA**

*FY2008 Adopted Budget*



## Glossary FY2008 Budget

<b>Accrual Basis</b>	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
<b>Adoption</b>	Formal action by the City Council that sets the spending limits for the fiscal year.
<b>Appropriation</b>	Specific amount of monies authorized by the City Council for the purposes of incurring obligations and acquiring goods and services.
<b>Assessed Valuation</b>	A value set upon real property by the County Assessor for the purpose of levying property taxes.
<b>Base Budget</b>	The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council.
<b>Bonds</b>	A certificate of debt guaranteeing a payment of a specified amount of money by a specified future date.
<b>Budget</b>	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Council goals and objectives.
<b>Capital Items</b>	Any item with a purchase price exceeding \$2,500.
<b>Capital Projects Budget</b>	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.
<b>Cash Basis</b>	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
<b>CFD</b>	Community Facility District – A special assessment district established by the City Council to levy taxes to pay for new infrastructure improvements associated with growth.
<b>CIP</b>	Capital Improvement Plan
<b>Contingency</b>	Monies which have not been allocated to any specific purpose and may only be utilized after receiving City Council approval.
<b>Capital Projects Funds</b>	This fund accounts for resources providing for the acquisition or construction of all capital facilities and items.
<b>Debt Service</b>	Principal and interest payments on borrowed funds such as bonds.
<b>Debt Service Funds</b>	Used to account for the accumulation of resources for, and the payment of, general long – term debt, principal, and interest.

<b>Encumbrance</b>	Accounting concept that recognizes a commitment to expend resources in the future.
<b>Enterprise Fund</b>	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 (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
<b>Estimated Revenue</b>	The amount of projected revenue to be collected during the fiscal year.
<b>Expenditure</b>	Represents a decrease in fund resources for the acquisition of goods or services.
<b>Expenditure Limitation</b>	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.
<b>FTE</b>	Full Time Equivalent – 2080 hours worked equates to 1.0 full time equivalent position.
<b>Fiscal Year</b>	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.
<b>Fund</b>	A set of self-balancing accounts that record revenues and expenditures associated with specific activities.
<b>Fund Balance</b>	Carry over funds due to actual revenues exceeding actual expenditures.
<b>General Fund</b>	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.
<b>General Obligation (G.O.) Bond</b>	Type of bond backed by full faith and credit of the City.
<b>Goal</b>	A statement of broad direction, purpose, or intent on the needs of the community. A goal is general and timeless.
<b>Grant</b>	A contribution by the State or Federal government or other organization to support a particular function.
<b>Highway User Revenue Fund (HURF)</b>	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 purpose.
<b>Infrastructure</b>	Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks, airports, etc.

<b>Intergovernmental Revenue (Shared)</b>	Revenue received from other governmental agencies (e.g., State Sales Tax, State Income Tax, gasoline tax, motor vehicle license)
<b>Internal Service Funds</b>	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.
<b>Long Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>Maintenance and Operation (M&amp;O) Costs</b>	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.
<b>Management Indicators</b>	A measurable means of evaluating impact of budget on achieving stated objects.
<b>Municipal Property Corporation (MPC)</b>	A non-profit corporation established for the purpose of issuing debt to purchase municipal facilities and equipment that it leases to the City.
<b>Objectives</b>	A desired outcome that is measurable and that can be achieved within a specific time frame.
<b>Operating Budget</b>	A budget for the delivery of ongoing City services, to include expenditures such as personal services, contractual services, commodities, and operating capital items.
<b>Operating Comparison</b>	All Expenditure/Revenues except for Capital and Debt Service.
<b>Performance Indicators</b>	Statistical information which denotes the demands for services within a Department/Division.
<b>Primary Property Tax</b>	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.
<b>Property Tax Rate</b>	The amount of tax levied for each \$100 of assessed valuation.
<b>Reserves</b>	Money that has been set aside in the event of revenue shortfalls.
<b>Resources</b>	Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (i.e. bond proceeds).
<b>Revenue Bond</b>	Bonds that are backed by revenues from a specific system (i.e. Water and Sewer Revenue Bonds are payable from water and sewer revenues).
<b>Revenue</b>	Resources achieved from taxes, user charges/fees, and other levels of government.
<b>ROW</b>	Right of Way
<b>RPTA</b>	Regional Public Transportation Authority

<b>Special Planning Area (SPA)</b>	Designated areas within the City of Surprise's 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.
<b>Secondary Property Tax</b>	Voter approved tax levy which can only be used to retire general bonded debt obligations.
<b>Special Revenue Funds</b>	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.
<b>Street Light Improvement District</b>	Special Taxing district established to pay the costs of electricity associated with street lights within a specific sub-division. Tax rate is limited to a maximum of \$1.20 per \$100 of assessed value.
<b>Tax Levy</b>	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.
<b>Transfer</b>	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended.
<b>Trust Fund</b>	Used to account for resources held by the City as a trustee for a private party such as volunteer firemen's pension boards.

**MANAGEMENT AND BUDGET  
DEPARTMENT**

12425 W. Bell Rd. Suite D-100  
Surprise, AZ 85374  
623.222.3641  
TTY: 623.222.1002



**SURPRISE**  
ARIZONA

[www.surpriseaz.com](http://www.surpriseaz.com)

