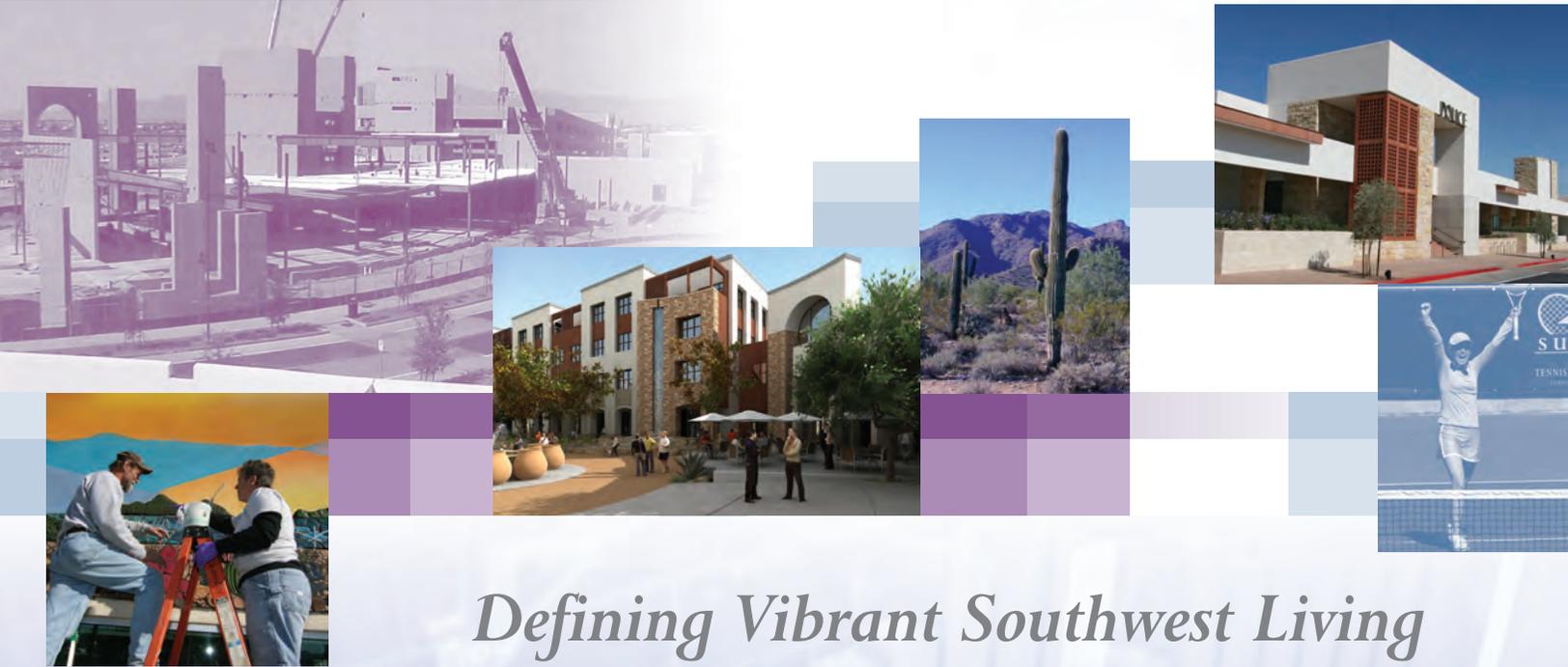




ANNUAL BUDGET

Fiscal Year 2009



Defining Vibrant Southwest Living



**City of Surprise
Adopted Budget
Fiscal Year 2009**

Adopted June 2008

**Prepared by the City of Surprise
Management & Budget Department**

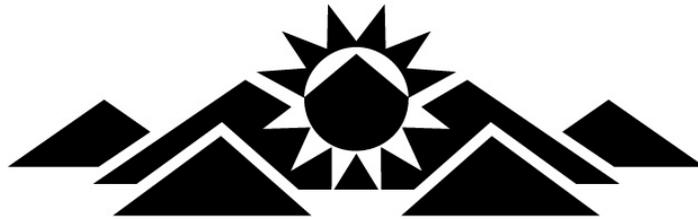


For information regarding this document please contact:

*City of Surprise
Management & Budget Department
623-222-3641*

<http://www.surpriseaz.com>

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Surprise
Arizona**

For the Fiscal Year Beginning

July 1, 2007

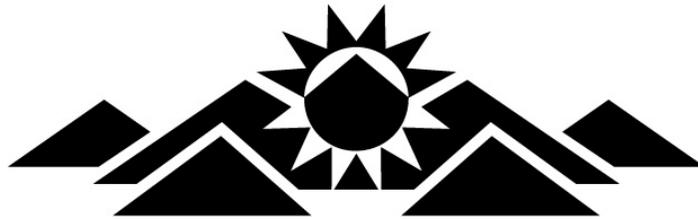
Charles S. Cox

President

Jeffrey R. Snow

Executive Director

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

**City of Surprise, Arizona
FY2009 Budget**

Table of Contents

City Manager’s Budget Message	1
General Information	
Mayor and Council Members	7
Organizational Chart	11
History	13
Statistical Information.....	14
Map of Surprise.....	15
Budget Summary	
Budget Summary	17
Budget Calendar	23
Strategic Plan.....	25
Revenue Sources	27
General Government	
Mayor and Council	63
City Manager.....	65
Intergovernmental Relations	69
Communications	71
City Attorney.....	75
City Clerk.....	79
Finance	81
Management & Budget	85
Human Resources	89
Information Technology.....	93
Debt Service Fund	97
Employee Dependent Scholarship Fund	99
Donations Fund.....	101
General Government Development Fund.....	103
General Operations.....	105
Community Development	
Economic Development	107
Community Development.....	111
Public Safety	
Fire & Emergency Services	115
Firefighter’s Pension Fund.....	119
Fire & EMS Development Fund	121
Police.....	123
Police Development Fund.....	129
Municipal Court	131
Municipal Court Enhancement Fund.....	133
Community & Recreation Services	
Community & Recreation Services	135
Campus Operations	139
Parks & Recreation Development Fund.....	141
Library Development Fund.....	143
Community Initiatives.....	145
Transit Fund.....	149
10% Set-A-Side Fund	151

**City of Surprise, Arizona
FY2009 Budget**

Public Works

Engineering	153
Traffic Engineering	157
Vehicle Maintenance	161
Facilities Management	163
Project Management	165
Streets	167
Street Light Improvement District Fund	171
Sanitation	173
Public Works Development Fund	177

Water Services

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

Capital Purchases/Projects

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
FY2009 Approved Capital Projects Budget	215
Capital Improvement Operating Costs	219

Appendix

Budget Adoption Resolution	223
State of Arizona Budget Forms	225
Tax Levy Resolution	237
Budget Transfer Policies & Procedures	241
Expenditure Summary	243
Fund Balance Analysis	245
Schedule of Personnel	247
Glossary	255

City of Surprise, Arizona

FY2009 City Manager Budget Message

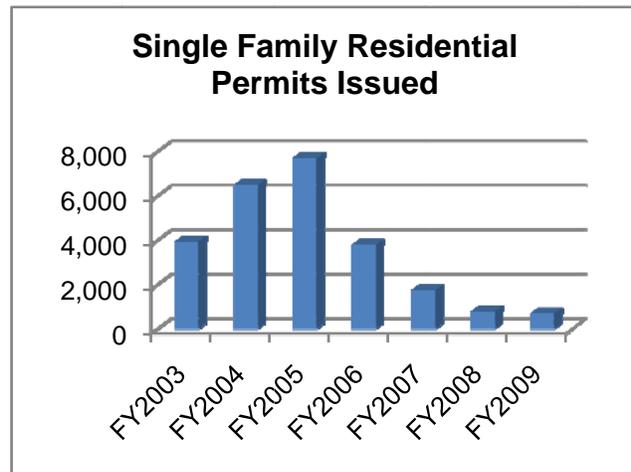


To the Honorable Mayor and Council:

The city administration is pleased to once again present a balanced and sustainable budget for Fiscal Year 2009 (FY2009) prepared in accordance with the Permanent Base Adjustment option adopted by the citizens of Surprise in November 2006.

For FY2009, the operating budget has increased by 6% to \$118,421,000. The total FY2009 Budget decreased by 21% to \$358,961,700. 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.

Following a six year period that brought a 172% increase in population, growth in the city of Surprise, as well as in the state and nation, has slowed over the last 24 months. It is anticipated that the population will increase roughly 3%, more than 3,000 citizens over the next twelve months. That increase is equal to what was expected in FY2008. It is estimated that approximately 700 new single-family residential and 1,500,000 square feet of commercial building permits will be issued in FY2009. It is our intent to continue to provide the level of service our current residents have come to expect to the expanding population base.



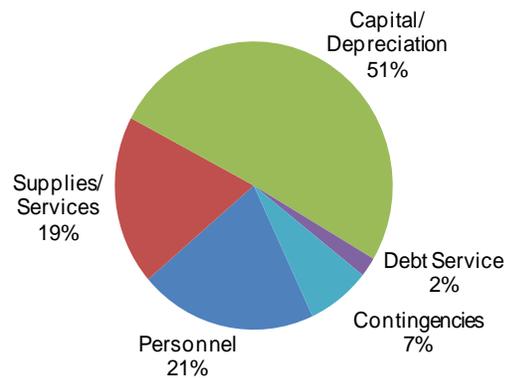
With capital and other one-time expenditures accounting for two-thirds of the total budget, infrastructure associated with the population growth continues to be added. As these capital projects are completed, the costs associated with the operation of these new facilities directly impact the operating budget.

During FY2009 the new City Hall, Fire Station 307, and Surprise Farms Park Phase I are scheduled to be completed. For FY2009, over \$1.5 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 27.3 full time equivalent (FTE) positions, of which 20 positions are associated with the in house transition of the operations of the city's water system.

This year's **\$358,961,700** expenditure limitation budget includes:

1. \$74.2 million for Personnel Costs
2. \$68.3 million for Supplies/Services
3. \$182.1 million for Capital/Depreciation
4. \$7.9 million for Debt Service
5. \$26.5 million for Contingencies



Economic and Fiscal Condition:

The issues that have impacted the development of this budget the most are the current national and state economic conditions and more specifically the local housing market. The effects of the weak economy are most evident in sales tax collections. After five years of double digit percentage increases in local ongoing sales tax collections, the increase is expected to slow to 4.5% for FY2009. Continued local commercial development has kept these projections higher than what is expected at the state level. State shared sales tax collections on the other hand are projected to decline by 13% in the upcoming fiscal year.

Following five years that averaged nearly 5,000 new single family residential (SFR) permits issued annually, it is projected that 800 SFR permits will be issued in FY2008. The local housing market is not expected to fully recover during FY 2009 and the projected SFR permits issuance of 700 is indicative of the continued housing slowdown. The amount of commercial square footage that will be permitted in FY2009 is expected to decline as well. More than 2,000,000 commercial square feet had been permitted in each of the last three fiscal years. The amount for FY2009 is expected to be 1,500,000 square feet.

The city of Surprise continues to grow, but at a rate drastically lower than has been seen over the last few years. The growth rate is not expected to increase significantly during the next five years. Conservative and realistic revenue projections will help the city's fiscal condition to remain strong through the sluggish economy.

Financial Strategies:

The development of the FY2009 budget relied on a financial strategy rooted in the Mayor and Council adopted financial policies. Many of these policies are recommended best practices of the Government Finance Officers of America (GFOA) and have been used in the city's budget development for many years. One of the most important of these policies for a growing city is that one-time sources of revenue should not be used for ongoing activities. Much of the growth that occurred over the last five years was due to residential development. Construction transaction tax and user fees derived from these homes are a one-time source of revenue. City administration and the Mayor and Council, through their adopted financial policies, realize 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.

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, such as building inspection and planning and zoning. 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 (\$19.3 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. (\$1,567,700 operating \$4,703,200 one time).
3. Allocate 100% of collections from the 1.5% construction transaction tax to transportation improvements (\$3.8 million).
4. Maintain a minimum reserved fund balance equal to one year of non-General Obligation (G.O.) debt service payments (\$7.2 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; \$26.5 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 FY2009, 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.

Although occurring at a considerably slower rate than in previous years, during the upcoming fiscal 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, businesses, and industrial complexes. 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 offered by the city. The development of a city-wide strategic plan along with the inclusion of short term and long term goals identified by the Mayor and Council will enable the city to concentrate our efforts and our limited resources on those services that are most needed and desired by our residents.

One-Time Budget:

The effects of the housing slump are felt most significantly in the area of one-time revenues and expenditures. One-time revenue collections such as construction sales tax and development impact fees are expected to decrease in FY2009 and remain relatively consistent throughout the next five fiscal years. Projects that were planned to accommodate higher growth rates during that five year period have been postponed to future fiscal years when they will be needed. Projects that are needed to serve the current population will be continued.

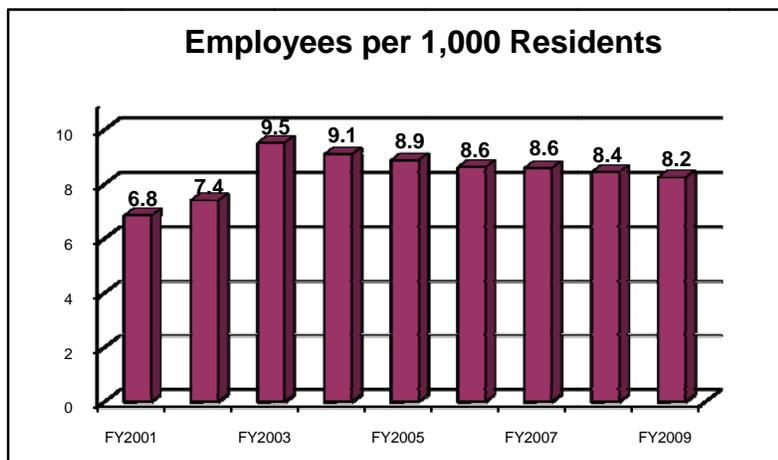
During FY2009, Fire Station 307, Surprise Farms Park, Special Planning Area 1 Water Reclamation Facility Expansion, and the new City Hall will all be completed. Paving projects in Saguaro View, the widening of Reems Road, and the continuing reconstruction of Bell Road will also occur. Two additional Water Reclamation Facility projects will continue in Special Planning Areas 2 and 3, but they have been downsized in line with lowered projections on housing starts.

With the city's 50th anniversary occurring in 2010, funding has been set aside for the purpose of documenting the city's history. Additionally, funding to examine the city's marketing efforts is included in this fiscal year's budget. It is the intention to inventory the current marketing efforts of the city, receive recommendations to help focus future marketing and avoid any duplication of efforts.

The decrease in one-time revenues and the need for additional infrastructure to serve the current population will be balanced with the planned issuance of a general obligation bond. The planning and public involvement associated with this general obligation bond will occur during FY2009 with the intention of going to the voters in November 2009.

Operating Budget:

In order to continue providing service to the city's population and infrastructure base it is crucial that the city's workforce keep pace. For FY2009, a total of 27.3 FTE new positions have been approved by Mayor and Council. With these new positions the city of Surprise will have an authorized employee base of 863.2 FTE positions.



In the area of public safety, the Police Department will add six police officers to cope with the increase in the number of calls for service. The addition of a lieutenant will allow for additional middle management support for a department that has increased rapidly in size over the last few years. The

Fire Department will add a battalion chief to specifically address the training needs of a

department that has increase more than 40% in size over the last three fiscal years. A program coordinator has been added to the Engineering Department to continue the Surprise REACT program. This program, which had been funded with a federal grant, provides on scene traffic management during accidents and special events.

The Water Services Department will begin the transition of bringing the operation of the water system in-house during the upcoming fiscal year. With the addition of 20.0 FTEs, this is the largest increase in the operational budget for FY2009. This change is anticipated to decrease operational costs in FY2010 and beyond. A maintenance and operations technician is also being added to help maintain equipment being added as part of the Special Planning Area 1 Water Treatment Plant Expansion.

In order to assist in the monthly analysis of 80,000 utility billings the Finance Department will be adding a utility accountant. Additionally, a senior accountant will help maintain compliance with outstanding agreements and improve other existing services in a division that has not received additional staff in four years despite an increase in transaction activity during that same time period. A fiscal support specialist will be converted from part to full-time to assist in ensuring that the business license and sales tax requirements are met by local businesses.

In addition to the new facilities that have come on line in FY2008 and will in FY2009, 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 Mayor and Council have committed to maintain not only our service levels but our facilities and infrastructure as well. In order to keep up with the increasing number of lane miles added to the city's inventory of streets, \$4.5 million is programmed for the annual street maintenance program. 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 line with the slowing housing market, the number of building inspections and development related activity has decreased. The FY2009 budget includes a reduction of six currently vacant FTEs in the Community Development Department. The positions include three building inspectors, one senior building inspector, and one planner. Conversely, the increase in small business activity within Surprise has caused the need to add funding for additional part-time hours for an economic development coordinator. Other positions have been reallocated within the department from building inspection to code enforcement.

Budgeting is only part of the larger planning process that the city of Surprise has embarked on with staff, the public, and the Mayor and Council. Budgeting is the method to align the vision of those parties and provide staff with the direction and necessary funding to accomplish those citywide goals.

It is through the budget that the Mayor and 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 city 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 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 2009 budget is based on strategies answering the challenges associated with a significantly slowed economy at the national, state, and local levels. Even in this economic climate, the demand for city services and basic infrastructure needs still exists. Through strong financial policies adopted by the Mayor and Council, we are in a financial position to be able to present our residents with an adopted budget that is balanced, addresses priority needs, and maintains current service levels.

The next fiscal year is expected to continue to be a challenge for all levels of governments to maintain and deliver the expected level of service during such uncertain times. Despite the market conditions, the city of Surprise is still working on completing many new and exciting projects in FY2009 and is in a strong financial position. In addition to the capital projects being completed by the city, the recent opening of the city's first movie theater, the ground breaking of Crescent Crown Distributors, the ongoing construction of the auto mall complex, and the continued work on the Prasada development are all positive indicators that we are maturing as a city. In addition to all of this, we will continue to work closely with the public and the Mayor and Council in the development of the major general plan update that is anticipated to be presented to the voters for approval in FY2010. The update to the general plan is the cornerstone item in setting the tone for our community and where we want to be in the future. This is a major undertaking for us and will be pivotal in maintaining our community as "defining vibrant southwest living."

I would like to take this opportunity to thank the Mayor and Council, the directors and staff of each department, and the staff of the Management & Budget Department. It was through their efforts that this budget was successfully assembled. Their continued efforts will ensure that this budget will be successfully implemented over the next fiscal year.

Respectfully Submitted,



Prisila Ferreira

Interim City Manager

MAYOR AND COUNCIL MEMBERS

MAYOR - LYN TRUITT – Mayor@surpriseaz.com



Mayor Truitt and his wife, Donna, moved to Surprise in 1997. They have two children and three grandchildren. Donna has worked at the Dysart Unified School District since 2000 and daughter-in-law, Nicole, is a music teacher in the District.

Truitt has been a self-employed businessman for the past 30 years. As national training consultant for a contract delivery systems company, he trained entrepreneurs in small business ownership, management, and operations. He is currently owner/broker of L.E. Truitt & Associates Real Estate Consulting and a Certified International Property Specialist.

Truitt is a graduate of Leadership West, Class IX and his commitment to effective and ethical leadership is demonstrated through participation in neighborhood and community initiatives, support for quality education, a willingness to volunteer and dedication to our City and residents.

Participation in neighborhood and community initiatives includes leadership on the Coyote Lakes HOA and work on various community initiatives. He was presented the Arizona Golden Rule Award for volunteerism by Secretary of State Jan Brewer. Truitt is active with the Salvation Army Board, organizes an annual drive for St. Mary's Westside Food Bank, and serves on the Board of the West Valley Art Museum.

His support for quality education includes service on committees that worked to pass school bond issues, membership on the Dysart Tax Credit Committee, Chair of the Dysart Wall of Unity Committee and the Community Advisory Team Board.

Truitt's passion for our community is evidenced by successful campaigns to reduce the restaurant tax in Surprise, improve Bell Road, and preserve areas around Luke Auxiliary Field 1. He served as Chair of the Surprise Planning & Zoning Commission.

As Mayor, he desires to serve as a catalyst to inspire, educate, and promote opportunities for all Surprise residents to grow, prosper, and create the best community possible.

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

VICE MAYOR ROY VILLANUEVA – Roy.Villanueva@surpriseaz.com



Roy Villanueva rejoins the Mayor and Council as the representative from the Mulberry District (4) which encompasses the majority of the Original Townsite from Bell Road south to Greenway Road between Dysart Road and Jerry Street. Villanueva brings a combined 25 years of experience as Surprise Mayor, Vice Mayor, and council member.

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

While serving as chair of the Community Development Block Grant Committee, Villanueva was instrumental in targeting these important federal dollars to improve housing, roads, streetlights, sidewalks, baseball fields, sewer systems, and other important neighborhood infrastructure around the city. He was also instrumental in developing important Surprise economic milestones such as the West Pointe Towne Center, and bringing major league baseball and Surprise stadium to the community.

He is excited and ready to introduce progressive programs and services to all residents of Surprise. His goals for his current term:

- Work with all council members to respectfully represent our city and the residents of District 4.
- Improve transportation.
- Continue to improve and promote businesses in the Original Townsite.
- Continue recreation programs for young people.

- Support public services such as the Fire and Police Departments.
- Explore more job opportunities for Surprise residents.

Villanueva has lived in Surprise for 32 years and has been married to Rachel for 39 years. His three grown children, all Dysart High School graduates, were raised in Surprise. He has one grandson.

Villanueva's term expires in December 2011.

RICHARD ALTON – Richard.Alton@surpriseaz.com



Richard Alton represents the Cottonwood District (2). The Cottonwood District encompasses the majority of Sun City Grand, the northwest portion of Sun Village, Stonebrook, Summerfield, and Bell West Ranch.

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

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

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

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

Alton's term expires in December 2011.

SKIP HALL – Skip.Hall@surpriseaz.com



Skip Hall was elected in a March 2008 recall election to represent Palo Verde District (6). The Palo Verde District includes Coyote Lakes, Canyon Ridge West, Rose Garden, Sunflower Resort, Sun Village, Fox Hill Run, and the eastern portion of the city's Original Townsite.

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

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

He grew up in Idaho and received a business degree from Seattle University. Hall is a Vietnam War Veteran and was awarded the Bronze Star for his outstanding service 1969-1970. He worked in the restaurant and lodging business for decades, opening restaurants in California, Oregon, and Washington and earning a certification in Hotel Administration. He was involved in multi-unit management for two lodging chains and achieved the Best Practice Award from American Express and the National Lodging Institute. He has worked with Junior Achievement, Veterans of Foreign Wars and is currently working with the U.S. Department of Education on testing programs for Arizona students. He has also taught community college courses on the hospitality business and restaurant and hotel management.

Hall and his wife Dale have been married for more than 36 years and have two daughters, a son, and five grandchildren.

Hall's term expires in December 2009.

JOE JOHNSON – Joe.Johnson@surpriseaz.com



Joe Johnson, a Surprise resident for seven years, represents the Palm District (5). 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 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.

Johnson's term expires in December 2009.

JOHN LONGBAUGH – John.Longabaugh@surpriseaz.com



John Longabaugh, a Surprise resident since 2003, represents the Acacia District (1) and was appointed in June 2007 to fill a vacancy. The Acacia District encompasses the northwest portion of Surprise, including Sun City Grand, Happy Trails, and Arizona Traditions.

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 Mayor and Council to the newly formed Disability Advisory Commission in July 2005 until his recent appointment. 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 that 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 City Council, working in harmony with the Mayor, his fellow council members, and the city's staff.

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 City 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 council member – a true servant of the people he or she represents.

Longabaugh's term expires in December 2009.

JOHN WILLIAMS – John.Williams@surpriseaz.com



John Williams was elected to the City Council from District 3 (Mesquite) in November 2007. 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.

As a teacher, parent, and husband, Williams brings a community perspective to his commitment to serve as a voice for all residents. He has been in Education and Sports Medicine since he and his wife Melissa bought their home in Surprise in 2000.

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

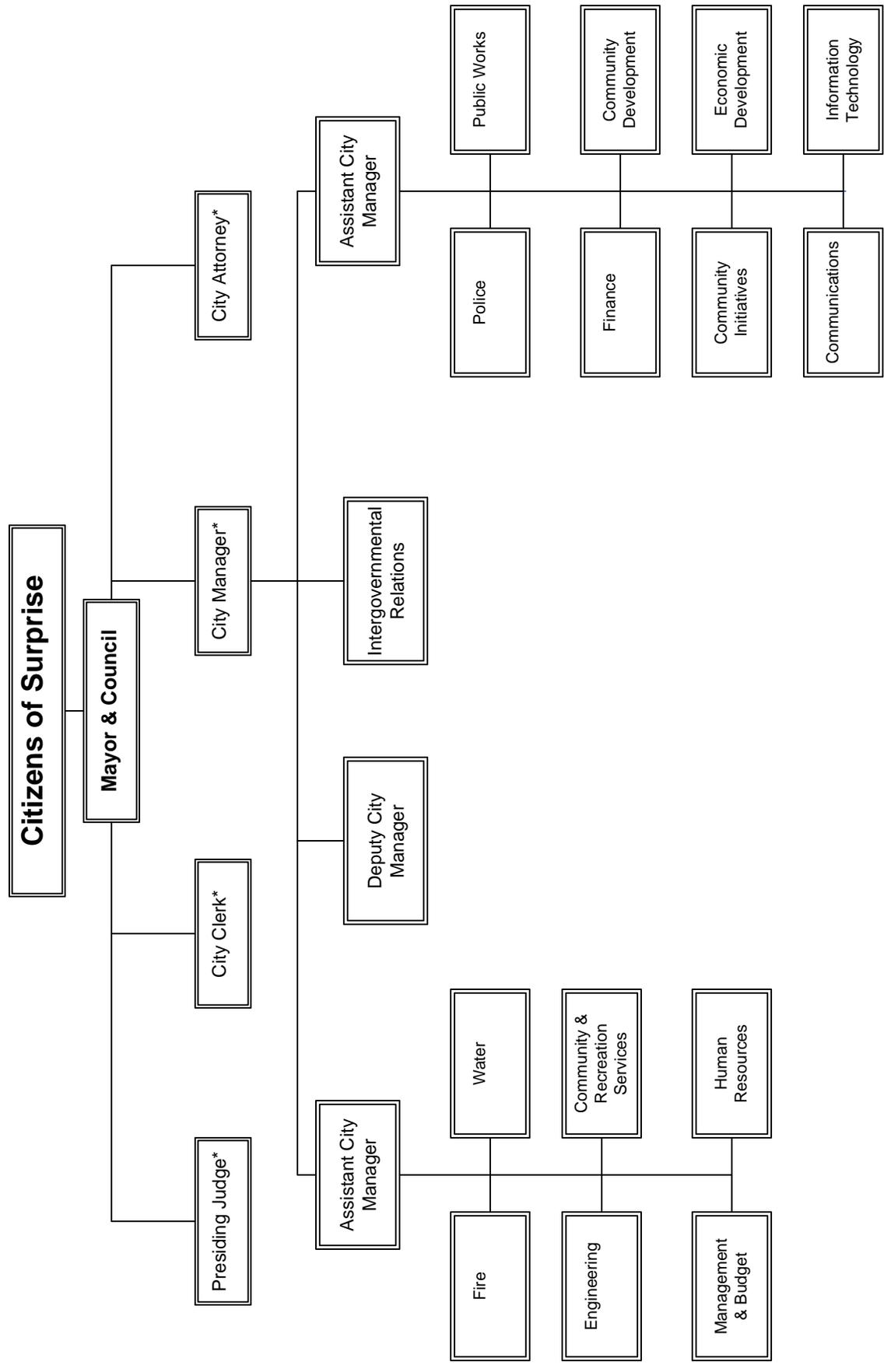
For the past 7 years, Williams has been working as a teacher, building the Career and Technical Education Sports Medicine program in the Peoria Unified School District. He has been selected by his peers to be the Program Lead for the past 2 years.

Williams and his wife have three children, Connor, Ashlyn, and Matthew. They are animal lovers and have opened their home to numerous animals in need including Blaze, the three-legged cocker spaniel whose life was extended for 8 years after they took him into their home in 1999.

“I want to give my kids, our kids, the opportunity to be part of the city that is defining vibrant southwest living. In 15 years, I hope my oldest, Connor, can attend the next great university right here in Surprise. I hope when he graduates he will have the option of building his own family here because we will have grown a sustainable economy that offers high quality jobs to our residents. These are my hopes and dreams. I believe working together, we can make them happen.”

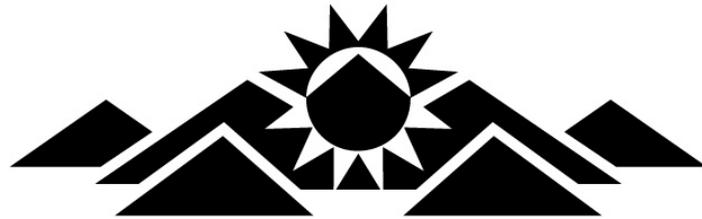
William’s term expires in December 2011.

Organizational Chart FY2009



*Appointed by Council

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget

History of Surprise

Surprise, located just 35 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. The former small farming village now encompasses more than 102 square miles, including urban and commercial developments, ranches, and industrial and business parks. Surprise strives to achieve a balance between the needs of residential communities and the growth of business and industrial areas. Industrial growth zones are selected to operate competitively, but harmoniously, with the residential community.

Over the past 48 years, Surprise has grown from 500 residents to a city of over 100,000 people in 2008, evolving from a small town government to a regional governmental entity. The city offers a broad range of living styles, from small family subdivisions to a number of secluded ranches. Surprise also

offers a number of retirement communities that address the needs and lifestyles of active adults. There are many 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 the Kansas City Royals.

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	98,140	1.78%
2008	100,858	2.77%
2009	103,884	3.00%
2010	107,001	3.00%

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

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

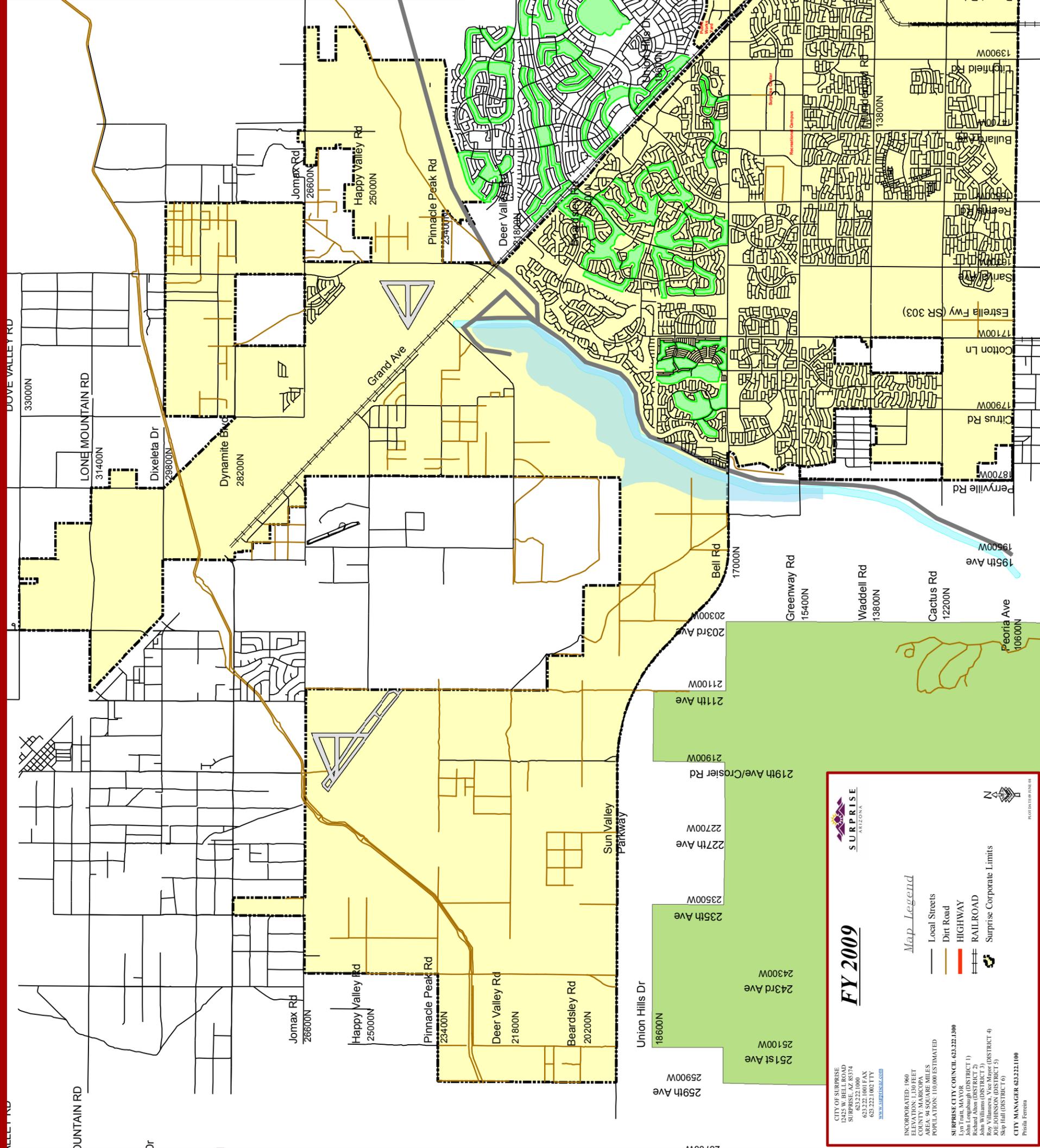
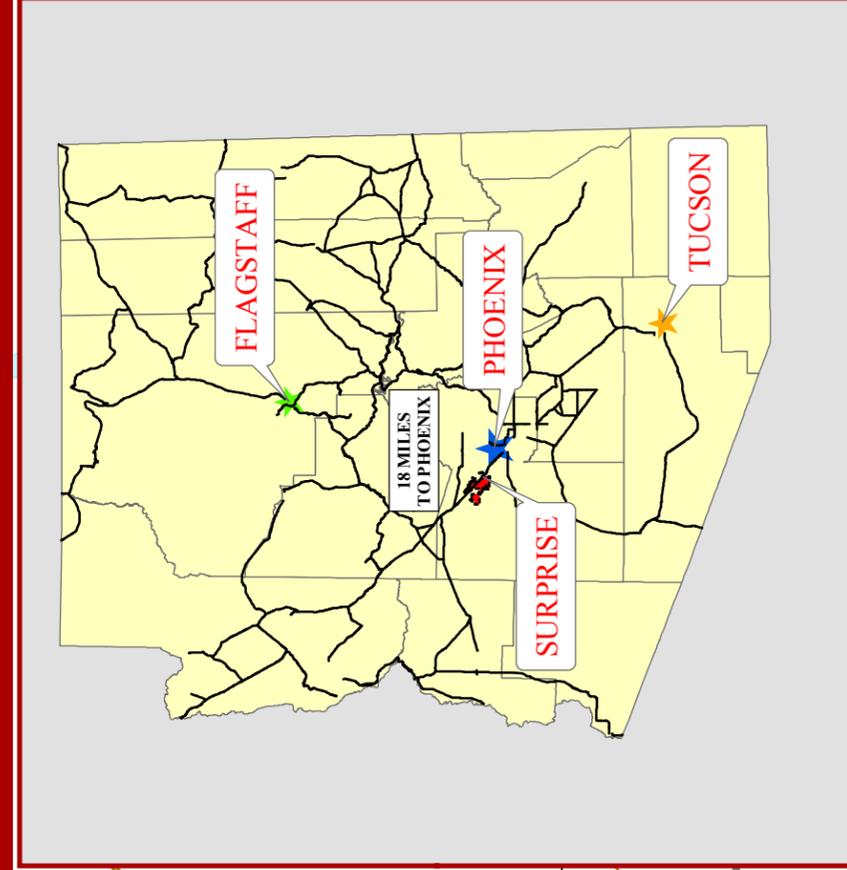
Year	Median Age	Percentage Change
1980	20.3	
1985	24.2	19%
1990	33.0	63%
1995	41.7	26%
2000	46.1	11%
2005	35.4	28%

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
2008	103

Source: City of Surprise



FY 2009

CITY OF SURPRISE
ARIZONA

Map Legend

- Local Streets
- Dirt Road
- HIGHWAY
- RAILROAD
- Surprise Corporate Limits

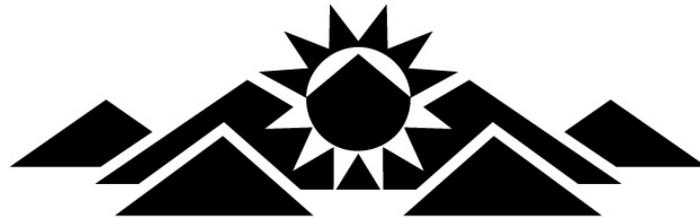
INCORPORATED: 1960
ELEVATION: 1,130 FEET
AREA: 98.30 SQUARE MILES
POPULATION: 110,000 ESTIMATED

SURPRISE CITY COUNCIL 623.222.1300
Lyn Trant, MAYOR
John Longbaugh (DISTRICT 1)
Richard Alton (DISTRICT 2)
John Williams (DISTRICT 3)
JOE JOHNSON (DISTRICT 4)
Skip Hall (DISTRICT 5)
Phil Peterson (DISTRICT 6)

CITY MANAGER 623.222.1100
Phil Peterson



City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

Budget Summary FY2009

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 budgets as long as city expenditures do not exceed the adopted budget in total. For the city of Surprise the adopted FY2009 budget is \$358,961,700.

As presented, the budget is designed to allow as much flexibility as possible, while still imposing guidelines, to each department to implement the Mayor and 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. Management uses expenditure categories to monitor a department's fiscal responsibility and success at planning the operational budget for the fiscal year. These budget categories are made up of individual program line items. Capital project budgets 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 the mission, accomplishments, goals, objectives, performance measures, and other pertinent information. This document is intended to provide insight into the operating policy of the city as well as demonstrating the city's commitment to fiscal responsibility and the needs of the residents.

Residents 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 into 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 Mayor and Council re-affirm 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 Mayor and 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, Mayor and 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 residents receiving service and approved by the Mayor and 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.
- Mayor and 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 the Management and Budget Department and approved by the City Manager, prior to requesting Mayor and 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 Mayor and Council approval. All requests for adjustment require written justification explaining the fiscal impact, which is reviewed by the Management and Budget Department and approved by the City Manager, prior to requesting Mayor and Council approval.
- Comparison of service delivery should be made to ensure that quality services are provided to Surprise residents 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 is monitored 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 and input supplemental requests. Each request is tied to a city of Surprise Strategic Plan goal and related objective. Management and Budget staff review requests and ask for additional information or data as needed. Supplemental requests and additional research are then compiled by Management and Budget staff. A detailed book of supplemental requests is presented to the management review team which consists of the City Manager, the Assistant City Managers, and budget staff. Department heads present capital and operating requests to the management review team in individually scheduled meetings.

All supplemental requests are considered in light of available resources before decisions are made by the management review team. The Assistant City Managers present the management review team recommendations to the department directors. 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 the Mayor and Council for review and discussion at a two day budget retreat. During the retreat the City Manager and budget staff present the recommended budget and illustrate the link between the budget and stated Mayor and Council objectives. Department heads are present at these meetings to address questions the Mayor and Council may have.

As a result of the two day budget retreat, revisions are made to the draft budget, and the City Manager's recommended tentative budget is presented to the Mayor and Council for adoption at a regular Council meeting. Following adoption, the tentative budget is published for two consecutive weeks in the local paper. A public hearing is then held on the budget, after which the Mayor and Council vote 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 FY2009 the Mayor and Council adopted an Expenditure Limitation budget of \$358,961,700 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 and Budget to process through the appropriate level of approval and to make the actual budget transfer. Transfers can only be made pursuant to the Mayor and 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. This means that obligations of the city (for example outstanding purchase orders) are budgeted as expenditures, but revenues are budgeted only when they are measurable and available.

The enterprise funds (water, sewer, water replenishment, and sanitation) also budget expenditures as encumbrances when a commitment is made (e.g. through a purchase order). Revenues, however, are budgeted when they are obligated to the city (e.g. water user fees are budgeted 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 based on "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. These expenditures should be closely monitored to ensure that they are being spent for the purpose identified in the budget and that the corresponding revenue is adequate. For this reason, 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						
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Funds	Enterprise Funds
Revenues						
Local Sales Tax	32,284,200	0	0	3,816,600	0	0
State Shared Revenue	24,689,200	6,804,000	0	0	0	0
Building & Zoning Fees	3,567,000	0	0	0	0	0
Property Tax	6,318,300	2,332,800	546,800	0	0	0
Franchise Fees	3,881,700	0	0	0	0	0
Engineering Fees	2,828,000	0	0	0	0	0
CRS Fees	1,623,700	1,521,500	0	0	0	0
Court Revenue	1,237,500	40,000	0	0	0	0
Development Fees	0	0	0	15,172,100	0	0
Other	6,979,200	23,210,400	0	63,780,800	1,000	186,800
Service Collection Fee	72,000	0	0	0	0	27,482,300
Transfers In	3,511,100	10,388,200	0	48,844,300	0	0
Total Revenues	86,991,900	44,296,900	546,800	131,613,800	1,000	27,669,100
Expenditures						
Current						
Community & Recreation	10,608,400	6,211,000	0	1,922,300	0	0
Community Development	5,767,800	100,000	0	0	0	0
General Government	16,589,300	3,035,100	0	124,800	0	0
Non-Departmental	2,883,300	752,700	0	5,458,200	96,900	0
Public Safety	36,544,800	252,300	0	677,100	0	0
Public Works	8,389,800	7,847,400	0	1,276,400	0	4,512,400
Water Services	105,200	0	0	9,267,300	0	20,026,800
Capital & Depreciation	633,700	26,665,600	0	147,417,900	0	7,387,500
Debt Service	0	0	665,000	7,208,200	0	0
Contingencies	453,800	10,766,200	0	6,718,800	0	8,595,700
Transfers Out	21,484,200	0	0	29,342,500	0	11,916,900
Total Expenditures	103,460,300	55,630,300	665,000	209,413,500	96,900	52,439,300
Rev over/(under) Exp	(16,468,400)	(11,333,400)	(118,200)	(77,799,700)	(95,900)	(24,770,200)
Operating Reserves	(13,280,500)	(1,449,300)	0	(7,200,000)	0	(4,536,800)
Fund Balance						
beginning of year	29,748,900	12,782,700	118,200	84,999,700	95,900	29,307,000
Fund Balance						
end of year	0	0	0	0	0	0

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 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* – This fund is used to track all revenues and expenditures associated with the city's neighborhood revitalization program. This program is funded through a combination of federal, state, and local funds. City policy, grant agreements, and contractual obligations restrict the use of these funds.
- *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 Street Light Improvement Districts (SLIDs) have been established by ordinance to provide a centralized location for the collection of taxes from properties located in the district. These proceeds are legally restricted to the payment of electricity to operate the street lights within the district.
- *Community Facilities District* – Two Community Facilities Districts (CFDs) 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 Municipal Property Corporation (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 \$228.4 million in revenues relating to all funds, included in this amount are 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 \$130.6 million. The large available fund balance is due exclusively to the investment in infrastructure that the city of Surprise has committed. The FY2009 budget includes approximately \$111.3 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% and 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 FY2009 the following table shows the city's anticipated G.O. debt capacity.

Legal General Obligation Bond Capacity

FY2009

Secondary Assessed Valuation		1,457,234,360	1,457,234,360
Limitation	X	6%	20%
G.O. Bond Limit	=	87,434,062	291,446,872
Less Outstanding G.O. Debt	-	0	813,912
Available Debt Capacity	=	87,434,062	290,632,960

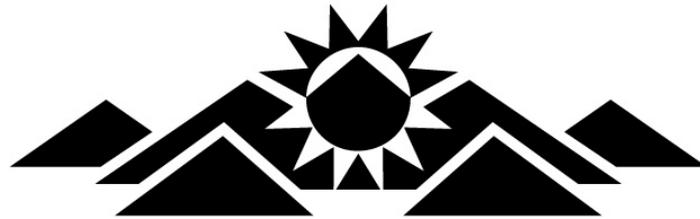
Anticipated borrowing during FY2009 totals \$20.0 million. That amount is associated with the Marley Park Community Facilities District (CFD). As a separate legal entity any debt issued by the CFD does not count towards the city's debt limit. The growth occurring over the last five years and strengthening of the city's financial position have contributed to the current city bond rating of AA-.

In addition to the revenue sources described above, **Inter-fund transfers** represent a reallocation of resources between funds that do not affect the bottom line of the expenditure limitation budget. For FY2009 inter-fund transfers have been programmed at \$62.7 million and are detailed in the appendix of this document as part of the state required budget adoption forms.

**Budget Calendar
FY2009 Budget**

<u>Start Date</u>	<u>Activity</u>
10/12/2007	Initial meeting with budget contacts (define role, budget process, performance measures)
10/15-11/21/2007	Department meetings (identify supplements, review quarterly expense report, performance measures)
11/26/2007	Database opened
11/26-12/14/2007	Additional database training as needed
12/31/2007	New supplemental requests due to M&B
2/4/-2/29/2008	M&B assembles info for city management office, follow up with departments as necessary
3/3/-3/14/2008	City management meetings with departments
4/4/2008	Mayor and Council books available
4/18 & 4/19/2008	Mayor and Council budget retreat
5/22/2008	Tentative budget adoption City of Surprise Marley Park Community Facilities District
6/12/2008	Truth in Taxation Hearing – City of Surprise
6/12/2008	Final budget City of Surprise Marley Park Community Facilities District
6/12/2008	Property tax levy adoption – Marley Park Community Facilities District
6/26/2008	Property tax levy adoption – City of Surprise

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

CITY OF SURPRISE STRATEGIC PLAN



Surprise's neighborhoods are strong, unique, and cohesive.

- 1.1 Maintain long-range neighborhood planning and physical design strategies to ensure attractive, functional, and safe neighborhoods.
- 1.2 Maintain connectivity of neighborhoods with the community.
- 1.3 Provide services and coordination to build neighborhood cohesiveness.
- 1.4 Promote neighborhood vibrancy and consistent adherence to established standards.
- 1.5 Maintain strategic alliances to develop and promote community and neighborhood events.
- 1.6 Maintain active and passive recreational, entertainment, cultural, and other leisure venues and activities that promote and develop traditions and a unique character for Surprise.



Surprise has a diverse, vibrant, and sustainable economy.

- 2.1 Maintain a diverse business base, ranging from small business start-ups to large corporate facilities.
- 2.2 Maintain employment to serve the local workforce.
- 2.3 Maintain a diverse retail base for residents and visitors.
- 2.4 Maintain advanced technology providers for business and residents.
- 2.5 Maintain safety and security measures in commercial and employment development.



Surprise has a seamless, comprehensive, and safe transportation system.

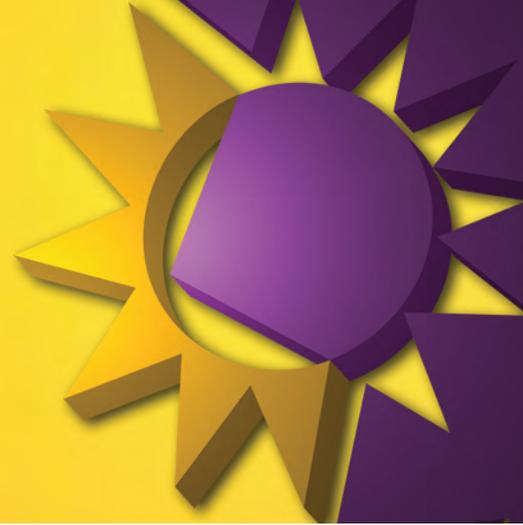
- 3.1 Link transportation and land use planning
- 3.2 Maintain a comprehensive transportation funding program.
- 3.3 Improve inter- and intra-community mobility connectivity.
- 3.4 Decrease occurrence and severity of traffic accidents.



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.



Surprise is environmentally sustainable and preserves the desert character.

- 4.1 Protect Sonoran Desert flora, fauna, terrain, views, and dark skies.
- 4.2 Preserve air quality, water resources, and energy.
- 4.3 Integrate the built environment to compliment the natural surroundings.



Surprise is financially sustainable.

- 5.1 Maintain a diverse local tax base.
- 5.2 Maintain sound financial policies and mechanisms.
- 5.3 Maintain processes to ensure efficient and effective delivery of services.
- 5.4 Maintain strategic alliances to serve as partners in projects, programs, and initiatives.
- 5.5 Maintain an open public dialogue that quantifies the public's desires, the costs for addressing them, and the funding alternatives available.



Surprise has a well-educated, workforce-prepared citizenry.

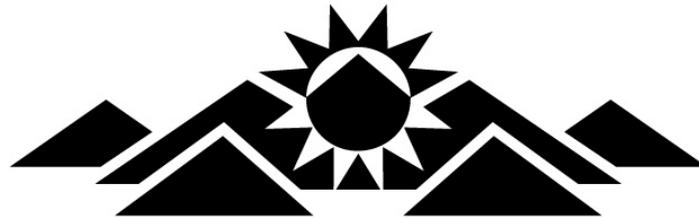
- 6.1 Maintain education as a community and neighborhood focal point.
- 6.2 Maintain a variety of educational and training institutions.
- 6.3 Enhance and improve the education system's performance and reputation.



Surprise effectively communicates with its citizens.

- 7.1 Increase the public's awareness regarding civic affairs and municipal operations.
- 7.2 Maintain an on-going process/protocol for civic engagement and feedback.
- 7.3 Raise awareness of events and traditions for new and existing residents.

City of Surprise, Arizona



SURPRISE

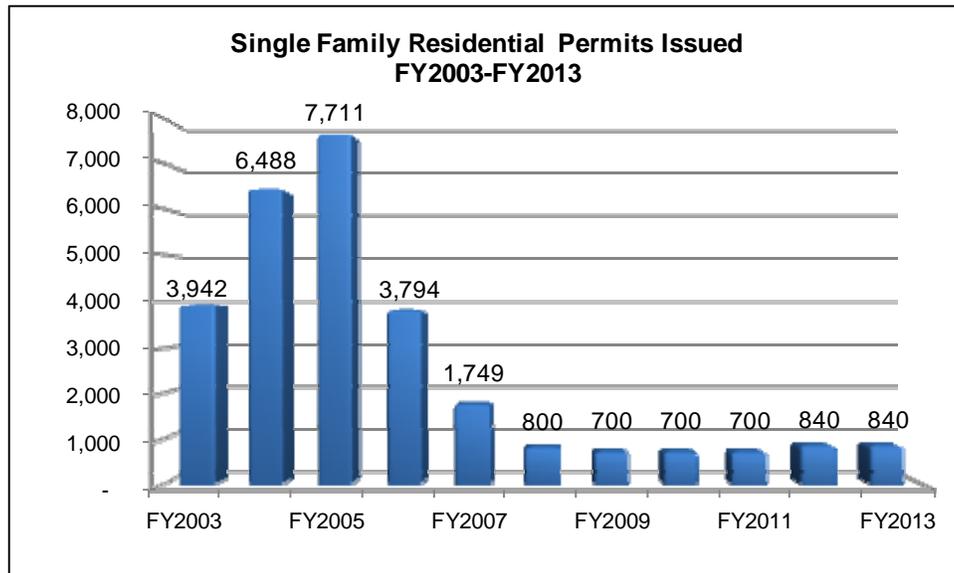
ARIZONA

FY2009 Adopted Budget

Revenue Sources FY2009 Budget

The general fund is the primary operating fund of the city. Any activity not belonging to another fund is programmed in this fund. For FY2009 the general fund revenue estimate of \$83,983,200 represents a net decrease of \$4,713,100 or 5.3% below the FY2008 budget. Operating revenues are expected to increase by 2.8% and one-time revenues are expected to decrease 41% due to a decline in the construction sales tax.

Following a national economic downturn and a slowing housing market, there has been a significant reduction in new home construction. Although, construction continues to be a critical factor in the local economy of Surprise. As illustrated in the graph below, a downward trend in single-family residential permit issuance continues in FY2008 with a projected total of 800 permits issued for the year. Five year revenue projections are based on an annual issuance of 700 single-family residential permits per year in FY2009-FY2011 and 840 per year in FY2012-FY2013. Total single-family residential permits projected over a five year period are estimated at 3,780 permits reduced from last year's budgeted 15,200 permits.



This year's revenue projections incorporate an estimation of non-single family residential square feet including multi-family residential, retail, commercial, industrial, and office. The revenue received from these sources was previously accounted for in the single family residential projections. In an effort to improve projection accuracy this amount was identified separately and held constant at 1.5 million square feet annually. Actual square feet during the past 3 years has grown from 1.4 million square feet to 2.2 million square feet.

In addition to construction, state shared revenue and program income account for revenue within the general fund. The decreased level of residential and commercial construction is also leading to decreased collections of development fees, engineering fees, permit fees, and all other construction related revenue when compared to previous fiscal years. These fluctuations in the housing and construction market continue to

highlight the importance of the city of Surprise's policy to dedicate one-time revenues to one-time expenditures.

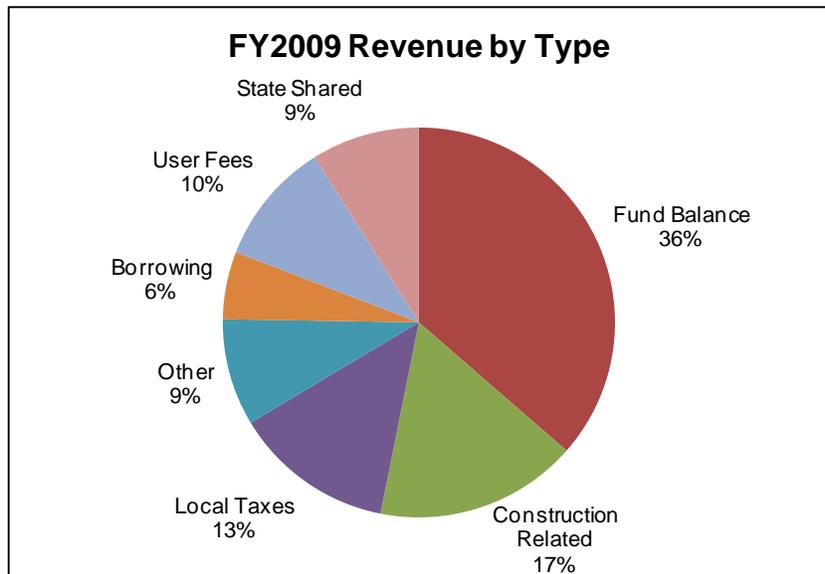
Enterprise funds are used to account for the business-like activities of the government. Revenues are estimated give the number of users and the rate charged. The enterprise funds are charged an indirect rate that is transferred to the general fund for overhead costs supported by the general fund. Following a utility rate adjustment in FY2007, all enterprise funds have recovered costs throughout FY2008 and are expected to do the same in FY2009. Enterprise funds are examined on an annual basis to ensure the fees continue to cover all costs of doing business.

As presented, the FY2009 budget has expenditures equal to revenues, however \$26,506,000 of expenditures are currently programmed as un-obligated contingencies. The majority of these contingencies are in restricted special revenue or capital funds. As an added safeguard of these funds, all transfers of funds from any contingency account require both the City Manager and Mayor and Council approval.

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

1. **Beginning Fund Balance/Retained Earnings (\$130,585,800)** – 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. The Mayor and Council have 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 \$19,266,600.

2. **Construction Related (\$60,205,200)** – This category consists of revenues that are collected or earned by the city which are directly related to the level of construction activity. Although these revenues will be collected on an annual basis as long as the city continues to grow, this source is still considered a one-time revenue source. The largest source of revenues of this type is for developer contributions associated with the Special Planning Area 2 and 3 water reclamation facilities. Other examples of construction related revenue include building permit fees, engineering fees, and development fees.

Also included in this category is the transportation improvement fund financed by a dedicated 1.5% construction transaction tax to be used exclusively for capital

projects that improve the overall transportation and/or transit systems city wide. The construction portion of the local sales tax is included as part of local taxes and will generate approximately \$9.4 million in FY2009, including \$3.8 million that has been dedicated for transportation improvements.

3. **Local Taxes (\$47,684,700)** – Local taxes are the largest source of general fund revenue. These revenues are generally recurring with little or no external restrictions on use. Examples of local taxes are sales tax, property tax, and franchise fees. Approximately 26% of the local sales tax is directly related to construction and is included in this category.
4. **Other Revenues (\$31,692,700)** – Included in this category are grants, building rent, internal service payments, audit revenue, court revenue, program revenue, and other miscellaneous revenue. This category also contains \$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 (\$20,000,000)** – Borrowing for FY2009 consists of \$20.0 million specifically for the Marley Park Community Facilities District.
6. **User Fees (\$36,693,000)** – User fees are revenues associated with the provision of utility services by the city. The city of Surprise provides water, sewer, 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 (\$32,100,300)** – 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 fund, local transportation assistance fund, and vehicle license tax.

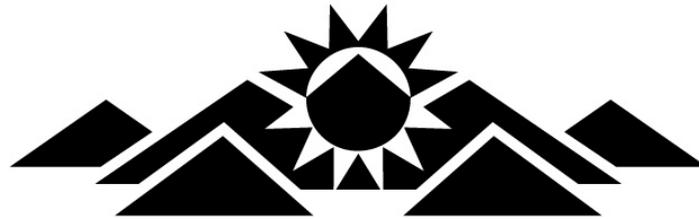
Operating Revenues

Operating Revenues are estimated at \$122,805,100 for FY2009. Local taxes are the largest category of operating revenue for the city of Surprise composing 36% of total operating revenue. Included in this total are sales tax and property tax. The non-dedicated construction portion of local sales tax is included as operating revenue and composes 5% of the operating revenue total. Following local taxes is the state shared revenue category that makes up 26% of operating revenue. User fees, consisting mostly of collections from the utilities of water, replenishment, wastewater, and sanitation, make up 22% of operating revenues. Construction related revenue such as building permits and engineering fees makes up 5% of operating revenue.

The differentiation between operating revenues and total revenues is necessary even with the current slowing in the housing market. The city must ensure the long-term sustainability of all services and programs; and this differentiation of revenue demonstrates this as being accomplished. For FY2009 operating revenue is covering all operating expenditures, thus ensuring the city is in structural balance.

The following reports present a summary of the major revenue accounts with historical and forecasted revenues. Also included in the detail pages are the factors and assumptions used to develop the projections.

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

**CITY OF SURPRISE
MAJOR REVENUE ACCOUNTS**

Major Revenue Accounts	HISTORICAL					FORECAST						
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	Budget FY2008	FY2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General Fund - Operating												
Local Sales Tax	10,205,407	12,670,183	18,627,753	22,767,151	33,614,832	27,892,600	25,214,600	26,360,500	27,558,600	28,951,000	30,560,700	32,415,000
Local Sales Tax-Construction 25%	2,094,404	2,854,343	4,701,480	5,792,111	3,470,339	2,000,000	2,373,650	1,399,425	1,420,425	1,441,725	1,627,600	1,652,025
State Shared Sales Tax	2,404,711	2,580,405	2,827,385	3,265,881	8,390,104	8,989,100	8,390,100	7,802,000	7,919,000	8,037,800	9,886,200	10,034,500
State Shared Income Tax	3,515,043	2,786,051	2,868,466	3,795,975	10,221,108	12,400,000	12,431,200	13,011,600	13,206,700	13,404,800	16,487,500	16,734,800
Primary Property Tax	1,773,580	2,263,863	3,258,616	4,008,424	5,139,517	5,848,300	5,848,300	6,318,300	6,624,900	6,940,300	7,301,900	7,674,100
Franchise Fees	1,307,747	1,641,148	2,069,976	2,680,885	3,234,383	3,712,900	3,712,900	3,881,700	3,939,900	4,263,100	4,500,100	4,773,200
Auto Lieu Tax	1,214,541	1,249,905	1,320,809	1,707,261	3,655,491	3,818,300	3,818,300	3,875,600	3,933,700	3,992,700	4,910,900	4,984,600
Parks & Rec. Program Fees	572,666	838,629	1,072,493	964,789	919,404	1,522,000	944,900	1,520,700	1,589,800	1,670,100	1,763,000	1,870,000
Court Revenue	770,530	689,721	1,027,952	1,444,508	1,168,244	1,563,700	1,183,700	1,237,500	1,293,700	1,359,100	1,434,600	1,521,700
Building Inspection & Permit Fees	5,124,594	8,842,182	11,401,188	6,524,259	3,428,601	1,935,500	1,821,300	1,704,400	1,730,000	1,755,900	1,993,400	2,023,300
Other Bldg & Zoning Fees	1,376,495	1,856,035	2,211,889	2,191,724	2,099,324	1,591,000	1,573,500	1,472,500	1,494,600	1,517,000	1,722,200	1,748,000
Engineering Fees	2,445,654	2,383,485	2,019,673	2,471,370	2,745,000	2,345,400	2,786,200	2,828,000	2,870,400	2,913,400	2,957,100	3,001,500
All Other General Fund Revenue	2,177,712	4,486,255	6,812,962	9,893,609	7,576,905	5,632,800	6,370,200	6,659,700	6,962,400	7,314,200	7,720,900	8,189,300
Subtotal - General Fund Operating	34,983,100	45,142,200	60,220,600	67,507,900	85,663,300	79,251,600	76,468,900	78,071,900	80,544,100	83,561,100	92,866,100	96,622,000
General Fund - One Time												
Local Sales Tax-Construction 75%	6,283,212	8,563,029	14,104,441	17,376,332	10,411,016	6,000,000	7,120,950	4,198,275	4,261,275	4,325,175	4,882,800	4,956,075
Bond Revenue	0	0	0	0	0	7,272,200	0	0	0	0	0	0
Subtotal - General Fund One-Time	6,283,200	8,563,000	14,104,400	17,376,300	10,411,000	13,272,200	7,121,000	4,198,300	4,261,300	4,325,200	4,882,800	4,956,100
General Fund Total	41,266,300	53,705,200	74,325,000	84,884,200	96,074,300	92,523,800	83,589,900	82,270,200	84,805,400	87,886,300	97,748,900	101,578,100
Other Operating/Ongoing Revenues												
Enterprise & Special Revenue Funds												
HURF Fund	1,996,908	2,135,343	2,242,575	2,713,655	6,293,129	6,259,500	6,484,500	6,353,500	6,544,100	6,740,400	8,413,000	8,665,400
Water Service Fee	2,398,095	3,070,598	3,857,438	6,416,610	7,737,626	7,906,300	8,347,400	8,634,400	8,867,300	9,105,200	9,359,800	9,629,900
Water Replenishment Service Fee	303,474	535,862	650,604	930,460	796,498	1,308,900	1,403,200	1,432,900	1,451,700	1,470,400	1,491,200	1,513,700
Sewer Service Fee	5,416,830	6,843,052	8,163,690	10,187,758	12,361,727	11,979,500	11,262,300	11,552,700	11,735,400	11,918,100	12,120,600	12,339,800
Sanitation Service Fee	1,771,860	2,030,214	2,535,747	3,451,396	4,599,920	5,504,800	5,207,100	5,387,800	5,501,600	5,615,300	5,741,300	5,877,800
Campus Operations	1,343,904	1,440,590	1,562,642	1,450,581	1,499,161	1,700,200	1,512,900	1,546,100	1,616,400	1,698,000	1,792,400	1,901,200
Other One-Time Revenues												
General Government Development Fee	1,108,251	2,097,228	2,494,928	1,476,440	945,094	872,500	1,213,000	1,146,900	1,146,900	1,146,900	1,239,400	1,239,400
Police Development Fee	1,495,732	2,760,946	3,859,184	2,382,947	2,085,418	683,400	927,600	890,400	890,400	890,400	942,500	942,500
Fire & EMS-Development Fee	0	0	2,732,689	2,619,240	2,266,095	1,297,200	1,772,300	1,701,700	1,701,700	1,701,700	1,800,500	1,800,500
Parks & Recreation Development Fee	4,015,539	7,376,309	8,277,665	4,631,352	2,372,708	2,663,600	1,720,600	1,505,500	1,505,500	1,505,500	1,806,600	1,806,600
Library** Development Fee	0	0	1,381,304	1,060,067	561,270	588,400	380,100	332,600	332,600	332,600	399,100	399,100
Public Works Development Fee	1,750,286	3,187,463	5,944,266	3,802,627	2,334,977	1,317,400	1,768,800	1,668,800	1,668,800	1,668,800	1,808,500	1,808,500
Water Development Fee	2,092,902	5,246,978	6,940,661	5,126,431	2,072,920	2,100,500	1,613,000	1,411,400	1,411,400	1,411,400	1,693,600	1,693,600
Replenishment Development Fee	1,161,368	2,128,521	2,143,323	1,090,641	340,905	475,300	673,300	589,100	589,100	589,100	706,900	706,900
Sewer Development Fee	5,668,480	10,556,379	13,181,495	7,967,098	5,279,179	4,852,400	5,367,600	4,696,600	4,696,600	4,696,600	5,635,900	5,635,900
Roads of Reg.Significance Dev Fee	0	0	0	0	0	2,698,700	1,192,000	1,043,000	1,043,000	1,043,000	1,251,600	1,251,600
Transportation Improvement	0	0	0	2,681,844	11,052,892	4,887,300	6,473,600	3,816,600	3,873,900	3,932,000	4,438,900	4,505,500

*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 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Local Sales Tax Revenue - Operating	27,892,600	26,360,500	(1,532,100)	-5.5%

Description

This represents the operating and recurring sales tax revenue that is 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 addressed under Local Sales Tax - General Fund - One Time.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	10,205,407	12,670,183	18,627,753	22,767,151	33,614,832	27,892,600

Indicators

Population (From DES)	45,125	51,885	64,210	85,930	98,140	100,858
Sales tax revenue per capita	226	244	290	265	343	277

Forecast Assumptions

Inflation is held constant at 1.5% per year. Population growth is projected to increase the number of residents per household from 1.8 persons in FY 2005 to 2.5 persons in FY 2013. Projected sales tax per capita for FY 2008 is based on year to date trends.

Forecast Methodology

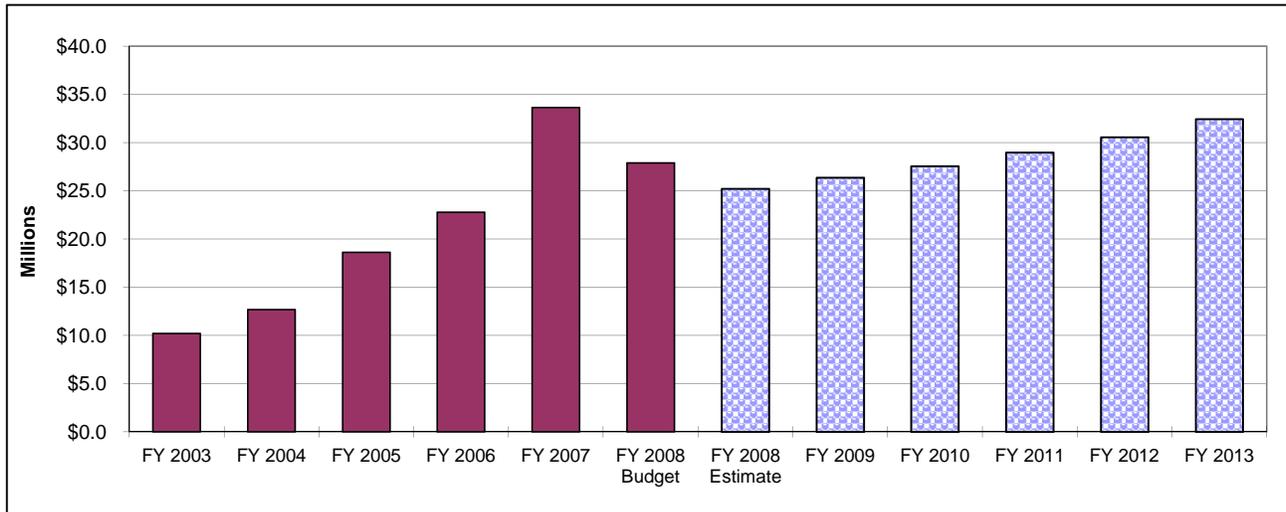
Formula:

Projected Operating/Ongoing Sales Tax Revenue = A x B

Where:

- A = Projected population
- B = Projected sales tax revenue per capita (Inflated 1.5% per year)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	100,858	103,884	107,001	110,746	115,176	120,359
Projected sales tax revenue per capita (B)	250	254	258	261	265	269
Projected Sales Tax Revenue	25,214,600	26,360,500	27,558,600	28,951,000	30,560,700	32,415,000



State Shared Sales Tax

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
State Shared Sales Tax	8,989,100	7,802,000	(1,187,100)	-13.2%

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.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	2,404,711	2,580,405	2,827,385	3,265,881	8,390,104	8,989,100

Indicators

Census population (from DES)	38,400	38,400	38,400	38,400	88,300	88,300
Sales tax revenue per capita	63	67	74	85	95	102

Forecast Assumptions

The projected population is based on a mid-decade census completed in FY 2007. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 1.5% per year.

Forecast Methodology

Formula:

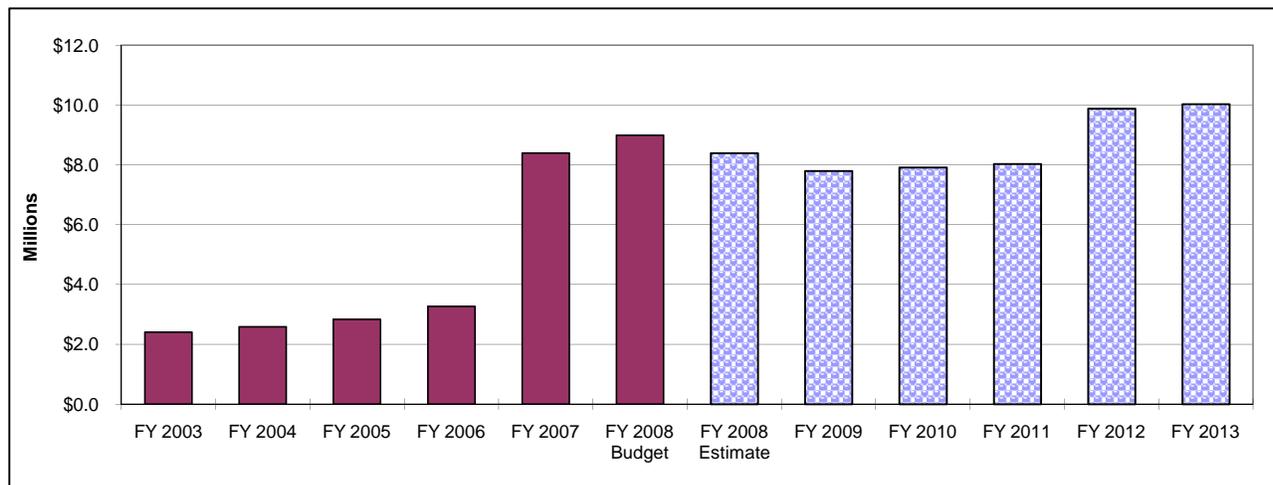
Projected Operating/Ongoing State Shared Sales Tax Revenue = A x B

Where:

- A = Projected population (mid decade census population)
- B = Projected state shared sales tax revenue per capita (Inflated 1.5% per year)

Note: State Shared Revenues increased significantly in FY 2007 due to the mid-decade census.

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Forecast Projected population (A)	88,300	88,300	88,300	88,300	107,001	107,001
Projected sales tax revenue per capita (B)	95	88	90	91	92	94
Projected Sales Tax Revenue	8,390,100	7,802,000	7,919,000	8,037,800	9,886,200	10,034,500



State Shared Income Tax

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
State Shared Income Tax	12,400,000	13,011,600	611,600	4.9%

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 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals						
Revenue Collected	3,515,043	2,786,051	2,868,466	3,795,975	10,221,108	12,400,000

Indicators

Census population (from DES)	38,400	38,400	38,400	38,400	88,300	88,300
Income tax revenue per capita	92	73	75	99	116	140

Forecast Assumptions

The projected population is based on a mid-decade census completed in FY 2007. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 1.5% per year. Data from the Arizona Department of Revenue was used for the FY 2008 and FY 2009 Projected State Shared Income Tax Revenue.

Forecast Methodology

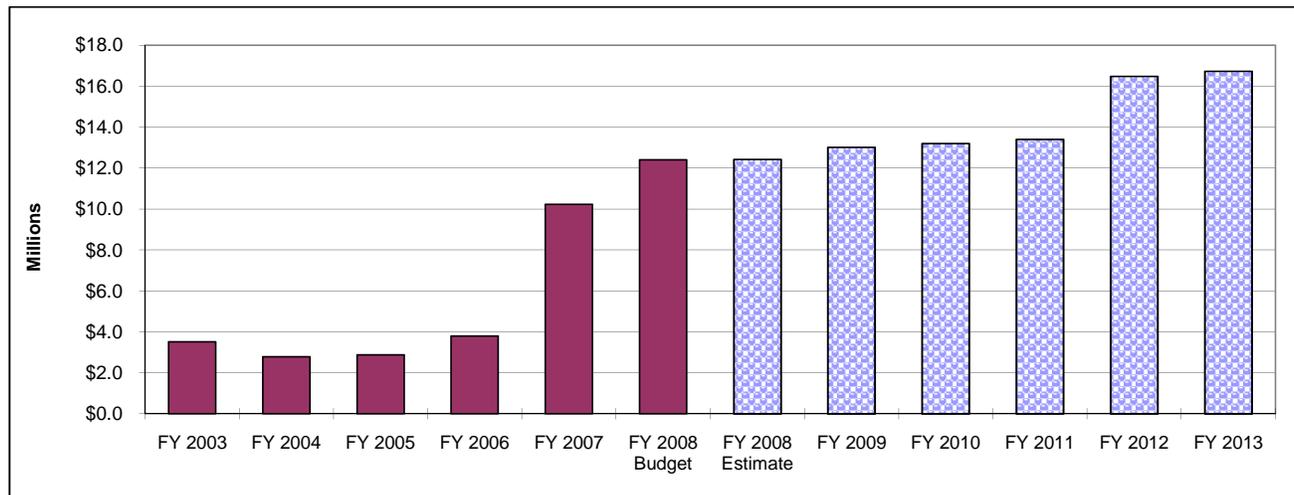
Formula:

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

Where:

- A = Projected population (mid-decade census population)
- B = Projected state shared income tax revenue per capita (Inflated 1.5% per year)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	88,300	88,300	88,300	88,300	107,001	107,001
Proj. state shared inc. tax rev. per capita (B)	141	147	150	152	154	156
Projected State Shared Income Tax Rev.	12,431,200	13,011,600	13,206,700	13,404,800	16,487,500	16,734,800



Primary Property Tax

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Primary Property Tax	5,848,300	6,318,300	470,000	8.0%

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 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected		2,263,863	3,258,615	4,008,424	5,139,517	5,848,300

Indicators

Single family residential permits completed	3,295	5,217	6,722	5,776	2,095	1,600
Levy increase per permit completed		99.19	156.53	131.48	461.72	511.06
Avg. levy increase per permit completed				249.91		

Forecast Assumptions

The Base amount is capped at a 2% increase each year per state statute. Population growth is projected to increase the number of residents per household from 1.8 persons in FY 2005 to 2.5 persons in FY 2013. Inflation is held constant at 1.5% per year.

Forecast Methodology

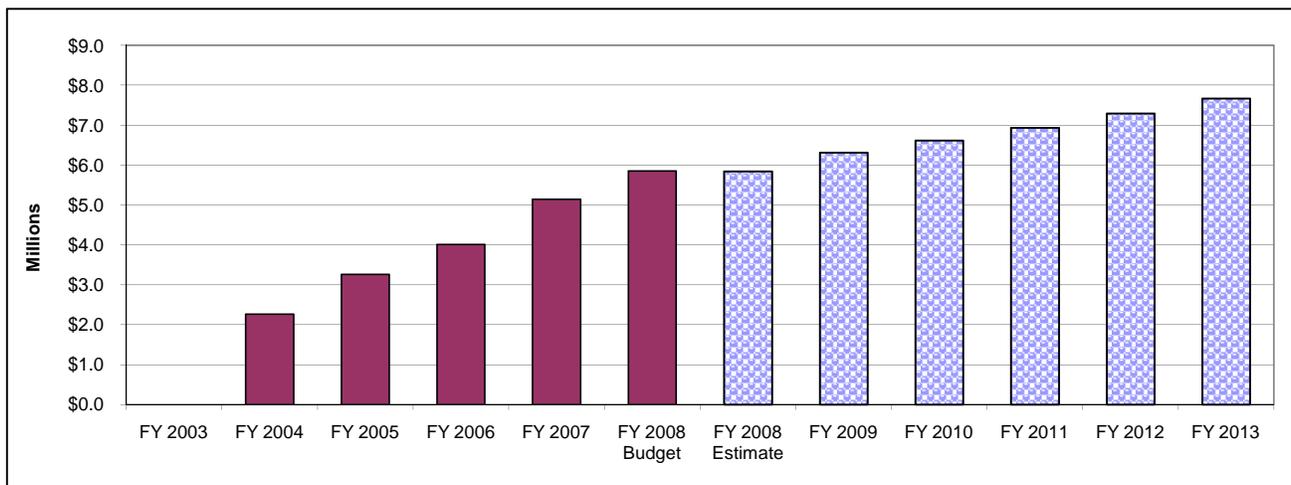
Formula:

Projected Primary Property Tax Revenue = A + D

Where:

- A = Base levy amount (Inflated 2% per year: state statute limitation)
- B = Projected single family residential (SFR) permits completed
- C = Average levy increase per permit completed (Inflated 1.5% per year)
- D = Projected levy increases, D = B x C

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected base (A)	5,848,300	6,140,715	6,444,666	6,757,398	7,079,106	7,447,938
Projected SFR permits completed (B)		700	700	700	840	840
Projected levy inc. per permit completed (C)		253.66	257.46	261.32	265.24	269.22
Subtotal levy increases (D)		177,560	180,223	182,926	222,804	226,146
Projected Primary Property Tax Revenue	5,848,300	6,318,300	6,624,900	6,940,300	7,301,900	7,674,100



Franchise Fees

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Franchise Fees	3,712,900	3,881,700	168,800	4.5%

Description

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,307,747	1,641,148	2,069,976	2,680,885	3,234,383	3,712,900

Indicators

Population (from DES)	45,125	51,885	64,210	85,930	98,140	100,858
Revenue per capita	29	32	32	31	33	37

Forecast Assumptions

Population growth is projected to increase the number of residents per household from 1.8 persons in FY 2005 to 2.5 persons in FY 2013. The revenue per capita is increased by 1.5% per year.

Forecast Methodology

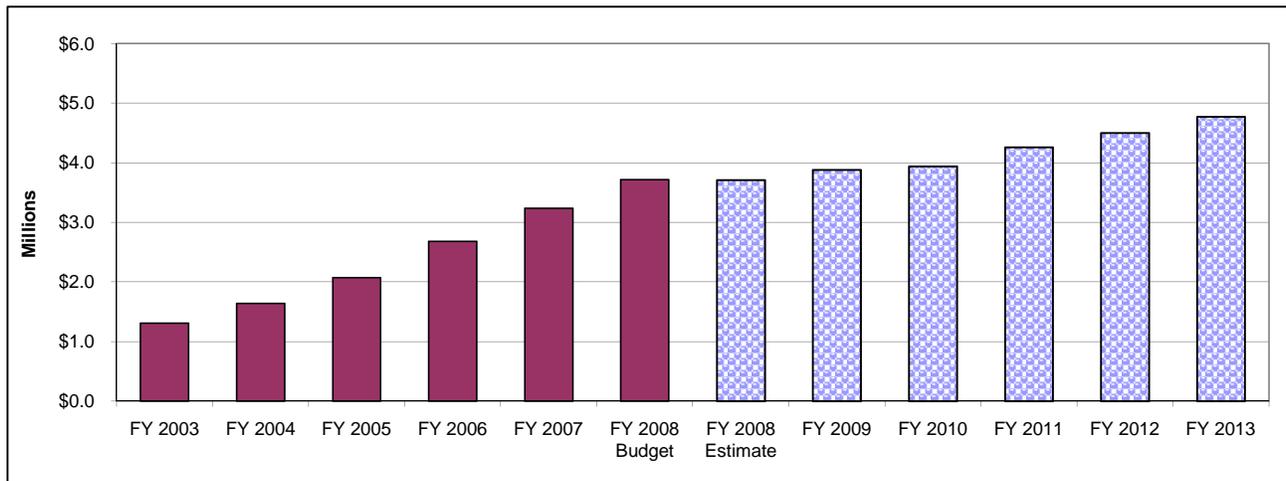
Formula:

Projected Franchise Fee Revenue = A x B

Where:

- A = Projected population
- B = Projected revenue per capita (Inflated 1.5% per year)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	100,858	103,884	103,884	110,746	115,176	120,359
Projected revenue per capita (B)	37	37	38	38	39	40
Projected Franchise Fee Revenue	3,712,900	3,881,700	3,939,900	4,263,100	4,500,100	4,773,200



Auto Lieu Tax

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Auto Lieu Tax	3,818,300	3,875,600	57,300	1.5%

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 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	1,214,541	1,249,905	1,320,809	1,707,261	3,655,491	3,818,300

Indicators

Census population (from DES)	38,400	38,400	38,400	38,400	88,300	88,300
Revenue per capita	32	33	34	44	41	43

Forecast Assumptions

The projected population is based on a mid-decade census completed in FY 2007. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 1.5% per year.

Forecast Methodology

Formula:

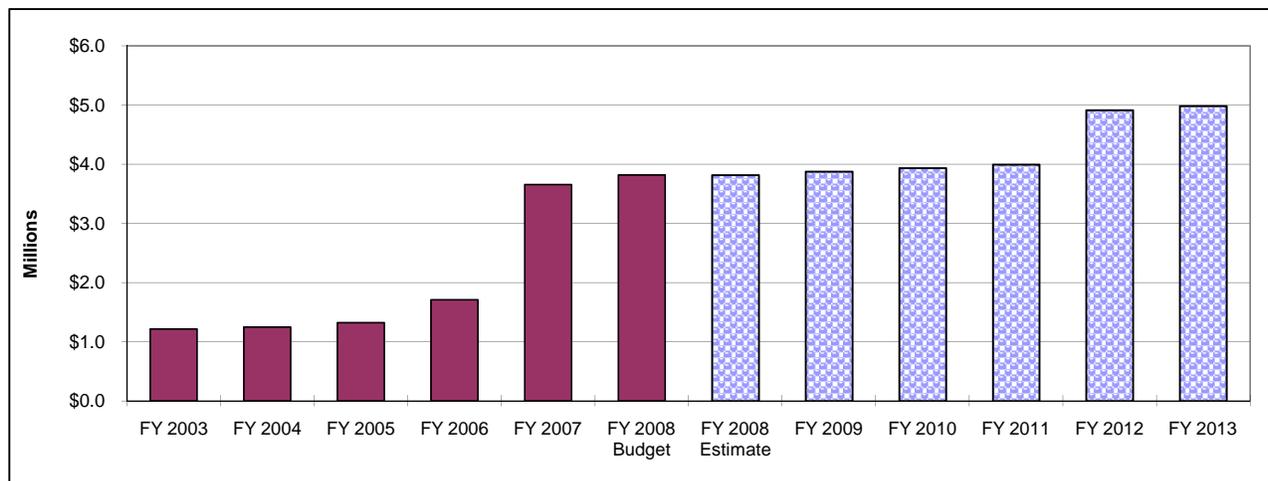
Projected Auto Lieu Tax Revenue = A x B

Where:

- A = Projected population (used mid-decade census figures)
- B = Projected auto lieu tax revenue per capita (Inflated 1.5% per year)

Note: Auto Lieu Tax Revenues increased significantly in FY 2007 due to the mid-decade census.

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	88,300	88,300	88,300	88,300	107,001	107,001
Projected auto lieu tax revenue per capita (B)	43	44	45	45	46	47
Projected Auto Lieu Tax Revenue	3,818,300	3,875,600	3,933,700	3,992,700	4,910,900	4,984,600



Parks & Recreation Program Fees

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Parks & Rec. Program Fees	1,522,000	1,520,700	(1,300)	-0.1%

Description

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

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	572,666	838,629	1,072,493	964,789	919,404	1,522,000

Indicators

Population (from DES)	45,125	51,885	64,210	85,930	98,140	100,858
Fees received per capita	12.69	16.16	16.70	11.23	9.37	15.09

Forecast Assumptions

Population growth is projected to increase the number of residents per household from 1.8 persons in FY 2005 to 2.5 persons in FY 2013. Inflation is held constant at 1.5% per year. The revenue projections are based on programs scheduled in the fiscal year. If there is insufficient program interest, then the program will not be offered and the revenue will not be collected.

Forecast Methodology

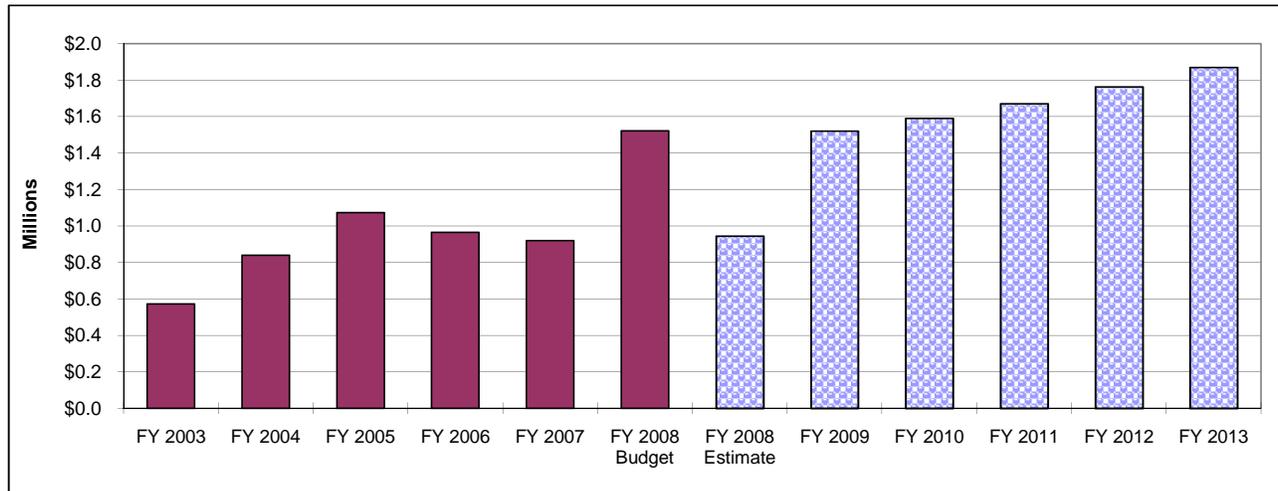
Formula:

Projected Parks & Recreation Program Fee Revenue = A x B

Where:

- A = Projected population
- B = Projected revenue per capita (Inflated 1.5% per year)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	100,858	103,884	107,001	110,746	115,176	120,359
Projected revenue per capita (B)	9.37	14.64	14.86	15.08	15.31	15.54
Projected Parks & Rec Program Fee Rev.	944,900	1,520,700	1,589,800	1,670,100	1,763,000	1,870,000



Court Revenue

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Court Revenue	1,563,700	1,237,500	(326,200)	-20.9%

Description

This revenue is generated by all court imposed fines issued by the City Court.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	770,530	689,721	1,027,952	1,444,508	1,168,244	1,563,700

Indicators

Population (from DES)	45,125	51,885	64,210	85,930	98,140	100,858
Court cases	12,714	12,308	15,000	17,882	16,746	
Cases per capita	0.28	0.24	0.23	0.21	0.17	
Revenue received per case	61	56	69	81	70	
Average revenue per case				69		

Forecast Assumptions

Population growth is projected to increase the number of residents per household from 1.8 persons in FY 2005 to 2.5 persons in FY 2013. Inflation is held constant at 1.5% per year.

Forecast Methodology

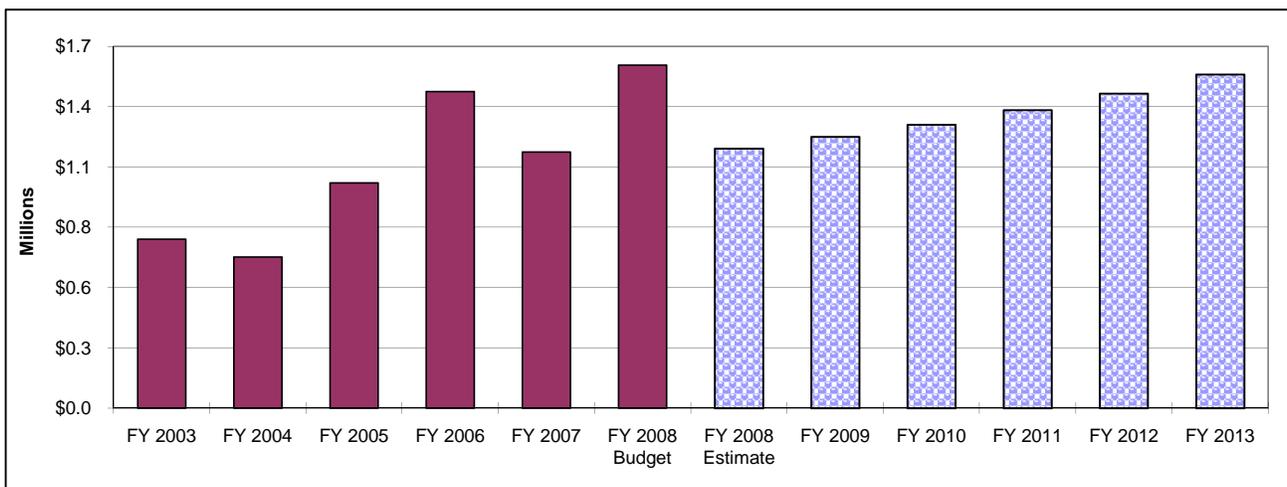
Formula:

Projected Court Revenue = C x D

Where:

- A = Projected population
- B = Projected court cases per capita
- C = Projected court cases, C = A x B
- D = Projected court revenue per case (Inflated 1.5% per year)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	100,858	103,884	107,001	110,746	115,176	120,359
Projected cases per capita (B)	0.17	0.17	0.17	0.17	0.17	0.17
Projected court cases (C)	17,210	17,726	18,258	18,897	19,653	20,537
Projected court revenue per case (D)	69	70	71	72	73	74
Projected Court Revenue	1,183,700	1,237,500	1,293,700	1,359,100	1,434,600	1,521,700



Building Inspection & Permit Fees

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Building & Inspection Permit Fees	1,935,500	1,704,400	(231,100)	-11.9%

Description

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

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	5,124,594	8,842,182	11,401,188	6,524,259	3,428,601	1,935,500

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
Sq ft of SFR permits issued			24,630,800	12,265,600	5,102,700	2,696,000
Sq ft per SFR permit issued			3,194	3,233	2,917	2,247
Average sq ft per SFR permit issued				3,115		
Sq ft of Non-SFR permits issued			1,366,000	2,096,800	2,178,000	1,500,000
Revenue per sq ft			0.44	0.45	0.47	0.46
Average revenue per sq ft of permits issued					0.46	

Forecast Assumptions

Inflation is held constant at 1.5% per year. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projected square feet of non-single family residential permits is held constant at 1,500,000.

Forecast Methodology

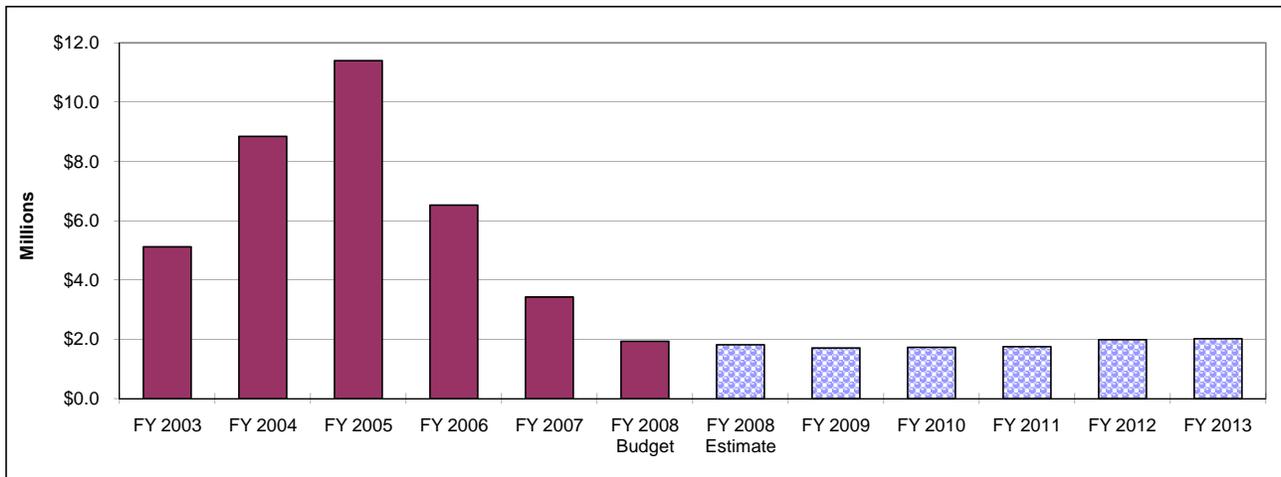
Formula:

Projected Building Inspection & Permit Fees Revenue = (C + D) x E

Where:

- A = Projected single family residential permits issued
- B = Projected average square feet per single family residential permit issued
- C = Projected square feet of single family residential permits issued, C = A x B
- D = Projected square feet of non-single family residential permits issued
- E = Projected building inspection & permit revenue per square feet of permits (Inflated 1.5% per year)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
Projected avg. sq ft per SFR permit issued (B)	3,115	3,115	3,115	3,115	3,115	3,115
Subtotal projected SFR sq ft (C)	2,491,902	2,180,414	2,180,414	2,180,414	2,616,497	2,616,497
Projected Non-SFR sq ft (D)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected revenue per sq ft (E)	0.46	0.46	0.47	0.48	0.48	0.49
Projected Building & Inspection Fee Rev.	1,821,300	1,704,400	1,730,000	1,755,900	1,993,400	2,023,300



Other Building & Zoning Fees

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Other Building & Zoning Fees	1,591,000	1,472,500	(118,500)	-7.4%

Description

This category includes 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.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,376,495	1,856,035	2,211,889	2,191,724	2,099,324	1,591,000

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
Sq ft of SFR permits issued			24,630,800	12,265,600	5,102,700	2,696,000
Sq ft per SFR permit issued			3,194	3,233	2,917	2,247
Average sq ft per SFR permit issued				3,115		
Sq ft of Non-SFR permits issued			1,366,000	2,096,800	2,178,000	1,500,000
Revenue per sq ft			0.09	0.15	0.29	0.38

Forecast Assumptions

Inflation is held constant at 1.5% per year. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projected square feet of non-single family residential permits is held constant at 1,500,000.

Forecast Methodology

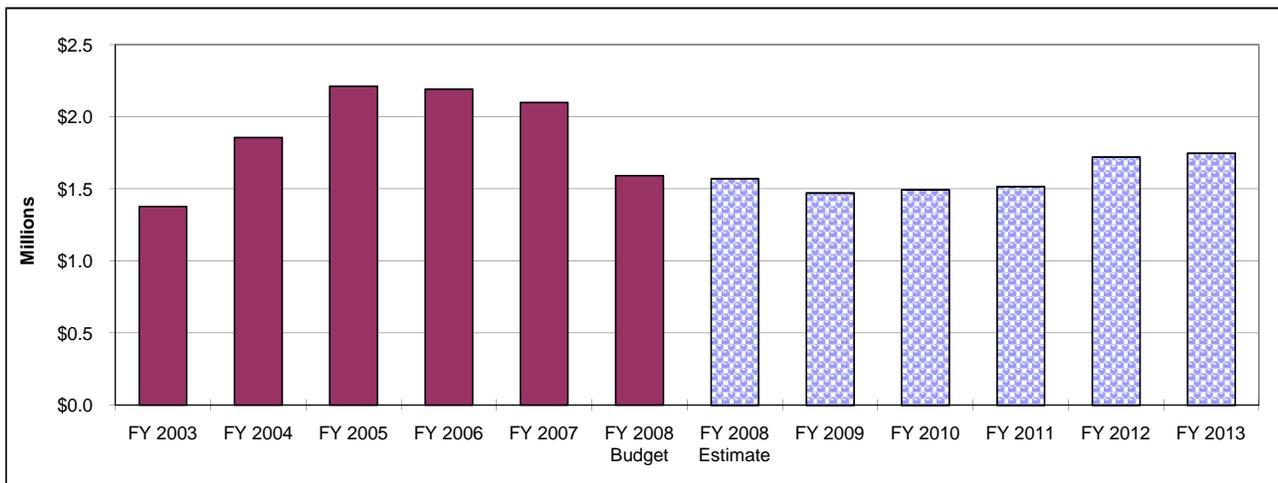
Formula:

Projected Building Inspection & Permit Fees Revenue = (C + D) x E

Where:

- A = Projected single family residential permits issued
- B = Projected average square feet per single family residential permit issued
- C = Projected square feet of single family residential permits issued, C = A x B
- D = Projected square feet of non-single family residential permits issued
- E = Projected building inspection & zoning fee revenue per square feet of permits (Inflated 1.5% per year)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
Projected avg. sq ft per SFR permit issued (B)	3,115	3,115	3,115	3,115	3,115	3,115
Subtotal projected SFR sq ft (C)	2,491,902	2,180,414	2,180,414	2,180,414	2,616,497	2,616,497
Projected non-SFR sq ft (D)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected revenue per sq ft (E)	0.39	0.40	0.41	0.41	0.42	0.42
Projected Other Building & Zoning Fee Rev.	1,573,500	1,472,500	1,494,600	1,517,000	1,722,200	1,748,000



Engineering Fees

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Engineering Fees	2,345,400	2,828,000	482,600	20.6%

Description

This category includes revenue collected for engineering and permit fees for residential and commercial construction activities. These are generally considered one-time revenues.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	2,445,654	2,383,485	2,019,673	2,471,370	2,745,000	2,345,400

Forecast Assumptions

Inflation is held constant at 1.5% per year.

Forecast Methodology

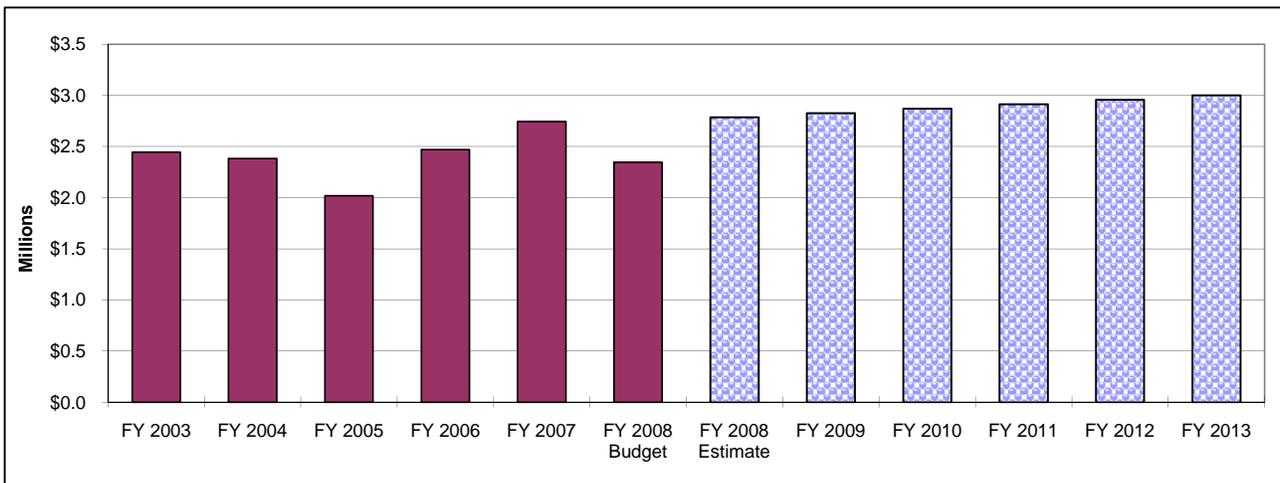
Formula:

Projected Building Inspection & Permit Fees Revenue

Where:

A = Projected FY 2007 revenue (Inflated 1.5% per year)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected revenue (A)	2,786,175	2,827,967	2,870,387	2,913,442	2,957,144	3,001,501
Projected Engineering Fee Revenue	2,786,200	2,828,000	2,870,400	2,913,400	2,957,100	3,001,500



All Other General Fund Revenue

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
All Other General Fund Revenue	5,632,800	6,659,700	1,026,900	18.2%

Description

This category includes 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.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	2,177,712	4,486,255	6,812,962	9,893,609	7,576,905	5,632,800

Indicators

Population (from DES)	45,125	51,885	64,210	85,930	98,140	100,858
Tax revenue per capita	48	86	106	115	77	56

Forecast Assumptions

Population growth is projected to increase the number of residents per household from 1.8 persons in FY 2005 to 2.5 persons in FY 2013. The projected revenue per capita for FY 2008 is based on actual year to date collections. Inflation is held constant at 1.5% per year.

Forecast Methodology

Formula:

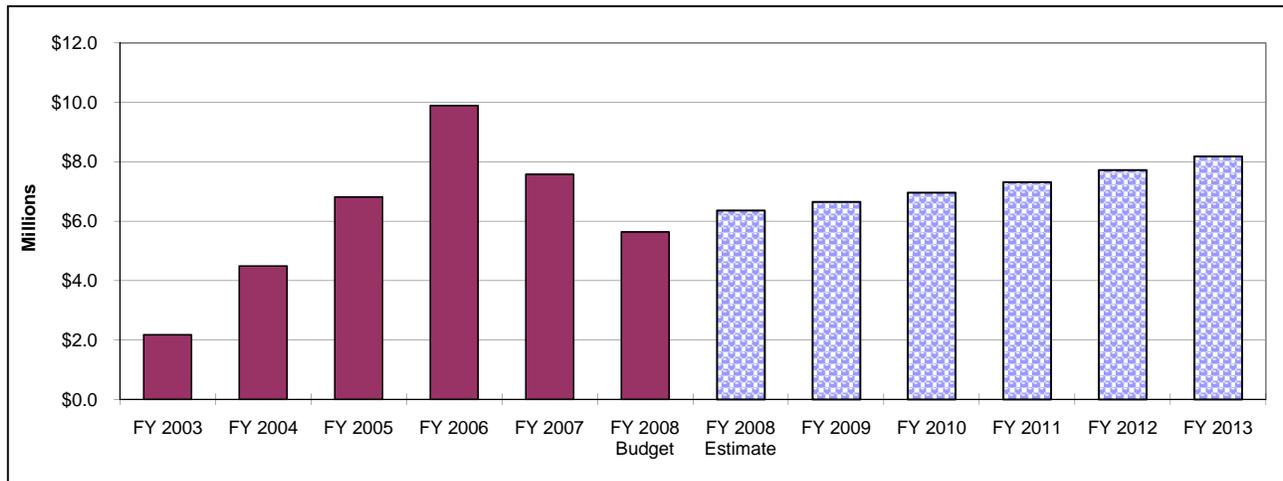
Projected All Other General Fund Revenue = A x B

Where:

A = Projected population

B = Projected all other general fund revenue per capita. (Inflated 1.5% per year)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	100,858	103,884	107,001	110,746	115,176	120,359
Projected revenue per capita (B)	63	64	65	66	67	68
Projected All Other General Fund Revenue	6,370,200	6,659,700	6,962,400	7,314,200	7,720,900	8,189,300



Local Sales Tax - General Fund - One-Time

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Local Sales Tax - One-Time	8,000,000	5,597,700	(2,402,300)	-30.0%

Description

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	8,377,617	11,417,371	18,805,921	23,168,443	13,881,355	8,000,000

Indicators

Single family residential (SFR) permits completed	3,295	5,217	6,722	5,776	2,095	1,600
Sq ft of SFR permits completed			24,630,800	12,265,600	5,102,700	2,696,000
Sq ft per SFR permit completed			3,664	2,124	2,436	1,685
Average sq ft per SFR permit completed				2,741		
Sq ft of Non-SFR permits completed			1,366,000	2,096,800	2,178,000	
Revenue per sq ft			0.72	1.61	1.91	

Forecast Assumptions

Inflation is held constant at 1.5% per year. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. Projected square feet of non-single family residential permits is held constant at 1,500,000.

Forecast Methodology

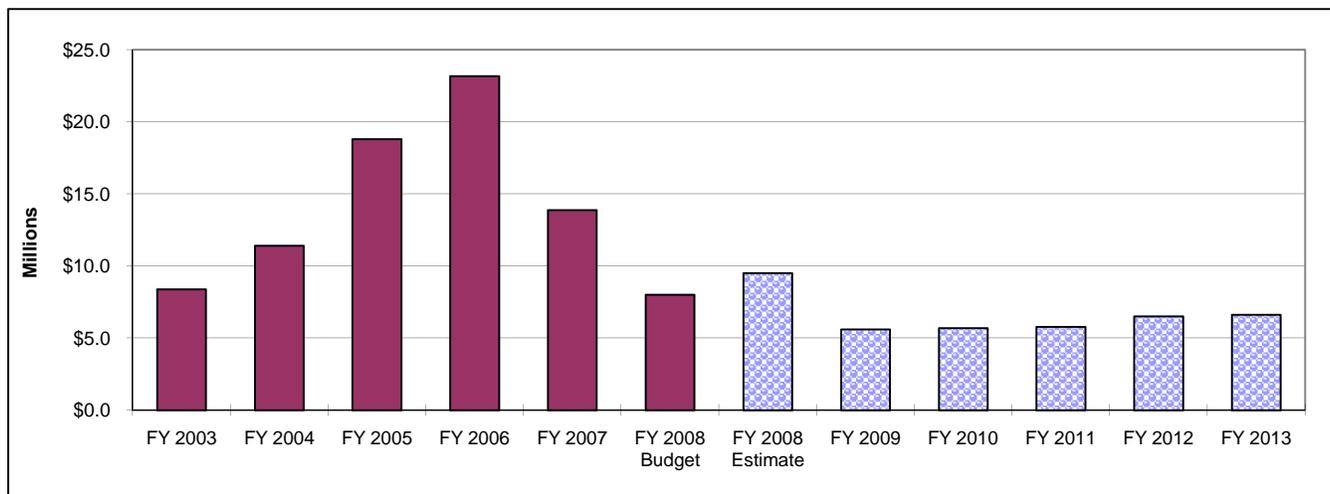
Formula:

Projected Sales Tax Revenue - One Time = (C + D) x E

Where:

- A = Projected single family residential permits completed
- B = Projected average square feet per single family residential permit completed
- C = Projected square feet of single family residential permits completed, C = A x B
- D = Projected square feet of non-single family residential permits completed
- E = Projected sales tax revenue per square feet of permits (Inflated 1.5% per year)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits completed (A)	1,600	700	700	700	840	840
Proj. avg. sq ft per SFR permit completed (B)	2,741	2,741	2,741	2,741	2,741	2,741
Subtotal projected SFR sq ft (C)	4,385,818	1,918,795	1,918,795	1,918,795	2,302,555	2,302,555
Projected Non-SFR sq ft (D)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected sales tax revenue per sq ft (E)	1.61	1.64	1.66	1.69	1.71	1.74
Projected Sales Tax Revenue	9,494,600	5,597,700	5,681,700	5,766,900	6,510,400	6,608,100



HURF Fund

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
HURF - Highway User Fund	6,259,500	6,353,500	94,000	1.5%

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.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	1,996,908	2,135,343	2,242,575	2,713,655	6,293,129	6,259,500

Indicators

Population (from DES)	38,400	38,400	38,400	38,400	88,265	88,265
HURF revenue per capita	52	56	58	71	71	71

Forecast Assumptions

The projected population is based on a mid-decade census completed in FY 2007. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 1.5% per year.

Forecast Methodology

Formula:

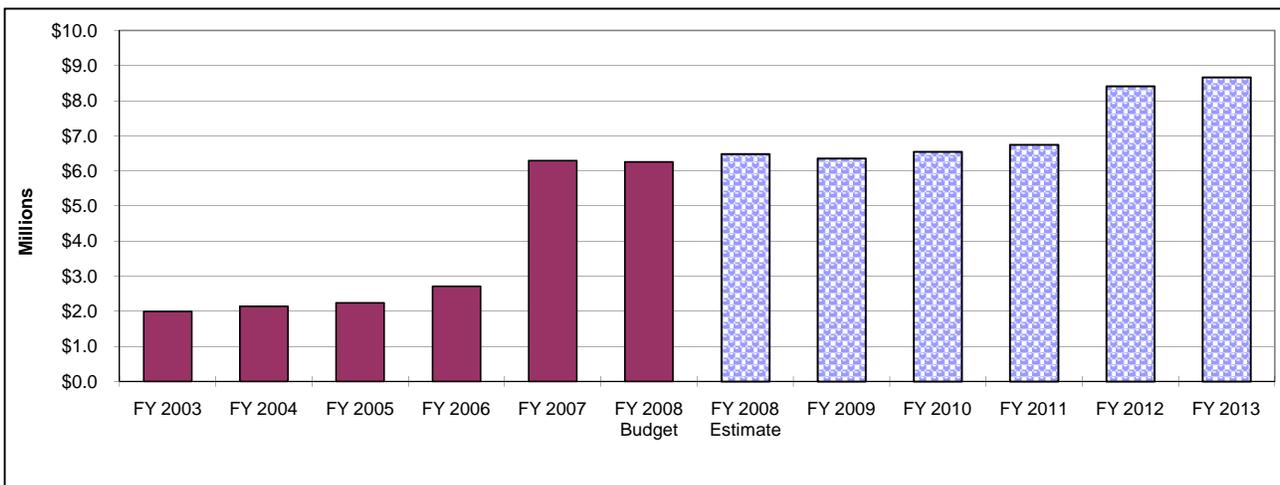
Projected Operating/Ongoing HURF Tax Revenue = A x B

Where:

- A = Projected population (mid-decade census population)
- B = Projected HURF revenue per capita (Inflated 1.5% per year)

Note: HURF Revenues increased significantly in FY 2007 due to the mid-decade census.

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	88,300	88,300	88,300	88,300	107,001	107,001
Projected HURF revenue per capita (B)	73	72	74	76	79	81
Projected HURF Revenue	6,484,500	6,353,500	6,544,100	6,740,400	8,413,000	8,665,400



Water Replenishment Service Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Water Replenishment Service Fee	1,308,900	1,432,900	124,000	9.5%

Description

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	303,474	535,862	650,604	930,460	796,498	1,308,900

Indicators

Water customers	5,734	7,948	11,047	13,133	13,985	14,375
Sewer customers	18,621	27,871	35,001	39,640	42,284	42,598

Forecast Assumptions

A revised rate structure was incorporated during FY 2007. The projected water rate per customer (\$5.64/month) is calculated from July through September 2007 based on recorded water consumption.

Forecast Methodology

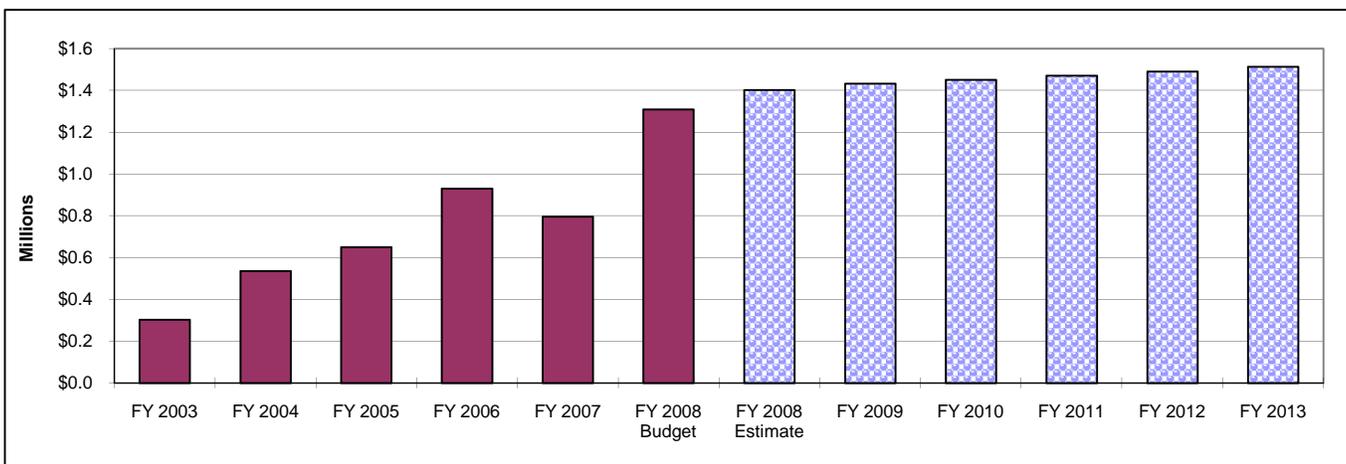
Formula:

Subtotal Sewer & Water Customer Revenue = B x C + E x F

Where:

- A = Total monthly bills (See sewer service fee projection)
- B = Projected sewer customer rate (\$0.90 per customer/ month x 95% collection rate)
- C = Total monthly bills (See water service fee projection)
- D = Projected water customer rate (\$0.90 per customer/ month x 95 % collection rate) + (avg. monthly gallons per customer x \$0.25)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Sewer Customers						
Total monthly bills (A)	517,808	531,158	539,558	547,958	557,268	567,348
Sewer rate per customer (B)	0.86	0.86	0.86	0.86	0.86	0.86
Subtotal Sewer Customer Revenue	442,700	454,100	461,300	468,500	476,500	485,100
Water Customers						
Total monthly bills (C)	170,355	173,609	175,657	177,704	179,973	182,430
Water rate per customer (D)	5.64	5.64	5.64	5.64	5.64	5.64
Subtotal Water Customer Revenue	960,500	978,800	990,400	1,001,900	1,014,700	1,028,600
Total Water Replenishment Revenue	1,403,200	1,432,900	1,451,700	1,470,400	1,491,200	1,513,700



Water Service Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Water Service Fee	7,906,300	8,634,400	728,100	9.2%

Description

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	2,398,095	3,070,598	3,857,438	6,416,610	7,737,626	7,906,300

Indicators

Single family residential (SFR) permits completed	3,295	5,217	6,722	5,776	2,095	1,600
Customers	5,734	7,948	11,047	13,133	13,985	14,375
New customers		2,214	3,099	2,086	852	390
New customers per SFR permit completed		0.42	0.46	0.36	0.41	0.24

Forecast Assumptions

A revised tiered rate structure was incorporated during FY 2007. Each new permit completed will equate to approximately 0.24 new customers. Monthly bills new customers assumes new customers will be added each month. The monthly service rate for FY2008 is based on current collections. Inflation is held constant at 1.5% per year.

Forecast Methodology

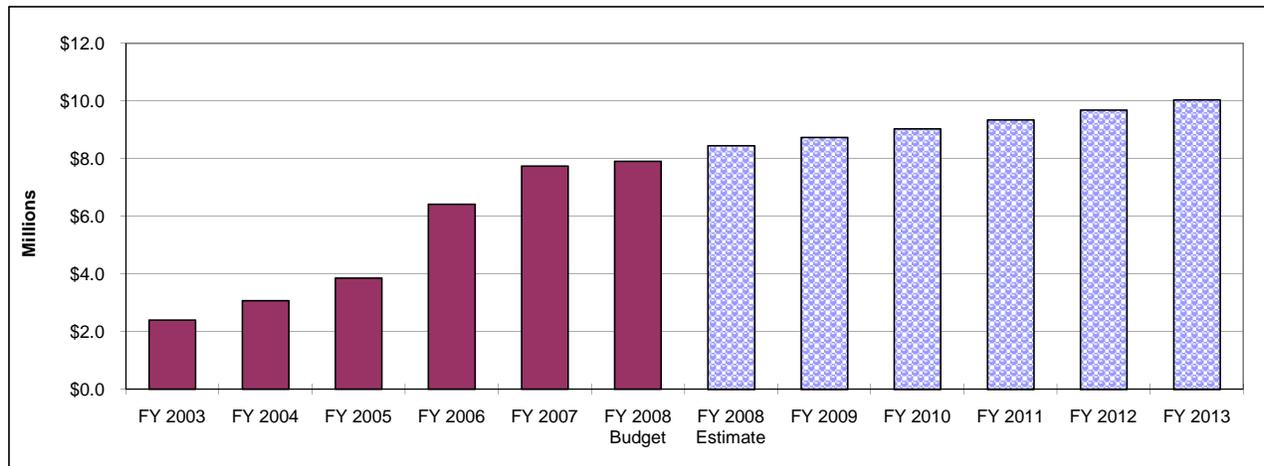
Formula:

$$\text{Projected Water Services Revenue} = F \times G$$

Where:

- A = Prior year customers
- B = Monthly bills prior year customers, B = A x 12 months
- C = Projected single family residential (SFR) permits completed
- D = Projected new customers, D = C x 0.24
- E = Monthly bills new customers, E = D / 12 x (12 + 11 + 10 + 9 + 8 + 7 + 6 + 5 + 4 + 3 + 2 + 1)
- F = Total monthly bills, F = B + E
- G = Monthly service rate (Inflated 1.5% per year)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Prior year customers (A)	13,985	14,375	14,546	14,716	14,887	15,092
Monthly bills prior year customers (B)	167,820	172,500	174,548	176,595	178,643	181,100
Projected SFR permits completed (C)	1,600	700	700	700	840	840
Projected new customers (D)	390	171	171	171	205	205
Monthly bills new customers (E)	2,535	1,109	1,109	1,109	1,331	1,331
Total monthly bills (F)	170,355	173,609	175,657	177,704	179,973	182,430
Monthly service rate (G)	49	50	50	51	52	53
Projected Water Services Revenue	8,347,400	8,634,400	8,867,300	9,105,200	9,359,800	9,629,900



Sewer Service Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Sewer Service Fee	11,979,500	11,552,700	(426,800)	-3.6%

Description

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	5,416,830	6,843,052	8,163,690	10,187,758	12,361,727	11,979,500

Indicators

Single family residential (SFR) permits completed	3,295	5,217	6,722	5,776	2,095	1,600
Customers	18,621	27,871	35,001	39,640	42,284	42,598
New customers		9,250	7,130	4,639	2,644	314
New customers per SFR permits completed		1.77	1.06	0.80	1.26	0.20
Avg. of new customers per SFR permit completed				1.00		

Forecast Assumptions

Each new permit completed will equate to approximately 1.00 new customers. Monthly bills new customers assumes new customers will be added each month. The average revenue per customer per month (\$21.75) for FY 2007 was used for forecast.

Forecast Methodology

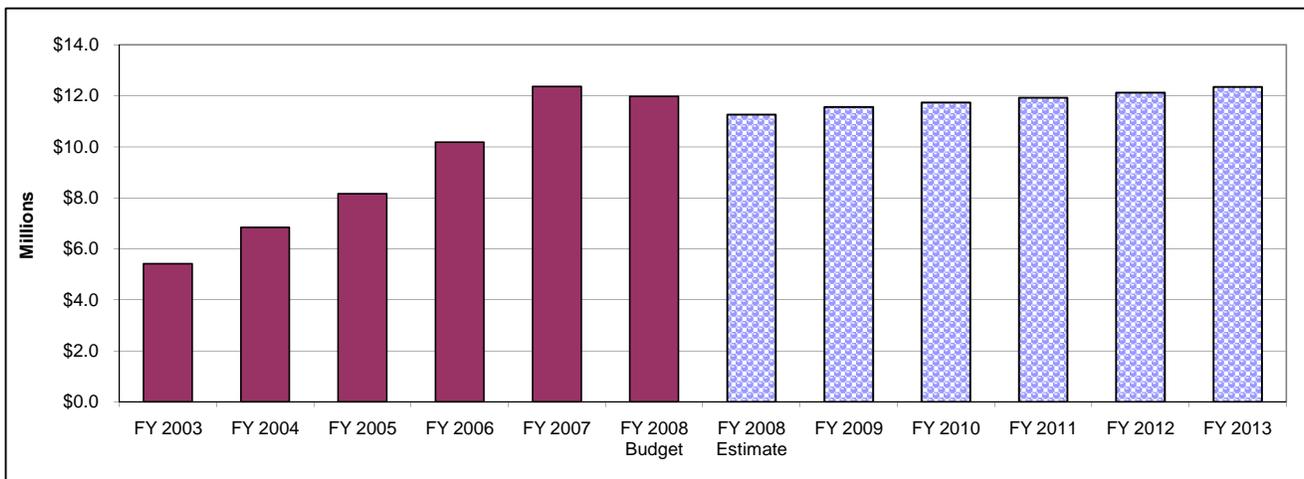
Formula:

Projected Water Services Revenue = F x G

Where:

- A = Prior year customers
- B = Monthly bills prior year customers = A x 12 months
- C = Projected single family residential (SFR) permits completed
- D = Projected new customers = C x 1.00
- E = Monthly bills new customers = D / 12 x (12 + 11 + 10 + 9 + 8 + 7 + 6 + 5 + 4 + 3 + 2 + 1)
- F = Total monthly bills = B + E
- G = \$21.75 per month

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Prior year customers (A)	42,284	43,884	44,584	45,284	45,984	46,824
Monthly bills prior year customers (B)	507,408	526,608	535,008	543,408	551,808	561,888
Projected SFR permits completed (C)	1,600	700	700	700	840	840
Projected new customers (D)	1,600	700	700	700	840	840
Monthly bills new customers (E)	10,400	4,550	4,550	4,550	5,460	5,460
Total monthly bills (F)	517,808	531,158	539,558	547,958	557,268	567,348
Monthly service rate (G)	21.75	21.75	21.75	21.75	21.75	21.75
Projected Water Services Revenue	11,262,300	11,552,700	11,735,400	11,918,100	12,120,600	12,339,800



Sanitation Service Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Sanitation Service Fee	5,504,800	5,387,800	(117,000)	-2.1%

Description

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

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,771,860	2,030,214	2,535,747	3,451,396	4,599,920	5,504,800

Indicators

Single family residential (SFR) permits completed	3,295	5,217	6,722	5,776	2,095	1,600
Customers	13,390	15,311	19,765	25,270	29,628	32,192
Average revenue per customer	132	133	128	137	155	171

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. Projections assume 95% of all new permits will result in approximately one new customer each. Monthly bills new customers assumes new customers will be added each month. Projections also assume the City will collect 95% of the amount billed annually.

Forecast Methodology

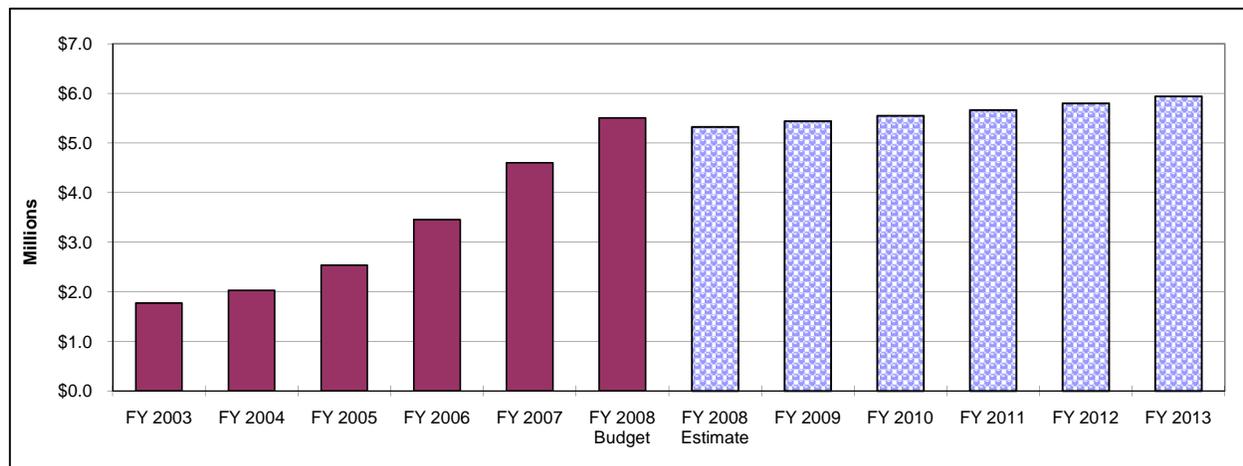
Formula:

Projected Water Services Revenue = F x G x 95%

Where:

- A = Prior Year Customers
- B = Monthly Bills Prior Year Customers, B = A x 12 months
- C = Projected single family residential (SFR) permits completed
- D = Projected New Customers, D = C x 95%
- E = Monthly Bills New Customers, E = D / 12 x (12 + 11 + 10 + 9 + 8 + 7 + 6 + 5 + 4 + 3 + 2 + 1)
- F = Total Monthly Bills, F = B + E
- G = Actual monthly Service Rate

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Prior Year Customers (A)	29,628	31,148	31,813	32,478	33,143	33,941
Monthly Bills Prior Year Customers (B)	355,532	373,772	381,752	389,732	397,712	407,288
Projected SFR Permits Completed (C)	1,600	700	700	700	840	840
Projected New Customers (D)	1,520	665	665	665	798	798
Monthly Bills New Customers (E)	9,880	4,323	4,323	4,323	5,187	5,187
Total Monthly Bills (F)	365,412	378,095	386,075	394,055	402,899	412,475
Monthly Service Rate (G)	15.00	15.00	15.00	15.00	15.00	15.00
Projected Sanitation Revenue	5,207,100	5,387,800	5,501,600	5,615,300	5,741,300	5,877,800



Campus Operations

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Campus Operations - Fee	1,700,200	1,546,100	(154,100)	-9.1%

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.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,343,904	1,440,590	1,562,642	1,450,581	1,499,161	1,700,200

Indicators

Population (From DES)	45,125	51,885	64,210	85,930	98,140	100,858
Tax received per capita	30	28	24	17	15	17

Forecast Assumptions

The projected population is based on a mid-decade census completed in FY 2007. The population is held constant until the 2010 Census is expected to be completed. Inflation is held constant at 1.5% per year.

Forecast Methodology

Formula:

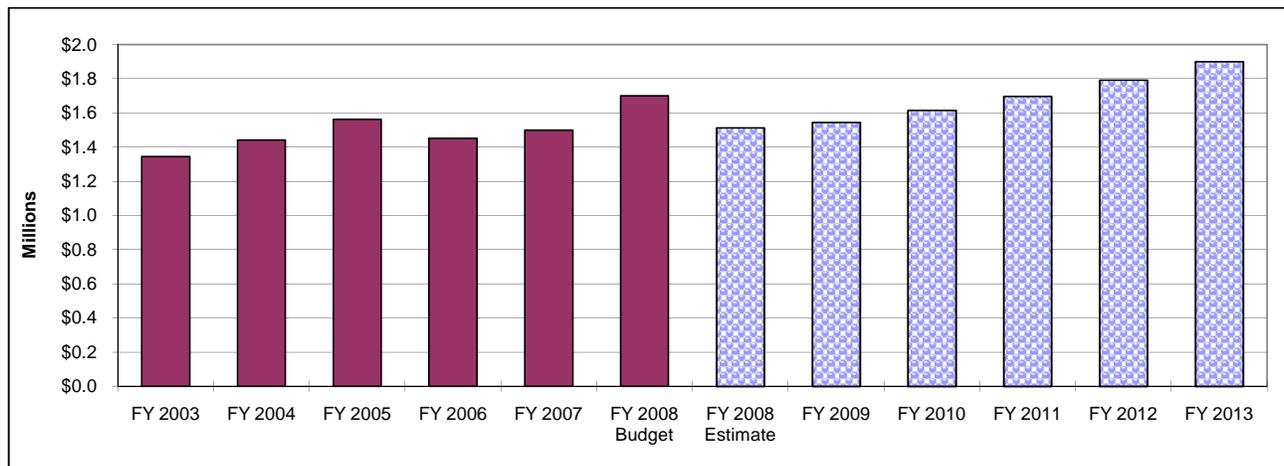
Projected Operating/Ongoing Sales Tax Revenue = A x B

Where:

A = Projected population

B = Projected revenue per capita (Inflated 1.5% Per Year)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected population (A)	100,858	103,884	107,001	110,746	115,176	120,359
Projected revenue per capita (B)	15	15	15	15	16	16
Projected Revenue	1,512,900	1,546,100	1,616,400	1,698,000	1,792,400	1,901,200



General Government Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
General Government Development Fee	872,500	1,146,900	274,400	31.4%

Description

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

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,108,251	2,097,228	2,494,928	1,476,440	945,094	872,500

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate		314	314	314	314	661
Average Non-SFR development fee rate		271	271	271	271	652

Forecast Assumptions

Rates were increased in FY 2008, but no further changes are contemplated for these projections. The projected non-single family residential permits are held constant at 1,500,000 square feet annually. The projected percent of non-single family residential permits paying the general government development fee is based on FY 2008 year to date trends.

Forecast Methodology

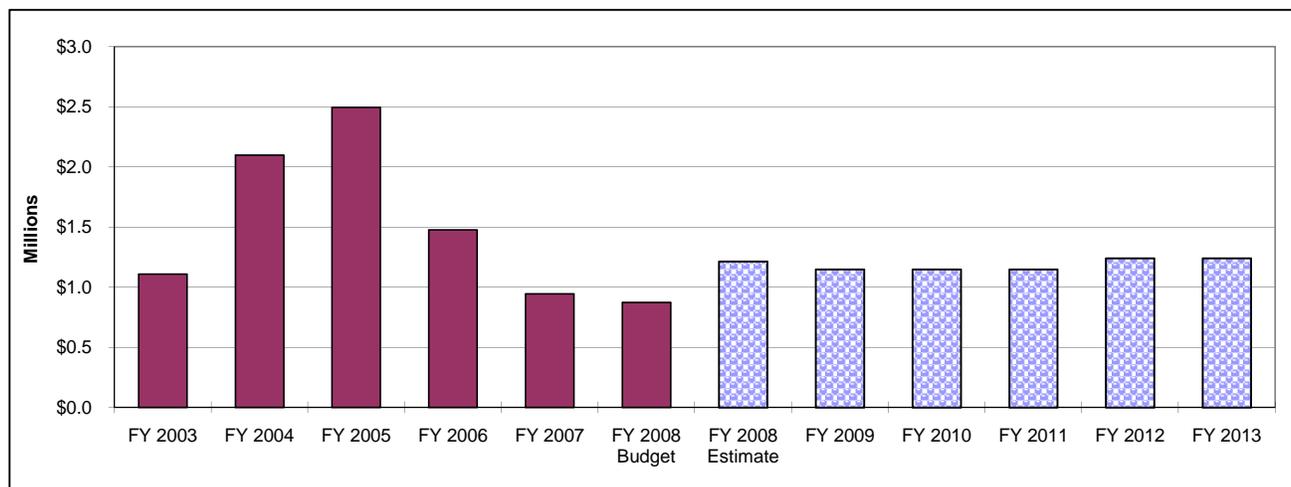
Formula:

$$\text{Projected Development Fee Revenue} = (A \times B) + (((C \times D)/1000) \times E)$$

Where:

- A = Projected single family residential (SFR) permits issued
- B = Single family residential development fee rate
- C = Projected square feet of non-single family residential (Non-SFR) permits
- D = Projected percent of non-single family residential paying the general government development fee
- E = Average non-single family residential permit development fee rate (per 1,000 square feet)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
SFR fee rate (B)	661	661	661	661	661	661
Projected Non-SFR sq ft (C)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected % of Non-SFR paying fee (D)	70%	70%	70%	70%	70%	70%
Average Non-SFR fee rate (E)	652	652	652	652	652	652
Projected Development Fee Revenue	1,213,000	1,146,900	1,146,900	1,146,900	1,239,400	1,239,400



Police Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Police Development Fee	683,400	890,400	207,000	30.3%

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 collected specifically to fund growth related activities. Prior to FY 2005, fire & EMS 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 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	1,495,732	2,760,946	3,859,184	2,382,947	2,085,418	683,400

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate		424	424	424	424	372
Average Non-SFR development fee rate		1,905	1,905	1,905	1,905	600

Forecast Assumptions

Rates were reduced in FY 2008, but no further changes are contemplated for these projections. The projected non-single family residential permits are held constant at 1,500,000 square feet annually. The projected percent of non-single family residential permits paying the police development fee is based on FY 2008 year to date trends.

Forecast Methodology

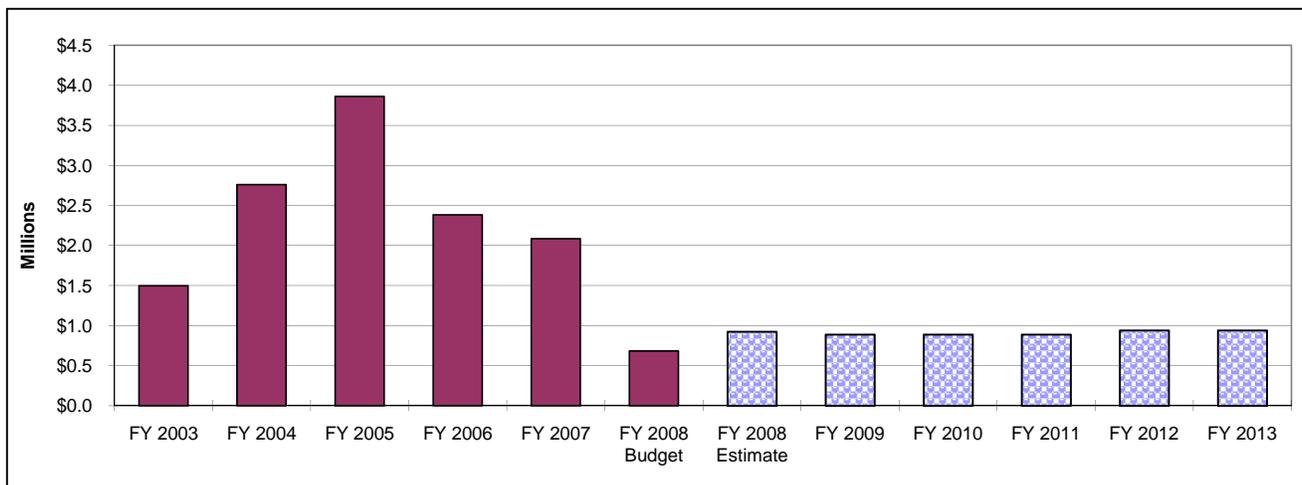
Formula:

$$\text{Projected Development Fee Revenue} = (A \times B) + (((C \times D)/1000) \times E)$$

Where:

- A = Projected single family residential (SFR) permits issued
- B = Single family residential development fee rate
- C = Projected square feet of non-single family residential (Non-SFR) permits
- D = Projected percent of non-single family residential paying the police development fee
- E = Average non-single family residential permit development fee rate (per 1,000 square feet)

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Forecast Projected SFR permits issued (A)	800	700	700	700	840	840
SFR fee rate (B)	372	372	372	372	372	372
Projected Non-SFR sq ft (C)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected % of Non-SFR paying fee (D)	70%	70%	70%	70%	70%	70%
Average Non-SFR fee rate (E)	600	600	600	600	600	600
Projected Development Fee Revenue	927,600	890,400	890,400	890,400	942,500	942,500



Fire & EMS Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Fire & EMS Development Fee	1,297,200	1,701,700	404,500	31.2%

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 collected specifically to fund growth related activities. The fire & EMS development fees were recorded in the police development fee fund prior to FY 2005. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-22.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	0	0	2,732,689	2,619,240	2,266,095	1,297,200

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate		454	454	454	454	706
Average Non-SFR development fee rate		1,850	1,850	1,850	1,850	1,150

Forecast Assumptions

Rates were increased in FY 2008, but no further changes are contemplated for these projections. The projected non-single family residential permits are held constant at 1,500,000 square feet annually. The projected percent of non-single family residential permits paying the fire & EMS development fee is based on FY 2008 year to date trends.

Forecast Methodology

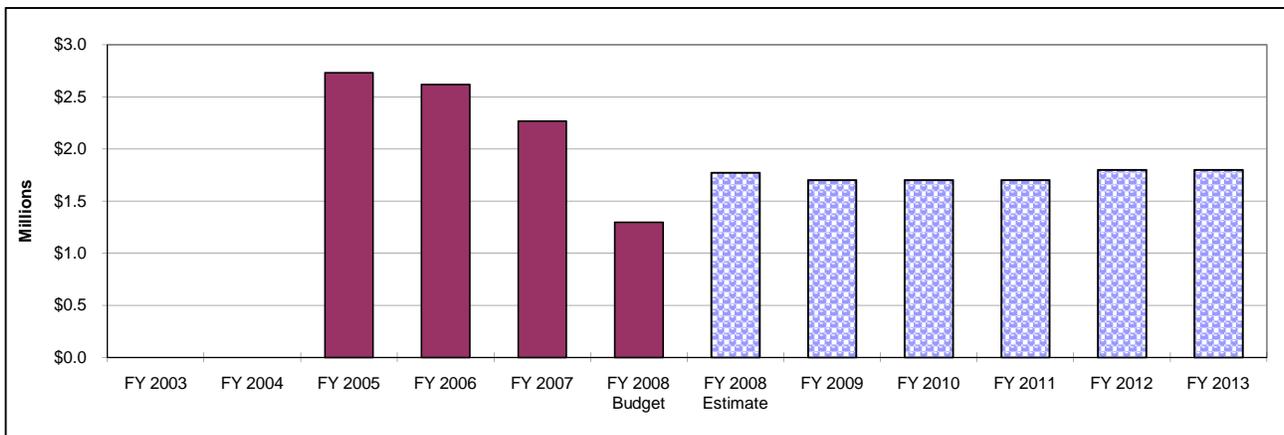
Formula:

$$\text{Projected Development Fee Revenue} = (A \times B) + ((C \times D)/1000) \times E$$

Where:

- A = Projected single family residential (SFR) permits issued
- B = Single family residential development fee rate
- C = Projected square feet of non-single family residential (Non-SFR) permits
- D = Projected percent of non-single family residential paying the fire and EMS development fee
- E = Average non-single family residential permit development fee rate (per 1,000 square feet)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
SFR fee rate (B)	706	706	706	706	706	706
Projected Non-SFR sq ft (C)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected % of Non-SFR paying (D)	70%	70%	70%	70%	70%	70%
Average Non-SFR fee rate (E)	1,150	1,150	1,150	1,150	1,150	1,150
Projected Development Fee Revenue	1,772,300	1,701,700	1,701,700	1,701,700	1,800,500	1,800,500



Parks & Recreation Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Parks & Recreation Development Fee	2,663,600	1,505,500	(1,158,100)	-43.5%

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 collected specifically to fund growth related projects and activities. Prior to FY 2005, the 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 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	4,015,539	7,376,309	8,277,665	4,631,352	2,372,708	2,663,600

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate		1,127	1,127	1,127	1,127	2,114
Average multi-family development fee rate		964	964	964	964	1,800

Forecast Assumptions

Rates were increased in FY 2008, but no further changes are contemplated for these projections. Multi-family permits are assumed to be 2% of the total residential permits.

Forecast Methodology

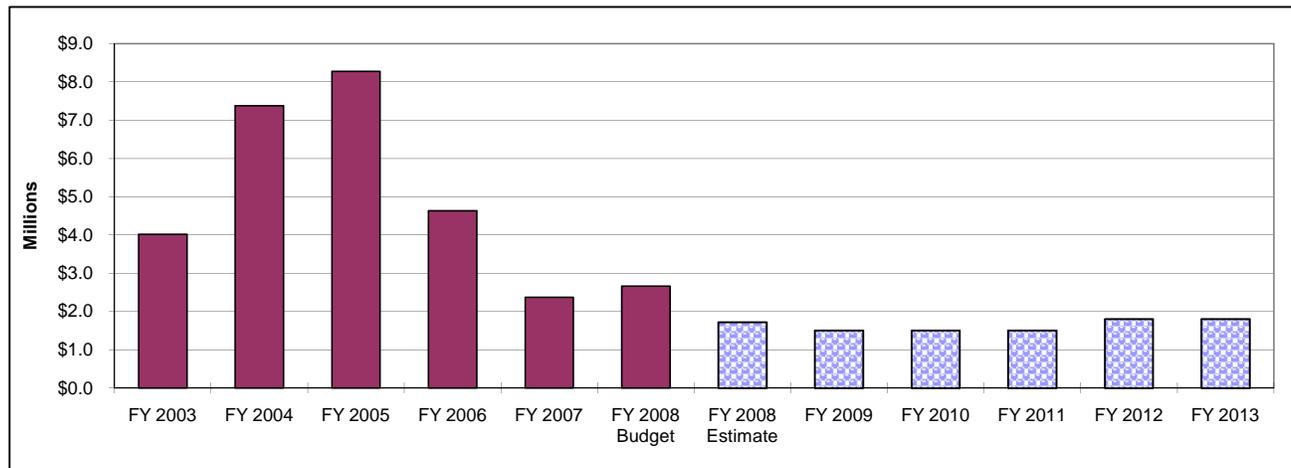
Formula:

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

Where:

- A = Projected single family residential (SFR) permits issued
- B = Single family residential development fee rate
- C = Projected multi-family revenue permits issued
- D = Average multi-family residential development fee rate

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected (SFR) permits issued (A)	800	700	700	700	840	840
SFR fee rate (B)	2,114	2,114	2,114	2,114	2,114	2,114
Projected multi-family permits issued (C)	16	14	14	14	17	17
Average multi-family fee rate (D)	1,800	1,800	1,800	1,800	1,800	1,800
Projected Development Fee Revenue	1,720,600	1,505,500	1,505,500	1,505,500	1,806,600	1,806,600



Library Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Library Development Fee	588,400	332,600	(255,800)	-43.5%

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 collected specifically to fund growth related projects and activities. The library development fees were recorded in the parks and recreation development fee fund prior to FY 2005. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-19.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	0	0	1,381,304	1,060,067	561,270	588,400

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate		266	266	266	266	467
Average multi-family development fee rate		228	228	228	228	397

Forecast Assumptions

Rates were increased in FY 2008, but no further changes are contemplated for these projections. Multi-family permits are assumed to be 2% of the total residential permits.

Forecast Methodology

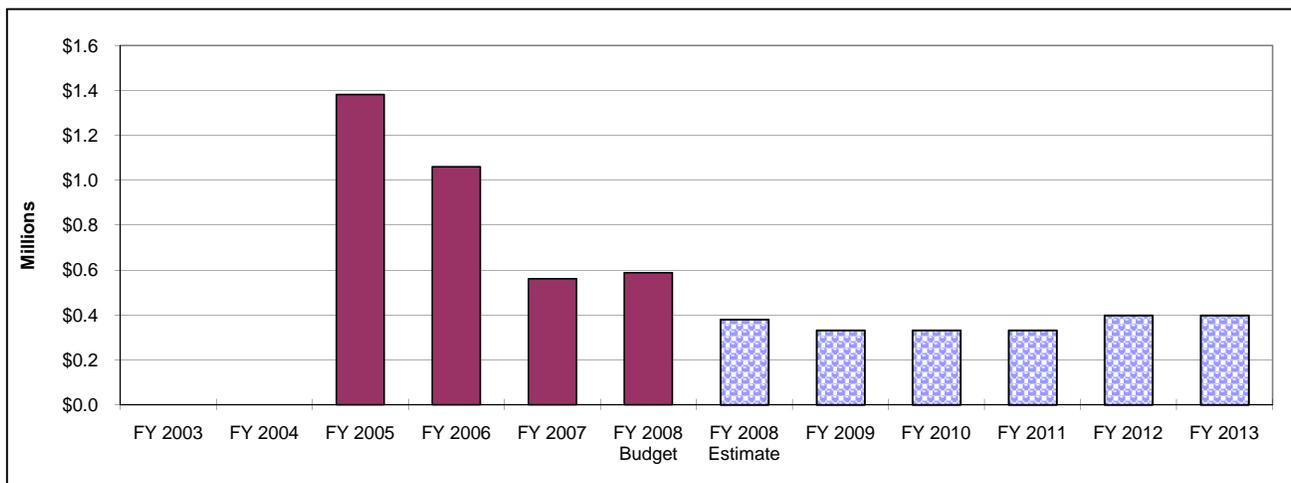
Formula:

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

Where:

- A = Projected single family residential (SFR) permits issued
- B = Single family residential development fee rate
- C = Projected multi-family revenue permits issued
- D = Average multi-family residential development fee rate

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Forecast Projected (SFR) permits issued (A)	800	700	700	700	840	840
SFR fee rate (B)	467	467	467	467	467	467
Projected multi-family permits issued (C)	16	14	14	14	17	17
Average multi-family fee rate (D)	397	397	397	397	397	397
Projected Development Fee Revenue	380,100	332,600	332,600	332,600	399,100	399,100



Public Works Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Public Works Development Fee	1,317,400	1,668,800	351,400	26.7%

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 collected specifically to fund growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-23.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,750,286	3,187,463	5,944,360	3,802,627	2,334,977	1,317,400

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate		885	885	885	885	998
Average Non-SFR development fee rate		900	900	900	900	924

Forecast Assumptions

Rates were increased in FY 2008, but no further changes are contemplated for these projections. The projected non-single family residential permits are held constant at 1,500,000 square feet annually. The projected percent of non-single family residential permits paying the public works development fee is based on FY 2008 year to date trends.

Forecast Methodology

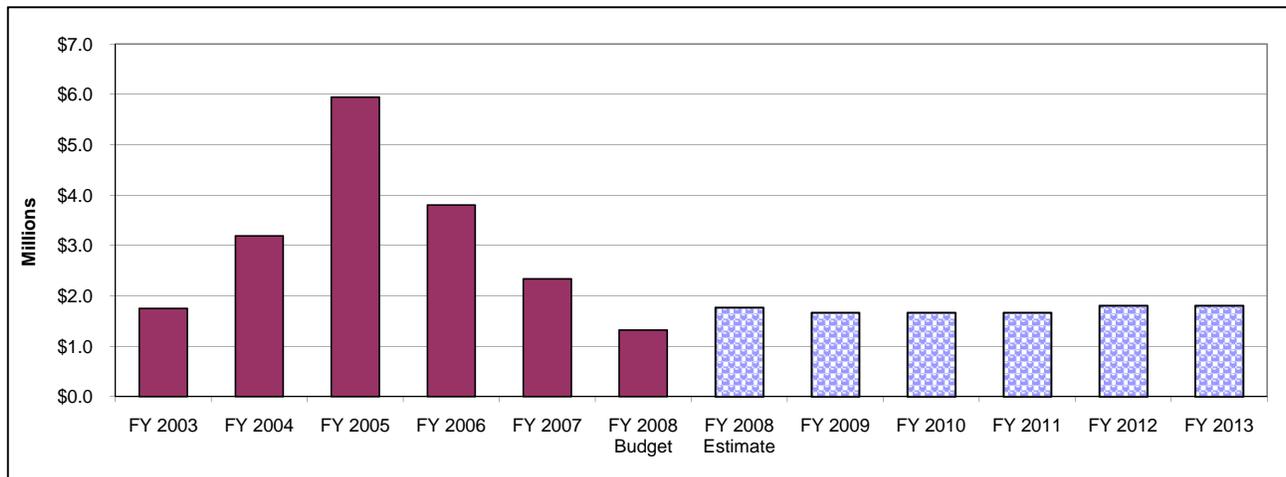
Formula:

$$\text{Projected Development Fee Revenue} = (A \times B) + ((C \times D)/1000) \times E$$

Where:

- A = Projected single family residential (SFR) permits issued
- B = Single family residential development fee rate
- C = Projected square feet of non-single family residential (Non-SFR) permits
- D = Projected percent of non-single family residential paying the public works development fee
- E = Average non-single family residential permit development fee rate (per 1,000 square feet)

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
SFR fee rate (B)	998	998	998	998	998	998
Projected non-SFR sq ft (C)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Projected % of non-SFR paying fee (D)	70%	70%	70%	70%	70%	70%
Average non-SFR fee rate (E)	924	924	924	924	924	924
Projected Development Fee Revenue	1,768,600	1,668,800	1,668,800	1,668,800	1,808,500	1,808,500



Replenishment Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Replenishment Development Fee	475,300	589,100	113,800	23.9%

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 collected specifically to fund growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-15.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	1,161,368	2,128,521	2,143,323	1,090,641	340,905	475,300

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
SFR development fee rate SPA 1		456	456	456	456	2,100
SFR development fee rate SPA 2-6		456	456	456	456	796

Forecast Assumptions

Rates have been adjusted for FY2008, but no further changes are contemplated for these projections. The estimated commercial and multi-family (non-SFR) revenue is projected to be 15% of the total revenue. Projections assume 80% of the new SFR permits each fiscal year will be in SPA 1, while 20% will be in SPAs 2-6. It is assumed that 35% of the permits in SPA 1 and 80% of permits in SPAs 2-6 will become City of Surprise replenishment customers.

Forecast Methodology

Formula:

$$\text{Projected Development Fee Revenue} = (C \times D) + (F \times G) / (1 - H)$$

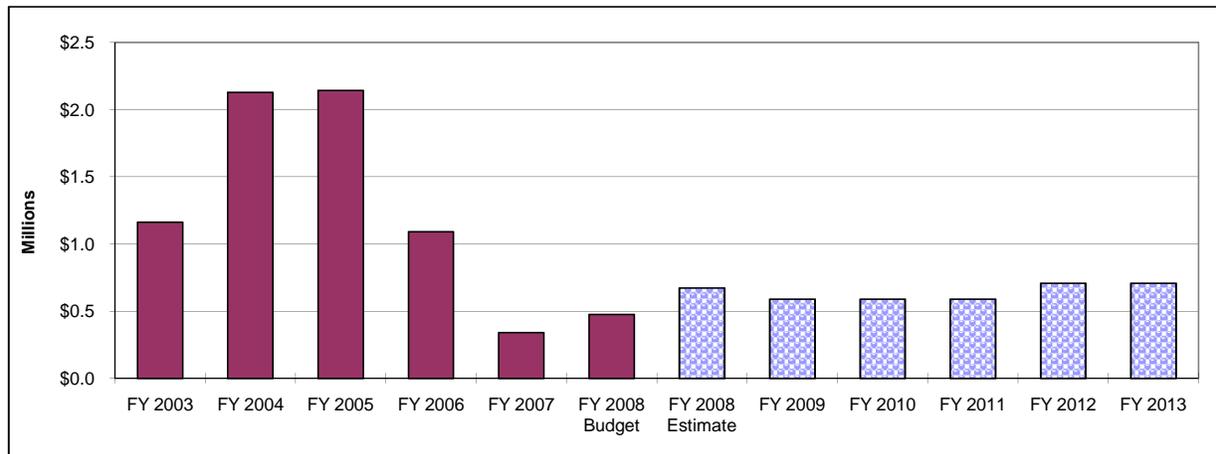
$$C = (A \times B) \times 35\%$$

$$F = (A \times E) \times 80\%$$

Where:

A = Projected single family residential (SFR) permits issued
 B = Projected percent of SFR permits issued in SPA 1
 C = Projected new customers in SPA 1
 D = Projected development fee rate in SPA 1
 E = Projected percent of SFR permits issued in SPA 2-6
 F = Projected new customers in SPA 2-6
 G = Projected development fee rate in SPA 2-6
 H = Projected percent of revenue from non-SFR permits, all SPAs

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
Projected % permits issued SPA 1 (B)	80%	80%	80%	80%	80%	80%
Projected new customers SPA 1 (C)	224	196	196	196	235	235
Projected fee rate SPA 1 (D)	2,100	2,100	2,100	2,100	2,100	2,100
Projected % permits issued SPA 2-6 (E)	20%	20%	20%	20%	20%	20%
Projected new customers SPA 2-6 (F)	128	112	112	112	134	134
Projected fee rate SPA 2-6 (G)	796	796	796	796	796	796
Projected % non-SFR revenue (H)	15%	15%	15%	15%	15%	15%
Projected Development Fee Revenue	673,300	589,100	589,100	589,100	706,900	706,900



Water Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Water Development Fee	2,100,500	1,411,400	(689,100)	-32.8%

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 collected specifically to fund growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-16.

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Actuals Revenue Collected	2,092,902	5,246,978	6,940,661	5,126,431	2,072,920	2,100,500

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
Drinking water development fee rate		2,879	2,879	2,879	2,879	3,895

Forecast Assumptions

Rates have been adjusted for FY 2008, but no further changes are contemplated for these projections. The estimated commercial and multi-family (non-SFR) revenue is projected to be 15% of the total revenue. Projections assume 80% of the new SFR permits each fiscal year will be in SPA 1, while 20% will be in SPAs 2-6. It is assumed that 35% of the permits in SPA 1 and 80% of permits in SPAs 2-6 will become City of Surprise water customers.

Forecast Methodology

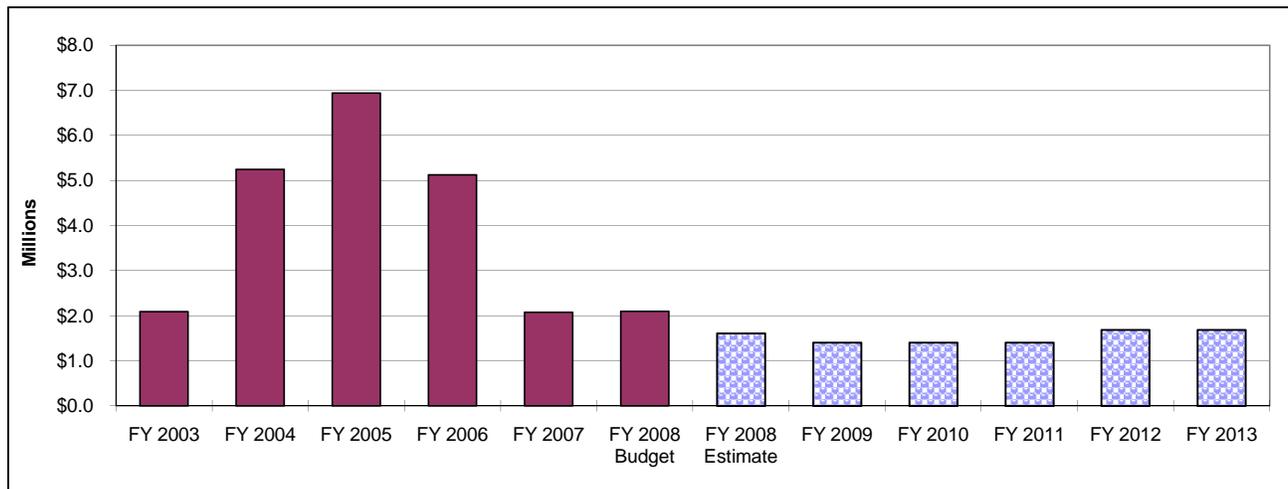
Formula:

$$\text{Projected Development Fee Revenue} = (B \times C) / (1 - D)$$

Where:

- A = Projected single family residential (SFR) permits issued
- B = Projected new customers (as calculated on replenishment development fee)
- C = Projected drinking water fee rate
- D = Estimated percent commercial & multi-family revenue

	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
Projected new customers (B)	352	308	308	308	370	370
Projected drinking water fee rate (C)	3,895	3,895	3,895	3,895	3,895	3,895
Projected percent of non-SFR revenue (D)	15%	15%	15%	15%	15%	15%
Projected Development Fee Revenue	1,613,000	1,411,400	1,411,400	1,411,400	1,693,600	1,693,600



Sewer Development Fee

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Sewer Development Fee	4,852,400	4,696,600	(155,800)	-3.2%

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 collected specifically to fund growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-18.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	5,668,480	10,556,379	13,181,495	7,967,098	5,279,179	4,852,400

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
Development fee rate SPA 1		1,808	1,808	1,808	1,808	3,853
Development fee rate SPA 2-6		1,808	1,808	1,808	1,808	3,039

Forecast Assumptions

Rates were increased in FY 2008, but no further changes are contemplated for these projections. The estimated commercial and multi-family (non-SFR) revenue is projected to be 45% of the total revenue. Projections assume 80% of the new SFR permits each fiscal year will be located in SPA 1, while 20% will be located in SPAs 2-6.

Forecast Methodology

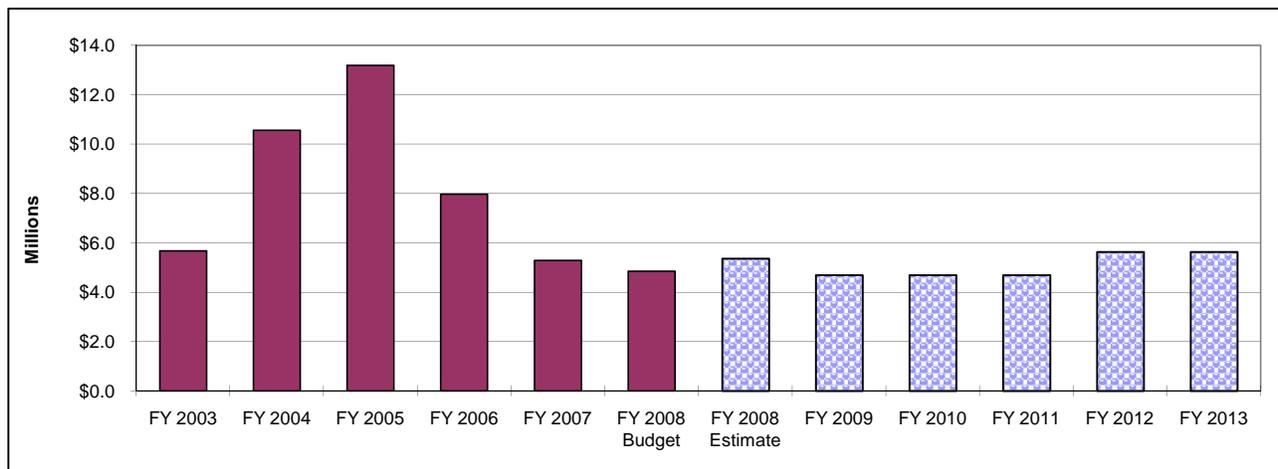
Formula:

$$\text{Projected Sewer Development Fee Revenue} = ((A \times B \times C) + (A \times D \times E)) / (1 - F)$$

Where:

- A = Projected single family residential (SFR) permits issued
- B = Projected percent of total permits issued in SPA 1
- C = Projected development fee rate in SPA 1
- D = Projected percent of total permits issued in SPA 2-6
- E = Projected development fee rate in SPA 2-6
- F = Projected percent of revenue from non-SFR permits, all SPAs

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
Projected % permits issued SPA 1 (B)	80%	80%	80%	80%	80%	80%
Projected fee rate SPA 1 (C)	3,853	3,853	3,853	3,853	3,853	3,853
Projected % permits issued SPA 2-6 (D)	20%	20%	20%	20%	20%	20%
Projected fee rate SPA 2-6 (E)	3,039	3,039	3,039	3,039	3,039	3,039
Projected % of non-SFR revenue (F)	45%	45%	45%	45%	45%	45%
Projected Development Fee Revenue	5,367,600	4,696,600	4,696,600	4,696,600	5,635,900	5,635,900



Roads of Regional Significance

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Roads of Regional Significance	2,698,700	1,043,000	(1,655,700)	-61.4%

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 collected specifically to fund growth related projects and activities. Authorized per A.R.S. 9-463.05 and City of Surprise Ordinance # 07-25. This fee was initiated in FY 2008.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	0	0	0	0	0	2,698,700

Indicators

Single family residential (SFR) permits issued	3,942	6,488	7,711	3,794	1,749	1,200
Development fee rate SPA 2, 4, 6		0	0	0	0	5,715
Development fee rate SPA 3, 5		0	0	0	0	5,396

Forecast Assumptions

Rates were initiated in FY 2008, no further changes are contemplated for these projections. The estimated commercial and multi-family (non-SFR) revenue is projected to be 25% of the total revenue. Projections assume 80% of the new SFR permits each fiscal year will be located in SPA 1, while 20% will be located in SPAs 2-6.

Forecast Methodology

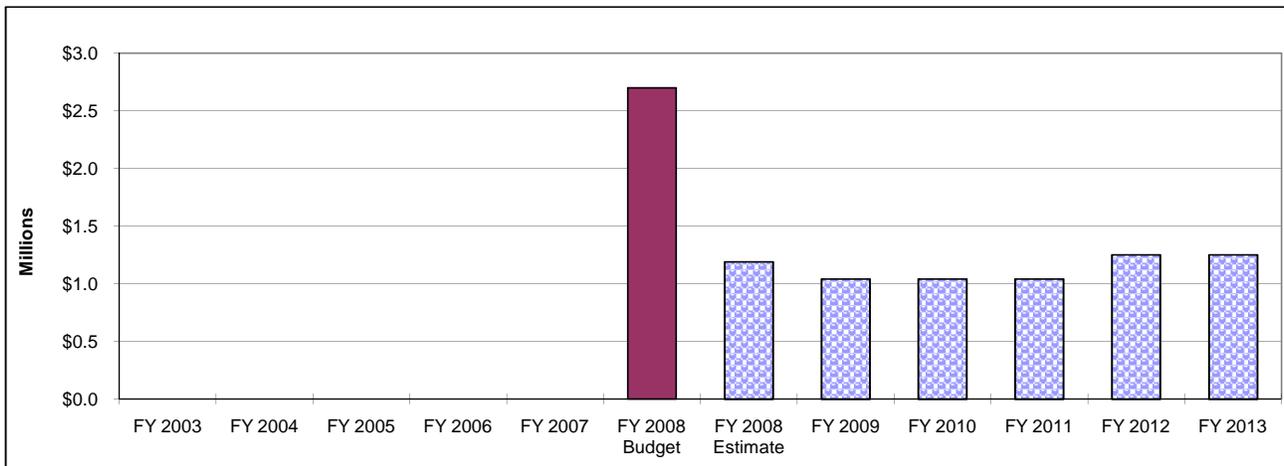
Formula:

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

Where:

- A = Projected single family residential (SFR) permits issued
- B = Projected percent of total permits issued in SPA 2, 4, 6
- C = Projected development fee rate in SPA 2, 4, 6
- D = Projected percent of total permits issued in SPA 3, 5
- E = Projected development fee rate in SPA 3, 5
- F = Projected percent of revenue from non-SFR permits, all SPAs

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected SFR permits issued (A)	800	700	700	700	840	840
Projected % permits issued SPA 2, 4, 6 (B)	12%	12%	12%	12%	12%	12%
Fee rate SPA 2, 4, 6 (C)	5,715	5,715	5,715	5,715	5,715	5,715
Projected % permits issued SPA 3, 5 (D)	8%	8%	8%	8%	8%	8%
Fee rate SPA 3, 5 (E)	5,396	5,396	5,396	5,396	5,396	5,396
Projected % of non-SFR revenue (F)	25%	25%	25%	25%	25%	25%
Projected Development Fee Revenue	1,192,000	1,043,000	1,043,000	1,043,000	1,251,600	1,251,600



Transportation Improvement

	FY 2008 Budget	FY 2009 Projected	\$ Increase	% Increase
Transportation Improvement Tax	4,887,300	3,816,600	(1,070,700)	-21.9%

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.

Actuals	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 Budget
Revenue Collected	0	0	0	2,681,844	11,052,892	4,887,300

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.

Forecast Methodology

Formula:

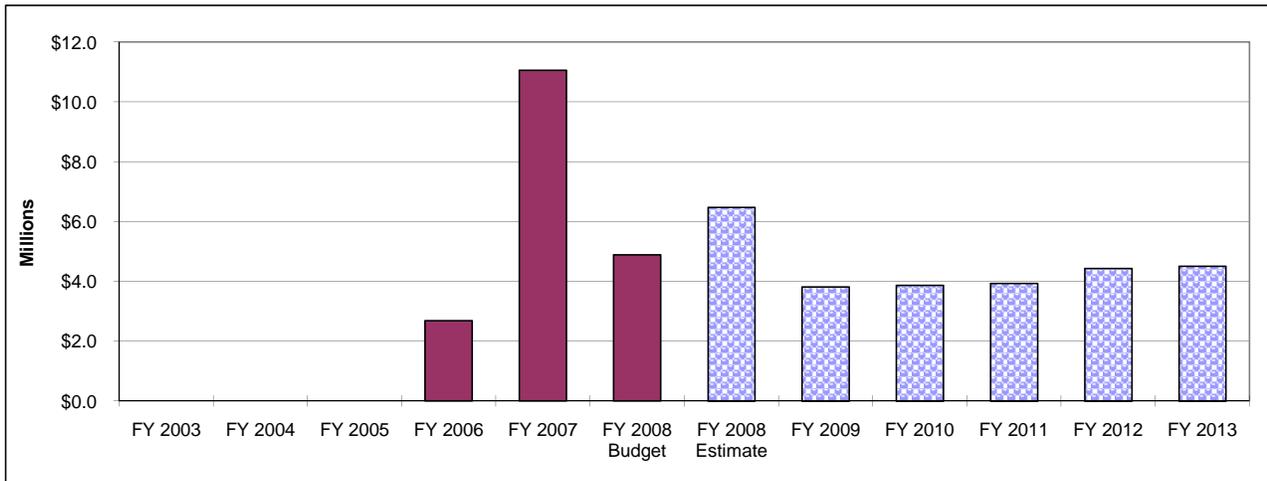
$$\text{Projected Transportation Improvement Tax Revenue} = A \times B \times C$$

Where:

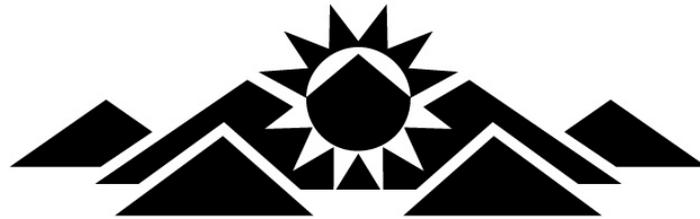
A = Projected sales tax revenue - One Time

B = Percentage tax applied to transportation improvement

Forecast	FY 2008 Estimate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Projected sales tax revenue - One Time (A)	9,494,600	5,597,700	5,681,700	5,766,900	6,510,400	6,608,100
Ratio transportation tax (B)	0.68	0.68	0.68	0.68	0.68	0.68
Projected Trans. Improvement Tax Revenue	6,473,600	3,816,600	3,873,900	3,932,000	4,438,900	4,505,500



City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Mayor & Council FY2009 Budget

Mission Statement:

The Mayor and Council are 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 Mayor and Council's primary responsibility is to set policy for the city of Surprise.

Budget Summary:

The budget of \$615,500 represents an increase of 55% over the FY2008 adopted budget of \$398,200. The increase is primarily due to a management decision to move the Executive Administrative Specialist's salary and operating costs from the City Clerk's Office into the Mayor and Council budget. There is an offsetting reduction in the City Clerk's budget. Additionally, \$70,000 is programmed to allocate district funds for each council member and the Mayor. This will centralize these expenditures in the Mayor and Council budget rather than charging these expenditures to other departments as done previously.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	181,930	205,603	264,900	289,800	348,600	32%
Supplies/Services	137,078	112,415	133,300	176,000	266,900	100%
Total	319,008	318,018	398,200	465,800	615,500	55%
<u>By division</u>						
General Ops	319,008	318,018	398,200	465,800	615,500	55%
Total	319,008	318,018	398,200	465,800	615,500	55%

Revenues

By fund source

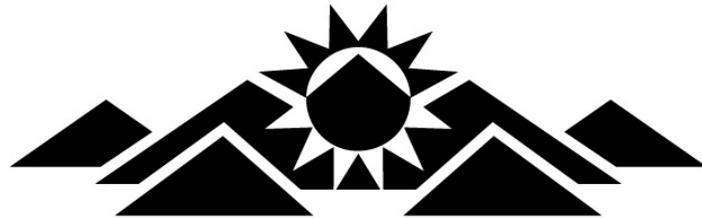
General Fund	319,008	318,018	398,200	465,800	615,500	55%
Total	319,008	318,018	398,200	465,800	615,500	55%

Personnel	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Mayor	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	0.0
Executive Administrative Specialist	0.0	0.0	1.0	1.0	0.0
Total	7.0	7.0	8.0	8.0	0.0

Capital:

No capital items have been programmed for the Mayor and Council.

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



City Manager FY2009 Budget

Mission Statement:

The City Manager's Office is organized and dedicated to providing professional administrative and management service to the Mayor and Council, city departments, businesses, and the residents 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 office focuses on funding programs to achieve the Mayor and Council's goals through the strategic planning, process improvement assessments, and improving internal and external customer service. The office manages an organization that historically has experienced rapid economic growth fueled by the housing market. The challenge, now and in the near future, is to manage the organization and to ensure that future projects and activities are sustainable.

Budget Summary:

The City Manager's Office budget of \$1,307,700 represents an overall increase of 19% over the FY2008 adopted budget of \$1,102,000. Of this amount \$1,062,900 (81%) is for salaries and fringe benefits. The increase of 11% is primarily due to annual pay adjustments. Supplies and services increase by 69% due to the one-time programming of \$100,000 to purchase consulting services for a city of Surprise marketing plan. This will provide the city with a comprehensive branding initiative and integrate the results of the initiative into an overall marketing plan.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	346,694	891,575	957,900	955,000	1,062,900	11%
Supplies/Services	67,875	122,662	144,100	101,100	244,100	69%
Total	414,569	1,014,237	1,102,000	1,056,100	1,307,000	19%
<u>By division</u>						
Administration	403,778	1,014,180	1,102,000	1,056,100	1,307,000	19%
Total	403,778	1,014,180	1,102,000	1,056,100	1,307,000	19%
 Revenues						
<u>By fund source</u>						
General Fund	403,778	1,014,180	1,102,000	1,056,100	1,307,000	19%
Total	403,778	1,014,180	1,102,000	1,056,100	1,307,000	19%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
City Manager	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	2.0	2.0	2.0	2.0	0.0
Deputy City Manager	0.0	1.0	1.0	1.0	0.0
Assistant to City Manager	1.0	1.0	1.0	1.0	0.0
Executive Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Total	6.0	7.0	7.0	7.0	0.0

Capital:

No capital funds are programmed for this fiscal year.

Accomplishments:

- Assisted newly elected Mayor and Council in the development of a strategic action plan.
- Developed a partnership with Rio Salado Community College to construct a campus within the new city hall complex.
- Ensured a high level of public participation in visioning for a major general plan amendment.
- Position Surprise as a major presence in the Valley by enhancing regional connections with Dysart and Nadaburg School Districts, Maricopa Association of Government (MAG), regional and state organizations, and other municipalities.
- Established the structure for departmental coordinated efforts and training to streamline the development process while improving the quality and consistency of development services.
- Adoption and implementation of a repayment ordinance to allow for advanced construction of required public infrastructure.
- Continued implementation of the RESPECT model: Results, Ethics, Surprise Vision, Persistence, Enthusiasm, and Teamwork which changes corporate culture and how we treat one another and our customers.
- Negotiated the development agreements and annexations of Grand Vista, a 5,485 gross acre planned area development (PAD); Sunhaven, a 2,116 gross acre PAD; and Surprise Pointe, a 308 gross acre commercial development and site of the city's first movie theater.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.2 *"Maintain sound financial policies and mechanism."*

- **Department Goal:** Successful alignment and implementation of the strategic vision of the Mayor and Council.
 - **Objective:** Ensure that the city of Surprise is a fiscally sustainable organization by providing Mayor and Council with timely and accurate information regarding funds.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Financial updates provided to the Mayor and Council	---	---	---	4

**New measure, data not available*

Strategic Plan Goal: 5.3 *"Maintain processes to ensure efficient and effective delivery of services."*

- **Department Goal:** Successful alignment and implementation of the strategic vision of the Mayor and Council.
 - **Objective:** Implementation of the International City/County Management Association (ICMA) performance measurement program.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Full implementation of ICMA performance measurement program	---	---	---	100%

**New measure, data not available*

Strategic Plan Goal: 5.3 *"Maintain processes to ensure efficient and effective delivery of services."*

- **Department Goal:** Align the organization's structure and its ability to meet the needs of the city after tremendous growth over the last decade.
 - **Objective:** Evaluate, assess, and reorganize departments and reporting structures.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Successful reorganization of the city's departments	---	---	---	100%

**New measure, data not available*

Strategic Plan Goal: 5.5 “Maintain strategic alliances to serve as partners in projects, programs, and initiatives.”

- **Department Goal:** Successful alignment and implementation of the strategic vision of the Mayor and Council.
 - **Objective:** Conduct a Mayor and Council retreat to accomplish strategic planning.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Mayor and Council strategic planning retreats conducted	---	---	1	1

**New measure, data not available*

- **Objective:** Establish a mechanism to distribute throughout the organization.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Per cent of departments that receive the Strategic Vision of the Mayor and Council	---	---	---	100%

**New measure, data not available*

- **Objective:** Work with Rio Salado College on the number of four year degree programs offered at the city of Surprise campuses.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Four year degree programs are offered at the Rio Salado College city of Surprise city hall complex	---	---	---	1

**New measure, data not available*

- **Objective:** Develop partnerships throughout the community and region to enhance the quality of life within Surprise.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Community partnerships	---	---	---	Establish Baseline
Coordinated events and programs	---	---	---	Establish Baseline

**New measure, data not available*

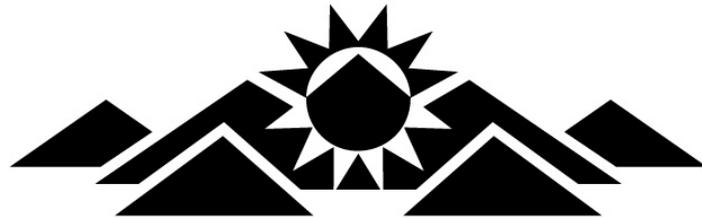
Strategic Plan Goal: 7.2 “Maintain an ongoing process/protocol for civic engagement and feedback.”

- **Department Goal:** Establish a high performance team environment when working with the Mayor and Council.
 - **Objective:** Roll out software to departments to monitor Mayor and Council complaints received.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Twenty-four hour first contact/response to complainant	---	---	---	100%
Service requests are resolved within thirty days	---	---	---	100%
Provide monthly district reports to Mayor and Council	---	---	---	12

**New measure, data not available*

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Intergovernmental Relations FY2009 Budget

Mission Statement:

The Intergovernmental Relations Office provides representation for the city of Surprise at the local, regional, state, and federal levels on all issues that affect the city and its residents.

Budget Summary:

The Director of Intergovernmental Relations works closely with the City Manager and the 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 \$489,300 programmed for FY2009 represents a 12% increase from the FY2008 budget of \$438,500. The 20% increase in personnel is due primarily to salary and benefit adjustments. Supplies and services remain at the FY2008 level of \$186,300. These funds are used to provide operating supplies and services for the day to day operation of the office.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
By category	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	145,659	127,141	252,200	246,000	303,000	20%
Supplies/Services	115,888	180,217	186,300	144,500	186,300	0%
Total	261,547	307,358	438,500	390,500	489,300	12%
<u>By division</u>						
General Ops	261,547	307,358	438,500	390,500	489,300	12%
Total	261,547	307,358	438,500	390,500	489,300	12%

Revenues

By fund source

General Fund	261,547	307,358	438,500	390,500	489,300	12%
Total	261,547	307,358	438,500	390,500	489,300	12%

	FY2006	FY2007	FY2008	FY2009	Budget
	Actual	Actual	Budget	Budget	Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Manager	0.0	1.0	1.0	1.0	0.0
Senior Analyst	1.0	0.0	0.0	0.0	0.0
Total	2.0	2.0	2.0	2.0	0.0

Capital:

No capital items have been programmed for the Intergovernmental Relations Office.

Accomplishment:

The Intergovernmental Relations Office was able to secure and implement a web base bill tracking system to monitor legislative bills that would allow written feedback from Mayor and Council and all city departments.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.2 “Maintain an on-going process/protocol for civic engagement and feedback.”

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Visits to Capitol Impact	---	---	75	150

**New measure, data not available*

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Visits to office’s internet site	---	---	10	100

**New measure, data not available*



Communications FY2009 Budget

Mission Statement:

The Communications Department informs the residents of Surprise through the sharing of information on governmental operations and affairs. The department encourages and enables local, regional, statewide, and national coverage of city events and activities to build awareness of Surprise as the city defining vibrant southwest living.

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 serves as the operational clearinghouse for city of Surprise strategic messaging. The department consults with other city departments and the City Manager's Office on issues, strategies, and communications themes. The department constantly communicates with residents, community groups, and media about city activities and services through its communications platforms such as www.surpriseaz.com, Surprise 11, Progress magazine, news releases, brochures and flyers, city organized events, and offers feedback platforms and opportunities.

The Communications Department continues to improve and expand these methods of information delivery and feedback, and in addition to local, statewide, and national media, works regularly with the Dysart Unified School District, the Greater Surprise Chamber of Commerce, Western Maricopa Coalition (WESTMARC), city wide Home Owners Associations, Maricopa Association of Governments, and other regional organizations to assure the timely and accurate flow of information.

Budget Summary:

The Communications Department budget of \$1,143,900 represents an 11% increase from the FY2008 budget of \$1,030,700. Personnel costs increase by 9% primarily due to salary adjustments. Supplies and services increase by 17% to adjust the base for increased software maintenance and broadcast programming.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	371,119	582,622	736,800	638,900	799,700	9%
Supplies/Services	326,409	291,586	293,900	214,500	344,200	17%
Total	697,528	874,208	1,030,700	853,400	1,143,900	11%
<u>By division</u>						
Broadcast	150,077	152,000	223,700	125,600	264,600	18%
General Ops	432,190	585,077	634,700	577,800	694,500	9%
Web	115,261	137,131	172,300	150,000	184,800	7%
Total	697,528	874,208	1,030,700	853,400	1,143,900	11%
 Revenues						
<u>By fund source</u>						
General Fund	697,528	874,208	1,030,700	853,400	1,143,900	11%
Total	697,528	874,208	1,030,700	853,400	1,143,900	11%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Public Information Officer	1.0	1.0	1.0	1.0	0.0
Communications Specialist	0.0	2.0	2.0	2.0	0.0
Senior Communications Specialist	0.0	3.0	3.0	3.0	0.0
Management Assistant	1.0	0.0	0.0	0.0	0.0
Assistant Analyst	1.0	1.0	1.0	1.0	0.0
Web Master	1.0	0.0	0.0	0.0	0.0
Video Production Specialist	1.0	0.0	0.0	0.0	0.0
Total	6.0	8.0	8.0	8.0	0.0

Capital:

As indicated in the table below, \$171,800 is carried forward for the Surprise 11 Broadcast Center.

ProjectName	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Surprise 11 Broadcast Center	Carry Fwd	21412	145	112	39411	20623	171,800
Total							171,800

Accomplishments:

- Achieved double digit percentage increase in web visits to www.surpriseaz.com each month in FY2008 compared to FY2007 as follows:

	2007	2008	% increase
January	432,745	685,366	58.38%
February	463,741	628,465	35.52%
March	558,010	684,829	22.73%
April	553,811	700,885	26.56%
May	575,027	837,167	45.59%

- Improved residents access to the planning of the city's future through an interactive "General Plan" website which received more than 200 returned surveys.
- Created new web sites to enhance resident information and access to services: Traffic Alert System, Green Surprise, Tourism, and Transportation.
- Completed total redesign of department web sites including engineering, community development, public works, police, and fire.
- Achieved national Communicator "Award of Distinction" for surprisepringtraining.com and set a record for most visitors to the spring training web site.
- Instigated major increase in production since January 2008 to include a new approach: full length broadcast of important community events such as groundbreaking, news conferences, speeches, parades, and high school graduations at Surprise Stadium.
- Instigated partnership with West Valley Art Museum and Heard Museum West to televise programs the museums offer.
- Added "Council Conversations" segments hosted by Mayor and Council members.
- Added Mayor and Council special workshops to broadcast schedule.
- Began live streaming on the internet of Surprise11.
- Outfitted new Broadcast Center and studio space; expected to go online summer of 2008.
- The department was recognized by the national City/County Communications and Marketing Association with four national awards for excellence in communications.
- The department issued approximately 270 news releases from July 2007 – June 2008.
- Progress* magazine promoted the work of each department during the course of the fiscal year.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.1 "Increase public's awareness regarding civic affairs and municipal operations."

- **Department Goal:** Increase public awareness of and opportunities to engage in civic affairs.
 - **Objective:** Create broader access to city council, planning and zoning, board and commissions meetings and agendas; disseminate more information about the activities of city boards/commissions.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of Mayor and Council meetings posted on the website	---	---	32	48
Number of planning/zoning commission meetings posted on the website	---	---	---	24
Number of boards and commission page views	---	---	---	800

**New measure, data not available*

Strategic Plan Goal: 7.3 "Raise awareness of events and traditions for new and existing residents."

- **Department Goal:** Enhance Surprise 11 as relevant and dynamic information source for city news and information.
 - **Objective:** Create additional city-generated programming of a higher quality with a Surprise centric flavor relevant to residents.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Bring broadcast center online	---	---	---	Yes
Number of programs originating from the studio setting	---	---	---	20
Make live transmitting operational from Surprise Center	---	---	---	Yes
Number of broadcast of civic events utilizing live capability	---	---	---	3

**New measure, data not available*

Strategic Plan Goal: 7.2 "Maintain an on-going process/protocol for civic engagement and feedback."

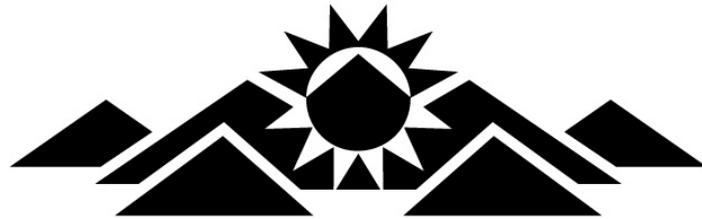
- **Department Goal:** Engage residents with offers of broader access to services and information by improving interactivity and design of city communications platforms.
 - **Objective:** Redesign/enhance Progress magazine and city web site for user friendliness and readability.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of page views	N/A	N/A	8,163,456	8,979,800
% increase in web visits	---	---	---	10%
Number of FY2009 issues of Progress magazine with feedback options (tear out return cards)	---	---	---	2
Institute service request option on website	---	---	---	Yes

**New measure, data not available*

N/A: Web visits were not tracked prior to FY2008

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



**City Attorney
FY2009 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 residents, elected officials, management, and employees.

Divisions:

Civil - The Civil Division is tasked with providing legal services to the city staff and the Mayor and Council including preparation of ordinances, resolutions, contracts, and legal opinions.

Criminal - The Criminal Division provides legal assistance to the Police Department and prosecutes cases.

Budget Summary:

The City Attorney's Office provides in-house legal work, prompt and knowledgeable legal services, advice to the Mayor and Council and all city departments, prepares legal forms for departmental use, and ensures compliance with applicable laws.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	656,543	1,003,918	1,476,100	1,457,600	1,567,500	6%
Supplies/Services	288,963	329,255	192,400	137,200	217,200	13%
Total	945,506	1,333,173	1,668,500	1,594,800	1,784,700	7%
<u>By division</u>						
Criminal	346,982	325,064	888,700	786,700	941,000	6%
General Ops	598,524	1,008,109	779,800	808,100	843,700	8%
Total	945,506	1,333,173	1,668,500	1,594,800	1,784,700	7%
Revenues						
<u>By fund source</u>						
General Fund	945,506	1,333,173	1,668,500	1,594,800	1,784,700	7%
Total	945,506	1,333,173	1,668,500	1,594,800	1,784,700	7%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
City Attorney	1.0	1.0	1.0	1.0	0.0
Director	1.0	1.0	1.0	1.0	0.0
Deputy City Attorney	1.0	1.0	1.0	1.0	0.0
Assistant City Attorney	2.0	3.0	3.0	3.0	0.0
Assistant Deputy City Attorney	2.0	1.0	1.0	1.0	0.0
Assistant Analyst	1.0	2.0	2.0	2.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Program Coordinator (Victim Advocate)	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	3.0	3.0	4.0	4.0	0.0
Total	12.0	14.0	15.0	15.0	0.0

The office's budget of \$1,784,700 represents an overall increase of 7% over the prior fiscal year. The increase is primarily due to salary adjustments. Personnel costs account for 87% of the office's budget.

The remaining 13% of the budget is for the necessary supplies and services to operate the office. The supplies and services category increases by 13% due to the programming of a base adjustment to provide increased outside legal services. This will ensure sufficient funds to provide outside legal counsel as needed.

Capital:

No capital items have been programmed for this fiscal year.

Accomplishments:

- Updated Request for Legal Services (RFLS) website for easier use and navigation.
- Assisted in the negotiation and eventual agreements between the city and a number of developers for various projects within the city.
- Purchased and implemented case management/case tracking software, *Legal Files*, to more efficiently respond to calls from the public and to manage the increasing number of case filings.
- Served as legal counsel for the Police Department and provided training sessions as needed.
- Represented the state in all criminal misdemeanor and traffic cases filed within the Surprise Municipal Court as well as at all mental health cases sent from the Surprise Municipal Court to the Maricopa County Superior Court.
- Provided services to crime victims and witnesses within the city of Surprise on cases prosecuted within the Surprise Municipal Court.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 *“Maintain process to ensure efficient and effective delivery of services.”*

- **Department Goal:** Provide prosecution with respect to misdemeanor and traffic cases filed within the Surprise Municipal Court.
 - **Objective:** Prosecute civil traffic and criminal misdemeanor cases on behalf of the state of Arizona and which are filed within the jurisdiction of the Surprise Municipal Court.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Cases received for prosecution	---	---	---	6,000
Average number of days a case is open before disposition	---	---	---	200

**New measure, data not available*

Strategic Plan Goal: 7.3 *“Raise awareness of events and traditions for new and existing residents.”*

- **Department Goal:** Increase outreach and support opportunities to victims in the community by collaborating with other local victim’s rights agencies.
 - **Objective:** Obtain membership with Arizona Coalition for Victim Services (ACVS) and provide training/ activities for city staff and the residents to increase awareness about the Victim Witness Services Program and the job with respect to Victim’s Rights.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Obtain membership with ACVS	N/A	N/A	N/A	07/31/2008
Training sessions provided	---	---	5	5
Employees trained	---	---	25	25

**New measure, data not available*

N/A: Membership with ACVS was not sought prior to FY2009

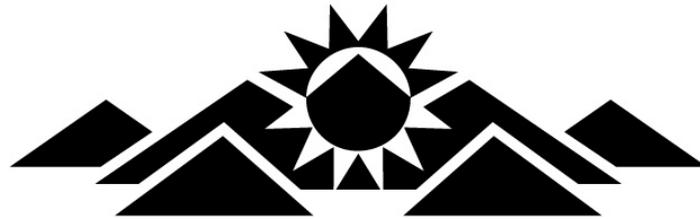
Strategic Plan Goal: 5.3 *“Maintain process to ensure efficient and effective delivery of services.”*

- **Department Goal:** Provide consistent and timely review and preparation of ordinances, resolutions, contracts, and written legal opinions as well as to assist in handling projects identified by officials as priority projects.
 - **Objective:** Provide training to each department to make them aware of what the Legal Department does, who to contact within the department and how to use the recently upgraded Request for Legal Services (RFLS) website.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Training sessions provided	---*	---*	10	5
Average days for review of RFLS	---*	---*	14	14
% of RFLS completed within 14 days or less	---*	---*	99%	95%
Average days for review of ordinances	---*	---*	14	14
Average days for review of resolutions	---*	---*	14	14
Average days for review of contracts	---*	---*	14	14

**New measure, data not available*

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



City Clerk FY2009 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 the Mayor and 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. The City Clerk also serves as the Chief Elections Officer and attests to all official acts of the Mayor and Council.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	349,366	439,713	465,100	485,500	325,800	-30%
Supplies/Services	98,731	160,895	338,800	318,900	278,800	-18%
Total	448,097	600,608	803,900	804,400	604,600	-25%
<u>By division</u>						
General Ops	448,097	600,608	803,900	804,400	604,600	-25%
Total	448,097	600,608	803,900	804,400	604,600	-25%

Revenues

By fund source

General Fund	448,097	600,608	803,900	804,400	604,600	-25%
Total	448,097	600,608	803,900	804,400	604,600	-25%

The City Clerk's budget of \$604,600 represents a net decrease of 25% from the FY2008 budget of \$803,900. The decrease is due to a management decision to move budgeted funds for the Executive Administrative Specialist position from the City Clerk's Office to the Mayor and Council to better align the duties of the position. Although there is a net decrease to the office, there is a slight increase in personnel due to salary adjustments. Supplies and services increase by a one-time amount of \$50,000 programmed to research and compile the history of the city of Surprise.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
City Clerk	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	2.0	2.0	2.0	2.0	0.0
Executive Administrative Assistant	0.0	1.0	0.0	0.0	0.0
Administrative Assistant	1.0	0.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	1.0	0.0	0.0	0.0
Total	6.0	6.0	5.0	5.0	0.0

Capital:

No capital is programmed for FY2009.

Accomplishments:

- Ongoing project of microfilming all city permanent documents.
- Created annual council agenda timeline for distribution to departments.
- Implementation of the Granicus System (on-line streaming video of council meetings).
- City Clerk elected to Arizona Municipal Clerk's Association Board, serving as president.
- Council packets scanned and available on the city's web site.
- Completed a ballot by mail primary and general election in September/November of 2007 and in March 2008 held a recall election.
- Continued updating the City Clerk section of the city's website.
- Implemented a recycling program.
- City Clerk received the Master Municipal Clerk designation.
- Commencement of the city's 50th anniversary history project.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.1. *"Increase the public's awareness regarding civic affairs and municipal operations."*

- **Department Goal:** Provide timely public access to city council meeting agenda packets and related materials.
 - **Objective:** Council agenda packets will be made available on-line.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Mayor and Council agendas	32	50	53	70
Mayor and Council items	650	615	710	800
Percentage of council packets available on-line	35%	75%	100%	100%



Finance FY2009 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 the Mayor and 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 \$2,584,800 represents an increase of 19% over the adopted FY2008 budget of \$2,164,800. This increase is primarily due to salary adjustments as well as the salary and operating costs of two additional full time equivalent positions (FTE) programmed for FY2009. A Senior Accountant FTE is programmed to provide additional accounting services related to the increasing number of streetlight improvement districts, community facilities districts, and tracking and reporting requirements of development agreements and fees. A Utility Billing Accountant FTE is programmed to assist in the analysis of utility charges, pursue delinquent account balances, and provide resolution to customer complaints and issues. Additionally, a current part time business license Fiscal Support Specialist position increases to full time. There is no budget impact because this position will generate sufficient additional revenue to offset the cost of the full time position.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	903,093	1,432,613	1,685,000	1,638,900	2,002,900	19%
Supplies/Services	339,287	307,960	479,800	340,100	574,400	20%
Contingency	0	0	0	0	7,500	0%
Total	1,242,380	1,740,573	2,164,800	1,979,000	2,584,800	19%
<u>By division</u>						
Accounting	655,835	959,108	1,028,300	1,053,300	1,179,500	15%
Administration	285,366	269,610	434,800	255,500	538,700	24%
Revenue	301,169	511,855	701,700	670,200	866,600	24%
Total	1,242,370	1,740,573	2,164,800	1,979,000	2,584,800	19%

Revenues

By fund source

Taxes	253,637	37,913	290,000	290,000	326,000	12%
Licenses & Permits	309,697	368,332	344,600	2,759,900	2,702,600	684%
Charges for Services	23,560	29,240	20,100	74,800	72,000	258%
Interest	2,059	0	0	0	0	0%
Miscellaneous	0	0	4,600	4,600	0	-100%
General Fund Subsidy	653,417	1,305,088	1,505,500	-1,150,300	-515,800	-134%
Total	1,242,370	1,740,573	2,164,800	1,979,000	2,584,800	19%

Supplies and services increase 20% primarily due to the programming of operating supplies and equipment related to the new positions. Additionally \$50,000 is programmed for bond related expenditures and \$25,000 is programmed for upgrades to the computerized accounting system. New programming for outside construction sales tax audit services is also intended to generate offsetting revenue.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	2.0	2.0	2.0	0.0
Accounting Supervisor	1.0	3.0	3.0	3.0	0.0
Senior Accountant/Senior Tax Auditor	2.0	2.0	2.0	3.0	1.0
Accountant II	2.0	0.0	0.0	0.0	0.0
Accountant/Tax Auditor	2.0	2.0	3.0	4.0	1.0
Fiscal Support Specialist	2.2	4.2	4.7	5.2	0.5
Fiscal Support Assistant	3.0	2.5	2.0	2.0	0.0
Cashier	1.0	1.0	1.0	1.0	0.0
Total	16.2	18.7	19.7	22.2	2.5

Capital:

No capital funding is programmed for FY2009.

Accomplishments:

- Defined a plan to address all the issues of CITYGATE departmental review report with schedules and implementation.
- Improved the department's internet and intranet websites to provide easier navigation and greater access to data, forms, and information.
- In conjunction with the Human Resources and Information Technology Departments, successfully implemented a new human resources information and payroll system by January 2008.
- Assisted the Purchasing Division in developing a comprehensive training program on the financial management system so end users will be able to get data and information into, and out of, the system successfully.
- Developed a robust program of draw downs for the Capital Improvement Program (CIP), which is accurate and timely.
- Obtained certification from the Association of Public Treasurers of United States & Canada on the City's Investment Policy.
- Improved the business license software usage by updating North American Industries Classification System (NAICS) codes and developed template reports for end users.
- Developed and implemented a process to define a correlation between utility account premise numbers (AAW) and the assessor's parcel number (APN) to ensure all applicable users are being invoiced.
- Developed and implemented a process to administer development agreements with tax incentives.
- Conducted Transaction Privilege Tax Forums to educate business owners.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.2 “Maintain sound fiscal policies and mechanism.”

- **Department Goal:** Preserve or enhance the city’s ability to borrow money at lowest possible rates.
 - **Objective:** Maintain or improve the city’s current bond ratings.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Bond rating	A+	AA-	AA-	AA-

- **Objective:** Maintain a Governmental Current Assets to Current Liabilities ratio of at least 2 to1.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Current assets to current liabilities ratio	12:1	5:1	5:1	2:1

Strategic Plan Goal: 5.2 “Maintain sound fiscal policies and mechanism.”

- **Department Goal:** Ensure the long-term financial sustainability of the city.
 - **Objective:** Maintain an Economic Stabilization Reserve equal to at least two months operating revenue and one year’s annual debt service.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Minimum reserve (in millions)	20.4	30.3	29.2	27.2
Actual reserve (in millions)	222.9	220.5	127.6	41.9

- **Objective:** Enroll accounts payable payees in ACH to reduce the number of printed checks in order to reduce the cost of preparing accounts payable.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
ACH transactions	0	11	1,039	1,100
AP transactions	26,310	36,493	49,707	50,000
Checks printed	10,302	10,988	10,851	10,100

Strategic Plan Goal: 5.2 “Maintain sound fiscal policies and mechanism.”

- **Department Goal:** Minimize borrowing by maximizing pay-as-you-go financing.
 - **Objective:** Maintain a debt per capita dollar threshold that is less than most other similar and higher rated municipalities in Arizona.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Debt per capita Surprise	\$705	\$461	\$440	\$425
Avg. debt per capita other municipalities	\$1,069	\$994	\$924	\$860

Strategic Plan Goal: 5.2 “Maintain sound fiscal policies and mechanism.”

- **Department Goal:** Provide centrally managed billing, collection, and deposits of all city revenues.
 - **Objective:** Ensure customers are billed accurately.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Percentage of billing adjustments	10%	7%	5%	3%
Invoices generated	1,218	671	648	540

- **Objective:** Ensure payments and deposits of revenue are processed timely and accurately.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Cashier transactions	12,986	14,821	15,542	16,000
Percentage of bank deposit errors	2%	1%	<1%	>1%
Automatic deposit transactions	0	29	100	200
Payments by mail	1,716	2,288	2,860	3,300

- **Objective:** Ensure timely resolution of past due accounts.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Percentage of collection on outstanding balance	---*	---*	---*	10%
Percentage receivables assigned to outside collections	---*	---*	---*	10%
Disconnects processed	---*	---*	---*	3,000

*New measure, data not available



Management & Budget FY2009 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 Mayor and Council adopted policies. We strive to deliver accurate, reliable, and timely information and advice that will assist in making informed decisions.

Divisions:

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

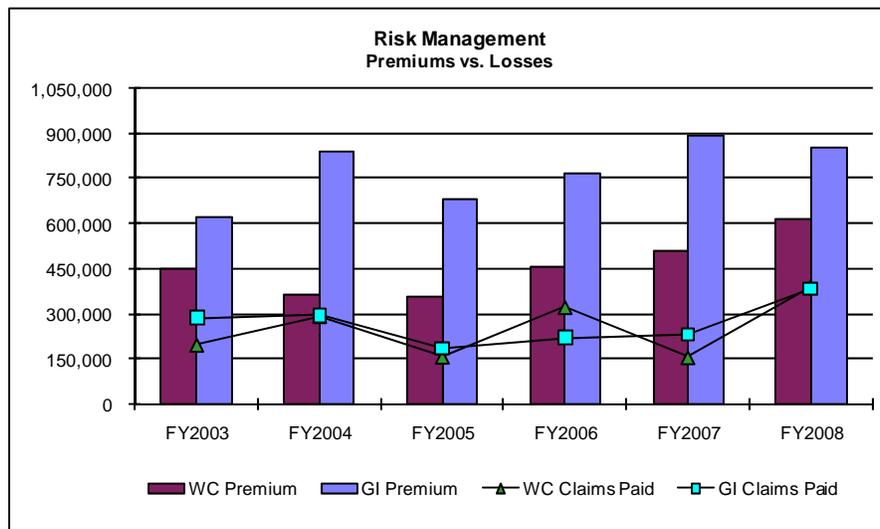
Budget Summary

The Management and Budget Department has an adopted budget of \$5,050,200. The department consists of 18 full time employees. Excluding capital, personnel costs equate to 40% of the total budget, with 60% programmed for supplies and services.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	696,162	1,229,777	1,539,100	1,508,900	1,734,600	13%
Supplies/Services	1,130,500	1,220,056	2,478,000	1,495,500	2,565,600	4%
Contingency	0	0	1,011,700	300,000	750,000	-26%
Total	1,826,662	2,449,833	5,028,800	3,304,400	5,050,200	0%
<u>By division</u>						
Disability Advocate	0	0	719,800	396,300	416,000	-42%
M & B	398,081	607,590	813,800	858,500	989,900	22%
Purchasing	284,571	452,378	509,700	420,300	499,200	-2%
Risk Management	1,144,010	1,389,865	2,985,500	1,629,300	3,145,100	5%
Total	1,826,662	2,449,833	5,028,800	3,304,400	5,050,200	0%
Revenues						
<u>By fund source</u>						
Interest	31,359	80,127	0	0	0	0%
Miscellaneous	1,686,902	1,747,464	2,000,000	1,532,200	1,510,200	-24%
Fund Balance	0	0	985,500	97,100	1,634,900	66%
General Fund	108,401	622,242	2,043,300	1,675,100	1,905,100	-7%
Total	1,826,662	2,449,833	5,028,800	3,304,400	5,050,200	0%

Excluding capital, the budget represents a slight increase over the FY2008 budget of \$5,028,800. Personnel costs increase by 13% primarily due to salary adjustments. Supplies and services has an increase of 4% 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.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	3.0	3.0	3.0	0.0
Senior Buyer/Contract Officer	1.0	1.0	1.0	1.0	0.0
Risk Coordinator	1.0	0.0	0.0	0.0	0.0
Program Supervisor	0.0	2.0	2.0	2.0	0.0
Senior Analyst	2.0	3.0	3.0	3.0	0.0
Analyst	1.0	3.0	3.0	3.0	0.0
Grants Administrator	1.0	0.0	0.0	0.0	0.0
Buyer	1.0	2.0	2.0	2.0	0.0
Purchasing Clerk	1.5	2.0	2.0	2.0	0.0
Office Support Specialist	0.5	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.0	1.0	1.0	0.0
Total	11.0	17.0	18.0	18.0	0.0



Capital:

No capital is programmed for the Management and Budget Department this fiscal year.

Accomplishments:

- Awarded the Government Finance Officers' Association's (GFOA) Distinguished Budget Award for the eighth consecutive year.
- Increased the use and understanding of the Economic Impact Model with two departments, Economic Development and Community and Recreation Services using the model on a regular basis.
- Implemented an online vendor registration system.
- Procurement guidelines were developed to supplement the Surprise Procurement Code.
- 175 residents and businesses attended the first annual Emergency Preparedness Summit.
- Over 200 police and fire staff attended disability awareness training, including emergency sign language training.
- Applied for 11 police related grants, awarded six for approximately \$248,644. Also applied for six fire related grants, awarded three for approximately \$102,000. Nine transportation grant applications were submitted with four approved for approximately \$387,677.
- A Local Regional State Park (LRSP) Heritage Fund grant application was submitted to the Arizona State Parks for consideration and/or approval.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 "Maintain processes to ensure efficient and effective delivery of services."

- **Department Goal:** Improve gathering of information to be used for the purpose of benchmarking city services with other municipalities.
 - **Objective:** Facilitate the city's enrollment in the International City/County Manager's Association (ICMA) comparative performance measurement program.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
All departments participating in the ICMA comparative performance measurement program become trained and submit performance measures as required	---	---	---	9
Percent of ICMA comparative performance measures collected by the city	---	---	---	80%

**New measure, data not available*

Strategic Plan Goal: 5.3 "Maintain processes to ensure efficient and effective delivery of services."

- **Department Goal:** Earn the highest award and form of recognition in governmental budgeting.
 - **Objective:** Create a budget document that receives the Government Finance Officers' Association (GFOA) Distinguished Budget Award.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Awarded GFOA Distinguished Budget Award	1	1	1	1

Strategic Plan Goal: 5.3 "Maintain processes to ensure efficient and effective delivery of services."

- **Department Goal:** Streamline processes that involve service agreements and formal solicitations through the use of a tracking database.
 - **Objective:** Identify bottlenecks and reduce the amount of time involved in processing service agreements and formal solicitations through the use of a tracking data database.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Percent of service agreements and formal solicitations entered into database	---	---	---	100%
Process time of service agreements	---	---	---	4 weeks
Process time of formal solicitations	---	---	---	8 weeks

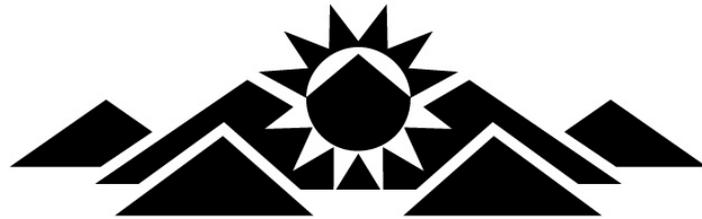
**New measure, data not available*

Strategic Plan Goal: 5.3 "Maintain processes to ensure efficient and effective delivery of services."

- **Department Goal:** Minimize the cost of risk for the city of Surprise.
 - **Objective:** Maintain developed safety programs.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Worker's compensation experience modifier	0.88	0.99	0.86	0.80
Worker's compensation loss in dollars per FTE	\$480	\$195	\$356	\$300
Auto loss in dollars per full time employee equivalent (FTE)	\$247	\$140	\$288	\$133

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Human Resources FY2009 Budget

Mission Statement:

The mission of the Human Resources Department 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 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 department budget is the development and revision of effective Personnel Policies and Procedures, effective programs in recruitment and selection, compensation and benefits, and supervisory/management development. Staff will focus activities and provide guidance to management, supervisors, and employees in these target areas to facilitate operational consistency, legal compliance, and accurate employee data.

Budget Summary:

The Human Resources Department budget of \$1,486,900 represents an increase of 6% over the FY2008 budget of \$1,407,500. The department maintains a total staff of 12.0 full time equivalent positions (FTE). Personnel costs comprise 76% of the budget and increase by 3% over the prior fiscal year primarily due to salary adjustments.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	0	927,613	1,101,100	935,200	1,136,300	3%
Supplies/Services	151,416	237,526	306,400	197,800	350,600	14%
Total	151,416	1,165,139	1,407,500	1,133,000	1,486,900	6%
<u>By division</u>						
Administration	0	221,090	268,100	219,300	551,900	106%
General Operations	137,603	0	0	0	0	0%
People Development	0	297,905	450,400	346,000	461,300	2%
People Employment	0	646,144	689,000	567,700	473,700	-31%
Total	137,603	1,165,139	1,407,500	1,133,000	1,486,900	6%
Revenues						
<u>By fund source</u>						
General Fund	137,603	1,165,139	1,407,500	1,133,000	1,486,900	6%
Total	137,603	1,165,139	1,407,500	1,133,000	1,486,900	6%

Supplies and services increase by 14% over the prior fiscal year primarily due to the programming of \$70,000 for Performance Management Software with \$10,000 of the total programmed for one-time expenditures. Other increases in this category are for base adjustments totaling \$10,000 of one-time expenditures for additional printing costs, and \$11,200 of ongoing expenditures related to inflationary increases associated with day-to-day operation of the department.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	2.0	2.0	2.0	0.0
Senior Human Resource Consultant	0.0	1.0	1.0	1.0	0.0
Human Resource Consultant	0.0	3.0	3.0	3.0	0.0
Human Resources Specialist	4.0	4.0	4.0	4.0	0.0
Human Resources Technician	2.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0
Total	10.0	12.0	12.0	12.0	0.0

Capital:

No capital funds are programmed for this fiscal year.

Accomplishments:

- Implemented Phase I of the new human resource information systems (HRIS) software in partnership with IT and Finance.
- Completed significant portion of Human Resources standard operating procedures.
- Implemented daily customer service survey process.
- Initiated monthly customer service department meetings.
- Filled twenty-three police officer positions.
- Recruited four executive management positions.
- Filed the city's first equal employment opportunity (EEO) report.



Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 2.2 "Maintain employment to serve the local workforce."

- **Department Goal:** Implement employee performance management software.
 - **Objective:** Human Resources will select a software vendor, develop, and implement an automated performance management process and train supervisory staff in its use.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Performance evaluations submitted electronically	---	---	---	100%

**New measure, data not available*

Strategic Plan Goal: 2.2 "Maintain employment to serve the local workforce."

- **Department Goal:** Develop a process and procedure for the collection, organization, and archiving of employee records and all other information.
 - **Objective:** All employee and other records required to be maintained by the Human Resources Department will be stored in electronic format to make storage easier and less expensive.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Date equipment & software obtained by 1/1/2009	---	---	---	1/1/2009
Date terminated employee files will be scanned and hard copies stored	---	---	---	6/30/09

**New measure, data not available*

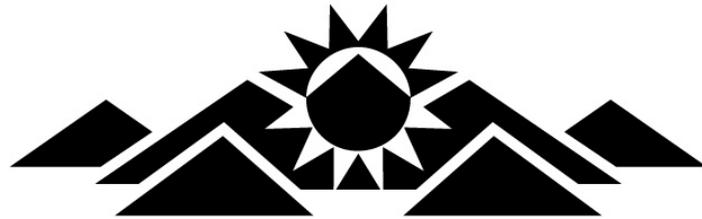
Strategic Plan Goal: 2.2 "Maintain employment to serve the local workforce."

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Compliance training courses	---	---	---	5
Employees attending compliance training courses	---	---	---	100
Skill based training courses	---	---	---	4
Employees attending skill based training courses	---	---	---	80

**New measure, data not available*

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Information Technology FY2009 Budget

Mission Statement:

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

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 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, end-user support for personal computers, project oversight, telecommunications support, database development and support, and real estate and survey services. The second responsibility is to provide vision, leadership, strategic planning, and innovative technology that will benefit the city and improve services provided to the residents.

Budget Summary:

The Information Technology Department budget of \$4,747,400 represents an increase of 15% over the adopted FY2008 budget of \$4,143,400. Personnel costs increase by 4% over the prior fiscal year primarily due to salary adjustments. No new positions are programmed for this fiscal year.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	1,030,069	1,816,697	2,326,400	2,154,000	2,414,700	4%
Supplies/Services	1,217,288	1,375,109	1,816,900	1,636,900	2,332,800	28%
Total	2,247,357	3,191,806	4,143,300	3,790,900	4,747,500	15%
<u>By division</u>						
GIS	567,664	1,036,324	1,475,600	1,199,600	1,506,400	2%
Info. Technology	1,679,693	2,155,482	2,667,700	2,591,300	3,241,100	21%
Total	2,247,357	3,191,806	4,143,300	3,790,900	4,747,500	15%

Revenues

By fund source

General Fund	2,247,357	3,191,806	4,143,300	3,790,900	4,747,500	15%
Total	2,247,357	3,191,806	4,143,300	3,790,900	4,747,500	15%

Supplies and services increase by 28%. Included in the increase are base adjustments programmed for \$243,500 of one-time expenditures for software and fiber links, and \$144,800 of ongoing expenditures for increases in maintenance agreements and network support costs. Other major increases in this category are for storage and software at \$190,500, network equipment replacements at \$28,000, and Geographical Information Systems aerials at \$25,000.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Department Director	1.0	1.0	1.0	1.0	0.0
Network Administrator	2.0	0.0	0.0	0.0	0.0
IT Administrator	0.0	5.0	6.0	6.0	0.0
Senior IT Administrator	0.0	2.0	2.0	2.0	0.0
IT Operations Manager	1.0	1.0	1.0	1.0	0.0
IT Development Manager	0.0	1.0	1.0	1.0	0.0
Senior IT Technician	0.0	3.0	5.0	5.0	0.0
IT Technician	0.0	2.0	2.0	2.0	0.0
Database Analyst	1.0	0.0	0.0	0.0	0.0
Telecommunication Administrator	1.0	0.0	0.0	0.0	0.0
IT Training Specialist	1.0	0.0	0.0	0.0	0.0
IT Specialist II	1.0	0.0	0.0	0.0	0.0
IT Specialist I	1.0	0.0	0.0	0.0	0.0
GIS Administrator	1.0	1.0	1.0	1.0	0.0
GIS Specialist	3.0	0.0	0.0	0.0	0.0
Program Manager	1.0	1.0	1.0	1.0	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Chief Land Surveyor	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	0.0	1.0	1.0	1.0	0.0
Survey Technician	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total	16.0	22.0	25.0	25.0	0.0

Capital:

As indicated by the table below \$419,500 is programmed for capital this fiscal year including \$294,300 of carry over funds.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Network and Server Replacements		21111	144	832	39411	29999	97,100
Large System Replacement Schedule		21111	144	832	39411	29999	28,000
Mobile Solutions	Carry Fwd	21112	144	832	39411	20701	294,300
Total							419,400

Accomplishments:

- Enhanced the Hansen project and dynamic portal to ensure success both at the departmental and organizational level and with resident interactivity. Facilitated the use of Hansen for decision making.
- Implemented Land Information System (LIS) mobile field inspection and code enforcement applications.
- Implemented the online permitting web site.
- Researched and updated the existing database to track all real estate transactions, past and present.
- Designed and implemented a traffic alert system for citizens.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.4 “Maintain strategic alliances to serve as partners in projects, programs, and initiatives.”

- **Department Goal:** Provide effective and efficient informational technology support to departments.
 - **Objective:** Develop and implement service level agreements for each department.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of departments with service level agreements implemented	---	---	---	19
Department users supported	745	785	850	900

**New measure, data not available*

- **Objective:** Design and implement the infrastructure for the new City Hall.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Network devices supported	125	135	156	177
Infrastructure for new City Hall will be designed and constructed at time of occupancy	---	---	---	06/30/09

**New measure, data not available*

Strategic Plan Goal: 3.1 “Link transportation and land use planning.”

- **Department Goal:** Utilize technology to link transportation and land use planning.
 - **Objective:** Extend existing vertical control network 15% to ensure continuity between existing infrastructure and new construction.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of vertical controls	---	---	245	280

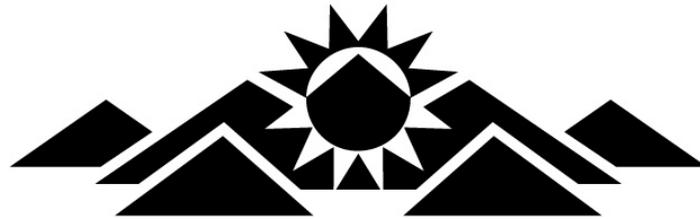
**New measure, data not available*

Strategic Plan Goal: 5.3 “Maintain processes to ensure efficient and effective delivery of services.”

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
GIS data layers maintained	152	153	154	157
New GIS applications developed	3	3	3	4

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

Debt Service Fund FY2009 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 FY2009 the secondary property tax levy decreases from \$0.1007 to \$0.0195 per \$100 of assessed valuation.

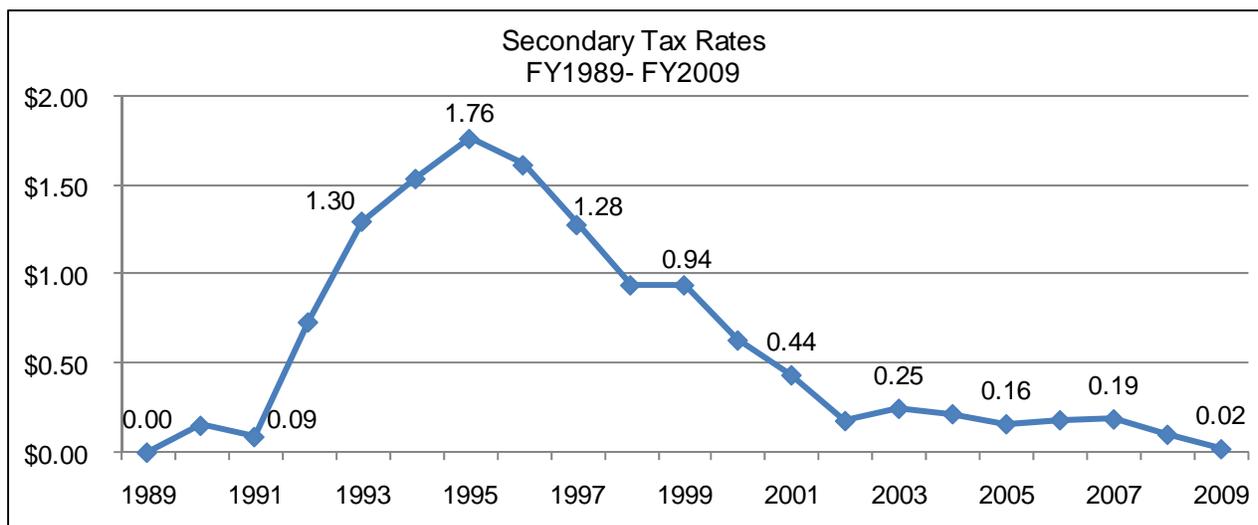
	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
Expenditures						
<u>By category</u>						
Debt Service	762,515	1,405,941	1,163,100	1,163,100	665,000	-43%
Contingency	0	0	333,300	0	0	-100%
Total	762,515	1,405,941	1,496,400	1,163,100	665,000	-56%
<u>By department</u>						
General Operations	762,515	1,405,941	1,496,400	1,163,100	665,000	-56%
Total	762,515	1,405,941	1,496,400	1,163,100	665,000	-56%

Revenues

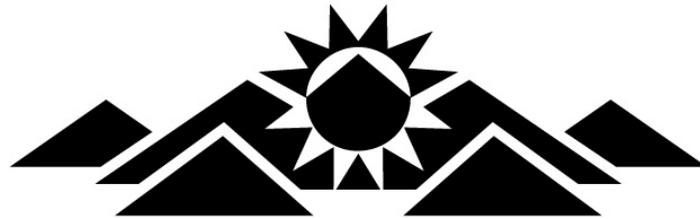
By fund source

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
Property Tax	1,070,237	1,424,194	1,091,700	770,000	546,800	-50%
Interest	17,747	34,235	1,500	0	0	-100%
Fund Balance	0	0	403,200	511,300	118,200	-71%
Total	1,087,984	1,458,429	1,496,400	1,281,300	665,000	-56%

The Waste Water Revolving Loan principal remaining prior to FY2009 payment is \$413,300. The debt associated with Series (B) Bonds was retired on June 27, 2008.



City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Employee Dependant Scholarship Fund FY2009 Budget

Purpose:

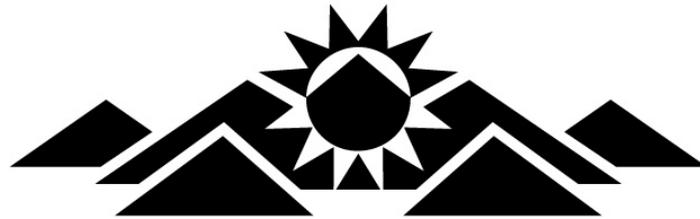
The employee dependent scholarship fund is used to temporarily hold and collect assets for a third party (employees). These assets are then awarded as scholarships to dependents of employees who are attending, or plan on attending college. Four scholarships are planned for award to city of Surprise employee dependents on a merit basis prior to the commencement of fall 2008 classes. The employee committee awards two scholarships for \$1,000 based on scholastic achievement.

Budget Summary:

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

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	1,500	1,000	9,800	2,300	13,100	34%
Total	1,500	1,000	9,800	2,300	13,100	34%
<u>By department</u>						
General Operations	1,500	1,000	9,800	2,900	13,100	34%
Total	1,500	1,000	9,800	2,900	13,100	34%
Revenues						
<u>By fund source</u>						
Interest	2,583	2,152	600	600	1,200	100%
Donations	1,082	1,228	0	0	0	0%
Fund Balance	0	0	9,200	14,200	11,900	29%
Total	3,665	3,380	9,800	14,800	13,100	34%

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Donations Fund FY2009 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.

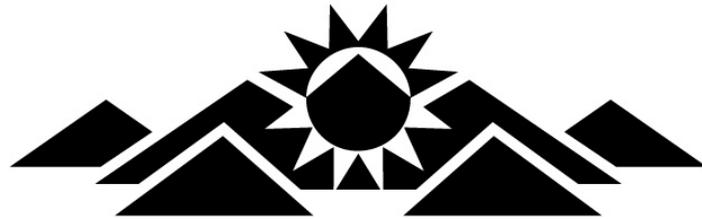
Included in the donations fund is the Mayor and Council approved public art set-aside. Each year the equivalent of 1% of eligible Capital Improvements Projects funding is set-aside for use on public art projects. The city's Art Commission has control over the public art set-aside and has the ability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

Budget Summary:

The donations fund has been programmed with expenditures equal to resources. Resources for this fund are comprised entirely of donations. In future years there will be beginning fund balance and potentially investment earnings. Funds are expended by department and program and must have adequate resources available prior to being approved.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Supplies/Services	131,492	156,636	851,200	398,300	1,499,100	76%
Total	131,492	156,636	851,200	398,300	1,499,100	76%
<u>By department</u>						
Arts Commission	40,016	50,245	203,200	203,200	640,000	215%
Community Initiatives	7,705	8,167	0	0	0	0%
CRS	41,498	34,690	48,000	100,700	0	-100%
Fire-EMS	1,291	0	0	0	0	0%
General Operations	0	0	600,000	0	646,800	8%
Police	40,982	63,534	0	78,200	212,300	0%
Total	131,492	156,636	851,200	382,100	1,499,100	76%
Revenues						
<u>By fund source</u>						
Intergovernmental	153,992	197,245	0	0	0	0%
Interest	11,106	38,490	0	0	0	0%
Donations	242,829	307,195	600,000	0	600,000	0%
Art Commission	142,700	586,300	0	0	0	0%
Fund Balance	0	0	251,200	382,100	899,100	258%
Total	550,628	1,129,230	851,200	382,100	1,499,100	76%

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



**General Government Development Fund
FY2009 Budget**

Purpose:

The general government development fee fund is established to account for the inflow of general government development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on general government services caused by growth. Development fees cannot be used to subsidize operating needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits and 1.5 million square feet of non single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-24. The general government development fee remains unchanged from the prior fiscal year amount of \$661 per single family residential permit established July 1, 2007. Projections do not anticipate any fee changes this fiscal year.

General government capital purchases required due to growth are detailed in the individual department budgets and in the city's five year Capital Improvements Plan (CIP).

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Supplies/Services	0	2,525	0	0	12,200	0%
Capital	227,016	80,133	1,472,200	1,300,400	171,800	-88%
Transfer Out	0	5,891,800	384,100	384,100	2,044,700	432%
Total	227,016	5,974,458	1,856,300	1,684,500	2,228,700	20%

<u>By department</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
	Actual	Actual	Budget	Estimate	Budget	Change
Communications	227,016	14,891	1,472,200	1,300,400	171,800	-88%
Finance	0	2,525	0	0	12,200	0%
General Operations	0	0	0	0	2,044,700	0%
Information Technology	0	65,242.19	0	0	0	0%
PW-Facilities	0	5,891,800	384,100	384,100	0	-100%
Total	227,016	5,974,458	1,856,300	1,684,500	2,228,700	20%

Revenues

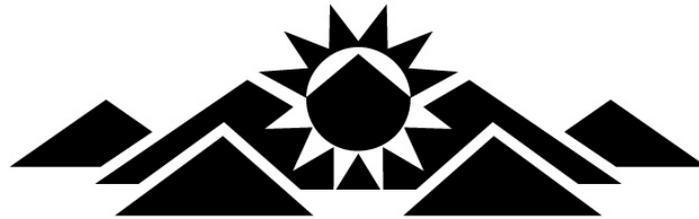
<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
	Actual	Actual	Budget	Estimate	Budget	Change
Development Fees	1,476,440	945,094	872,500	1,213,000	1,146,900	31%
Interest	158,049	315,491	0	0	0	0%
Fund Balance	0	4,713,873	983,800	471,500	1,081,800	10%
Total	1,634,489	5,974,458	1,856,300	1,684,500	2,228,700	20%

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	1,081,800	-	-	-	-
Revenues	1,146,900	1,146,900	1,146,900	1,239,400	1,239,400
Expenditures	(184,000)	-	-	-	-
Transfers Out	(2,044,700)	(1,146,900)	(1,146,900)	(1,239,400)	(1,239,400)
Ending Balance	-	-	-	-	-

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



General Operations FY2009 Budget

Mission Statement:

General Operations provides support to the general operating activities of the city. General operating activities are those that cannot be accurately charged to a specific department, or those that serve a city-wide purpose.

Budget Summary:

General Operations serves as the general clearinghouse for all general fund departments and activities of the city of Surprise. Included in this 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 General Operations, as are all city subsidies of local organizations.

The General Operations budget represents a net increase of 57% from the FY2008 budget of \$46,915,300. This increase is due to an increase in inter-fund transfers.

	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Expenditures	Actual	Actual	Budget	Estimate	Budget	Change
<u>By category</u>						
Supplies/Services	2,654,359	3,055,179	21,692,800	3,311,700	9,191,100	-58%
Debt Service	5,567,490	6,171,816	5,987,100	5,987,100	7,873,200	32%
Contingency	0	0	914,000	476,800	425,300	-53%
Transfer Out	34,005,444	51,105,700	18,321,400	18,321,400	56,047,500	206%
Total	42,227,293	60,332,695	46,915,300	28,097,000	73,537,100	57%
<u>By division</u>						
General Ops	42,227,293	60,332,695	46,915,300	28,097,000	73,537,100	57%
Total	42,227,293	60,332,695	46,915,300	28,097,000	73,537,100	57%
 Revenues						
<u>By fund source</u>						
General Fund	42,227,293	60,332,695	46,915,300	28,097,000	73,537,100	57%
Total	42,227,293	60,332,695	46,915,300	28,097,000	73,537,100	57%

A sample of items included in this budget:

- Economic Development \$250,000
- Public Defenders \$300,000
- Jail Services \$800,000
- Essential Services \$75,000
- General Insurance \$784,500
- Tuition Reimbursement \$161,600

Transfers:

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

General Fund - Transfers/Loans	
<u>Transfers</u>	
10% Set-Aside	635,600
Campus Operations	2,608,900
Highway User Fund	3,373,200
General Capital	14,866,500
Total General Fund Transfers	<u>21,484,200</u>



Economic Development FY2009 Budget

Mission Statement:

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 \$788,200 represents a 9% increase from the FY2008 budget. Personnel expenditures comprise 74% of the department's budget, and increases 6% primarily due to programming of an additional 10 hours per week for the small business coordinator position. Supplies and services represent the remaining 26% of the budget and increase by 17% primarily due to the programming of an annual agreement of \$56,300 with the Surprise Regional Chamber of Commerce to provide tourism and economic development-related services on behalf of the city.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	323,820	426,954	551,800	458,400	583,100	6%
Supplies/Services	157,252	186,343	174,600	154,600	205,100	17%
Total	481,072	613,297	726,400	613,000	788,200	9%
<u>By division</u>						
General Ops	481,072	613,297	726,400	613,000	788,200	9%
Total	481,072	613,297	726,400	613,000	788,200	9%

Revenues

By fund source

General Fund	481,072	613,297	726,400	613,000	788,200	9%
Total	481,072	613,297	726,400	613,000	788,200	9%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Program Manager	0.0	1.0	1.0	1.0	0.0
Program Coordinator	3.0	2.0	2.5	2.7	0.2
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Intern	0.5	0.5	0.0	0.0	0.0
Total	5.5	5.5	5.5	5.7	0.2

Capital:

No capital is programmed for this fiscal year.

Accomplishments:

- Assisted forty-three new businesses in their initial start-up.
- Recruited thirty-six volunteers to assist small businesses.
- Attracted twenty-six new employers, including one with five hundred employees.
- Secured first movie theater.
- Increased retail base with fifteen new retailers, restaurants, and hotels.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 2.1 *“Maintain a diverse business base, ranging from small business start-ups to large corporate facilities.”*

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
New requests by entrepreneurs	175	100	85	90
New requests by local businesses	12	5	13	15
Business start-up successes	23	26	43	25
Local business retention/expansion successes	2	3	8	5
New small business assistance volunteers	26	12	36	25

Strategic Plan Goal: 2.2 *“Maintain employment to serve the local workforce.”*

- **Department Goal:** Increase employment opportunities for Surprise residents.
 - **Objective:** Attract a significant employer to Surprise that will employ one hundred or more.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Company inquiries	94	85	137	100
Non-retail developer inquiries	17	12	19	15
Company location announcements	4	19	23	25
Non-retail developer location announcements	0	0	6	1
Companies with greater than 100 employees	1	1	1	1

Strategic Plan Goal: 2.3 *“Maintain a diverse retail base for residents and visitors.”*

- **Department Goal:** Marketing efforts will involve a variety of retail oriented companies.
 - **Objective:** Attract twenty-five retailers, hotels, or restaurants with different products.

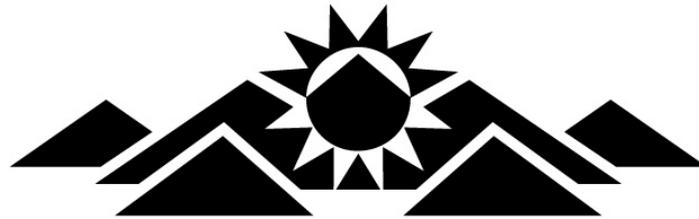
Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Retailer inquiries	81	67	55	100
Retail developer inquiries	18	11	17	20
Retailer location announcements	2	13	15	25
Retail developer location announcements	0	0	9	1

Strategic Plan Goal: 2.4 *“Maintain advanced technology providers for businesses and residents.”*

- **Department Goal:** Marketing efforts will focus on technology based companies.
 - **Objective:** Attract a significant employer engaged in life sciences, sustainability, or other technology.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Technology company inquiries	17	8	40	50
Technology company location announcements	1	0	0	1

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Community Development FY2009 Budget

Mission Statement:

The Surprise Community Development Department strives to provide the best level of service related to planning, permitting, and building safety elements within the city of Surprise. The department is charged with ensuring responsible planning within the current and future city limits, and that new and existing structures are safe for occupancy.

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 Surprise 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 and performs building inspections.
- Code Enforcement - Formally under Building Safety, this is a new division added in fiscal year 2008 for more visibility and improved span of control. The division is responsible for maintaining and monitoring code enforcement.

Budget Summary:

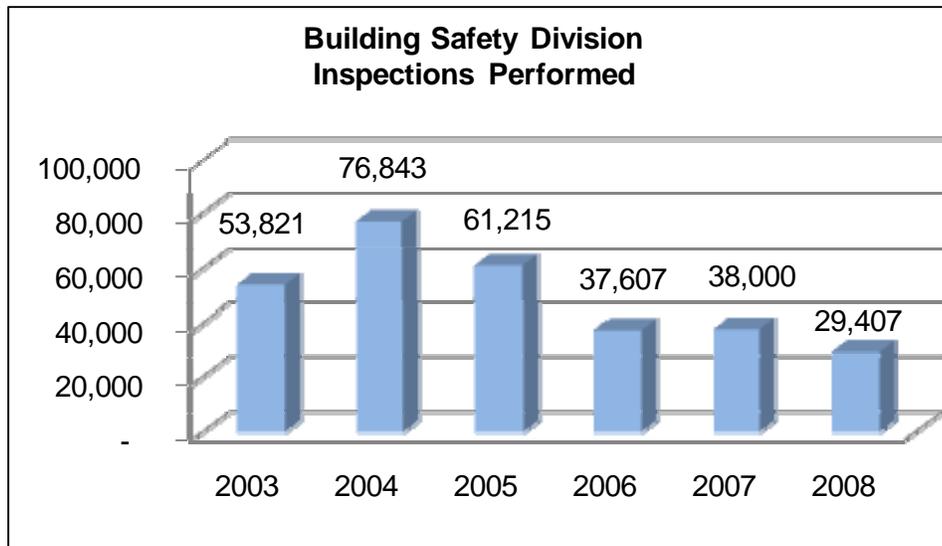
The Community Development Department budget of \$5,079,600 represents a net decrease of 5% from the FY2008 budget of \$5,369,600. Due to the continuing reduction in permitting and construction activity, the staffing level of the department has been reduced by 6.0 full time equivalent positions (FTE). Personnel costs comprise 84% of the budget and decreases 6%. Although there is a net budget reduction there is an increase of 36% in the supplies and services category. This increase is due to one-time programming of \$286,400 including, temporary services for commercial building inspections at \$50,000, general plan updates at \$116,400, village programming at \$20,000, and code enforcement at \$100,000.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	2,738,472	3,552,804	4,535,900	3,782,000	4,274,700	-6%
Supplies/Services	359,040	505,492	833,700	787,500	804,900	-3%
Total	3,097,512	4,058,296	5,369,600	4,569,500	5,079,600	-5%
<u>By division</u>						
Administration	184,333	367,536	504,400	396,300	399,000	-21%
Building Safety	1,537,993	1,647,555	1,797,100	1,581,900	1,659,700	-8%
Code Enforcement	0	14,276	622,500	449,500	745,900	20%
Development Services	694,526	764,954	749,800	644,100	959,200	28%
Planning and Zoning	680,660	1,263,975	1,695,800	1,497,700	1,315,800	-22%
Total	3,097,512	4,058,296	5,369,600	4,569,500	5,079,600	-5%
Revenues						
<u>By fund source</u>						
Charges for Services	8,715,983	5,527,926	3,476,500	3,345,300	3,130,700	-10%
Miscellaneous	0	0	50,000	49,500	46,300	-7%
General Fund	0	0	1,843,100	1,174,700	1,902,600	3%
Total	8,715,983	5,527,926	5,369,600	4,569,500	5,079,600	-5%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Director	1.0	1.0	1.0	1.0	0.0
Division Manager	3.0	2.0	2.0	2.0	0.0
Senior Analyst	0.0	1.0	1.0	1.0	0.0
Senior Planner	2.0	3.0	3.0	3.0	0.0
Planner	0.0	8.0	8.0	7.0	-1.0
Planner II	3.0	0.0	0.0	0.0	0.0
Planner I	2.0	0.0	0.0	0.0	0.0
Planning Technician/Assistant Planner	3.0	1.0	1.0	1.0	0.0
Senior Plans Examiner	0.0	1.0	1.0	1.0	0.0
Plans Examiner	6.0	5.0	5.0	5.0	0.0
Code Compliance Supervisor	2.0	2.0	2.0	1.0	-1.0
Senior Inspector	2.0	4.0	4.0	3.0	-1.0
Building Inspector	12.0	10.0	9.0	6.0	-3.0
Code Enforcement Inspector	4.0	4.0	5.0	5.0	0.0
Administrative Specialist	2.0	3.0	2.0	2.0	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	3.0	4.0	3.0	3.0	0.0
Fiscal Support Assistant	5.0	5.0	4.0	4.0	0.0
Administrative Assistant	2.0	2.0	3.0	3.0	0.0
Total	53.0	57.0	55.0	49.0	-6.0

Capital:

No capital items have been programmed for this department.



Accomplishments:

- Prepared a major General Plan update for Mayor and Council consideration.
- Processed seven requests for annexation that added 7,985 acres to the city.
- Reached an agreement to transition express route 571 and add third trip to downtown Phoenix.
- Managed major development projects including Surprise Pointe and the city's first movie theater.
- Development and adoption of the Rental Accountability Ordinance.
- Code Enforcement staff initiated educational presentations to homeowner association academy sessions and beat team meetings.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.1 "Increase the public's awareness regarding civic affairs and municipal operations."

- **Department Goal:** The community participation process is comprehensive and provides multiple ways for citizens to participate in the planning process.
 - **Objective:** Planning staff will be trained in the International Association for Public Participation program.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Arizona Revised Statute (ARS) public participation compliance	---	100%	100%	100%
Staff training days in area of communication and participation	---	---	2 days	3 days

**New measure, data not available*

- **Objective:** A white paper will be developed to review the department's public participation practices against the American Planning Association (APA) ethical principles and best practices in other cities.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
% increase in attendance for community outreach meetings	---	---	---	5%

**New measure, data not available*

Strategic Plan Goal: 1.2 "Maintain connectivity of neighborhoods with the community."

- **Department Goal:** Prior to Planning & Zoning Commission and/or Mayor and Council approval, projects will be reviewed for connectivity.
 - **Objective:** All site plans are reviewed for connectivity and will have a minimum of two connections to adjacent land uses.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Submittals reviewed	---	---	---	300

**New measure, data not available*

- **Objective:** Internal pedestrian connectivity to community amenities with alternate bicycle paths will be promoted.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Connections created	---	---	---	600

**New measure, data not available*

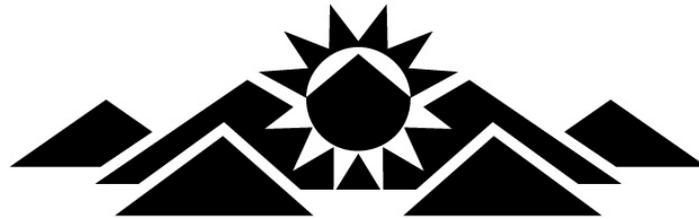
Strategic Plan Goal: 1.3 "Provide services and coordination to build neighborhood cohesiveness."

- **Department Goal:** Participate in neighborhood meetings and educate regarding code enforcement.
 - **Objective:** Develop a presentation for the Home Owners Association (HOA) Academy, HOA Connections, and "Beat Team."

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Meetings attended by Code Enforcement	---	---	97%	99%
Participants reached	---	---	15	25

**New measure, data not available*

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Fire & Emergency Services FY2009 Budget

Mission Statement:

"Always There, Always Ready." The Fire Department's mission is to protect and preserve life and property with the highest level of safety, customer service, pride, and professionalism.

Divisions:

<u>Administration-</u>	Responsible for the administrative and support functions of the department.
<u>Community Services-</u>	Offers a variety of fire and life safety programs that directly benefit the community.
<u>Crisis Response-</u>	Manages volunteers that provides on-scene victim assistance and support.
<u>EMS-</u>	Maintains all Emergency Medical supplies and equipment and researches new patient care technologies.
<u>Operations-</u>	Responsible for all field operations and will provide emergency service to the city 24 hours per day, 7 days a week.
<u>Fire Prevention-</u>	Supports programs designed to reduce the loss of life and property through education, prevention, and code enforcement.
<u>Support Services-</u>	Ensures stations and apparatus remain fully equipped and all personal protective equipment remains functional.
<u>Training-</u>	Coordinates all individual training programs in addition to inter-agency and multi-company drills and Training Academy curriculum.

Budget Summary:

The FY2009 budget is programmed for \$15,257,100 (a net increase of 11% over FY2008). Personnel costs represent 87% of the department budget and increase by 16% over the FY2008 budget of \$11,411,500.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
By category	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	6,340,319	8,482,964	11,411,500	10,790,700	13,235,600	16%
Supplies/Services	963,943	1,614,263	2,279,400	1,706,600	2,021,500	-11%
Total	7,304,262	10,097,227	13,690,900	12,497,300	15,257,100	11%
By division						
Administration	561,831	644,453	977,400	704,600	1,646,400	68%
Community Svcs	128,055	202,666	223,700	128,800	238,900	7%
Crisis Response	0	3,121	111,900	107,100	117,200	5%
EMS	0	0	114,500	40,200	82,500	-28%
Fire Ops	6,143,904	8,503,347	10,459,200	10,204,300	11,528,200	10%
Prevention	470,472	728,596	1,020,900	649,600	1,083,400	6%
Support Svcs	0	15,044	565,200	448,900	469,400	-17%
Training	0	0	218,100	213,800	91,100	-58%
Total	7,304,262	10,097,227	13,690,900	12,497,300	15,257,100	11%

Revenues

By fund source	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
State Fire Insurance Tax	0	0	132,500	492,900	474,300	258%
Charges for Services	434,437	432,395	320,100	1,190,800	1,222,300	282%
Grants	2,600	45,914	0	0	0	0%
Miscellaneous	152,243	236,163	159,000	591,500	569,200	258%
General Fund Subsidy	6,714,982	9,382,755	13,079,300	10,222,100	12,991,300	-1%
Total	7,304,262	10,097,227	13,690,900	12,497,300	15,257,100	11%

Increases are primarily due to the addition of 1.0 full time equivalent position (FTE) Battalion Chief to manage the department's training requirements. Additionally, \$194,900 is programmed for additional overtime requirements to provide the necessary training, constant staffing requirements, and internal instructors working off shift.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Fire Chief	1.0	1.0	1.0	1.0	0.0
Assistant Fire Chief	2.0	2.0	2.0	2.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	0.0
Batallion Chief	3.0	3.0	3.0	4.0	1.0
Fire Captain	16.0	22.0	25.0	25.0	0.0
Fire Inspector	2.0	4.0	4.0	4.0	0.0
Fire Engineer	14.0	19.0	22.0	22.0	0.0
Firefighter	40.0	47.0	56.0	56.0	0.0
Program Specialist, Public Safety Educat	1.0	1.0	1.0	1.0	0.0
Program Supervisor, AR Van Coordinator	1.0	1.0	1.0	1.0	0.0
Administrative Technician	2.0	2.0	2.0	2.0	0.0
Plans Examiner	1.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	1.0	1.0	1.0	1.0	0.0
Analyst	0.0	0.0	1.0	1.0	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Technician	0.0	0.0	1.0	1.0	0.0
Service Worker/Groundskeeper	1.0	1.0	1.0	1.0	0.0
Total	88.0	108.0	125.0	126.0	1.0

Supplies and services comprise 13% of the department budget and are programmed at \$2,021,500, a net decrease of 11% from the FY2008 budget of \$2,279,400. The decrease is primarily due to one-time costs programmed last year that were not carried forward as part of the ongoing base. Although there is a net decrease in this category, additional funds are programmed for general inflationary increases and operating supplies to support the new position added. Additional budget authority for expenditures is provided for participation in the state of Arizona's Wild Land Fire Program. The cost of this program will be offset by the reimbursement of expenditures from the state.

Capital:

Capital is programmed as indicated by the table below for \$3,840,200. Most of this total includes carry forward funds for fire stations. Also included is \$43,600 programmed for payment to the city of Phoenix for radio services.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
800Mhz radio payment to city of Phoenix		21112	342	316	39431	29999	43,600
Fire Station #5	Carry Fwd	21416	342	316	39411	20602	153,100
Fire Station #5	Carry Fwd	21416	342	316	39421	20602	46,900
Fire Station #6	Carry Fwd	21416	342	316	39211	20559	165,800
Fire Station #6	Carry Fwd	21416	342	316	39421	20559	84,200
Fire Station #7	Carry Fwd	21416	342	316	39211	20702	2,507,800
Fire Station #7	Carry Fwd	21416	342	316	39311	20702	689,800
Fire Station #7	Carry Fwd	21416	342	316	39411	20702	149,000
Total							3,840,200

Accomplishments:

- The department trained 12 new firefighters in preparation for the opening of Station 307 planned in summer 2008.
- The department Master Plan, a guideline for the continued improvement and expansion of the Fire Department, was adopted by the Mayor and Council November 29, 2007.
- The department launched a Smoke Detector program on November 3, 2007, and has already inspected, repaired, or replaced over 400 units.
- The department effectively coordinated the first inter-departmental Emergency Operations Center drill in May 2008.
- The department continued the expansion of the AED (Automatic External Defibrillator) program with installation of three additional units in the Public Safety Building, one unit at Dream Catcher Park, and one unit at the Tennis Complex.
- The department entered into an Air Ambulance (HALO) IGA with the city of Glendale. This service significantly reduces transit times for trauma victims in Surprise.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 6.3 *“Enhance and improve the education system’s performance and reputation.”*

- **Department Goal:** Expand the training department with the addition of a training Battalion Chief authorized in FY2009.
 - **Objective:** Review existing training curriculum, programs, facilities, inter-agency agreements, and new opportunities to determine most effective training delivery plan, by April 2009.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Target training hours per fire fighter	240	240	240	240
Total training hours	22,908	21,954	31,770	26,400
% of target hours attained	120.8%	97.3%	124.8%	100%

Strategic Plan Goal: 5.3 *“Maintain processes to ensure efficient and effective services.”*

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Total Calls	9,368	10,485	11,000	12,000
5 Minute Response Attained ¹	36.6%	33.9%	38.0%	40.0%
90 th Percentile Response Time ²	9:09	9:19	8:43	8:35
Operating Expenses per Call	\$822	\$982	\$1,236	\$1,275

1: % of total calls where an emergency response unit arrived in 5 minutes or less, 1-minute for turn-out and 4-minutes for travel.

2: 90% of all calls had an emergency response unit on-scene within the stated timeframe.

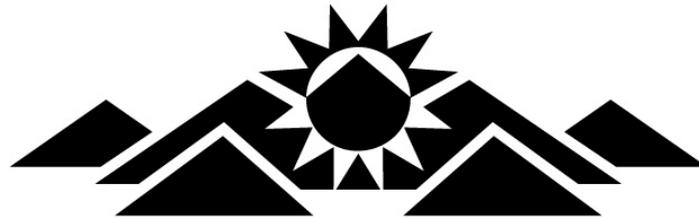
Strategic Plan Goal: 5.2 *“Maintain sound financial policies and mechanisms.”*

- **Department Goal:** Ensure the city of Surprise remains a viable location for new businesses.
 - **Objective:** Begin process of obtaining an official Insurance Services Office (ISO) Audit to reduce the city of Surprise’s ISO rating from 5 to 3 by FY2010.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
ISO Rating*	5	5	5	5

*The goal is to reduce the ISO rating in FY2010

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Firefighter's Pension Fund FY2009 Budget

Purpose:

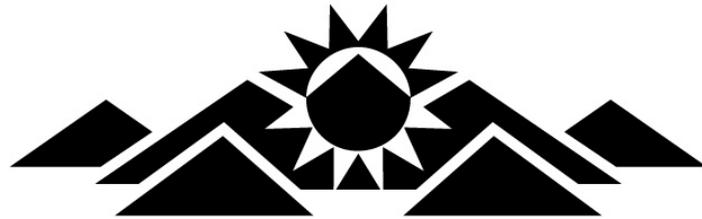
The firefighter's pension fund is established to temporarily hold or collect resources on behalf of a third party (firefighters).

Budget Summary:

The firefighter's alternative pension fund has been programmed so the expenditures are equal to anticipated resources. Resources for this fund are comprised 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.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	0	0	94,800	0	96,900	2%
Total	0	0	94,800	0	96,900	2%
<u>By department</u>						
General Operations	0	0	94,800	0	96,900	2%
Total	0	0	94,800	0	96,900	2%
 Revenues						
<u>By fund source</u>						
Interest	2,929	2,743	1,000	1,000	1,000	0%
Fund Balance	0	0	93,800	94,900	95,900	2%
Total	2,929	2,743	94,800	95,900	96,900	2%

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Fire & EMS Development Fund FY2009 Budget

Purpose:

The fire and emergency medical services (EMS) development fee fund is established to account for the inflow of fire and EMS development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on fire and emergency medical services caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits and 1.5 million square feet of non single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-22. The fire and EMS development fee remains unchanged from the prior fiscal year amount of \$706 per single family residential permit as established July 1, 2007.

An update to the prior development impact fee study is programmed for \$12,500. \$200,000 is programmed as rent to be used as payment on the MPC (Municipal Property Corporation) lease for the new Public Safety Building that includes Fire Administration. Expenditures are expected to exceed anticipated revenues for FY2008. The shortfall will be resolved by incoming revenues in FY2012. The debt service payment is budgeted in the general fund.

All fire & EMS capital purchases required due to growth are detailed in the individual department budgets and in the five-year Capital Improvement Plan (CIP) and are summarized in the table below under expenditures by department.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Supplies/Services	206,375	409,899	228,500	228,500	212,500	-7%
Capital	1,545,523	11,319,841	7,411,800	3,615,200	3,796,600	-49%
Total	1,751,898	11,729,740	7,640,300	3,843,700	4,009,100	-48%
<u>By department</u>						
Finance	6,375	2,125	0	0	12,500	0%
Fire-EMS	1,745,523	11,727,615	7,640,300	3,843,700	3,996,600	-48%
Total	1,751,898	11,729,740	7,640,300	3,843,700	4,009,100	-48%
Revenues						
<u>By fund source</u>						
Development Fees	2,619,240	2,266,095	1,297,200	1,772,300	1,701,700	31%
Interest	114,770	244,476	0	0	0	0%
Bonding	0	0	11,979,300	0	0	-100%
Fund Balance	0	9,219,169	0	2,071,400	0	0%
General Fund Subsidy	0	0	0	0	2,307,400	0%
Total	2,734,010	11,729,740	13,276,500	3,843,700	4,009,100	-70%

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	(6,441,200)	(4,586,400)	(2,792,700)	(1,291,000)	309,500
Revenues	1,701,700	1,701,700	1,701,700	1,800,500	1,800,500
Transfers In	4,162,200	292,000	-	-	-
Expenditures	(3,809,100)	-	-	-	(1,910,000)
Debt Service	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Ending Balance	(4,586,400)	(2,792,700)	(1,291,000)	309,500	-



Police FY2009 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 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 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 includes Evidence and Property Management and Victim Services.
- Field Operations- Provide service in the field to the community including the Beat Team Program, Traffic Enforcement, Animal Control, Jail Transport, and other directed community policing activities.

Budget Summary:

The Police Department's FY2009 operating budget of \$19,762,100 represents an increase of 13% over the adopted FY2008 operating budget of \$17,605,200.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	8,891,980	11,473,820	15,686,300	13,931,500	17,669,700	13%
Supplies/Services	1,170,401	1,651,707	1,918,900	1,796,900	2,092,400	9%
Total	10,062,381	13,125,527	17,605,200	15,728,400	19,762,100	12%
<u>By division</u>						
Administration	1,745,717	2,342,695	2,386,000	2,218,600	3,225,900	35%
Communications	1,235,410	1,723,341	1,940,400	1,527,100	2,213,800	14%
Community Svcs	0	3	0	0	0	0%
General Ops	0	0	477,100	477,100	477,100	0%
Investigations	1,242,153	1,802,028	2,009,300	1,669,800	2,543,700	27%
Patrol	5,839,101	7,251,268	10,319,100	9,439,200	10,863,200	5%
Tech Svcs	0	6,192	473,300	396,600	438,400	-7%
Total	10,062,381	13,125,527	17,605,200	15,728,400	19,762,100	12%
Revenues						
<u>By fund source</u>						
Finger Printing	24,660	26,866	21,200	64,900	62,400	194%
Grants	112,337	61,675	66,000	119,000	66,000	0%
General Fund	9,925,384	13,036,986	17,518,000	15,544,500	19,633,700	12%
Total	9,925,384	13,036,986	17,518,000	15,544,500	19,633,700	12%

Personnel costs total \$17,669,700 for the department, representing an increase of 13% over the adopted FY2008 total of \$15,686,300. This increase is due to additional positions and annual pay increases. Personnel costs represent 89% of the department's budget.

The authorized Police Department position count will increase from the current 180.0 full time equivalent positions (FTE) to 187.0 FTE, of which 134.0 FTE are sworn positions. As adopted, the Police Department is authorized an additional 7.0 FTE including six (6.0) police officers and one (1.0) Lieutenant. The officers are added to accommodate the 14% increase in public calls for service experienced in the department. The Lieutenant position is programmed to provide a middle management position to assist the Assistant Police Chief with the daily operation of the various functions in the department including guidance and direction to the front line supervisors on daily operational matters. The department also has the authorization to "over-hire" (the ability to hire additional positions higher than authorized in the budget) up to six additional FTE with Mayor and Council approval should the need arise.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Police Chief	1.0	1.0	1.0	1.0	0.0
Assistant Police Chief	2.0	3.0	3.0	3.0	0.0
Police Lieutenant	4.0	3.0	3.0	4.0	1.0
Police Sergeant	14.0	16.0	16.0	16.0	0.0
Police Officer	81.0	96.0	104.0	110.0	6.0
Community Service Officer	5.0	6.0	7.0	7.0	0.0
IT Administrator	0.0	1.0	1.0	1.0	0.0
Technical Services Manager	1.0	1.0	1.0	1.0	0.0
Senior Analyst	1.0	1.0	1.0	1.0	0.0
Training Coordinator	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	6.0	7.0	7.0	0.0
Police Records Clerk	5.0	0.0	0.0	0.0	0.0
Transportation Officer	0.0	2.0	2.0	2.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0
Communications Supervisor	4.0	4.0	4.0	4.0	0.0
Administrative Support Supervisor	0.0	1.0	1.0	1.0	0.0
Forensic Technician	0.0	1.0	1.0	1.0	0.0
Criminal/Traffic Analyst	1.0	1.0	1.0	1.0	0.0
Communications Officer	11.0	12.0	20.0	20.0	0.0
Animal Control Officer	3.0	3.0	3.0	3.0	0.0
Program Coordinator (Victim Advocate)	1.0	1.0	1.0	1.0	0.0
Information Technology Technician	1.0	1.0	1.0	1.0	0.0
Total	138.0	162.0	180.0	187.0	7.0

The supplies and services category increases 9% this fiscal year primarily due to the programming of operating supplies and equipment necessary for the new FTE.

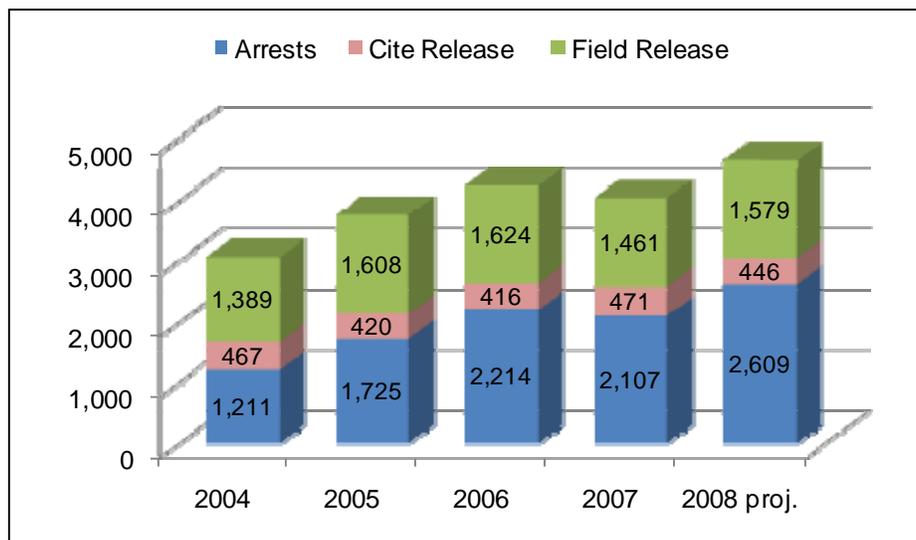
Capital:

Capital is programmed for \$1,290,800 as indicated by the table below and includes carry over funds for the Public Safety Building, vehicles for new personnel, and a special assignment unit vehicle.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Vehicles for New Personnel		21413	341	312	39421	29999	111,600
Public Safety Building	Carry Fwd	21112	341	111	39211	20219	978,000
Public Safety Building	Carry Fwd	31111	341	111	39411	20219	148,200
Special Assignment Unit Vehicle		21111	341	311	39421	27045	53,000
Total							1,290,800

Accomplishments:

- Received full accreditation from Commission on Accreditation for Law Enforcement Agencies (CALEA) in November 2007.
- Presented two “Teen Leadership” academies which provided instruction and insight to the law enforcement field, while providing a partnership with teenage students from the community.
- Deployed the fully operational mobile command vehicle.
- Filled all vacancies for police officer positions.
- Deployed new Electronic Citation System for the Traffic Unit.
- Conducted “beat team” town hall meetings in all beats within the city.
- Provided 911 and dispatch services to the El Mirage Police Department achieving interoperable communications.
- Presented Getting Arizona Involved in Neighborhoods (GAIN) 2007, a large community crime prevention event.
- Implemented an online record request system.
- Implemented a new 911/phone/radio recording system.
- Collaborated with Traffic Engineering to identify and review the top 30 intersections for traffic related collisions.



Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.1 “Increase the public’s awareness regarding civic affairs and municipal operations.”

- **Department Goal:** Educate residents and increase community awareness.
 - **Objective:** Implement interactive program to allow the community to access crime statistical information.

Performance Measures	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
Visits to department webpage	---	---	---	1,000

*New measure, data not available

- **Objective:** Conduct two 4-week “Teen Leadership Academy” classes in FY2009.

Performance Measures	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
Teens attended with successful completion	N/A	69	79	80

N/A: This program was initiated in FY2007

- **Objective:** Conduct interactive community meetings in all beats of the city.

Performance Measure	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
Town Hall Completion	2	2	7	7
Citizen Attendance	25	30	120	240

- **Objective:** Participate in city HOA Connection program to increase awareness of neighborhood issues.

Performance Measure	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
Suspicious incident reports from citizens	5,524	5,887	6,820	7,500

Strategic Plan Goal: 7.1 *“Increase the public’s awareness regarding civic affairs and municipal operations.”*

- **Department Goal:** Maintain Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation standards.
 - **Objective:** Complete the annual review process for future CALEA reaccreditation process.

Performance Measures	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
Submission of Proof Completed by August 30th	N/A	N/A	N/A	Yes
CALEA accredited?	No	No	Yes	Yes

N/A: The department will submit proofs for continuing accreditation in FY2009.

Strategic Plan Goal: 5.2 *“Maintain sound financial policies and mechanism.”*

- **Department Goal:** Increase efficiency of off-duty notification and scheduling.
 - **Objective:** Implement automated off-duty notification and scheduling system in FY09.

Performance Measure	FY2007 Actual	FY2008 Actual	FY2009 Target	FY2010 Target
Annual staff hours of scheduling and coordinating off-duty	900	1,040	800	300

Strategic Plan Goal: 3.4 *“Decrease occurrence and severity of traffic accidents.”*

- **Department Goal:** Conduct event planning for city events and special details.
 - **Objective:** Provide safe, organized events and reduce traffic congestion.

Performance Measure	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
Annual hours of event management	529	548	564	590
Events hosted/participated	100	118	125	135

Strategic Plan Goal: 3.4 “Decrease occurrence and severity of traffic accidents.”

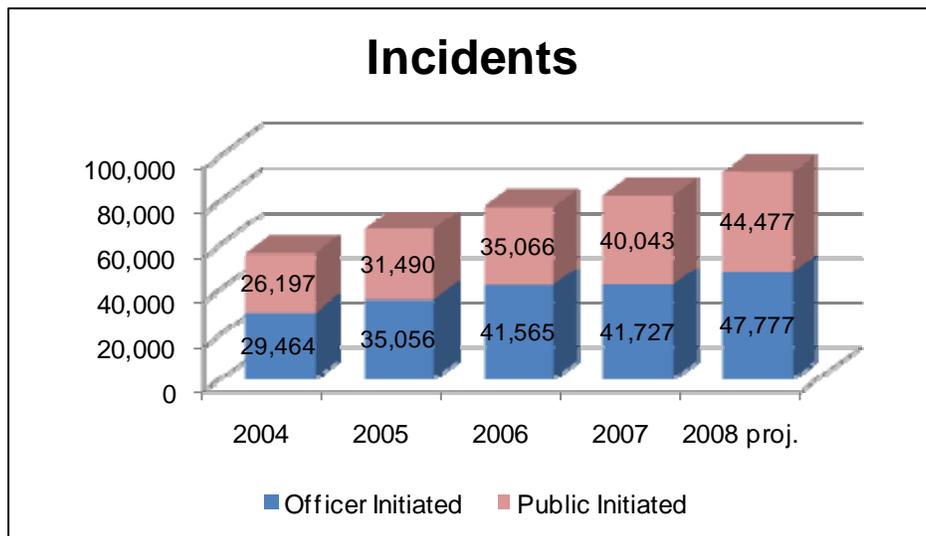
- **Department Goal:** Partner with Traffic Engineering to monitor top traffic collision-related intersections in the city.
 - **Objective:** Increase safety through public awareness and education.

Performance Measure	FY2006 Actual	FY2007 Actual	FY2008 Actual	3 Year Average
Fatal collision	5	9	5	6.3
Injury collision	235	263	261	253
Non-injury collision	943	964	952	953
Hit/Run collision	244	245	252	247
Private property collision	188	207	187	194

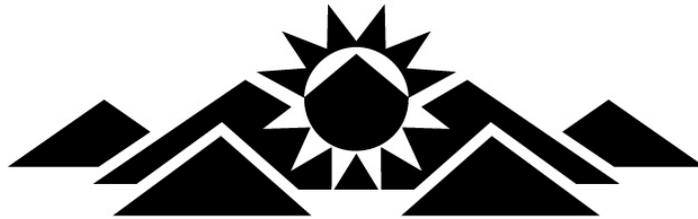
Strategic Plan Goal: 6.3 “Maintain a variety of educational and training institutions.”

- **Department Goal:** Continue active recruitment.
 - **Objective:** Roll-out of recruitment video.

Performance Measure	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Target
% of positions maintained full by end of fiscal year	89%	88%	95%	96%



City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Police Development Fee Fund FY2009 Budget

Purpose:

The public safety development fee fund is established to account for the inflow of public safety development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on police services caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits and 1.5 million square feet of non single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-21. The public safety development fee remains unchanged from the prior fiscal year amount of \$372 per single family residential permit as established July 1, 2007.

Payment on the Municipal Property Corporation (MPC) lease for the new Public Safety Building is programmed as rent at \$489,600. Anticipated resources of this fund exceed current year expenditures by \$186,700. This amount has been programmed as unallocated contingencies. The availability of these funds is crucial to the funding of the city's five-year Capital Improvements Plan (CIP).

All public safety capital purchases required due to growth are detailed in the individual department budgets and in the five-year CIP and are summarized in the table below under expenditures by department.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	583,978	559,994	477,100	477,100	489,600	3%
Capital	528,973	414,746	590,500	590,500	111,600	-81%
Contingency	0	0	453,100	0	186,700	-59%
Transfer Out	0	4,000,000	0	0	1,701,500	0%
Total	1,112,951	4,974,740	1,520,700	1,067,600	2,489,400	64%
<u>By department</u>						
General Operations	0	0	453,100	0	1,888,200	317%
Finance	6,900	2,300	0	0	12,500	0%
Police	1,106,051	4,972,440	1,067,600	1,067,600	588,700	-45%
Total	1,112,951	4,974,740	1,520,700	1,067,600	2,489,400	64%
Revenues						
<u>By fund source</u>						
Development Fees	2,382,947	2,085,418	683,400	927,600	890,400	30%
Interest	97,744	198,106	20,000	0	0	-100%
Fund Balance	0	2,691,216	817,300	140,000	1,599,000	96%
Total	2,480,691	4,974,740	1,520,700	1,067,600	2,489,400	64%

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. Borrowing of funds in the form of a General Obligation (GO) bond is anticipated to balance the fund in FY2010 and FY2011. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	1,599,000	186,700	-	-	-
Revenues	890,400	890,400	890,400	942,500	942,500
Borrowing	-	115,000	1,785,000	-	-
Expenditures	(124,100)	(715,000)	(1,785,000)	-	(250,000)
Transfers Out	(1,701,500)	-	(413,300)	(465,400)	(215,400)
Debt Service	(477,100)	(477,100)	(477,100)	(477,100)	(477,100)
Ending Balance	186,700	-	-	-	-



Municipal Court FY2009 Budget

Mission Statement:

The Surprise Municipal Court's primary function is to fairly and impartially adjudicate all cases filed in the court and to effectively obtain compliance with the court's orders. The court also provides the best possible service to the public by courteously and promptly answering questions and assisting all persons having business at the court, and by ensuring proper and timely accounting for both the judicial and financial activities of the court. The court pledges to faithfully execute the judicial and administrative duties of the Municipal Court as prescribed by law.

The court is also committed to upholding and enforcing the law, and to safeguarding the individual rights and liberties of all persons who come before the court. Staff promises to obey the letter and spirit of the law, the Code of Judicial Conduct, and all other standards as set by the Arizona Supreme Court.

Budget Summary:

The Municipal Court's budget of \$2,616,700 represents an 8% increase over the FY2008 budget of \$2,420,500. Personnel increased by 3% over last fiscal year primarily due to salary adjustments.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	1,234,353	1,347,001	1,788,200	1,554,500	1,844,400	3%
Supplies/Services	487,164	471,007	532,300	386,200	653,700	23%
Contingency	0	0	100,000	100,000	118,600	19%
Total	1,721,517	1,818,008	2,420,500	2,040,700	2,616,700	8%

<u>By division</u>						
JCEF	45,919	0	50,000	50,000	50,000	0%
General Ops	1,675,598	1,818,008	2,370,500	1,990,700	2,566,700	8%
Total	1,721,517	1,818,008	2,420,500	2,040,700	2,616,700	8%

Revenues

<u>By fund source</u>						
Grants	45,919	0	50,000	50,000	50,000	0%
Court Fines	1,444,508	1,168,245	1,563,700	1,183,700	1,277,500	-18%
General Fund	231,090	649,763	806,800	807,000	1,289,200	60%
Total	1,721,517	1,818,008	2,420,500	2,040,700	2,616,700	8%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Presiding Judge	1.0	1.0	1.0	1.0	0.0
Associate Judge	1.0	1.0	1.0	1.0	0.0
Division Manager - Court	1.0	1.0	1.0	1.0	0.0
Accountant	0.0	0.0	1.0	1.0	0.0
Analyst	0.0	1.0	1.0	1.0	0.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0	0.0
Assistant Analyst	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	6.0	7.0	8.0	8.0	0.0
Administrative Technician	6.0	7.0	7.0	7.0	0.0
Total	18.0	21.0	23.0	23.0	0.0

Although no additional staff is programmed this fiscal year, an increase of \$41,900 is programmed for Pro-Tem Judge services to augment current full time judicial resources. Supplies and services increase by 23% due to base adjustments of \$64,500 of which \$31,500 is programmed for increases related to software maintenance and Rule 11 issues, and for one time amounts of \$10,000 for tri-annual audits and \$23,000 for services related to the AZTEC Wizard Computer services. Also programmed is \$3,500 for a Court Call – Telephonic Appearance Program to allow lawyers and defendants to make court appearances from their offices, homes, or other convenient locations.

Capital:

No capital items are programmed this fiscal year.

Accomplishments:

- The Surprise Municipal Court completed the relocation to its new facility at 16081 N. Civic Center Plaza in October 2007.
- The Judicial Selection Advisory Commission (JSAC) was formally established and has initiated standardizing guidelines for the evaluation of judicial nominees for appointment and retention with input from the public.
- Civil traffic arraignments are now held at the front counter with certified civil traffic hearing officers thereby reducing wait time by conducting multiple arraignments simultaneously.
- A court accountant was added to staff during this rating period to support the court’s financial administration.
- The court has added x-ray technology at the entrance to help ensure that public access to the court has the highest level of safety, accessibility, and convenience.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.2. *“Maintain an on-going process/protocol for civic engagement and feedback”*

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Court users surveyed	---	---	---	100
Percent of court users surveyed with a positive experience	---	---	---	70%

**New measure, data not available*

Strategic Plan Goal: 5.3. *“Maintain processes to ensure efficient and effective delivery of services.”*

- **Department Goal:** Improve “Time to Disposition” – the percentage of cases disposed or otherwise resolved within established time frames.
 - **Objective:** Improve clearance rates for case processing.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Percentage of timely conviction reporting	---	---	---	85%
Case audits for accuracy	---	---	---	1,200

**New measure, data not available*



Municipal Court Enhancement Fund FY2009 Budget

Purpose:

The Municipal Court Enhancement Fund is utilized 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 \$40,000 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 \$118,600 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.

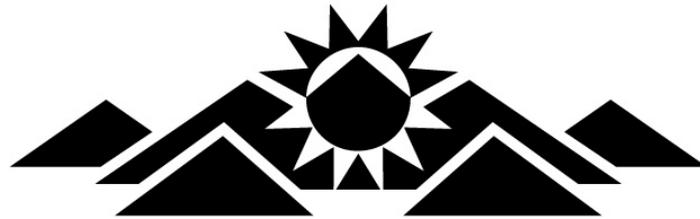
Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	16,618	0	32,000	0	40,000	25%
Contingency	0	0	100,000	100,000	118,600	19%
Total	16,618	0	132,000	100,000	158,600	20%
<u>By department</u>						
City Court	16,618	0	132,000	100,000	158,600	20%
Total	16,618	0	132,000	100,000	158,600	20%

Revenues

By fund source

Court Fines	70,661	54,546	0	0	40,000	0%
Fund Balance	0	0	132,000	100,000	118,600	-10%
Total	70,661	54,546	132,000	100,000	158,600	20%

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Community & Recreation Services FY2009 Budget

Mission Statement:

The Community and Recreation Services Department mission is to enrich and compliment the lives of Surprise residents through the stewardship of resources while providing responsive programs which promote and prioritize neighborhood, family, diversity, quality, cultural, and educational wellness opportunities. The city continues to grow and the department is preparing 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 and 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:

The total budget of \$10,245,700 represents a slight decrease from the FY2008 adopted budget. Included in this amount are personnel costs of \$4,934,000 representing 48% of the total department operating budget. As indicated in table below personnel increases by 6% over the FY2008 adopted budget. Supplies and services are programmed for \$5,311,700 representing 52% of the operating budget and decreases 8% from the FY2008 adopted budget. Increases in personnel are primarily due to salary adjustments. The decrease in supplies and services is due to one-time costs programmed last fiscal year that do not carry forward to FY2009.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	2,466,775	3,618,571	4,674,000	4,240,500	4,934,000	6%
Supplies/Services	2,186,165	3,528,106	5,775,900	3,593,000	5,311,700	-8%
Total	4,652,940	7,146,677	10,449,900	7,833,500	10,245,700	-2%
<u>By division</u>						
Administration	299,778	348,629	262,600	296,500	270,200	3%
Aquatics	578,938	680,265	1,492,100	654,700	795,800	-47%
Community Promo	98,542	134,381	142,600	127,400	146,300	3%
Library	149,314	150,641	177,400	133,100	177,400	0%
Park Maintenance	994,900	1,639,864	2,472,000	2,004,400	2,297,200	-7%
Recreation	1,761,122	3,127,519	3,637,600	2,935,000	3,548,900	-2%
Right of Way	316,680	404,576	558,800	455,100	562,900	1%
Special Events	453,666	655,746	1,026,900	588,900	1,016,200	-1%
Tennis	0	5,056	679,900	638,400	1,430,800	110%
Total	4,652,940	7,146,677	10,449,900	7,833,500	10,245,700	-2%

Revenues

By fund source

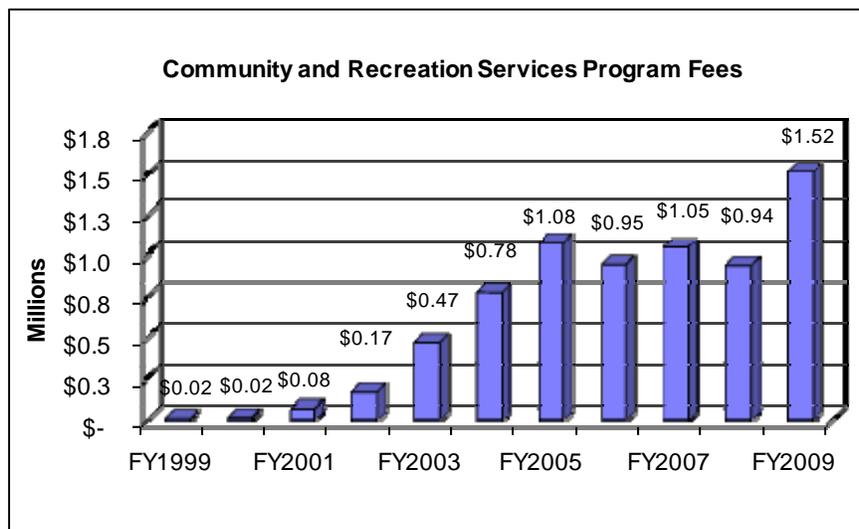
Charges for Services	938,232	911,186	1,008,400	921,400	1,482,900	47%
Miscellaneous	7,457	8,218	30,800	23,500	732,800	2279%
Highway User Fund	316,680	404,576	558,800	455,100	562,900	1%
General Fund	3,390,571	5,822,697	8,851,900	6,433,500	7,467,100	-16%
Total	4,652,940	7,146,677	10,449,900	7,833,500	10,245,700	-2%

Although there is a net decrease in supplies and services from the prior fiscal year, additional one-time programming is added and includes \$50,000 for a World Festival Event, \$58,900 for high school all-star games, and \$452,000 for asset replacement programs for park maintenance and aquatics operation. Additionally an ongoing cost of \$52,500 is programmed for the Outback Classic Tennis Tournament operation. No new personnel are programmed for this fiscal year.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	2.0	4.0	4.0	4.0	0.0
Sports Complex Operations Manager	1.0	0.0	0.0	0.0	0.0
Construction Project Manager	1.0	0.0	0.0	0.0	0.0
Fiscal Support Supervisor	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	4.0	4.0	5.0	5.0	0.0
Recreation Coordinator	5.0	6.0	8.0	8.0	0.0
Recreation Specialist	0.0	0.0	1.0	1.0	0.0
Senior Recreation Aide	4.0	0.0	0.0	0.0	0.0
Recreation Aide	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	2.0	2.0	2.0	0.0
Analyst	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	2.0	2.0	2.0	0.0
PT Seasonal Positions	44.4	40.4	47.4	47.4	0.0
Total	66.4	62.4	73.4	73.4	0.0

The Community and Recreation Services Department endeavors to recover at least 100% of all direct costs for recreation programs. Exceptions to the 100% recovery policy are youth recreation, special events, aquatics, and senior programming. Programs that make a "profit" are utilized to subsidize the direct costs of all other programs. When total operating costs (direct and indirect expenses) 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 recreation programs and other activities. Revenue recovery of direct program costs ranges from 0% to 100% for all programs offered by the city. The city continues to make progress in the variety of activities offered and in the cost recovery of those activities.



Capital:

Capital programmed for the Community and Recreation Services Department totals \$7,968,200 including \$5,633,200 for projects that have been carried forward from FY2008 as indicated in the table below. Additionally, funds are programmed for an aquatics asset replacement program, lizard run park enhancements, parks maintenance asset replacement program, and surprise farms park development. Funding for these items are from the general fund, general capital fund, 10% set-a-side fund, and the parks & recreation development fee fund.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Aquatics Asset Replacement Program		21111	444	422	39713	29999	85,000
Bicentennial Park - Enhancement	Carry Fwd	21112	444	431	39223	20733	82,300
Lizard Run Enhancement		21112	444	431	39211	20902	283,000
Lizard Run Pedestrian Walkway	Carry Fwd	21213	444	431	39211	20517	30,100
Park Maintenance Asset Replacement Prog.		21111	444	431	39713	29999	367,000
Public Safety Park Development	Carry Fwd	21112	444	429	39211	20635	180,000
Surprise Farms Park Development	Carry Fwd	21414	444	429	39112	20606	3,526,200
Surprise Farms Park Development		21414	444	429	39211	20606	1,600,000
Surprise Farms Park Development	Carry Fwd	21414	444	429	39211	20606	1,650,000
Surprise Tennis and Racquet Facility	Carry Fwd	21414	444	429	39211	20660	164,600
Total							7,968,200

Accomplishments:

- Implemented a teen volunteer program for Sierra Montana Recreation Center.
- Increased open swim attendance by 12 % from summer 2006 to 2007 at Hollyhock Pool.
- Hosted five United States Tennis Association (USTA) tournaments including the USTA pro circuit Coca Cola Futures in January 2008, a \$25,000 pro tournament.
- Introduced adaptive swim lessons.
- Received the award for the "Outstanding Adaptive Program" from the Arizona Parks and Recreation Association for the Buddy Ball program.
- Dream Catcher Park won the "Best of the West" award in the Service to Communities-Health category from Westmarc.
- Began the first season of Buddy Soccer and Special Olympics Soccer.
- Hosted the Circle K Celebrity Flag Football Challenge February 2, 2008 at Surprise Stadium.
- Successfully hosted the 2008 Coca Cola Classic College Baseball Tournament in conjunction with the 2008 Spring Training Season.
- Registered over 9,700 youth sports participants, an increase of 10% over FY2007.
- Awarded the 2007 "Professional Fields Grand Award" from the Professional Grounds Maintenance Society.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 "Maintain processes to ensure efficient and effective delivery of services."

- **Department Goal:** Implement the Surprise Parks and Trails Master Plan.
 - **Objective:** Modify the Community and Recreation Services Department's portion of the Capital Improvements Plan to achieve the recommended facility level of service standards identified in the Surprise Parks and Trails Master Plan.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Percentage of recommended facility level of service standards identified in the Park and Trails Master Plan that are achieved at the end of the 10 year Capital Improvements Plan	---	---	---	100%

*New measure, data not available

Strategic Plan Goal: 1.6 *“Maintain active and passive recreational, entertainment, cultural and other leisure venues and activities that promote and develop traditions and a unique character for Surprise.”*

- **Department Goal:** Promote Surprise as a national player by attracting a professional tennis tournament to the state of Arizona.
 - **Objective:** Successfully develop, coordinate, promote, and implement the first annual Cancer Treatment Centers of America Championship Series.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
The impact to the economy will be two times the host cost of \$747,500	---*	---*	---*	\$1,495,000
Revenue recovery will be 90%	---*	---*	---*	\$695,000

**New measure, data not available*



Campus Operations FY2009 Budget

Mission Statement:

The Campus Operations Division mission is to enrich and compliment the lives of Surprise residents through the stewardship of the city's 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:

The overall budget increases by 6% from the FY2008 adopted budget. Personnel costs represent 40% of the total Campus Operations budget, an 11% increase over last year. The increase is primarily due to salary adjustments. No new staff is programmed for this fiscal year.

The largest component of this budget is supplies and services which accounts for 60% of the total budget and is primarily related to utilities and turf/facility maintenance. As indicated in the table below there is no increase programmed for FY2009. The Recreation Campus operates year round for professional baseball spring training and other recreational activities of the Surprise community.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	1,122,977	1,343,635	1,585,700	1,609,000	1,757,500	11%
Supplies/Services	1,698,064	2,099,228	2,250,600	1,682,100	2,250,600	0%
Capital	0	114,541	341,000	341,000	406,500	19%
Total	2,821,041	3,557,404	4,177,300	3,632,100	4,414,600	6%
<u>By department</u>						
CRS	2,821,041	3,557,404	4,177,300	3,632,100	4,414,600	6%
Total	2,821,041	3,557,404	4,177,300	3,632,100	4,414,600	6%

Revenues

By fund source

Charges for Services	32,918	49,890	546,000	481,900	619,200	13%
Baseball Related	1,032,119	1,125,052	1,101,200	972,400	884,300	-20%
Miscellaneous	368,070	311,190	53,000	46,800	42,600	-20%
Fund Balance	0	0	278,700	0	259,600	-7%
General Fund Subsidy	1,578,670	2,523,200	2,198,400	2,131,000	2,608,900	19%
Total	3,011,777	4,009,332	4,177,300	3,632,100	4,414,600	6%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Division Manager	2.0	3.0	3.0	3.0	0.0
Maintenance & Operations Supervisor	3.0	4.0	4.0	4.0	0.0
Sr. Maintenance & Operations Technician	6.0	12.0	12.0	12.0	0.0
Maintenance & Operations Technician	1.8	14.8	15.0	15.0	0.0
Service Worker/Groundskeeper	10.0	8.0	8.0	8.0	0.0
Laborer	2.0	0.0	0.0	0.0	0.0
Groundskeeper	6.0	0.0	0.0	0.0	0.0
Total	30.8	41.8	42.0	42.0	0.0

Established as a special revenue fund, Campus Operations is intended to recover as much of its costs as possible. The general fund subsidizes the operations of the campus. This subsidy comes from the increased tourism related revenue that is indirectly attributable to the operations of the campus.

Campus Operations is expected to recover approximately 35% of its operating costs through baseball and other program revenue in the current fiscal year. A subsidy from the general fund and a beginning fund balance make up the remainder of programmed resources. Unknown special events have been programmed for \$500,000 to enable the campus to host revenue recovering events that arise throughout the year.

Capital:

Funding for a campus operations asset replacement program is programmed for this fiscal year. This provides for the timely replacement of identified equipment in a systematic and cost effective manner.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Campus Operations Asset Replacement Prog.		21113	444	421	39713	29999	406,500
Total							406,500

Accomplishments:

- Record-breaking spring training season:
 - (6) Games over \$100,000 in ticket revenue
 - (4) Games over 10,000 in attendance
 - Highest walk up in stadium history: 2,665 (3/18/08: OAK @ TX)
 - Highest attended game in stadium history: 11,725 (3/21/08: LAA @ TX)
 - 6-Year attendance total: 937,200 / will eclipse 1 million fans in 2009
- 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 (Surprise Rafters), and hosted the league's annual Rising Stars all-star game.
- Supported operations, management, and facilitation of city sponsored special events: July 4th, Surprise Party, Spring Eggstravaganza, Movie Nights, and Performances in the Park.
- Facilitated and continued positive relations with outside organizations' use of facilities at the Recreation Campus: Magic Bird Arts & Crafts Festival, Sun Health, Dysart Unified School District, Arizona High School Football Coaches Association, Arizona High School Baseball Coaches Association, Arizona Special Olympics, Men's Senior Baseball League, National Adult Baseball Association, USA Baseball, Mickey Mantle Baseball, Connie Mack Baseball, Westside Arts Commission, Maricopa County, American Cancer Society, and other city departments.
- Maintained relationships and coordination of over 700 Surprise Sundancer volunteers.
- Completed required ADA audit items at campus and local city parks.

Goals, Objectives and Performance Measures:

Strategic Plan Goal: 1.6 "Maintain active and passive recreational, entertainment, cultural and other leisure venues and activities that promote and develop traditions and a unique character for Surprise."

- **Department Goal:** The 7th Annual Celebration of Baseball will face new challenges (competition) with the addition of two new local spring training facilities. The goal of the department is to maintain revenues and fan base.
 - **Objective:** Reformat the Coca Cola Classic College Baseball Tournament into a mid-week/weekend classic featuring teams from target markets of Kansas City and Texas with games played during the spring training season.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Maintain revenues from the 2008 season	\$3,216,500	\$3,879,300	\$4,200,000	\$4,200,000
Maintain fan base from the 2008 season	142,300	159,900	179,000	179,000



Parks & Recreation Development Fund FY2009 Budget

Purpose:

The parks and recreation development fee fund is established to account for the inflow of parks and recreation development fees levied on new residential construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on parks and recreation services caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-20. The parks and recreation development fee remains unchanged from the prior fiscal year amount of \$2,114 single family residential permit as established July 1, 2007.

Surprise Farms Park development is programmed in FY2009 for \$1,600,000. The remaining capital funds are programmed for the carry forward of prior year Capital Improvement Projects (CIP) projects. For FY2009, \$1,922,300 is programmed as rent to be used as payment on the Municipal Property Corporation (MPC) lease for debt associated with the Surprise Stadium and other Surprise Center amenities.

All parks and recreation capital purchases required due to growth are detailed in the individual department budgets and in the five-year CIP and are summarized in the table below under expenditures by department.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Supplies/Services	0	137,703	3,054,100	2,298,400	1,934,800	-37%
Capital	580,932	10,375,817	8,545,500	1,629,300	6,940,800	-19%
Total	580,932	10,513,520	11,599,600	3,927,700	8,875,600	-23%
<u>By department</u>						
CRS	580,932	10,513,520	11,599,600	3,927,700	8,863,100	-24%
Finance	0	0	0	0	12,500	0%
Total	580,932	10,513,520	11,599,600	3,927,700	8,875,600	-23%

Revenues

By fund source

Development Fees	4,631,352	2,372,708	2,663,600	1,720,600	1,505,500	-43%
Interest	437,858	387,374	0	0	0	0%
Bonding	0	0	8,077,500	0	0	-100%
Fund Balance	0	7,753,438	858,500	2,207,100	0	-100%
General Fund Subsidy	0	0	0	0	7,370,100	0%
Total	5,069,210	10,513,520	11,599,600	3,927,700	8,875,600	-23%

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund. As projected, the parks and recreation 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.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	(2,197,100)	-	-	-	-
Revenues	1,505,500	1,505,500	1,505,500	1,806,600	1,806,600
Borrowing	-	10,227,500	14,746,500	4,358,000	600,000
Transfers In	9,567,200	416,800	1,916,800	115,700	115,700
Expenditures	(6,953,300)	(10,227,500)	(16,246,500)	(4,358,000)	(600,000)
Debt Service	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)
Ending Balance	-	-	-	-	-



Library Development Fund FY2009 Budget

Purpose:

The library development fee fund is established to account for the inflow of library development fees levied on new residential construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on library services caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-19. The library development fee remains unchanged from the prior fiscal year amount of \$467 single family residential permit as established July 1, 2007. The city plans to construct one library in the next five years.

Anticipated resources of this fund exceed current year expenditures by \$3,705,500. 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 Capital Improvements Plan (CIP).

All library capital purchases required due to growth are detailed in the individual department budgets and in the five-year CIP and are summarized in the table below under expenditures by department.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
	Actual	Actual	Budget	Estimate	Budget	Change
<u>By category</u>						
Supplies/Services	6,075	2,025	0	0	12500	0%
Capital	0	0	200,000	200,000	0	-100%
Contingency	0	0	3,538,000	0	3,705,500	5%
Total	6,075	2,025	3,738,000	200,000	3,718,000	-1%
<u>By department</u>						
CRS	0	0	200,000	200,000	0	-100%
Finance	6,075	2,025	0	0	12500	0%
General Operations	0	0	3,538,000	0	3,705,500	5%
Total	6,075	2,025	3,738,000	200,000	3,718,000	-1%

Revenues

By fund source

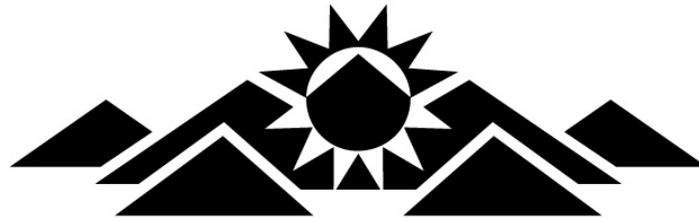
Development Fees	1,060,067	561,270	588,400	380,100	332,600	-43%
Interest	58,821	134,034	20,000	0	0	-100%
Fund Balance	0	0	3,129,600	0	3,385,400	8%
Total	1,118,888	695,304	3,738,000	380,100	3,718,000	-1%

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	3,385,400	3,705,500	4,038,100	4,370,700	(32,500)
Revenues	332,600	332,600	332,600	399,100	399,100
Expenditures	(12,500)	-	-	(4,802,300)	-
Ending Balance	3,705,500	4,038,100	4,370,700	(32,500)	366,600

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Community Initiatives FY2009 Budget

Mission Statement

The Community Initiatives Department works to promote the self-sufficiency of Surprise residents through the provision of human, senior, transit, neighborhood, and volunteer services. The department is responsible for the development and management of programs and services to enhance, beautify, and revitalize the lives of Surprise residents. Community stewardship and commitment to excellence are integral to the department functions. Progressive programs and services are provided through partnerships and volunteers on behalf of the shareholders and the community.

Divisions:

<u>Administration-</u>	Performs the department administrative functions.
<u>Human Services-</u>	Promotes civic education, quality of life programs, and human service programs.
<u>Neighborhood Services-</u>	Promotes neighborhood sustainability and cohesiveness through the provision of housing rehabilitation and neighborhood revitalization.
<u>Senior Services-</u>	Encourages senior citizens to remain active mentally, socially, and physically by providing recreational activities, congregate meal programming, and transportation.

Budget Summary:

The Community Initiatives Department budget is programmed for \$2,105,300, a decrease of 19% from the FY2008 budget of \$2,591,000. The reduction is primarily due to a reduction in the minor repair and beautification programs to bring the budget in line with the actual cost incurred over the last three years. Personnel costs account for 53% of the total Community Initiatives budget. No new personnel are programmed for FY2009. Although there is a net decrease in supplies and services additional funds are programmed at \$13,000 to adjust the base for rising food prices.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	598,870	899,071	1,010,200	960,300	1,114,500	10%
Supplies/Services	466,598	409,861	1,580,800	990,400	990,800	-37%
Total	1,065,468	1,308,932	2,591,000	1,950,700	2,105,300	-19%
<u>By division</u>						
Administration	258,447	356,175	425,800	354,700	466,900	10%
Human Svcs	121,502	131,873	110,900	107,600	150,300	36%
Neighborhood Svcs	408,432	432,935	1,638,400	1,073,100	1,111,200	-32%
Sr. Svcs	277,087	387,949	415,900	415,300	376,900	-9%
Total	1,065,468	1,308,932	2,591,000	1,950,700	2,105,300	-19%

Revenues

<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Intergovernmental	40,564	61,840	37,100	138,000	132,800	258%
Charges for Services	36,158	39,972	36,000	134,000	128,900	258%
Grants	604,881	649,419	703,900	738,100	1,073,500	53%
Miscellaneous	463	-1,840	0	0	0	0%
General Fund	383,402	559,541	1,814,000	940,600	770,100	-58%
Total	1,065,468	1,308,932	2,591,000	1,950,700	2,105,300	-19%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Recreation Aide	2.5	0.8	0.8	0.8	0.0
Program Coordinator	0.0	2.0	2.0	2.0	0.0
Neighborhood Liaison	3.0	0.0	0.0	0.0	0.0
Program Specialist	1.0	0.0	0.0	0.0	0.0
Senior Program Supervisor	1.0	0.0	0.0	0.0	0.0
Program Supervisor	0.0	3.0	3.0	3.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Program Assistant	0.0	3.8	3.8	3.8	0.0
Administrative Technician	0.0	0.5	0.5	0.5	0.0
Office Support Specialist	0.5	0.0	0.0	0.0	0.0
Facilities Maintenance Worker	0.5	0.0	0.0	0.0	0.0
Service Worker/Groundskeeper	0.0	0.5	0.5	0.5	0.0
Total	11.5	13.5	13.5	13.5	0.0

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 explored. Grant funds include Community Development Block Grants, HOME, State Home, State Trust, and Area Agency on Aging. Grant funding is essential 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.

Capital:

No new capital funding is programmed for this fiscal year.

Accomplishments:

Human Services successfully implemented and completed several programs/projects including:

- Conducted seventeen evening Financial Fitness classes, covering various subjects pertinent to Surprise residents. In FY2008 subjects such as money management, vehicle buying, home buying, foreclosure prevention, small business information, credit scoring, identity theft prevention, and predatory lending practices to avoid were conducted.
- The first ever "Human Services Fair" was held in cooperation with the city's Disability Advocate.
- Established the Homeowner Association (HOA) Connection to foster communications between the City, HOA Board members, and management companies. Two quarterly meetings were held in FY2008.
- Established an ADA Transportation Program with the Essential Services Program.

Neighborhood Services successfully implemented and completed several programs/projects:

- Completed construction of the Community Development Block Grant (CDBG) flood drain project phase one.
- Registered three neighborhood associations, resulting in a total of fifteen registered neighborhood groups. A neighborhood association is an organized group of homes that exists usually within an homeowner's association (HOA) but is much smaller than an HOA, with the intent of forming to solve a local issue, find additional resources to invest in the neighborhood or to celebrate common interests.
- Developed a tool trailer program for use in neighborhoods conducting clean-up events.

Senior Services successfully implemented and completed several programs/projects:

- New programs and activities included “Freezie Fridays” – frozen take home meals, ukulele class, cell phone recycling, Wii games, Mahjong, Wheel of Fortune, Euchre, and Matter of Balance.
- Community projects included a ‘teddy bear tea’, Veteran’s Day event, two successful swap meets raising a total of nearly \$6000, blankets for homeless shelters, and ‘Packages from Home’ for armed forces deployed overseas.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.1 *“Increase the public’s awareness regarding civic affairs and municipal operations.”*

- **Department Goal:** Increase the number of residents receiving services and enrolled in civic courses.
 - **Objective:** Analyze existing programs and new opportunities for appropriateness and resident interest.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Residents served by Human Services programming and services	2,709	4,220	7,729	8,000
New programs added	7	6	2	1
Evening programs	---*	34	42	35

**New measure, data not available*

- **Objective:** Increase community involvement by offering civic education courses.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Civic educational events	---*	---*	21	17

**New measure, data not available*

Strategic Plan Goal: 1.5 *“Maintain strategic alliances to develop and promote community and neighborhood events.”*

- **Department Goal:** Annually increase the number of Senior Services participants and the number of units served.
 - **Objective:** Enroll twenty new participants per month.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
New participants enrolled	322	259	250	260
Participants currently served	285	407	667	725

- **Objective:** Encourage participants to utilize two programs/activities per visit.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Programming units provided	37,719	46,818	47,808	48,000

Strategic Plan Goal: 1.3 "Provide services and coordination to build neighborhood cohesiveness."

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

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Homes improved through grant funds	48	46	42	50
Grant amounts awarded for neighborhood revitalization activities	\$805,000	\$958,702	\$700,000	\$500,000
Tons of refuse removed from neighborhoods	550	620	780	1,200
Gallons of paint used for homes and to remove graffiti	500	850	950	1,200
Homes assisted through neighborhood improvement "Pride Day" (volunteers)	10	21	23	25

- **Objective:** Increase neighborhood participation and community building activities.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Neighborhood associations created	---*	12	3	25
Neighborhood association participants	---*	3,000	3,621	4,500
"Block party trailer" participants	---*	---*	5,432	7,000

**New measure, data not available*

**Transit Fund
FY2009 Budget**

Purpose:

The transit fund is established 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 city's transit needs.

Budget Summary:

Two surveys concerning transit were conducted in FY2001 as part of a long-range transit plan. These surveys identified the areas in which residents wanted transit service and the city is working towards meeting those desires. 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. The Community Initiatives Department utilizes these funds to address the recommendations of the transit plan. Service enhancements include contracting out aspects of the medically necessary service, expansion of service utilizing cab vouchers, and express bus route services.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	273,376	421,073	527,100	482,100	632,300	20%
Supplies/Services	74,472	243,061	387,100	264,200	338,500	-13%
Capital	92,444	0	0	33,900	0	0%
Contingency	0	0	0	0	328,400	0%
Total	440,292	664,134	914,200	780,200	1,299,200	42%
<u>By department</u>						
Community Initiatives	440,292	664,134	914,200	746,300	970,800	6%
General Operations	0	0	0	33,900	328,400	0%
Total	440,292	664,134	914,200	780,200	1,299,200	42%

Revenues

<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Intergovernmental	375,811	636,007	450,500	612,300	450,500	0%
Charges for Services	12,802	17,716	10,000	15,100	18,000	80%
Grants	73,366	32,512	0	0	0	0%
Interest	8,504	26,762	2,600	22,100	2,600	0%
Fund Balance	0	0	103,700	0	828,100	699%
General Fund Subsidy	0	258,900	347,400	347,400	0	-100%
Total	470,483	971,897	914,200	996,900	1,299,200	42%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Program Supervisor	0.0	1.0	1.0	1.0	0.0
Program Assistant	0.0	9.0	9.0	9.0	0.0
Transit Operator	7.0	0.0	0.0	0.0	0.0
Transit Supervisor	1.0	0.0	0.0	0.0	0.0
Total	8.0	10.0	10.0	10.0	0.0

The transit fund budget is programmed this year for \$1,299,200. Excluding contingency, this represents an operating budget increase of 6% 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 level of service.

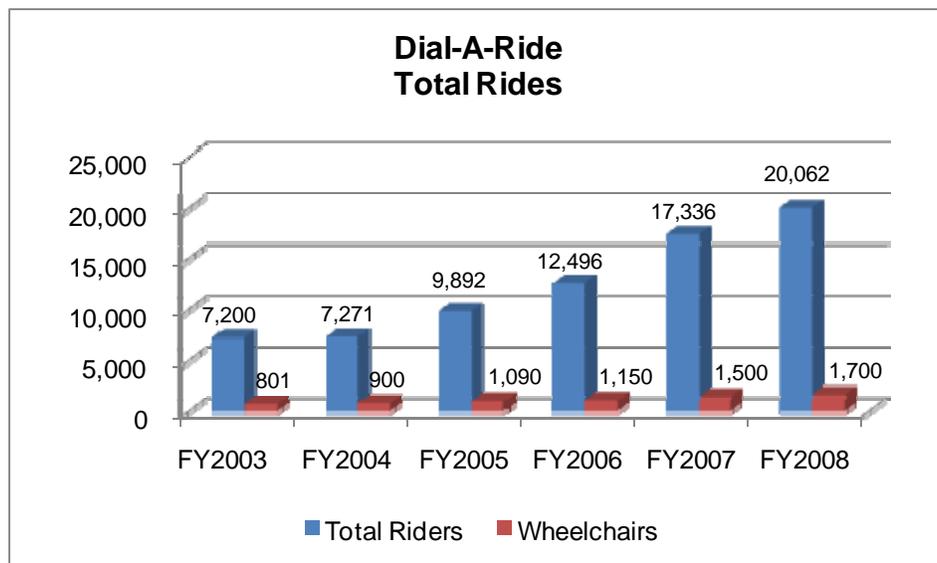
Capital:

No new capital is programmed for this fiscal year.

Accomplishments:

Transit Services successfully implemented and completed several programs/projects:

- Implemented the “Taxi Coupon Program” to replace the Taxi Voucher Program. Dial-A-Ride denials dropped by 8%.
- Worked with the Public Works Department to install a new vehicle pre and post-trip computerized system (ZONAR) which also tracked vehicles using Global Positioning System (GPS) technology.
- Installed and implemented a telephone “Interactive Voice Response” (IVR) system to track booking requests.



Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 3.3 “Improve inter- and intra-community mobility connectivity.”

- **Department Goal:** Provide efficient and safe transportation for residents while increasing annual ridership.
 - **Objective:** Collaborate with community partners to provide additional rides for residents.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Total Dial-A-Ride boarding	12,412	17,336	19,762	21,000
On time ride performance	---*	99%	99%	99%

*New measure, data not available

- **Objective:** Implement monthly staff training to improve customer service.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Customer complaints**	---*	17	15	25

*New measure, data not available

**A new phone system is implemented in FY2009, capturing greater customer calls.



10% Set-A-Side Fund FY2009 Budget

Purpose:

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

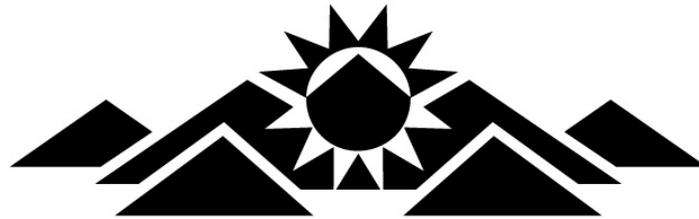
Budget Summary:

Funding for the 10% set-a-side 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 estimated at \$640,500 for FY2009.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Supplies/Services	62,836	103,237	161,200	178,300	142,800	-11%
Capital	253,625	105,579	1,339,800	1,309,700	30,100	-98%
Contingency	0	0	565,100	0	1,103,200	95%
Total	316,461	208,816	2,066,100	1,488,000	1,276,100	-38%
<u>By department</u>						
CRS	253,625	105,579	1,339,800	1,309,700	30,100	-98%
CD	0	0	40,000	40,000	100,000	150%
Community Initiatives	10,040	0	30,700	45,900	0	-100%
Engineering	0	52,034	47,700	47,700	0	-100%
General Operations	52,796	51,203	607,900	61,900	1,146,000	89%
Total	316,461	208,816	2,066,100	1,505,200	1,276,100	-38%
Revenues						
<u>By fund source</u>						
Grants	187,217	0	0	597,000	0	0%
Interest	13,924	0	0	0	0	0%
Fund Balance	0	0	1,486,100	908,200	640,500	-57%
Transfer In	115,320	208,816	580,000	0	635,600	10%
Total	316,461	208,816	2,066,100	1,505,200	1,276,100	-38%

Expenditures are programmed for payment of electricity for Original Townsite streetlights at \$42,800, additional code enforcement at \$100,000, continuation of park projects for Lizard Run at \$30,100, and an unallocated amount of \$1,103,200 programmed as contingency.

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Engineering FY2009 Budget

Mission Statement:

The mission of the Engineering Department is to ensure safe, economical, and timely engineering services for development review, civil permitting within public right of way, construction inspection of the public right of way, project management of capital improvement projects, and traffic engineering. We strive to accomplish these tasks efficiently, effectively, and with accountability to the community we serve.

Divisions:

Engineering Operations- Charged with ensuring that public projects are adequately planned, developed, and managed. This is accomplished by providing developers, engineers, and the residents of the city with quality control and quality assurance with respect to standard city design criteria including: permit work, subdivision development improvements, and capital improvement projects implemented within the city right-of-ways.

Civil Inspection- Responsible for the construction of permitted public infrastructure within the city of Surprise right of way for both residential and developers.

Budget Summary:

The \$3,404,200 budget of the Engineering Division represents a decrease of 19% from the adopted FY2008 budget of \$4,192,800. Personnel costs increase by 7% and account for 60% of the division's budget. The increase is primarily due to salary adjustments. No additional staff is programmed this fiscal year.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	1,198,599	1,472,168	1,916,800	1,707,100	2,047,600	7%
Supplies/Services	159,057	552,759	2,276,000	1,063,200	1,356,600	-40%
Total	1,357,656	2,024,927	4,192,800	2,770,300	3,404,200	-19%
<u>By division</u>						
Civil Inspection	0	206	598,000	704,800	637,200	7%
General Ops	1,357,656	2,024,721	3,594,800	2,065,500	2,767,000	-23%
Total	1,357,656	2,024,927	4,192,800	2,770,300	3,404,200	-19%

Revenues

<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Charges for Services	2,471,370	2,710,392	2,345,400	2,786,200	2,828,000	21%
General Fund	0	0	1,249,400	0	0	-100%
Total	2,471,370	2,710,392	3,594,800	2,786,200	2,828,000	-21%

Supplies and services decrease by 40% from the FY2008 budget. The decrease is primarily due to one-time costs programmed last year that do not carry forward. Although there is an overall decrease, additional funds are programmed for \$5,000 for additional operating costs as well as one-time funding of \$100,000 to finalize the Engineering Development Process Manual.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Associate Engineer	3.0	3.0	4.0	4.0	0.0
Senior Civil Engineer	0.0	0.0	1.0	1.0	0.0
Civil Engineer	0.0	2.0	3.0	3.0	0.0
Civil Engineering Supervisor	1.0	2.0	2.0	2.0	0.0
Inspector	6.0	6.0	6.0	6.0	0.0
Plans Examiner	2.0	0.0	0.0	0.0	0.0
Permit/Licensing Technician	2.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	0.0	1.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Fiscal Support Assistant	0.0	1.0	0.0	0.0	0.0
Total	18.0	19.0	22.0	22.0	0.0

Capital:

The Engineering Division, working closely with other departments, will oversee the design, development, and construction of several projects during FY2009. These projects include the design and construction of roads, rehabilitation projects, and resurfacing and construction of various other street and landscaping projects planned throughout the fiscal year.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Bell Road Landscaping/Lighting		21112	541	112	39211	20901	1,208,900
Bell Road Pavement		21418	541	112	39211	29999	7,500,000
Bullard Avenue (Bell Road to Paradise Lane)	Carry Fwd	21418	541	112	39211	20816	56,300
Civic Center Parkway (Bell Rd to Paradise Ln)	Carry Fwd	21418	541	112	39211	20817	142,600
Cotton Lane Widening (North of Bell Rd)	Carry Fwd	21418	541	112	39211	20807	58,900
Dysart Rd & Thunderbird Intersection Improve.	Carry Fwd	21418	541	112	39211	20632	1,200,000
Dysart Rd & Thunderbird Intersection Improve.	Carry Fwd	21418	541	112	39222	20632	60,000
Dysart Road Improvements @ Grand Avenue	Carry Fwd	21112	541	112	39211	20509	250,000
Dysart Road Improvements @ Grand Avenue	Carry Fwd	21112	541	112	39311	20509	250,000
Dysart Road Improvements @ Grand Avenue	Carry Fwd	21418	541	112	39222	20509	2,214,900
Greenway Road (Litchfield Road to Bullard Ave)	Carry Fwd	21418	541	112	39211	20815	131,700
Litchfield Road (Bell Rd to Statler Blvd)	Carry Fwd	21418	541	112	39211	20808	1,210,700
Paradise Lane @ 151st Avenue	Carry Fwd	21112	541	112	39211	20713	600,000
Paradise Lane @ 151st Avenue	Carry Fwd	21418	541	112	39211	20713	863,300
Pave Dirt Road Program (Saguaro Acres)	Carry Fwd	21112	541	112	39211	20612	640,300
Reems Road (Waddell Road to Peoria Ave)		21418	541	112	39211	20809	1,900,000
Reems Road (Waddell Road to Peoria Ave)	Carry Fwd	21418	541	112	39211	20809	3,197,900
Roads of Regional Significance Reimburse		21419	541	112	39211	20813	1,000,000
Saguaro View Rehabilitation Project	Carry Fwd	21112	541	112	39211	20526	303,900
Saguaro View Rehabilitation Project		21418	541	112	39211	20526	1,500,000
TMC Connection		21112	541	112	39211	20547	300,000
Total							24,589,400

Capital is programmed at \$24,589,400 for the division as outlined in the table above including \$11,180,500 for carry over funding. As indicated, capital is programmed for road improvements including \$7,500,000 for Bell Road paving and \$1,208,900 for Bell Road landscaping and lighting. Additionally, funds are programmed for road and drainage improvements and rehabilitation projects. The roadway

mileage and other improvements listed will have an impact on the operating budget in the area of increased maintenance and utility costs.

The projects above will be funded through the general capital fund, the transportation improvement fund, and the roads of regional significance development fee fund.

Accomplishments:

- Developed and implemented the Engineering Standards.
- Assisted with the preparation of the Mayor and Council approved Public Improvement Policy.
- The Phase I reconstruction of Bell Road west of Grand Avenue was completed under budget in half the time allotted.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 7.1 *“Increase public’s awareness regarding civic affairs and municipal operations.”*

- **Department Goal:** Improve public’s knowledge of the review process to reduce the number of third and subsequent reviews required and increase the number of approvals upon first review.
 - **Objective:** Revise and finalize the Engineering Development Standards.
 - **Objective:** Reduce the number of “third and subsequent submittals approved” by increasing approvals in the “initial submittal approval.”

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Commercial improvement plans submitted/reviewed	85	148	417**	200
Subdivision improvement plans submitted/ reviewed	120	189	433**	200
Commercial reports submitted/reviewed	42	58	242**	60
Subdivision reports submitted/reviewed	77	52	73**	60
Initial submittal approved	---*	383	559	600

**New measure, data not available*

***FY2008 figures include a backlog of plans and reports reviewed due to the addition of new plan types.*

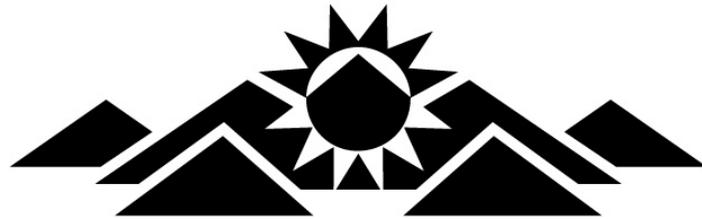
Strategic Plan Goal: 7.1 *“Increase public’s awareness regarding civic affairs and municipal operations.”*

- **Department Goal:** Maintain staff presence on active construction sites.
 - **Objective:** Maintain inspector percent of time on site at 63%.
 - **Objective:** Maintain inspection of 17% of active construction sites daily.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Commercial construction permits issued	198	246	379	380
Subdivision construction permits issued	427	321	165	165
% of time on site	---*	---*	63%	63%
% of sites inspected daily	---*	---*	17%	17%

**New measure, data not available*

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

**Traffic Engineering
FY2009 Budget**

Mission Statement:

The mission of the Engineering Department is to ensure safe, economical, and timely engineering services for development review, civil permitting within public right of way, construction inspection of the public right of way, project management of capital improvement projects, and traffic engineering. We strive to accomplish these tasks efficiently, effectively and with accountability to the community we serve.

Divisions:

- Operations- Provides overall oversight, centralized administration, 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.
- Traffic Management- Provides on scene incident and traffic management services to minimize delays and prevent secondary incidents.

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.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	395,723	824,564	1,129,500	994,700	1,294,300	15%
Supplies/Services	585,291	694,125	1,038,700	775,500	917,500	-12%
Total	981,014	1,518,689	2,168,200	1,770,200	2,211,800	2%
<u>By division</u>						
General Ops	236,250	461,936	751,500	469,900	804,800	7%
Signals	350,999	546,712	738,100	622,700	624,200	-15%
Signs	393,765	510,041	678,600	677,600	603,300	-11%
Traffic Management	0	0	0	0	179,500	0%
Total	981,014	1,518,689	2,168,200	1,770,200	2,211,800	2%

Revenues

<u>By fund source</u>						
Grants	209,295	0	0	0	0	0%
Miscellaneous	29,186	55,160	0	0	0	0%
Highway User Fund	742,533	1,463,529	2,168,200	1,770,200	2,211,800	2%
Total	981,014	1,518,689	2,168,200	1,770,200	2,211,800	2%

The budget for this division is programmed at \$2,211,900 representing a slight increase of 2% over prior fiscal year. Personnel costs increase 15% over FY2008 to \$1,294,300 due to funding of a Program Coordinator position to continue the Regional Emergency Action Coordination Team (REACT) program which was previously grant funded. Other increases are due to salary adjustments.

A total of \$917,500 is programmed for supplies and services representing a 12% decrease from the prior fiscal year's budget. The decrease is primarily due to one-time costs programmed last year that do not carry forward. Although there is an overall decrease, ongoing funds are programmed to provide operating

supplies and equipment for the new position to continue the REACT program. Division expenditures are funded with Highway User Revenue Fund (HURF).

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Division Manager	1.0	1.0	1.0	1.0	0.0
Associate Engineer	1.0	2.0	2.0	2.0	0.0
Program Coordinator (REACT)*	1.0	1.0	1.0	1.0	1.0
Maintenance & Operations Supervisor	3.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	1.0	2.0	2.0	2.0	0.0
Sr. Maintenance & Operations Technician	0.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech	5.0	4.0	4.0	4.0	0.0
Service Worker/Groundskeeper	0.0	2.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
<i>*Position was grant funded, now expired</i>					
Total	13.0	16.0	16.0	16.0	1.0

Capital:

Capital for the Traffic Engineering Division is programmed at \$10,465,800 as outlined in the table below. Of this amount carry forwards are programmed at \$6,515,800 as indicated in the table below. The division is programmed for improvements including the fiber optics system, traffic signal master computer system, geometric improvements, traffic control cameras, and traffic signals including wiring and upgrades.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Bell Rd ITS Phase II (Litchfield to 303)	Carry Fwd	21415	545	112	39211	20456	170,000
Bell Rd ITS Phase II (Litchfield to 303)	Carry Fwd	21415	545	112	39223	20456	400
Fiber Optics - Greenway (Grand to Cotton)	Carry Fwd	21415	545	112	39211	20718	212,500
Fiber Optics - Peoria (Litchfield to Jackrabbit)		21415	545	112	39211	20905	250,000
Geometric Improvements (163rd/Jomax)		21418	545	511	39211	20907	600,000
Geometric Improvements (Cactus/Sarival)	Carry Fwd	21418	545	511	39211	20654	1,000,000
Geometric Improvements (Cactus/Sarival)		21418	545	511	39211	20908	1,100,000
Geometric Improvements (Cactus/Sarival)	Carry Fwd	21418	545	511	39224	20654	203,200
Sign Fabrication Shop	Carry Fwd	21415	545	512	39211	20651	482,400
Sign Fabrication Shop	Carry Fwd	21415	545	512	39411	20651	101,000
Signal Upgrade and Rewire	Carry Fwd	21112	545	511	39211	20652	422,600
Signal Upgrade and Rewire	Carry Fwd	21112	545	511	39224	20652	124,600
Signal Upgrade and Rewire	Carry Fwd	21112	545	511	39311	20652	50,000
Traffic Control Cameras	Carry Fwd	21112	545	112	39223	20512	100,000
Traffic Management Center (TMC)		21415	545	112	39211	20428	500,000
Traffic Management Center (TMC)	Carry Fwd	21415	545	112	39211	20428	1,000,000
Traffic Management Center (TMC)	Carry Fwd	21415	545	511	39411	20428	2,000
Traffic Signals	Carry Fwd	21112	545	511	39211	29999	1,325,100
Traffic Signals	Carry Fwd	21415	545	511	39211	29999	210,500
Traffic Signals		21415	545	511	39211	29999	1,500,000
Traffic Signals	Carry Fwd	21415	545	511	39211	29999	1,111,500
Total							10,465,800

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

Accomplishments:

- Implemented signal timing coordination on Bell Road to reduce drive times as well as Grand/Bell split phase removal to relieve westbound delays.
- Implementation of the sign rehabilitation program which included over 1,500 new street name signs installed in Kingswood, Mountain Vista, Sun City Grand, and the Original Town Site.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 3.4 “Decrease occurrence and severity of traffic accidents.”

- **Department Goal:** Enhance traffic safety and efficiency in the city by utilizing the latest technology and traffic engineering standards to ensure the safest, most efficient, and cost effective transportation system possible.
 - **Objective:** Analyze traffic impacts of new development and work with developers on mitigation strategies for generated traffic

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Traffic impact analysis (TIA) reviewed	50	72	50	75

- **Objective:** Analyze high collision intersections and develop countermeasures to improve traffic safety at these locations.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
High Collision Intersections analyzed	---*	---*	31	35

**New measure, data not available*

- **Objective:** Reduce traffic delays during incidents through the use of the REACT program.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
REACT responses	N/A	303	317	200
Avg. program cost per incident	N/A	\$601	\$404	\$500
Avg. on-scene hours per incident	N/A	2.06	1.93	2

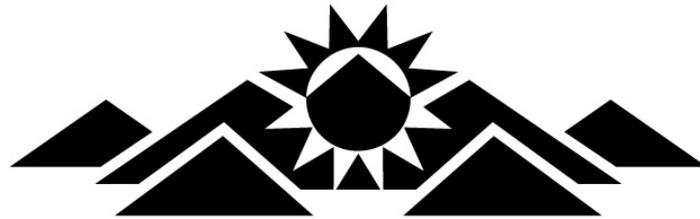
N/A: the REACT program began operations in FY2007

- **Objective:** Install and replace pavement markings in accordance with department policies.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Lane miles demanded	---*	---*	200 lane miles	250 lane miles
Lane miles completed	240 lane miles	54.5 lane miles	60 lane miles	75 lane miles

**New measure, data not available*

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Vehicle Maintenance FY2009 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 \$1,642,000 budget of the Vehicle Maintenance Division represents a 4% decrease from the FY2008 budget. Personnel costs increase 6% over the FY2008 budget, primarily due to annual salary adjustments. No new staff is programmed this fiscal year. The budget for supplies and services decreases by 19% from FY2008 due to one-time costs programmed last year that do not carry forward.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	580,731	707,289	1,044,700	978,300	1,103,200	6%
Supplies/Services	338,536	434,297	665,800	387,500	538,800	-19%
Total	919,267	1,141,586	1,710,500	1,365,800	1,642,000	-4%
<u>By division</u>						
General Ops	919,267	1,141,586	1,710,500	1,365,800	1,642,000	-4%
Total	919,267	1,141,586	1,710,500	1,365,800	1,642,000	-4%

Revenues

<u>By fund source</u>						
General Fund	919,267	1,141,586	1,710,500	1,365,800	1,642,000	-4%
Total	919,267	1,141,586	1,710,500	1,365,800	1,642,000	-4%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Fleet Manager	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	3.0	6.0	6.0	6.0	0.0
Maintenance & Operations Tech	1.5	0.0	0.0	0.0	0.0
Sr. Maintenance & Operations Technician	3.0	5.0	5.0	5.0	0.0
Mechanic - Fire Apparatus	1.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total	10.5	14.0	14.0	14.0	0.0

Capital:

Capital funds are programmed for vehicle and equipment replacements. The projects identified in the Vehicle Maintenance Division will be funded by the vehicle replacement fund.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Vehicle Replacements		21114	542	112	39421	29999	1,053,000
Equipment Replacements		21114	542	112	39431	29999	656,000
Total							1,709,000

Accomplishments:

- Improved Fleet Operations for work area efficiencies and storage capabilities.
- Completed Hansen training for all city departments to submit vehicle services requests through the Hansen work order system.
- Upgraded fleet maintenance building to three phase power, to enhance operation to avoid down time and breaker trips.
- Implemented an improved parts inventory system that reduces down time for the city fleet.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 *“Maintain processes to ensure efficient and effective delivery of services.”*

- **Department Goal:** Respond to all emergency service requests within thirty minutes and high service requests within one hour.
 - **Objective:** Improve service level on emergency and high service requests from fleet customers.
 - **Emergency Service:** An event that creates a major safety hazard, interrupts operations, or disrupts business activities. Examples include break downs, accidents, or if a vehicle is stranded.
 - **High Service:** Any work that is disruptive but does not present an immediate threat to health or safety. Any public safety emergency vehicle and high priority use vehicle such as sanitation.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Emergency service – service requests	---	---	---	20
Emergency service – work order requests	---	---	---	20
High service – service requests	---	---	---	150
High service – work order requests	---	---	---	150
Emergency service – service request on time completion	---	---	---	100%
Emergency service – work order request on time completion	---	---	---	100%
High service – service request on time completion	---	---	---	100%
High service – work order request on time completion	---	---	---	100%

**New measure, data not available*

**Facilities Management
FY2009 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.

This division, comprised of custodians and building maintenance personnel, is tasked with maintaining city 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 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 \$3,203,900 representing a 4% decrease from FY2008. Included in this amount is \$1,364,500 (43%) for personnel costs. The increase in personnel is primarily due to salary adjustments. No additional staff is programmed for the fiscal year.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	774,578	574,834	1,286,200	1,163,100	1,364,500	6%
Supplies/Services	471,580	615,692	1,675,000	785,600	1,839,400	10%
Transfer Out	0	5,891,800	384,100	384,100	0	-100%
Total	1,246,158	7,082,326	3,345,300	2,332,800	3,203,900	-4%

By division

General Ops	1,246,158	7,082,326	3,345,300	2,332,800	3,203,900	-4%
Total	1,246,158	7,082,326	3,345,300	2,332,800	3,203,900	-4%

Revenues

By fund source

General Fund	1,246,158	7,082,326	3,345,300	2,332,800	3,203,900	-4%
Total	1,246,158	7,082,326	3,345,300	2,332,800	3,203,900	-4%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Division Manager	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	2.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Public Works Supervisor	2.0	0.0	0.0	0.0	0.0
Grds. /Bldg. Maint. Spvr.	0.0	0.0	0.0	0.0	0.0
Laborer III	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Specialist	2.0	3.0	4.0	4.0	0.0
Maintenance & Operations Technician	0.0	0.0	1.0	1.0	0.0
Sr. Maintenance & Operations Techniciar	4.0	3.0	3.0	3.0	0.0
Service Worker/Groundskeeper	1.0	5.0	6.0	6.0	0.0
Laborer	1.0	0.0	0.0	0.0	0.0
Electrician	1.0	0.0	0.0	0.0	0.0
HVAC Technician	1.0	0.0	0.0	0.0	0.0
Total	14.0	15.0	18.0	18.0	0.0

A total of \$1,839,400 is programmed for supplies and services. This represents a 10% increase over last year's budget. The large increase is due primarily to the programming of \$180,500 to operate the new city hall for one half of the year in FY2009. This amount will need to be annualized for FY2010 and beyond. Personnel increases 6% over last year.

Capital:

The Facilities Management Division is not programmed for any capital projects in FY2009.

Accomplishments:

- New facilities added to operations with established preventative maintenance schedules and population of assets in Hansen database: Sierra Montana Recreation Center, Tennis Center, Stadium Administration Facility, Youth Baseball, Fire Stations 305 & 306, Public Safety Facility, and Central Utility Plant (950 Ton of Cooling Capacity).
- Added contract cleaning services @ Water Services, Critical Response, and Tennis Center.
- ADA compliance milestones: Reconfigurations of Vehicle Maintenance Restroom, and City Hall Men's Restroom.
- Upgraded power for product dispensers at the Bi-Centennial, Lizard Run, Marley, 8 Acres, Dream Catcher, and Gaines Parks.
- Demolition and asbestos abatement of Old Court Facility.
- Relocated the following departments to accommodate future operational efficiencies Communication, Community Development (Code Enforcement & Building Inspectors), Finance (Revenue & Auditor), Management & Budget staff, City Manager staff, and Council members.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 *"Maintain processes to ensure efficient and effective delivery of services."*

- **Department Goal:** Facilities Management will focus on operational improvements.
 - **Objective:** Perform heat/ventilation/air conditioning (HVAC), electrical, and plumbing service requests and work orders within the prescribed response times. Delivery of services to meet 99% of defined response times and repair completions. Response times are as follows:
 - **Initial Response Times:** 30 Minutes
 - **Major Repairs:** 1-30 Days
 - **Minor Repairs:** 1-7 Days

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
HVAC Major Repair Services – Service Order Requests	---	---	---	20
HVAC Major Repair Services – Work Order Requests	---	---	---	10
HVAC Major Repair Services – On Time Completion	---	---	---	99%
HVAC Minor Repair Services – Service Order Requests	---	---	---	100
HVAC Minor Repair Services – Work Order Requests	---	---	---	200
HVAC Minor Repair Services – On Time Completion	---	---	---	99%
Electrical – Service Order Requests	---	---	---	50
Electrical – Work Order Requests	---	---	---	150
Electrical – On Time Completion	---	---	---	99%
Plumbing – Service Order Requests	---	---	---	150
Plumbing – Work Order Requests	---	---	---	200
Plumbing – On Time Completion	---	---	---	99%

**New measures, data not available*



Project Management FY2009 Budget

Mission Statement:

Project Management is a specialized division offering direct oversight in the design and construction of capital projects for the city. This division ensures the highest possible level of quality, accordance with established budget and schedules, while focusing on accuracy to the intended mission.

Budget Summary:

The Project Management Division has a total operating budget of \$1,105,500 representing a 32% increase from FY2008. Approximately 51% of the operating budget, \$562,300, is programmed for personnel costs. Personnel increases 7% over last year. The increase is primarily due to salary adjustments. No additional staff is programmed for the fiscal year.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	264,737	372,773	524,600	472,000	562,300	7%
Supplies/Services	23,269	13,531	310,500	57,500	543,200	75%
Total	288,006	386,304	835,100	529,500	1,105,500	32%
<u>By division</u>						
Project Management	288,006	386,304	835,100	529,500	1,105,500	32%
Total	288,006	386,304	835,100	529,500	1,105,500	32%

Revenues

By fund source

General Fund	288,006	386,304	835,100	529,500	1,105,500	32%
Total	288,006	386,304	835,100	529,500	1,105,500	32%

A total of \$543,200 is programmed for supplies and services. This represents a 75% increase over last year's budget. The large increase is due primarily to \$512,700 programmed for consulting costs for one-time general consulting for the new city hall and the park and ride capital project.

Personnel	FY2006	FY2007	FY2008	FY2009	Budget
<u>By position</u>	Actual	Actual	Budget	Budget	Change
Division Manager	1.0	1.0	1.0	1.0	0.0
Project Manager	2.0	3.0	3.0	3.0	0.0
Project Associate	1.0	2.0	2.0	2.0	0.0
Total	4.0	6.0	6.0	6.0	0.0

Capital:

The Project Management Division budget includes capital totaling \$45,768,200 as outlined in the following table. Carry forward funds are programmed for the public works yard, central plant, and city hall. Additional funds are programmed for the new city hall building and park & ride facilities. All capital items are programmed and accounted for in the public works development fee fund, the transportation improvement fund, and the general capital fund.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Central Plant	Carry Fwd	21112	543	115	39211	20677	781,300
Central Plant	Carry Fwd	21112	543	115	39411	20677	74,800
City Hall		21112	543	115	39211	20675	12,900,000
City Hall	Carry Fwd	21112	543	115	39211	20675	13,130,500
City Hall		21112	543	115	39311	20675	600,000
City Hall	Carry Fwd	21112	543	115	39311	20675	7,986,400
City Hall		21112	543	115	39411	20675	4,500,000
City Hall	Carry Fwd	21112	543	115	39411	20675	2,209,500
Park and Ride		21418	543	115	39111	20909	1,492,600
Park and Ride		21418	543	115	39311	20909	93,100
Public Works Yard - Deer Valley	Carry Fwd	21415	543	115	39111	20717	2,000,000
Total							45,768,200

Accomplishments:

- Completed construction of the Public Safety Facility (Police, Fire, and Courts), Central Utility Plant, and Streetscape Projects at Surprise Civic Center.
- Completed construction of Fire Stations 305, 306, and renovation of Station 302.
- Completed construction of Police Evidence Storage Building Upgrades.
- Completed construction of the Lizard Run Walkway, new restrooms at Gaines Park, and renovation of Bicentennial Park for Community and Recreational Services Department.
- Completed design and awarded construction contract for new City Hall.
- Establish pilot Job Order Contracting Program with the Purchasing Division for the procurement of services for small to medium size projects citywide.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 "Maintain processes to ensure efficient and effective delivery of services."

- **Department Goal:** Project Management will complete all projects targeted for FY2009 completion within budget and on time.
 - **Objective:** Reduction of possible cost increases, limit operational inefficiencies, and return remaining funds to the appropriate city fund account.
 - **Objective:** Evaluate project costs in determining the best value for the city during a project lifecycle and when procuring new projects.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Scheduled projects have specific milestones met	50%	70%	75%	80%
Percentage of projects under project budget	100%	100%	100%	100%
Average \$/square foot paid back to general fund	\$12	\$0.73*	\$19	\$10

*Only one project was scheduled for completion in FY2007

**Streets
FY2009 Budget**

Mission Statement:

The mission of the Streets Division is to provide the most cost effective services to the citizens of Surprise, be responsible stewards of the street infrastructure, and respond with urgency to all hazards.

Divisions:

The Streets Division 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 FY2009, the demand for service from the division continues to grow. The Streets Division is structured in six functions/divisions as follows: Operations, Asphalt, Concrete, Crack Sealing, Right of Way, and Street Sweeping.

Budget Summary:

The FY2009 operating budget is programmed at \$3,835,600. This represents a 5% increase over the FY2008 amended budget. Personnel costs increase by 5% due to annual salary adjustments. Supplies and services increase by 6% 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 \$56,000 is programmed for additional operating supplies and equipment for the prison crew program. Expenditures of the Streets Division are funded through the Highway User Revenue Fund (HURF), and a subsidy from the general fund.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
Expenditures						
<u>By category</u>						
Personnel	1,311,445	1,826,004	2,346,600	2,139,500	2,466,200	5%
Supplies/Services	718,133	648,955	1,294,800	1,246,800	1,369,400	6%
Total	2,029,578	2,474,959	3,641,400	3,386,300	3,835,600	5%
<u>By division</u>						
Asphalt	0	9,149	375,500	375,100	349,100	-7%
Concrete	0	8,905	477,300	484,600	493,600	3%
Crack Sealing	0	4,134	321,100	290,200	273,900	-15%
General Ops	2,029,578	2,424,145	1,307,200	1,200,300	1,480,400	13%
Right of Way	0	12,515	441,200	396,700	447,300	1%
Street Sweeping	0	16,111	719,100	639,400	791,300	10%
Total	2,029,578	2,474,959	3,641,400	3,386,300	3,835,600	5%

Revenues

By fund source

Interest	7,038	50,424	0	0	0	0%
Miscellaneous	734	146	0	0	0	0%
Highway User Fund	1,654,442	2,424,389	3,532,500	3,386,300	3,578,800	1%
General Fund Subsidy	367,364	0	108,900	0	256,800	136%
Total	2,029,578	2,474,959	3,641,400	3,386,300	3,835,600	5%

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	2.0	2.0	2.0	0.0
Management Assistant	1.0	0.0	0.0	0.0	0.0
Assistant P. W. Manager	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	1.0	2.0	2.0	2.0	0.0
Construction Inspector-Pavement	0.0	0.0	0.0	0.0	0.0
Sr. Maintenance & Operations Techniciar	0.0	6.0	6.0	6.0	0.0
Maintenance & Operations Technician	15.0	13.0	13.0	13.0	0.0
Maintenance Technician	2.0	0.0	0.0	0.0	0.0
Maintenance Worker	3.0	0.0	0.0	0.0	0.0
Service Worker/Groundskeeper	5.0	7.0	7.0	7.0	0.0
Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Total	31.0	33.0	33.0	33.0	0.0

Capital:

Capital expenditures for the Streets Division total \$4,520,000. Included in this amount is \$4,500,000 for the street preservation and maintenance program and equipment to support the prison crew used for clean up of selected roadways. Capital items of this division are funded by the general capital fund.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Street Preservation and Maintenance Prog.		21212	544	112	39211	29999	4,500,000
Prison Crew Support Equipment		21212	544	516	39431	29999	20,000
Total							4,520,000

Accomplishments:

- Completed all of the work identified in FY2008 pavement preservation program and under budget. 48 centerline miles were treated.
- Implemented phase one of a five year pavement preservation plan created by consultant (IMS) based on 2005 street condition assessment
- Increased residential sweeping to 20 intervals per year. Up from 16 by developing new routes
- Responded to and resolved 325 Customer Service Requests.
- Completed FY2008 sidewalk repair and maintenance program.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 3.4 "Decrease occurrences and severity of traffic accidents."

- **Department Goal:** Respond to street hazards within one hour of notice, 95% of the time.
 - **Objective:** Revise on-call procedures to ensure timely response and report to determine average response time.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Street hazards responded to within target time	---	---	55	60
Percent of timely responses	---	---	---	95%

*New measure, data not available

Strategic Plan Goal: 1.4 "Promote neighborhood vibrancy and consistent adherence to established standards."

- **Department Goal:** Establish method to identify new streets to be swept and incorporate into sweeping route cycles.
 - **Objective:** Maintain current sweeping schedule and incorporate newly accepted and annexed streets.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of times a cycle of sweeping all residential streets was completed	---*	16	20	20
Number of times a cycle of sweeping all arterial streets was completed	---*	26	26	26

*New measure, data not available

- **Objective:** Maintain and report on sweeping intervals while increasing miles swept.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Lane miles swept	11,419	20,103	20,460	21,000

*New measure, data not available

Strategic Plan Goal: 1.4 "Promote neighborhood vibrancy and consistent adherence to established standards."

- **Department Goal:** Remove graffiti within twenty-four hours of notification.
 - **Objective:** Partner with police, code enforcement, and citizen groups to update the graffiti response procedure.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Calls requesting graffiti removal	---*	---*	37	30

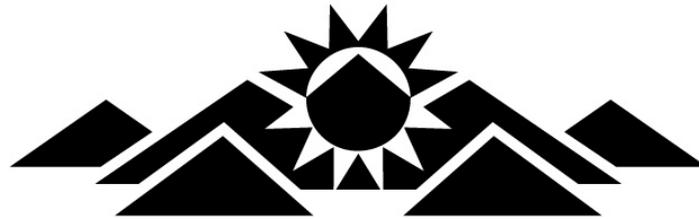
*New measure, data not available

- **Objective:** Reduce graffiti tag events by responding in a timely manner, thus discouraging repeat episodes by taggers.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Average days to respond to graffiti calls	---*	---*	1	1

*New measure, data not available

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Street Light Improvement District Funds FY2009 Budget

Purpose:

Street Light Improvement Districts (SLIDs) are established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the district. These proceeds are legally restricted to expenditures for a specified purpose (the payment of electricity to operate the streetlights within the district). The Mayor and Council serve 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 72 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.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	1,242,394	1,594,483	2,000,000	1,653,800	2,000,000	0%
Total	1,242,394	1,594,483	2,000,000	1,653,800	2,000,000	0%
<u>By department</u>						
PW-Streets	1,242,394	1,594,483	2,000,000	1,653,800	2,000,000	0%
Total	1,242,394	1,594,483	2,000,000	1,653,800	2,000,000	0%

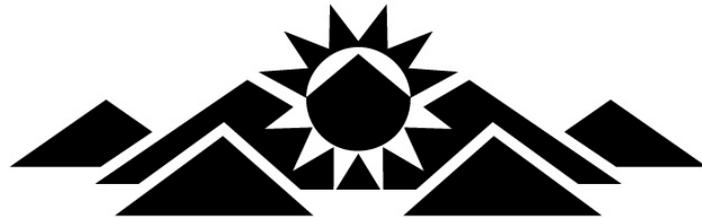
Revenues

By fund source

Taxes	823,210	1,420,634	1,532,600	1,520,600	2,332,800	52%
Miscellaneous	99,093	148,727	553,000	0	19,500	-96%
Interest	8,987	8,717	0	0	0	0%
Fund Balance	311,104	16,405	(85,600)	133,200	(352,300)	312%
Total	1,242,394	1,594,483	2,000,000	1,653,800	2,000,000	0%

As homes are constructed 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

FY2009 Adopted Budget

**Sanitation
FY2009 Budget**

Mission Statement:

The Sanitation Division provides superior solid waste and recycling/environmental services to the residents of Surprise while working to manage waste disposal costs.

Divisions:

- Operations- Conducts the general residential solid waste collection operations of the division.
- Bulk Trash- Handles operations and issues related to bulk trash and roll off collection services.
- Recycling- Conducts the recycling and waste inspection program for the city.

The city of Surprise offers residential curbside garbage pickup once a week and recycling once a week. Each resident is provided with a 95-gallon trash receptacle and a recycling receptacle. Bulk trash pickup is offered to residents whose regular sanitation service is provided by the city of Surprise. The Solid Waste Division provides service to approximately 32,000 homes which represents a 3.3% increase over last year. The division is continuing with the recycling program and anticipates an approximate 19.6% diversion of waste from the landfill due to the recycling program.

Budget Summary:

The Sanitation Division's operating budget is programmed at \$6,173,700 which represents an increase of 8% over the FY2008 adopted budget. Personnel increases by 12% over FY2008. This increase is primarily due to annual salary adjustments, and the programming of \$20,200 for additional overtime requirements related to new route schedules as part of the smart route program.

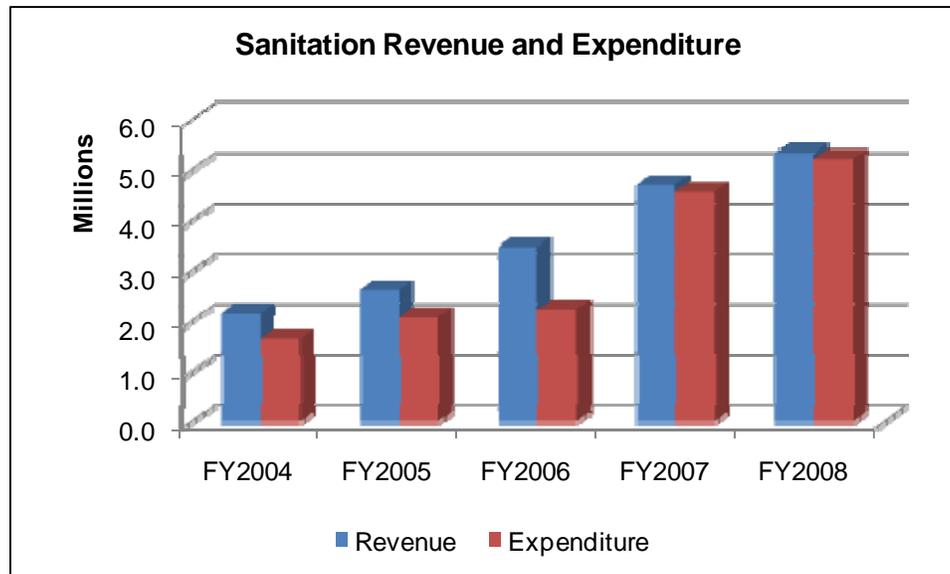
Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	797,071	1,236,222	1,998,700	1,643,200	2,234,900	12%
Supplies/Services	1,406,387	1,586,258	2,253,300	1,788,800	2,371,100	5%
Transfer Out	0	1,011,900	1,449,900	1,449,900	1,567,700	8%
Total	2,203,458	3,834,380	5,701,900	4,881,900	6,173,700	8%
<u>By division</u>						
Bulk Trash	0	6,808	409,400	227,300	305,400	-25%
General Ops	2,203,458	3,821,731	4,986,000	4,348,600	5,426,800	9%
Recycling	0	5,841	306,500	306,000	441,500	44%
Total	2,203,458	3,834,380	5,701,900	4,881,900	6,173,700	8%

Revenues

<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget Change
Charges for Services	3,451,396	4,599,920	5,504,800	5,207,100	5,387,800	-2%
Interest	47,553	121,751	15,000	0	15,000	0%
Miscellaneous	0	267	0	0	0	0%
Other Financing Sources	-26,057	-27,013	0	0	0	0%
Total	3,472,892	4,694,925	5,519,800	5,207,100	5,402,800	-2%

Supplies and services increase by 5% and comprise 38% of the budget. The increase is due to base adjustments for inflationary increases. As indicated, \$1,567,700 is transferred out to offset overhead support cost provided by departments and activities within the general fund and for equipment replacement.

All sanitation enterprise fund expenditures are funded by fees charged to the users of the service. Due to an increasing customer base, charges for services revenues are rising annually. As presented the sanitation service user fee charged to single family homes is at a service rate of \$15.00 per month.



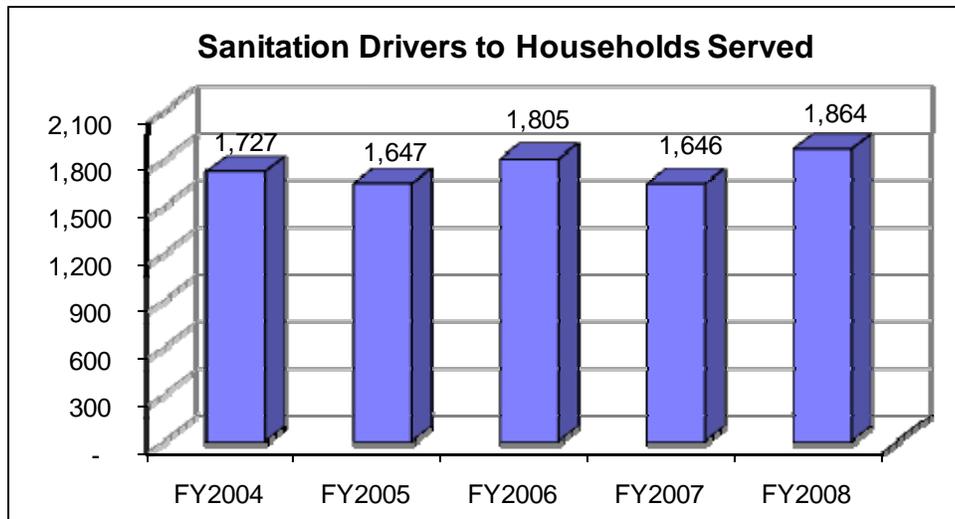
	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Sanitation Department					
Division Manager	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	2.0	2.0	0.0
Sr. Maintenance & Operations Technician	0.0	2.0	3.0	3.0	0.0
Recycling Inspector	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	5.0	5.0	4.0	4.0	0.0
Equipment Operator	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	20.0	18.0	17.0	17.0	0.0
Administrative Assistant	0.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Total	30.0	32.0	32.0	32.0	0.0

Capital:

No capital is programmed this fiscal year. Due to the slow down in the housing market and recent efficiencies gained in the sanitation process there are no requirements for additional vehicles this fiscal year.

Accomplishments:

- Created a new more efficient citywide routing system that prepared the division to accommodate growth, improved collection efficiency, decreased costs, and provided improved customer service.
- Established call back service for courtesy pickups using a more fuel efficient and maneuverable collection vehicle.
- Finalized negotiations and entered into a new 20 year contract with Waste Management that includes additional operating revenue for the city, revenues for recyclables, cost of living allowance cost caps on future tipping fees, and additional programming benefits for city residents.
- Increased the household hazardous waste events from one event in the fall by adding a second event in the spring.
- Established roll off collection service for all city departments resulting in improved service and cost savings to the city.



Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 “Maintain processes to ensure efficient and effective delivery of services.”

- **Department Goal:** Expand the drop off recycling program to include locations accessible to the developments of Sun City Grand, Arizona Traditions, and Happy Trails.
 - **Objective:** Provide recyclable service to Surprise residents that are not in the city service area.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Target additional tonnage collected from drop off locations per month	---	---	---	200 tons

**New measure, data not available*

Strategic Plan Goal: 5.3 “Maintain processes to ensure efficient and effective delivery of services.”

- **Department Goal:** Increase recycling participation through promotional school visits and homeowner association presentations.
 - **Objective:** Increase overall recycling tonnage per household and reduce trash.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Pounds per household per month recyclables	43	39	39	40
Pounds per household per month trash	168	170	164	161
Average annual tons collected recyclables	6,559	6,882	7,454	7,926
Annual tons collected trash	25,506	30,283	31,122	31,833
Average annual households in service area	25,270	29,628	31,693	32,393

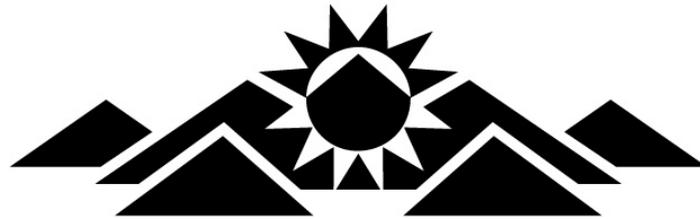
Strategic Plan Goal: 5.3 “Maintain processes to ensure efficient and effective delivery of services.”

- **Department Goal:** Decrease recycling contamination to ensure continued revenue from recyclables.
 - **Objective:** Receive revenue for all city recyclable material.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Recyclable contamination percentage	---	---	---	20%

**New measure, data not available*

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Public Works Development Fund FY2009 Budget

Purpose:

The Public Works Development Fund is established to account for the inflow of public works development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on public works services caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits and 1.5 million square feet of non single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-23. The public works development fee remains unchanged from the prior fiscal year amount of \$998 per single family residential permit as established July 1, 2007.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Supplies/Services	630,781	439,935	352,000	242,000	306,100	-13%
Capital	2,420,834	3,275,295	8,360,000	1,606,100	7,540,300	-10%
Contingency	0	0	0	0	299,400	0%
Transfer Out	0	4,649,500	0	0	0	0%
Total	3,051,615	8,364,730	8,712,000	1,848,100	8,145,800	-6%
<u>By department</u>						
Community Development	11,216	0	0	0	0	0%
Engineering	110,662	184	369,800	159,300	0	-100%
Eng-Traffic	1,091,496	2,220,204	5,930,200	1,276,800	5,740,300	-3%
Finance	3,525	1,175	0	0	12,500	0%
General Operations	0	0	0	0	299,400	0%
PW-Facilities	61,644	4,649,500	2,000,000	0	2,000,000	0%
PW-Sanitation	1,138,935	1,160,677	412,000	412,000	93,600	-77%
PW-Streets	558,491	298,768	0	0	0	0%
PW-Vehicle Maint.	75,646	34,222	0	0	0	0%
Total	3,051,615	8,364,730	8,712,000	1,848,100	8,145,800	-6%

Revenues

<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Development Fees	3,802,627	2,334,977	1,317,400	1,768,600	1,668,800	27%
Interest	253,656	488,851	600,000	300,000	0	-100%
Fund Balance	0	5,540,902	6,794,600	0	6,477,000	-5%
Total	4,056,283	8,364,730	8,712,000	2,068,600	8,145,800	-6%

All public works capital purchases required due to growth are detailed in the individual department budgets and in the five-year Capital Improvements Plan (CIP) and are summarized in the table above under expenditures by department.

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	6,477,000	299,400	548,200	-	-
Revenues	1,668,800	1,668,800	1,668,800	1,808,500	1,808,500
Intergov Contributions	-	500,000	700,000	996,200	750,000
Transfers In	-	-	983,000	155,300	-
Expenditures	(7,846,400)	(1,920,000)	(3,900,000)	(2,960,000)	(1,810,000)
Ending Balance	299,400	548,200	-	-	748,500



Water Replenishment Operations FY2009 Budget

Purpose:

Water Replenishment Operations stores water utilizing replenishment facilities located throughout the Phoenix Active Management Area with a preference for west valley facilities in close proximity to the city's water use facilities. Construct and maintain replenishment as necessary to achieve a safe yield. Provide for a long-term assured water supply so the city and its residents may continue to grow and prosper. Be responsive to the replenishment issues and needs of the city residents within the city's water service area and city facilities.

Water Replenishment Operations is responsible for the regulatory requirements, planning, implementation, operation, and maintenance of the city's water replenishment facilities and water conservation efforts. Water recharge is a means of storing water supplies so they may be used in the future or on an annual basis. Artificial recharge is a primary tool in the management of the city's water supplies. Recharge is the process of adding water to ground to replenish the aquifers or for water storage. Recharging the aquifers allows the city to accumulate annual use and long-term storage credits, with the right to recover water as necessary to meet the water use of the city. Recharge is accomplished by various means including percolation of water into the aquifers via recharge basins, or vadose zone injection wells, or direct injection wells which introduce water directly into the aquifers. Storing water underground to ensure an adequate supply for the purpose of satisfying current and future needs is practical, cost-effective, and necessary in this desert environment.

Divisions:

- Administration - Maintains all the centralized administrative functions.
- Operations - Performs all the day-to-day operations of the division.
- Conservation - Maintains all the conservation efforts. In FY2009 the city will continue with its successful water conservation program. Established by Mayor and Council direction, the Water Services Department has developed a water conservation program that is based on increased educational and informational opportunities.

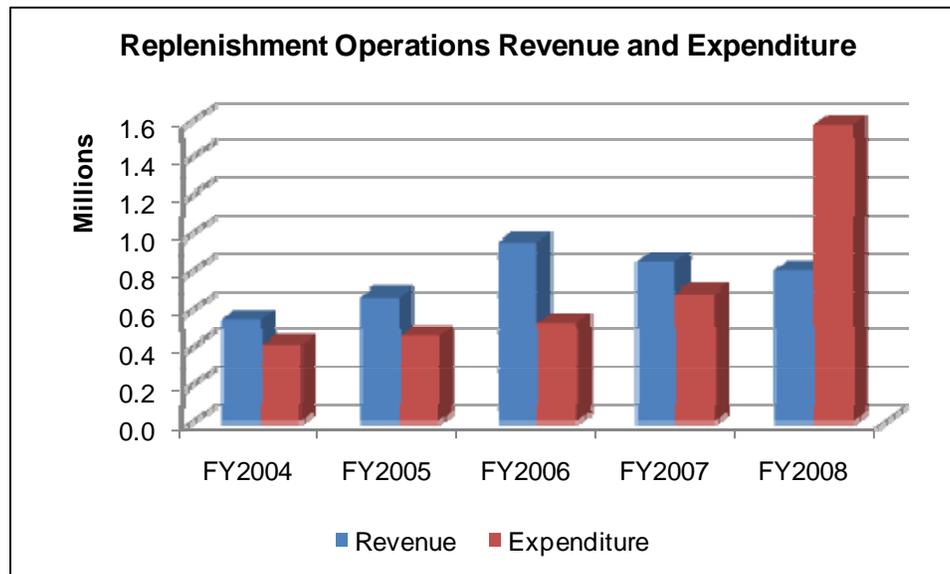
Budget Summary:

	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
	Actual	Actual	Budget	Estimate	Budget	Change
Expenditures						
<u>By category</u>						
Personnel	142,711	159,364	267,800	220,300	299,500	12%
Supplies/Services	445,385	442,213	1,491,700	1,053,400	1,301,300	-13%
Capital	3,717	5,329	30,000	30,000	30,000	0%
Contingency	0	0	595,300	0	18,300	-97%
Transfer Out	0	0	168,000	168,000	819,100	388%
Total	591,813	606,906	2,552,800	1,471,700	2,468,200	-3%
<u>By department</u>						
General Operations	0	0	595,300	35,700	18,300	-97%
Replenishment	591,741	606,906	1,957,500	1,471,700	2,449,900	25%
Total	591,741	606,906	2,552,800	1,507,400	2,468,200	-3%
Revenues						
<u>By fund source</u>						
Charges for Services	930,460	796,498	1,308,900	1,403,200	1,432,900	9%
Interest	23,292	54,407	6,000	0	6,000	0%
Fund Balance	0	0	1,237,900	1,373,300	1,029,300	-17%
Total	953,752	850,905	2,552,800	2,776,500	2,468,200	-3%

Water Replenishment operations are programmed at \$2,468,200 for FY2009, a decrease of 3% over the FY2008 budget. As indicated in the table below, \$819,100 is transferred out to offset the overhead cost of support provided by departments and activities within the general fund, and for equipment replacement.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Water Resources Specialist	1.8	1.8	1.8	1.8	0.0
Water Services Technician	0.6	0.6	0.6	0.6	0.0
Analyst	0.3	0.3	0.3	0.3	0.0
Total	2.6	2.6	2.6	2.6	0.0

Personnel costs comprise 12% of the total Water Replenishment Operations budget. Supplies and services represent 53%. The majority of these expenses are associated with the typical operating expenses including water, electricity, and lab services. One full time equivalent position (FTE), the Water Resources Specialist, is fully funded in this division; the remaining FTE are funded in multiple divisions including the Water and Sewer Divisions.



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 are 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.

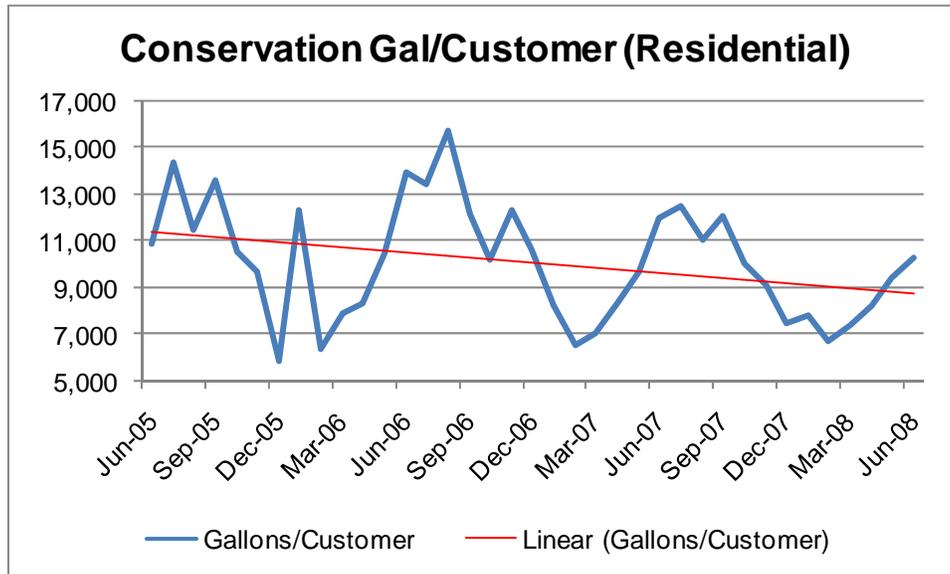
Capital:

Depreciation for equipment has been programmed at \$30,000 for FY2009. No capital projects have been programmed for this fiscal year.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Depreciation		22521	642	112	39713	29999	30,000
Total							30,000

Accomplishments:

- Operated and maintained the South Recharge Facility within state and county requirements.
- The water conservation school program for 2007-2008 saw 1,833 students in kindergarten through fourth grade at four schools in Surprise. These students were given a free 30 minute presentation on ways to save water, while also watching a magician perform a magic show.
- 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.
- Initiated the synthetic turf demonstration project at city hall.
- Created a water mascot, Aquabella.
- Began conducting public workshops on water conservation.
- Reduction in water use per customer.



Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 4.2 “Preserve air quality, water resources, and energy.”

- **Department Goal:** Ensure the long-term sustainability of the city’s water supply.
 - **Objective:** Replenish reclaimed water and other available water resources at approved recharge facilities.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Average effluent (MG)	2,445	2,689	2,654	2,759
Amount of water recharged (MG)	281	303	160	250
Percentage of effluent recharged	11%	11%	6%	9%
CAP water (MG)	0	0	1,854	3,340
CAP water recharged (MG)	0	0	1,038	3,340
CAP water allotment recharged	0	0	56%	100%

Strategic Plan Goal: 4.2 “Preserve air quality, water resources, and energy.”

- **Department Goal:** Provide water conservation education to the city of Surprise residents.
 - **Objective:** Reach new home buyers, children, and other residents through promotional water conservation packets, increasing the current school programs, and offering workshops and training classes.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of workshops	---*	---*	4	6
Residential water customers	13,177	13,770	13,852	14,023
Workshops per 1,000 residential customers	---*	---*	0.289	0.428
Commercial water customers	272	344	447	570
Residential water consumed (kgals)**	1,336,703	1,679,228	1,524,061	1,548,139
Commercial water consumed (kgals)**	335,413	492,919	841,523	1,246,932
Average kgals** consumed per residential customer	8.5	10.2	9.2	9.2
Average kgals** consumed per commercial customer	102.8	119.4	156.9	182.3
Number of conservation shows	3	4	7	20
Number of schools impacted	3	4	4	10
Number of schools in Surprise	3	4	19	23

*New measure, data not available

**kgals = 1,000s of gallons



Water Replenishment Development Fund FY2009 Budget

Purpose:

The water replenishment development fund is established to account for the inflow of water replenishment development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital items directly related to the increased demand on water services caused by growth. Development fees cannot be used to subsidize operational needs. Utilizing water replenishment development fees, the Water Services Department oversees the planning, designing, developing, and operation of recharge facilities throughout the city.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits in FY2009. Revenue projections also assume that 15 percent of the revenue will be derived from non single family residential permits. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-15. The development fees remain unchanged from the prior fiscal year amount of \$2,100 in Special Planning Area 1 (SPA1) and \$796 in SPA 2-6 per single family residential permit as established July 1, 2007.

The water replenishment budget of \$7,681,400 is an increase of 1% over the adopted FY2008 budget. The overall budget consists of capital projects and unallocated contingencies. Infrastructure will be constructed as necessary within the financial constraints of this revenue source.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
	Actual	Actual	Budget	Estimate	Budget	Change
By category						
Supplies/Services	8,175	3,225	558,800	424,300	251,000	-55%
Capital	1,713	344,813	4,798,400	210,400	7,159,000	49%
Contingency	0	0	2,277,600	0	271,400	-88%
Transfer Out	633,944	1,960,946	0	0	0	0%
Total	643,832	2,308,984	7,634,800	634,700	7,681,400	1%
By department						
General Operations	0	0	2,277,600	0	271,400	-88%
Finance	8,175	3,225	0	0	12,500	0%
Replenishment	635,657	2,212,059	5,350,900	628,400	7,397,500	38%
Water Services-Sewer	0	93,700	6,300	6,300	0	-100%
Total	643,832	2,308,984	7,634,800	634,700	7,681,400	1%
Revenues						
By fund source						
Development Fees	1,090,641	341,941	475,300	673,300	589,100	24%
Interest	194,955	383,883	75,000	0	15,000	-80%
Fund Balance	0	1,583,160	7,084,500	0	6,433,200	-9%
Transfer In	0	0	0	0	644,100	0%
Total	1,285,596	2,308,984	7,634,800	673,300	7,681,400	1%

As budgeted, anticipated resources of this fund exceed current year expenditures by \$271,400. This amount has been programmed as unallocated contingencies. The availability of these funds is essential to the funding of the city's five-year Capital Improvement Plan (CIP).

Capital:

Capital items programmed in this fund include carry forwards of \$413,300 for SPA1 groundwater savings facility permits, \$3,574,700 for the installation of recharge wells in SPA1, and \$600,000 reclaimed water turnouts for G-Farms. Also included is \$1,071,000 programmed for reclaimed line improvements.

All water replenishment system capital purchases required due to growth are detailed in the five-year CIP and are summarized in the table below.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Bullard Roadway Improvements Reclaimed Line		22522	642	112	39211	20910	276,000
Greenway Road Improvements - Reclaimed Line		22522	642	112	39211	20911	795,000
SPA 1 16-in Reclaim Line - Parkview & Greenway		22522	642	112	39211	20726	1,500,000
SPA 1 Groundwater Savings Facility Permits	Carry Fwd	22522	642	112	39223	20415	63,300
SPA 1 Groundwater Savings Facility Permits	Carry Fwd	22522	642	112	39311	20415	350,000
SPA 1 Install Recharge Wells @ South Plant	Carry Fwd	22522	642	112	39211	20234	3,500,000
SPA 1 Install Recharge Wells @ South Plant	Carry Fwd	22522	642	112	39223	20234	74,700
SPA 1 Reclaimed Water Turnouts for G-Farms	Carry Fwd	22522	642	112	39211	20810	600,000
Total							7,159,000

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	6,296,000	1,400	317,700	69,000	34,500
Revenues	471,300	471,300	471,300	565,500	565,500
Transfers In	644,100	-	-	-	-
Expenditures	(7,410,000)	(155,000)	(720,000)	(600,000)	(600,000)
Ending Balance	1,400	317,700	69,000	34,500	-



Water Operations FY2009 Budget

Purpose:

Provide the city and its customers with water for drinking, irrigation, commercial, and industrial uses. Provide a quantity and quality of water to customers that meet or exceed the standards or requirements for the intended use. Provide water infrastructure in an effective and responsive manner to meet the city's needs and the needs of the customers. Ensure responsiveness to the issues and needs of the customers within the city's water service areas. 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 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 residents of Surprise.

Divisions:

Administration- Maintains all the centralized administrative functions.
Operations- Oversees all the day-to-day operations of the division.

Budget Summary:

The Water Enterprise Fund operating budget of \$13,157,000 represents a net increase of 6% over the FY2008 budget of \$12,377,400. Personnel costs increase by 112% and account for 14% of the budget. The increase is due primarily to the programming of 20 full time equivalent positions (FTE) to assume the operation of the water system from the Arizona American Water Company. These positions are expected to be phased in throughout the fiscal year. Also Included in the change are funds programmed to increase a part time Infrastructure Analyst position to full time. This position's time will be split equally with the Sewer Operations Division.

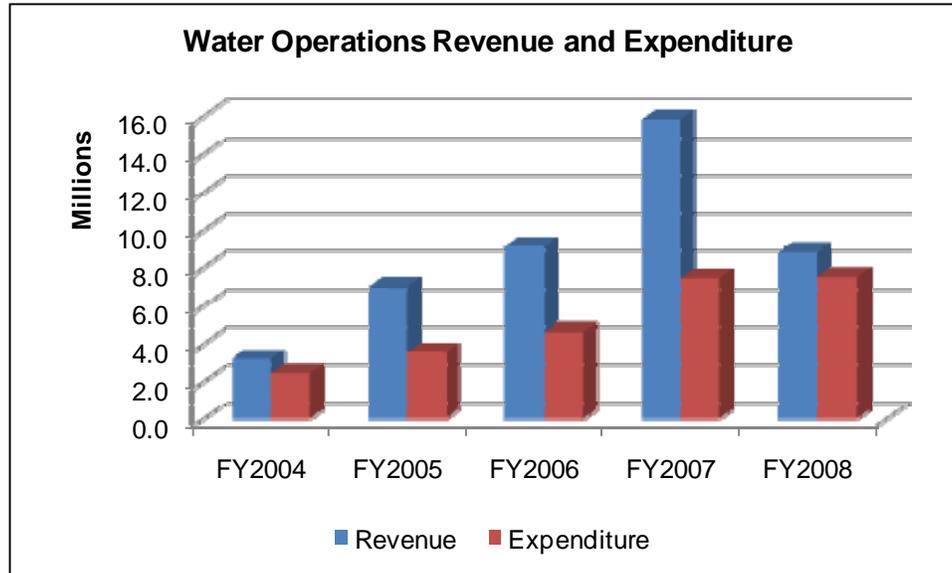
	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Expenditures	Actual	Actual	Budget	Estimate	Budget	Change
<u>By category</u>						
Personnel	486,512	589,756	878,800	720,200	1,859,700	112%
Supplies/Services	4,351,895	5,293,525	7,082,700	4,652,600	7,191,300	2%
Capital	374,010	22,583	494,900	484,900	2,473,800	400%
Contingency	0	0	2,978,000	0	55,700	-98%
Transfer Out	0	568,300	943,000	943,000	1,576,500	67%
Total	5,212,417	6,474,164	12,377,400	6,800,700	13,157,000	6%
<u>By department</u>						
General Operations	0	0	2,978,000	199,700	55,700	-98%
Water Service-Water	5,212,417	6,474,164	9,399,400	6,800,700	13,101,300	39%
Total	5,212,417	6,474,164	12,377,400	7,000,400	13,157,000	6%

Revenues

By fund source

Charges for Services	6,428,720	7,741,626	7,906,300	8,347,400	8,634,400	9%
Miscellaneous	2,658,130	7,972,457	0	0	0	0%
Interest	39,692	144,307	5,800	0	5,800	0%
Other Financing Sources	19,250	0	0	0	0	0%
Fund Balance	0	0	4,465,300	4,609,900	4,516,800	1%
Total	9,145,792	15,858,390	12,377,400	12,957,300	13,157,000	6%

Supplies and services decrease slightly by 2%. This is primarily due to one-time expenditures programmed last year that do not carry forward as part of the ongoing base. Although there is a net decrease, additional funds are programmed for the operating supplies and equipment for the new staff. There is also an \$80,000 adjustment to the base for design standards and updates. As indicated in the table above, \$1,576,500 is transferred out to offset overhead support costs provided by departments and activities within the general fund and for equipment replacement.



All water system enterprise fund expenditures are funded by fees charged to the users of the system. Due to an increasing customer base, charges for service revenues are rising annually. 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.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Water Services Manager	2.0	2.0	2.0	2.0	0.0
Construction Project Manager	1.5	1.5	1.5	1.5	0.0
Water Operations Superintendent	0.0	0.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	0.0	0.0	1.0	1.0
Information Technology Specialist	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	0.8	0.8	0.8	0.8	0.0
Maintenance & Operations Specialist	0.0	0.0	0.0	1.0	1.0
Senior Utilities Technician	0.0	0.0	0.0	3.0	3.0
Inspector	0.0	0.0	0.0	1.0	1.0
Sr. Maintenance & Operations Techniciar	0.0	0.0	0.0	3.0	3.0
Maintenance & Operations Technician	0.0	0.0	0.0	3.0	3.0
Utilities Supervisor	0.0	0.0	0.0	2.0	2.0
Lead Utility Technician	0.0	0.0	0.0	1.0	1.0
Utilities Technician	0.0	0.0	0.0	3.0	3.0
Administrative Technician	0.0	0.0	0.0	1.0	1.0
Water Services Technician	0.9	0.9	0.9	0.9	0.0
Analyst	0.2	0.4	0.4	1.7	1.3
Total	5.9	6.1	7.1	27.4	20.3

Capital:

Capital items programmed in this fund include a carry forward of \$250,000 for the water treatment plant technical assessment. Special Planning Area 1 (SPA 1) Roseview Water Supply Facilities (WSF) is programmed for \$1,500,000 and Supervisory Control and Data Acquisition (SCADA) upgrades and system expansion is programmed for \$150,000.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Depreciation		22511	641	112	39712	29999	34,900
Implement New Water System, Bldg Purchase		22511	641	112	39211	29999	40,000
Implement New Water System, Improve Bldgs		22511	641	112	39212	29999	28,400
Implement New Water System, FF&E		22511	641	112	39411	29999	12,300
Implement New Water System, Vehicles		22511	641	112	39421	29999	28,000
Implement New Water System, Vehicles		22511	641	112	39421	29999	85,500
Implement New Water System, Vehicles		22511	641	112	39421	29999	97,200
Implement New Water System, Vehicles		22511	641	112	39421	29999	247,500
SCADA - Upgrades/System Expansion		22511	641	112	39211	20721	150,000
SPA 1 Roseview WSF - Arsenic Treatment		22511	641	112	39211	20521	1,500,000
Water Treatment Plant Tech Assess	Carry Fwd	22511	641	112	39224	29999	250,000
Total							2,473,800

Additionally, \$470,000 is programmed for vehicles and office furniture for the new positions budgeted for the implementation of the new water system. Depreciation is programmed for \$34,900. All replacement of capital items must be funded through water service user fees.

Accomplishments:

- Operated and maintained the city’s water system within state and county requirements.
- Provide water customers with an Annual Consumer Confidence Report (CCR).

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 5.3 “Maintain processes to ensure efficient and effective delivery of services.”

- **Department Goal:** Operate and maintain the city’s water supply facilities, wells, and water distribution and transmission systems.
 - **Objective:** Operate facilities within plant capacity.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Water Plant Capacity (MGD)	13.5	13.5	13.5	13.5
Water production (MGD)	4.67	5.93	6.27	7
Customers	13,133	13,985	14,375	14,546

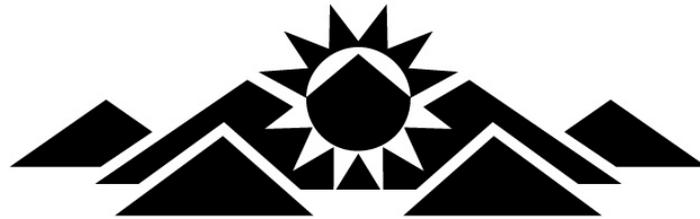
Strategic Plan Goal: 5.3 “Maintain processes to ensure efficient and effective delivery of services.”

- **Department Goal:** Transition the water operations from Arizona American to city of Surprise operations.
 - **Objective:** Fill positions identified in the water operations transition plan.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Positions available	N/A	N/A	1	20
Positions filled	N/A	N/A	1	20
Percentage of positions filled	N/A	N/A	100%	100%

N/A: The Water Operations personnel transition was initiated in FY2008.

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Water System Development Fund FY2009 Budget

Purpose:

The water system development fund is established to account for the inflow of water system development fees levied on new construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on the water system caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits in FY2009. Revenue projections also assume that 15 percent of the revenue will be derived from non single family residential permits. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-16 and 07-17 where the water development fee was divided into the drinking water system development fee and the dual water system development fee respectively. The development fees remains unchanged from the prior fiscal year amount of \$3,895 for drinking water and \$3,923 for dual water per single family residential permit as established July 1, 2007.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	486,512	589,756	878,800	720,200	1,859,700	112%
Supplies/Services	4,351,895	5,293,525	7,082,700	4,652,600	7,191,300	2%
Capital	374,010	22,583	494,900	484,900	2,473,800	400%
Contingency	0	0	2,978,000	0	55,700	-98%
Transfer Out	0	568,300	943,000	943,000	1,576,500	67%
Total	5,212,417	6,474,164	12,377,400	6,800,700	13,157,000	6%
<u>By department</u>						
General Operations	0	0	2,978,000	199,700	55,700	-98%
Water Service-Water	5,212,417	6,474,164	9,399,400	6,800,700	13,101,300	39%
Total	5,212,417	6,474,164	12,377,400	7,000,400	13,157,000	6%

Revenues

By fund source

Charges for Services	6,428,720	7,741,626	7,906,300	8,347,400	8,634,400	9%
Miscellaneous	2,658,130	7,972,457	0	0	0	0%
Interest	39,692	144,307	5,800	0	5,800	0%
Other Financing Sources	19,250	0	0	0	0	0%
Fund Balance	0	0	4,465,300	4,609,900	4,516,800	1%
Total	9,145,792	15,858,390	12,377,400	12,957,300	13,157,000	6%

The FY2009 budget of \$7,230,100 decreases 32% from the FY2008 budget. An update to the prior development impact fee study is programmed at \$ 12,500. Resources exceed expenditures by \$7,500 which is programmed as unallocated contingency. 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 residents due to the increased demand placed upon the system by growth.

Capital:

Capital items programmed in this fund include carry forwards of \$126,200 for Supervisory Control and Data Acquisition (SCADA) upgrades and system expansion, \$4,945,100 for Special Planning Area 1 (SPA 1) Water Supply Facilities (WSF), and \$119,100 for Surprise Center well construction. Also included is \$650,000 programmed for the city's Central Arizona Project (CAP) allocation.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
CAP Allocation		22512	641	112	39311	29999	650,000
SCADA - Upgrades/System Expansion	Carry Fwd	22512	641	112	39211	20721	126,200
SPA 1 Ashton Ranch WSF - Arsenic Treatment	Carry Fwd	22512	641	112	39223	20531	737,900
SPA 1 Ashton Ranch WSF- Expansion	Carry Fwd	22512	641	112	39211	20674	4,187,100
SPA 1 Rancho Gabriela WSF Master Plan	Carry Fwd	22512	641	112	39223	20542	20,100
SPA 1 Surprise Center Well Construction	Carry Fwd	22512	641	112	39211	20244	119,100
Water Development Reimbursement		22512	641	112	39311	20655	1,369,700
Total							7,210,100

All water system capital purchases required due to growth are detailed in the five-year CIP.

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	5,206,900	-	(108,300)	(216,600)	(213,200)
Revenues	1,411,400	1,411,400	1,411,400	1,693,600	1,693,600
Transfers In	604,300	-	-	-	-
Expenditures	(7,222,600)	(1,519,700)	(1,519,700)	(1,690,200)	(1,265,200)
Ending Balance	-	(108,300)	(216,600)	(213,200)	215,200



Sewer Operations Fund FY2009 Budget

Purpose:

Protect the city and its residents from exposure to health related diseases and issues caused by inadequately treated sewage. The fund is used to plan, design, implement, operate, and maintain the city's wastewater infrastructure in a cost effective and efficient manner. The Sewer Operations Division works to satisfy all federal, state, county, and local agency permits, regulations, and requirements. The division provides infrastructure in an effective and responsive manner to meet the city's needs for growth and expansion; and is responsive to the problems and needs of the city residents within the city's wastewater service areas.

Divisions:

The Sewer Division 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 Division budget of \$28,863,300 represents a net decrease of 25% from the adopted FY2008 budget of \$38,318,000. The decrease is primarily due to one-time expenditures programmed last year that do not carry forward this fiscal year as part of the ongoing base.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Personnel	1,738,816	2,350,512	2,806,900	2,797,000	3,145,300	12%
Supplies/Services	3,336,728	4,092,656	5,440,300	3,632,800	6,229,700	15%
Capital	2,272,400	2,615,902	2,227,500	2,218,800	4,883,700	119%
Contingency	0	0	19,792,900	0	6,651,000	-66%
Transfer Out	832,783	5,323,647	8,050,400	13,953,000	7,953,600	-1%
Total	8,180,727	14,382,717	38,318,000	22,601,600	28,863,300	-25%
<u>By department</u>						
General Operations	0	0	19,792,900	1,370,300	11,871,800	-40%
Water Services-Sewer	8,180,727	14,382,717	18,525,100	22,601,600	16,991,500	-8%
Total	8,180,727	14,382,717	38,318,000	23,971,900	28,863,300	-25%

Revenues

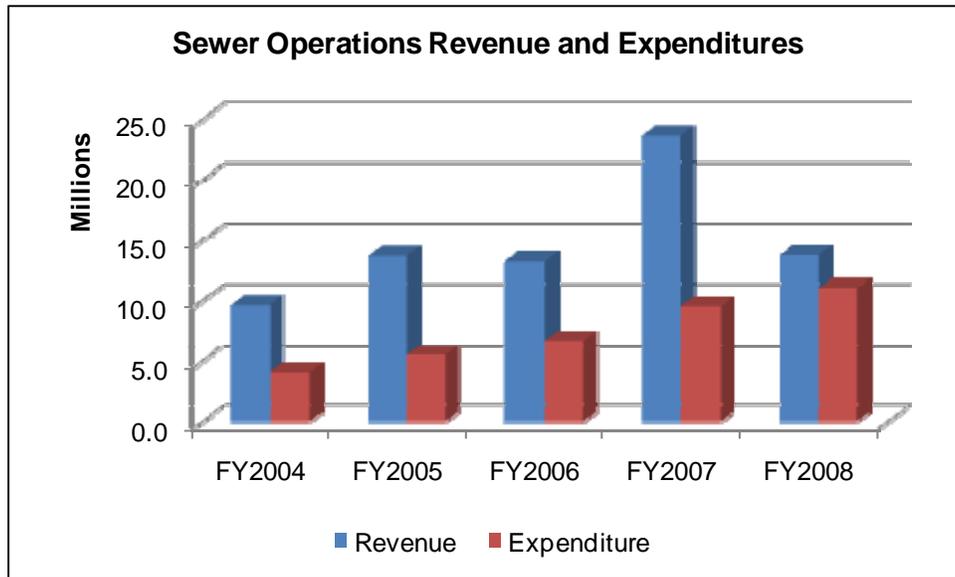
<u>By fund source</u>	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
Charges for Services	10,620,379	12,568,791	11,979,500	11,262,300	12,027,200	0%
Miscellaneous	2,998,945	9,741,160	100,000	40,000	60,000	-40%
Interest	515,058	1,250,924	100,000	0	100,000	0%
Fund Balance	0	0	26,138,500	12,669,600	16,676,100	-36%
Total	14,134,382	23,560,875	38,318,000	23,971,900	28,863,300	-25%

Personnel increases by 12% due to the programming of an additional Maintenance & Operations Technician position. This position is necessary to keep pace with the addition of equipment from the recent and ongoing plant expansion project as well as an increase in the number of service requests processed. Additionally, funds are programmed to increase a part time Infrastructure Analyst position to a full time position. The time and services of this position are shared with the Water Operations Division. Other increases are for annual salary adjustments.

All sewer system enterprise fund expenditures are funded by fees charged to the users of the system. 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.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget	Budget Change
Personnel					
Water Services Director	1.0	1.0	1.0	1.0	0.0
Water Services Manager	2.0	2.0	2.0	2.0	0.0
Construction Project Manager	0.5	2.5	2.5	2.5	0.0
Wastewater Operations Superintendent	0.0	1.0	1.0	1.0	0.0
Wastewater Operations Supervisor	1.0	2.0	2.0	2.0	0.0
Wastewater Operations Foreman	3.0	3.0	3.0	3.0	0.0
Wastewater Operations Technician II	4.0	6.0	6.0	6.0	0.0
Wastewater Operations Technician I	5.0	5.0	5.0	5.0	0.0
Wastewater Mechanic	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	0.0	0.0	1.0	2.0	1.0
Lead Utilities Technician	0.0	0.0	1.0	1.0	0.0
Electrician	1.0	1.0	1.0	1.0	0.0
Utility Locator	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	2.0	2.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Technician	3.0	3.0	3.0	3.0	0.0
Information Technology Specialist	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	1.5	1.9	1.9	1.9	0.0
Water Services Technician	0.5	0.5	0.5	0.5	0.0
Analyst	0.5	0.7	0.7	1.0	0.3
Total	29.5	36.1	38.1	39.4	1.3

Supplies and services increase by 15% with additional funds programmed at \$128,500 for inflationary and demand increases, \$103,500 for a vortex mixer, and \$6,000 to share the services of a prison crew to maintain the Water Services Department grounds. A transfer out of \$1,534,000 is programmed to offset overhead support cost provided by departments and activities within the general fund and for equipment replacement.



Capital:

Capital is programmed for \$4,883,700. Capital items programmed are itemized in the table below. As indicated, carry forwards account for \$608,700 of items programmed. The majority of this carry forward is associated with Phase 1 of the 163rd Avenue Sanitary Sewer Interceptor. Also included are digester repairs at the South Water Reclamation Facility, Special Planning Area 1 (SPA1) sewer line replacements, and Happy Trails utility access improvements. Depreciation is programmed at \$1,900,000.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Depreciation		22531	643	112	39711	29999	1,900,000
Digester Repairs @ South WRF		22531	643	112	39211	20912	450,000
SPA 1 8-in Sewer Line Replacement GW/F Sts		22531	643	112	39211	20811	300,000
SPA 1 Happy Trails Utility Access Improve		22531	643	112	39211	20731	125,000
SPA 1 Happy Trails Utility Access Improve	Carry Fwd	22531	643	112	39211	20731	8,700
SPA 2 163rd Ave Sanitary Sewer Intercept-Ph 1		22531	643	601	39211	20616	1,500,000
SPA 2 163rd Ave Sanitary Sewer Intercept-Ph 1	Carry Fwd	22531	643	601	39211	20616	500,000
SPA 2 163rd Ave Sanitary Sewer Intercept-Ph 1	Carry Fwd	22531	643	601	39223	20616	100,000
Total							4,883,700

Additional detail on these projects can be found in the city's Capital Improvements Plan (CIP). Capital related to new growth are programmed in the sewer capital fund and paid for by development fees.

Accomplishments:

- Operated and maintained the Desert Oasis and South Water Reclamation Facilities within state and county requirements.
- Operated and maintained the sewer collection system within state and county requirements.
- Successfully decommissioned the Litchfield Water Reclamation Facility.
- Implemented an online safety program for department staff.
- Rehabilitated the Desert Oasis Water Reclamation Facility's reclaimed storage reservoir.

Goals, Objectives, and Performance Measures:

Strategic Plan Goal: 4.2 "Preserve air quality, water resources, and energy."

- **Department Goal:** Operate and maintain the South Water Reclamation Facility, Desert Oasis, and SPA2 Water Reclamation Facility.
 - **Objective:** Operate facilities within plant capacity.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Daily influent plant capacity (MGD)	8.65	12.65	16.65	17.85
Average daily influent flow (MGD)	7	7.7	7.6	7.9
Customers	42,284	42,598	42,912	43,612

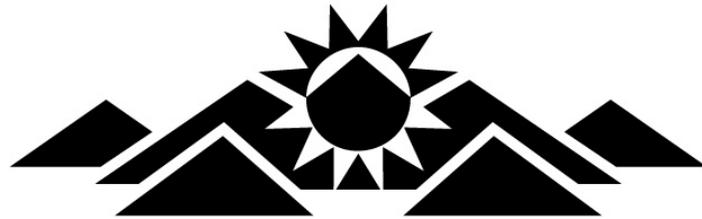
Strategic Plan Goal: 4.2 "Preserve air quality, water resources, and energy."

- **Department Goal:** Operate and maintain the sewer collection system.
 - **Objective:** Maintain or improve current level of service for the sewer collection system.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Miles of sewer system	---	---	526	535
Percentage of sewer system cleaned	---	---	11%	18%

*New measure, data not available

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Sewer System Development Fund FY2009 Budget

Purpose:

The sewer system development fee fund is established 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:

Revenues are based upon an estimated issuance of 700 single family residential permits in FY2009. Revenue projections also assume that 15 percent of the revenue will be derived from non single family residential permits. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-18. The development fees remain unchanged from the prior fiscal year amount of \$3,853 in Special Planning Area (SPA) 1 and \$3,039 in SPA 2-6 per single family residential permit as established July 1, 2007.

The Sewer Services Division 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 residents due to the increased demand placed upon the system by growth.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
Expenditures						
<u>By category</u>						
Supplies/Services	1,818,800	1,809,100	10,577,300	4,173,800	9,041,300	-15%
Capital	0	165,744	72,570,800	20,602,500	38,654,300	-47%
Contingency	0	0	0	0	4,300	0%
Transfer Out	20,046,765	52,325,610	0	0	0	-43%
Total	21,865,565	54,300,454	83,148,100	24,776,300	47,699,900	-43%
<u>By department</u>						
General Operations	0	0	0	0	4,300	0%
Finance	15,300	5,600	0	0	12,500	0%
Water Services-Sewer	21,850,265	54,294,854	83,148,100	24,776,300	47,683,100	-43%
Total	21,865,565	54,300,454	83,148,100	24,776,300	47,699,900	-43%

Revenues

By fund source

Development Fees	7,997,098	8,972,264	43,592,400	6,598,600	44,309,300	2%
Interest	747,071	1,391,077	0	0	0	0%
Fund Balance	13,121,396	3,678,458	39,555,700	7,545,300	2,316,100	-94%
Transfer In	0	40,258,655	0	10,632,400	1,074,500	0%
Total	21,865,565	54,300,454	83,148,100	24,776,300	47,699,900	-43%

The budget for the sewer system development fund of \$47,699,900 decreases 43% from the adopted FY2008 budget of \$83,148,100. The budget of this fund consists of capital related projects and Municipal Property Corporation (MPC) rent payments. Payment to the MPC Capital projects fund, in the form of rent, is programmed at \$4,548,800 for debt service on the MPC bond sale. Current year resources of this fund exceed anticipated expenditures by \$4,300. This amount is programmed as unallocated contingencies. The availability of these funds is essential to the funding of the city's five-year Capital Improvement Plan (CIP).

Capital:

Capital items programmed for FY2009 total \$38,695,200. The majority of these funds are programmed for the carry forward of prior fiscal year projects including \$35,986,200 for Special Planning Area 2 and 3 (SPA 2 and 3) Water Reclamation Facility initial capacity, \$1,384,800 for a 16 inch reclaimed water line from Statler to Bell Road Lake, and \$48,900 for SPA1 South Plant expansion #3 and interim solids handling. In addition \$795,000 is programmed for improvements to the Greenway Road sewer line improvements.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Capital							
Greenway Road Improvements - Sewer Line		22532	643	112	39211	20911	795,000
Sewer Development Reimbursements		22532	643	112	39311	20656	61,300
SPA 1 16-in Reclaim Statler to Bell Rd Lake	Carry Fwd	22532	643	601	39223	20418	1,384,800
SPA 1 South Plant Expansion #3	Carry Fwd	31111	643	112	39223	20228	40,900
SPA 1 South Plant Interim Solids Handling	Carry Fwd	22532	643	112	39223	20670	8,000
SPA 1 WRF 8 MGD Expansion - Plant 4 & 5	Carry Fwd	22532	643	112	39311	20519	419,000
SPA 2 WRF Initial Capacity - 2.5 MGD	Carry Fwd	22533	643	112	39211	20609	23,472,300
SPA 2 WRF Initial Capacity - 2.5 MGD	Carry Fwd	22533	643	112	39311	20609	2,222,200
SPA 3 WRF Initial Capacity - 1 MGD	Carry Fwd	22534	643	112	39211	20647	8,891,700
SPA 3 WRF Initial Capacity - 1 MGD	Carry Fwd	22534	643	112	39311	20647	1,400,000
Total							38,695,200

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.

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 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.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	2,311,800	-	-	-	-
Revenues	3,923,100	3,923,100	3,923,100	4,707,700	4,707,700
Transfers In	1,074,500	2,370,900	2,257,100	1,484,300	1,485,500
Expenditures	(2,760,600)	(186,300)	(61,300)	(75,800)	(75,800)
Debt Service	(4,548,800)	(6,107,700)	(6,118,900)	(6,116,200)	(6,117,400)
Ending Balance	-	-	-	-	-



Storm Water Operations FY2009 Budget

Mission Statement:

Meet 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:

Storm Water operations are programmed at \$105,200 representing a 7% increase from the FY2008 budget of \$98,000. Personnel costs increase by 9% due to salary increases. Supplies and services remained equivalent to the prior fiscal year budget of \$14,100, and include the operating supplies and equipment to operate the division. The division is staffed by a full time position that develops and implements the Storm Water Management Program

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Personnel	53,747	68,475	83,900	84,200	91,100	9%
Supplies/Services	11,707	5,054	14,100	4,400	14,100	0%
Total	65,454	73,529	98,000	88,600	105,200	7%
<u>By division</u>						
General Ops	65,454	73,529	98,000	88,600	105,200	7%
Total	65,454	73,529	98,000	88,600	105,200	7%
 Revenues						
<u>By fund source</u>						
General Fund	65,454	73,529	98,000	88,600	105,200	7%
Total	65,454	73,529	98,000	88,600	105,200	7%

Capital:

No capital is programmed for this fiscal year.

Accomplishments:

- Maintain the 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, and Performance Measures:

Strategic Plan Goal: 4.2 “*Preserve air quality, water resources, and energy.*”

- **Department Goal:** 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.
 - **Objective:** Complete the six identified control measures in the city’s Storm Water Pollution Plan.

Performance Measures	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Public education and outreach	100%	100%	100%	100%
Public participation and involvement	100%	100%	100%	100%
Illicit discharge detection and elimination	100%	100%	100%	100%
Construction site runoff control	100%	100%	100%	100%
Post-construction runoff control	100%	100%	100%	100%
Pollution prevention and good housekeeping for municipal operations	100%	100%	100%	100%



General Capital Fund FY2009 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 Mayor and 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 uses this revenue source on one-time expenditures rather than for ongoing operations. The construction sales tax component of the general fund subsidy is \$7,120,950. The remaining general fund subsidy, \$638,850, is an estimate of remaining general fund beginning balance and general fund revenues in excess of approved expenditures.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	0	72,796	6,164,500	779,300	5,868,200	-5%
Capital	2,006,419	19,770,592	62,489,400	27,828,400	50,119,100	-20%
Contingency	0	0	279,300	0	146,100	-48%
Transfer Out	2,929,200	2,599,800	2,418,300	2,418,300	16,127,300	567%
Total	4,935,619	22,443,188	71,351,500	31,026,000	72,260,700	1%
<u>By department</u>						
CRS	57,608	361,931	1,339,400	1,257,100	545,300	-59%
CD	0	0	276,600	273,700	0	-100%
Engineering	593,870	3,028,160	5,433,400	1,179,300	3,713,100	-32%
Eng-Traffic	141,778	78,693	3,062,600	957,900	2,022,300	-34%
Fire	67,943	71,084	739,600	782,100	43,600	-94%
General Operations	2,929,200	2,599,800	9,298,800	5,330,800	22,231,600	139%
Information Technology	0	34,050	311,500	17,200	294,300	-6%
Police	0	7,217,737	6,118,900	5,140,900	978,000	-84%
PW-Facilities	1,145,220	9,040,142	41,945,300	17,512,800	42,432,500	1%
PW-Streets	0	11,591	168,500	168,500	0	-100%
PW-Vehicle Maint.	0	0	2,656,900	0	0	-100%
Total	4,935,619	22,443,188	71,351,500	32,620,300	72,260,700	1%
Revenues						
<u>By fund source</u>						
Grants	659,897	613,092	6,735,300	0	14,035,000	108%
Miscellaneous	52	450,000	0	0	0	0%
Transfers In	27,028,400	58,829,200	6,712,200	6,712,200	25,173,300	275%
Fund Balance	0	0	57,904,000	25,908,100	33,052,400	-43%
Total	27,688,349	59,892,292	71,351,500	32,620,300	72,260,700	1%

All funds are programmed for use, including general capital fund balance of \$33,052,400. 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.

Capital purchases as detailed in individual departmental budgets total \$50,119,100. Revenues exceed expenditures by \$146,100 which is programmed as unallocated contingencies. These funds are essential to the funding of the city's five-year Capital Improvements Plan (CIP). Upon approval by the Mayor and Council, these funds may be used for one-time purchases. Any allocation by the Mayor and Council from these funds will reduce the amount that is available and earmarked for the future funding of projects contained in the CIP.

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 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.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	33,052,400	104,100	(1,139,600)	(902,200)	3,323,700
Revenues	4,733,300	5,961,300	5,525,200	5,775,300	4,956,100
Intergov Contributions	8,500,000	-	-	-	-
Borrowing	-	25,545,000	3,950,000	7,540,000	-
Transfers In	20,933,000	1,146,900	1,560,200	1,704,800	1,454,800
Expenditures	(50,529,100)	(29,045,000)	(7,440,000)	(10,065,000)	(9,110,000)
Transfers Out	(16,127,300)	(4,393,700)	(2,899,800)	(271,000)	(115,700)
Debt Service	(458,200)	(458,200)	(458,200)	(458,200)	(458,200)
Ending Balance	104,100	(1,139,600)	(902,200)	3,323,700	50,700



Vehicle Replacement Fund FY2009 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 Director evaluate vehicles during the budget process and adjustments in the replacement schedule may be made. All vehicles are replaced turn key. Adjustments are made annually for inflation. The replacement fund is not used to upgrade or enhance vehicles.

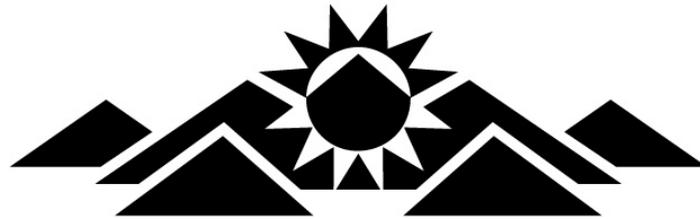
Budget Summary:

The \$10,175,000 budget of the vehicle replacement fund represents a 10% increase over the FY2008 budget. The budget for capital decreases by \$470,300 from FY2008. The division intends to replace 22 vehicles and 13 pieces of equipment in FY2009. Revenues exceed expenditures by \$8,466,000 which is programmed as unallocated contingency. The availability of these funds is essential to city's ability to replace vehicles as needed in future years.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	0	0	196,000	98,000	0	-100%
Capital	138,075	1,944,026	2,179,300	2,179,300	1,709,000	-22%
Contingency	0	0	6,882,200	0	8,466,000	23%
Total	138,075	1,944,026	9,257,500	2,277,300	10,175,000	10%
<u>By department</u>						
General Operations	0	0	0	291,400	0	0%
PW-Streets	0	0	98,000	98,000	0	-100%
PW-Vehicle Maint.	138,075	1,944,026	9,159,500	2,179,300	10,175,000	11%
Total	138,075	1,944,026	9,257,500	2,568,700	10,175,000	10%
 Revenues						
<u>By fund source</u>						
Transfers In	2,729,200	2,911,800	3,470,000	3,470,000	3,770,500	9%
Fund Balance	0	0	5,787,500	0	6,404,500	11%
Total	2,729,200	2,911,800	9,257,500	3,470,000	10,175,000	10%

All eligible capital purchases funded through this dedicated revenue source are detailed in the individual departmental budget and the adopted five-year Capital Improvements Plan (CIP).

City of Surprise, Arizona



SURPRISE

ARIZONA

FY2009 Adopted Budget



Transportation Improvement Fund FY2009 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 Mayor and Council through ordinance 05-13. This tax is dedicated for the improvement of existing roadway corridors and the related costs of the construction of new roadways.

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 are 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. Also included are the costs incurred to plan roadways and transit infrastructure.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	0	0	750,000	143,600	536,100	-29%
Capital	90,391	420,828	16,009,300	1,990,000	24,525,200	53%
Total	90,391	420,828	16,759,300	2,133,600	25,061,300	50%
<u>By department</u>						
Engineering	21,065	301,206	14,573,300	1,150,800	20,309,700	39%
Eng-Traffic	69,326	119,622	2,186,000	982,800	2,903,200	33%
General Operations	0	0	0	584,400	0	0%
PW-Facilities	0	0	0	0	1,848,400	0%
Total	90,391	420,828	16,759,300	2,718,000	25,061,300	50%
 Revenues						
<u>By fund source</u>						
Taxes	2,681,844	11,052,892	4,887,300	6,473,600	3,816,600	-22%
Grants	0	0	0	0	2,148,400	0%
Interest	27,904	247,576	0	0	0	0%
Transfer In	0	0	0	0	3,032,300	0%
Fund Balance	0	0	11,872,000	0	16,064,000	35%
Total	2,709,748	11,300,468	16,759,300	6,473,600	25,061,300	50%

All eligible capital purchases funded through this dedicated revenue source are detailed in the individual departmental budget and the adopted five-year Capital Improvements Plan (CIP).

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund. As projected, revenues are sufficient to fund expenditures in this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	16,064,000	(634,400)	(1,057,400)	(247,200)	3,570,000
Revenues	4,116,600	3,873,900	3,932,000	4,438,900	4,505,500
Intergov Contributions	1,848,400	2,652,300	-	-	-
Borrowing	-	6,685,400	27,135,200	25,783,900	13,200,600
Transfers In	2,397,900	3,684,900	-	-	-
Expenditures	(25,061,300)	(17,319,500)	(30,257,000)	(26,405,600)	(13,200,600)
Ending Balance	(634,400)	(1,057,400)	(247,200)	3,570,000	8,075,500



Roads of Regional Significance Development Fund FY2009 Budget

Purpose:

The roads of regional significance development fund is established to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on roadways caused by growth. Development fees cannot be used to subsidize operational needs.

Budget Summary:

Revenues are based upon an estimated issuance of 700 single family residential permits and 1.5 million square feet of non single family residential permits in FY2009. The Mayor and Council adopted updated development fees on March 8, 2007, in accordance with ordinance 07-25. The roads of regional significance development fee remains unchanged from the prior fiscal year amount of \$5,715 in Special Planning Area (SPA) 2, 4, and 6 and \$5,396 in SPA 3 and 5 per single family residential permit as established July 1, 2007. A roads of regional significance fee component is not planned for SPA 1. This fee was established in FY2008.

	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
Expenditures						
<u>By category</u>						
Supplies/Services	0	0	269,900	0	49,300	-82%
Capital	0	0	2,428,800	1,192,000	1,000,000	-59%
Contingency	0	0	0	0	2,097,900	0%
Total	0	0	2,698,700	1,192,000	3,147,200	17%
<u>By department</u>						
Engineering	0	0	2,698,700	1,192,000	1,036,800	-62%
Finance	0	0	0	0	12,500	0%
General Operations	0	0	0	0	2,097,900	0%
Total	0	0	2,698,700	1,192,000	3,147,200	17%
Revenues						
<u>By fund source</u>						
Development Fees	0	0	2,698,700	2,288,600	2,002,600	-26%
Interest	0	0	0	0	48,000	0%
Fund Balance	0	0	0	0	1,096,600	0%
Total	0	0	2,698,700	2,288,600	3,147,200	17%

The budget for the roads of regional significance fund of \$3,147,200 increases 17% from the adopted FY2008 budget of \$2,698,700. The budget of this fund consists of developer reimbursements for qualifying capital improvements constructed by developers. Current year resources of this fund exceed anticipated expenditures by \$2,097,900. This amount is programmed as unallocated contingencies. The availability of these funds is essential to the funding of the city's five-year Capital Improvements Plan (CIP).

Fund Balance:

The city of Surprise evaluates the revenue and expenditures over five years for each capital improvement fund. The city ensures a positive fund balance at the end of the five years. The following table shows the forecasted resources and planned expenditures as detailed in the FY2009 – FY2013 CIP for this fund.

Fund Balance	FY2009	FY2010	FY2011	FY2012	FY2013
Beginning Balance	-	-	-	-	-
Revenues	1,043,000	1,043,000	1,043,000	1,251,600	1,251,600
Expenditures	(1,043,000)	(1,043,000)	(1,043,000)	(1,251,600)	(1,251,600)
Ending Balance	-	-	-	-	-



Municipal Property Corporation Fund FY2009 Budget

Purpose:

The Municipal Property Corporation fund is established to account for projects funded through the proceeds of the Municipal Property Corporation (MPC) bond sales of 2000, 2003, and 2007. Bond proceeds are to be used for the acquisition or construction of capital assets for public safety facilities, sewer facilities, and recreation facilities.

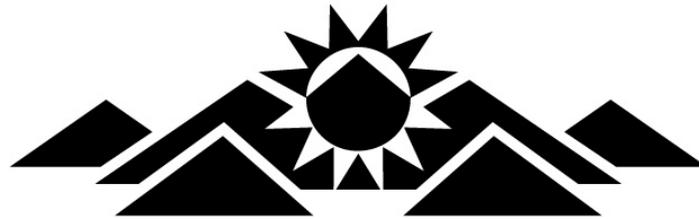
Budget Summary:

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.

Expenditures	FY2006	FY2007	FY2008	FY2008	FY2009	Budget
<u>By category</u>	Actual	Actual	Budget	Estimate	Budget	Change
Capital	4,505,383	5,151,886	5,645,300	6,131,800	7,397,300	31%
Transfer Out	0	0	0	0	9,469,000	0%
Total	4,505,383	5,151,886	5,645,300	6,131,800	16,866,300	199%
<u>By department</u>						
General Operations	4,804,975	4,765,875	4,824,000	5,499,600	16,677,200	246%
Police	45,178	101,775	780,400	632,200	148,200	-81%
Water Services-Sewer	-344,770	284,236	40,900	0	40,900	0%
Total	4,505,383	5,151,886	5,645,300	6,131,800	16,866,300	199%
Revenues						
<u>By fund source</u>						
Miscellaneous	4,861,100	4,861,100	6,643,500	6,643,500	7,148,200	8%
Interest	593,845	1,114,787	0	675,600	0	0%
Fund Balance	0	0	0	0	9,718,100	0%
Total	5,454,945	5,975,887	6,643,500	7,319,100	16,866,300	154%

The \$16,866,300 budget is composed of the annual debt service payment on MPC bonds and all capital projects funded with portions of the proceeds of MPC issued bonds. This fund has been divided into individual projects for tracking purposes. All capital purchases are detailed individually. Annual debt service is programmed at \$7,208,200 for FY2009. Per the requirements of the bond sale, reserves equal to one year of debt service have been established in this fund.

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Community Facilities District Funds FY2009 Budget

Purpose:

Community Facilities Districts (CFDs) 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 Mayor and Council serve 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.

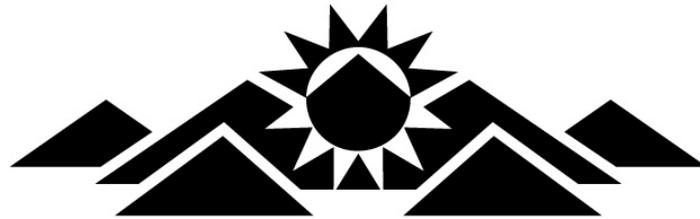
Budget Summary:

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.

Expenditures	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2008 Estimate	FY2009 Budget	Budget Change
<u>By category</u>						
Supplies/Services	0	141,525	50,000	0	50,000	0%
Capital	0	0	20,000,000	20,000,000	20,000,000	0%
Total	0	141,525	20,050,000	20,000,000	20,050,000	0%
<u>By department</u>						
General Operations	0	141,525	20,050,000	20,000,000	20,050,000	0%
Total	0	141,525	20,050,000	20,000,000	20,050,000	0%
 Revenues						
<u>By fund source</u>						
Taxes	0	0	10,000	0	759,300	7493%
Bonding	0	1,365,000	20,000,000	20,000,000	19,466,400	-3%
Miscellaneous	0	169,330	40,000	0	0	-100%
Investment Earnings	1,924	3,278	0	0	0	0%
Fund Balance	0	0	0	0	-175,700	0%
Total	1,924	1,537,608	20,050,000	20,000,000	20,050,000	0%

The operations and maintenance portion of the rate is estimated to generate \$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 \$19,466,400 will be issued over the course of FY2009. 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



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

FY2009– FY2013

The city of Surprise has transitioned from a small agricultural community to one of the fastest growing communities in the nation. During fiscal year 2008 the estimated population grew to 100,858, 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 120,000 people by the end of FY2013.

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 the Mayor and Council and all departments throughout the Capital Improvements 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 Mayor and Council in June.



Cultural Arts Facility

A CIP is a multi-year plan that outlines current capital and infrastructure projects, future anticipated needs, 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.

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 FY2009 budget have been in the CIP for several years. As a funded planning document 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 FY2009 Capital Improvements Plan. 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 FY2009 – FY2013 CIP is funded and is within the city's means.

Major Accomplishments\Undertakings:

Capital Improvements Plan (CIP)

Funding for FY2009 is \$53,506,400. The FY2009 major projects for each fund are summarized below.

- General Capital – FY2009 (\$19,651,900) FY2009-2013 (\$75,311,900)
In the General Capital Fund, the largest project is the building of a City Hall at Civic Center Plaza. Other projects include enhancements to Lizard Run Park, landscaping and lighting along Bell Road, and improvements to the area west of 219th Avenue and north of Sun Valley Parkway.
- Highway User Revenue Fund – FY2009 (\$4,500,000) FY2009-2013 (\$25,375,000)
This fund includes the annual street preservation and maintenance program.
- Parks & Recreation Development Fee Fund – FY2009 (\$1,600,000) FY2009-2013 (\$33,032,000)
The FY2009 budget is for the Surprise Farm Park project.
- Public Works Development Fee Fund – FY2009 (\$2,450,000) FY2009-2013 (\$13,040,000)
Design for fiber optics on Litchfield Road and Peoria Avenue, computer equipment to monitor traffic and control message boards for the Traffic Management Center, and traffic signal design and installation make up the project list for this fund.
- Transportation Improvement Fund – FY2009 (\$14,511,800) FY2009-2013 (\$101,694,500)
Road improvements/construction projects for Bell Road, Reems Road, and Saguaro View along with a park and ride lot are funded in FY2009. Intersection improvements for traffic signal installation at 163rd Avenue and Jomax Road and at Cactus Road and Sarival Avenue are also slated for FY2009.
- Roads of Regional Significance – FY2009 (\$1,036,700) FY2009-2013 (\$5,625,900)
As part of the transportation development impact fee, developers are reimbursed for constructed eligible projects.
- Water Operations User Fee Fund – FY2009 (\$1,750,000) FY2009-2013 (\$7,802,500)
Roseview arsenic treatment plant construction is planned for FY2009.
- Water System Development Fee Fund – FY2009 (\$2,019,700) FY2009-2013 (\$8,014,500)
The CAP (Central Arizona Project) contribution and potential reimbursements to developers for wells, water supply facilities, well sites, water treatment, and oversize of distribution system are budgeted in FY2009.
- Replenishment Development Fee Fund – FY2009 (\$2,675,000) FY2009-2013 (\$4,750,000)
Replenishment efforts include reclaim line construction along Bullard Avenue from Paradise Lane to Elm Street, Greenway Road from Bullard Avenue to Litchfield Road, and a reclaim line and booster station at Parkview Place and Bullard Avenue.
- Sewer Operations Fund – FY2009 (\$2,375,000) FY2009-2013 (\$3,575,000)
Design and construction of the 163rd Avenue sewer line interceptor, digester repairs at the south Water Reclamation Facility, an eight inch sewer line will be replaced between Greasewood Street and Factory Street, and Happy Trails utility access improvements are scheduled for FY2009.
- Sewer Development Fee Fund – FY2009 (\$936,300) FY2009-2013 (\$1,335,500)
Design and construction of a 12 inch sewer line along Greenway Road from Bullard Avenue to Litchfield Road is programmed in the Sewer Development Fee Fund.

In addition to the major projects listed above which are funded in the FY2009 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 FY2009 – FY2013 CIP:

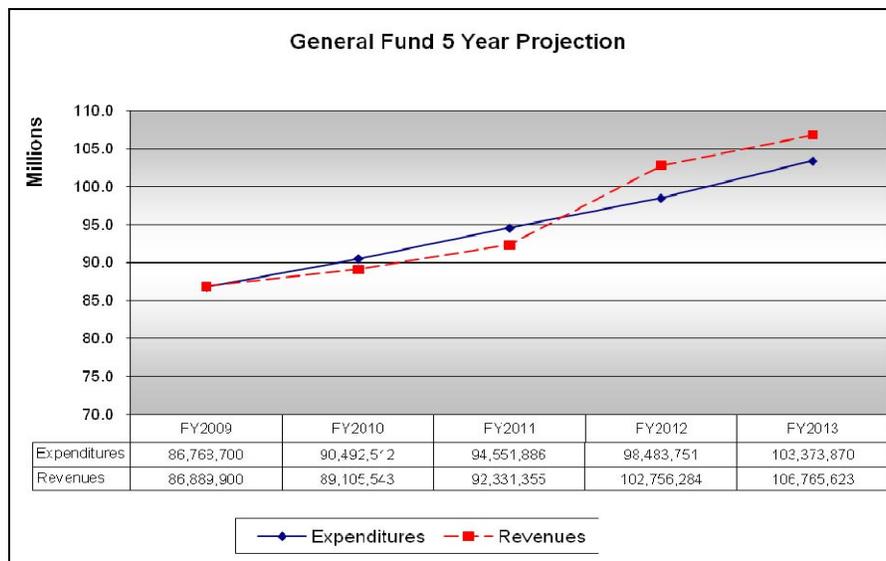
- *Engineering/Transportation* – Implementation of the transportation action plan, including fiber optics, additional traffic signals, and right turn lanes. Roadway improvements include Bell Road, Reems Road, Saguaro View Rehabilitation, and Union Hills Drive widening. Bell Road is also scheduled for landscaping, lighting, and sidewalks.
- *Parks & Recreation* – Lizard Run area enhancement, Surprise Recreation Campus Final Phase, Surprise Farms Park, and additional recreation areas are planned.
- *Public Safety* – a police Training Facility, Substation, and Parking Deck are planned. Permanent Fire Station #4 and Radio Purchases are planned for the Fire Department.
- *Public Works* – Completion of City Hall and annual street maintenance 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 service 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 a challenge 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 shared revenues. The use of the 2010 census for reallocating state shared revenues is responsible for the increase in FY2012.



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 faces challenges associated with the growth seen over the past few years. Maintenance in the city of Surprise translates to additional acres of park and open space, and several miles of streets, water lines, and sewer lines. 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 Mayor and Council and Interim City Manager have pledged to do what is required to ensure this level of service is sustainable.



Public Safety Building

FY2009 Approved Capital Projects Budget

Note: Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY2008 actual.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Communications							
Surprise 11 Broadcast Center	Carry Fwd	21412	145	112	39411	20623	171,800
Community and Recreation Services							
Aquatics Asset Replacement Program		21111	444	422	39713	29999	85,000
Bicentennial Park - Enhancement	Carry Fwd	21112	444	431	39223	20733	82,300
Campus Operations Asset Replacement Prog.		21113	444	421	39713	29999	406,500
Lizard Run Enhancement		21112	444	431	39211	20902	283,000
Lizard Run Pedestrian Walkway	Carry Fwd	21213	444	431	39211	20517	30,100
Park Maintenance Asset Replacement Prog.		21111	444	431	39713	29999	367,000
Public Safety Park Development	Carry Fwd	21112	444	429	39211	20635	180,000
Surprise Farms Park Development	Carry Fwd	21414	444	429	39112	20606	3,526,200
Surprise Farms Park Development		21414	444	429	39211	20606	1,600,000
Surprise Farms Park Development	Carry Fwd	21414	444	429	39211	20606	1,650,000
Surprise Tennis and Racquet Facility	Carry Fwd	21414	444	429	39211	20660	164,600
Community and Recreation Services - Campus Operations							
Campus Operations Asset Replacement Prog.		21113	444	421	39713	29999	406,500
Engineering							
Bell Road Landscaping/Lighting		21112	541	112	39211	20901	1,208,900
Bell Road Pavement		21418	541	112	39211	29999	7,500,000
Bullard Avenue (Bell Road to Paradise Lane)	Carry Fwd	21418	541	112	39211	20816	56,300
Civic Center Parkway (Bell Rd to Paradise Ln)	Carry Fwd	21418	541	112	39211	20817	142,600
Cotton Lane Widening (North of Bell Rd)	Carry Fwd	21418	541	112	39211	20807	58,900
Dysart Rd & Thunderbird Intersection Improve.	Carry Fwd	21418	541	112	39211	20632	1,200,000
Dysart Rd & Thunderbird Intersection Improve.	Carry Fwd	21418	541	112	39222	20632	60,000
Dysart Road Improvements @ Grand Avenue	Carry Fwd	21112	541	112	39211	20509	250,000
Dysart Road Improvements @ Grand Avenue	Carry Fwd	21112	541	112	39311	20509	250,000
Dysart Road Improvements @ Grand Avenue	Carry Fwd	21418	541	112	39222	20509	2,214,900
Greenway Road (Litchfield Road to Bullard Ave)	Carry Fwd	21418	541	112	39211	20815	131,700
Litchfield Road (Bell Rd to Statler Blvd)	Carry Fwd	21418	541	112	39211	20808	1,210,700
Paradise Lane @ 151st Avenue	Carry Fwd	21112	541	112	39211	20713	600,000
Paradise Lane @ 151st Avenue	Carry Fwd	21418	541	112	39211	20713	863,300
Pave Dirt Road Program (Saguaro Acres)	Carry Fwd	21112	541	112	39211	20612	640,300
Reems Road (Waddell Road to Peoria Ave)		21418	541	112	39211	20809	1,900,000
Reems Road (Waddell Road to Peoria Ave)	Carry Fwd	21418	541	112	39211	20809	3,197,900
Roads of Regional Significance Reimburse		21419	541	112	39211	20813	1,000,000
Saguaro View Rehabilitation Project	Carry Fwd	21112	541	112	39211	20526	303,900
Saguaro View Rehabilitation Project		21418	541	112	39211	20526	1,500,000
TMC Connection		21112	541	112	39211	20547	300,000

FY2009 Approved Capital Projects Budget

Note: Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY2008 actual.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Eng-Traffic							
Bell Rd ITS Phase II (Litchfield to 303)	Carry Fwd	21415	545	112	39211	20456	170,000
Bell Rd ITS Phase II (Litchfield to 303)	Carry Fwd	21415	545	112	39223	20456	400
Fiber Optics - Greenway (Grand to Cotton)	Carry Fwd	21415	545	112	39211	20718	212,500
Fiber Optics - Peoria (Litchfield to Jackrabbit)		21415	545	112	39211	20905	250,000
Geometric Improvements (163rd/Jomax)		21418	545	511	39211	20907	600,000
Geometric Improvements (Cactus/Sarival)	Carry Fwd	21418	545	511	39211	20654	1,000,000
Geometric Improvements (Cactus/Sarival)		21418	545	511	39211	20908	1,100,000
Geometric Improvements (Cactus/Sarival)	Carry Fwd	21418	545	511	39224	20654	203,200
Sign Fabrication Shop	Carry Fwd	21415	545	512	39211	20651	482,400
Sign Fabrication Shop	Carry Fwd	21415	545	512	39411	20651	101,000
Signal Upgrade and Rewire	Carry Fwd	21112	545	511	39211	20652	422,600
Signal Upgrade and Rewire	Carry Fwd	21112	545	511	39224	20652	124,600
Signal Upgrade and Rewire	Carry Fwd	21112	545	511	39311	20652	50,000
Traffic Control Cameras	Carry Fwd	21112	545	112	39223	20512	100,000
Traffic Management Center (TMC)		21415	545	112	39211	20428	500,000
Traffic Management Center (TMC)	Carry Fwd	21415	545	112	39211	20428	1,000,000
Traffic Management Center (TMC)	Carry Fwd	21415	545	511	39411	20428	2,000
Traffic Signals	Carry Fwd	21112	545	511	39211	29999	1,325,100
Traffic Signals	Carry Fwd	21415	545	511	39211	29999	210,500
Traffic Signals		21415	545	511	39211	29999	1,500,000
Traffic Signals	Carry Fwd	21415	545	511	39211	29999	1,111,500
Fire-Emergency Services							
800Mhz radio payment to city of Phoenix		21112	342	316	39431	29999	43,600
Fire Station #5	Carry Fwd	21416	342	316	39411	20602	153,100
Fire Station #5	Carry Fwd	21416	342	316	39421	20602	46,900
Fire Station #6	Carry Fwd	21416	342	316	39211	20559	165,800
Fire Station #6	Carry Fwd	21416	342	316	39421	20559	84,200
Fire Station #7	Carry Fwd	21416	342	316	39211	20702	2,507,800
Fire Station #7	Carry Fwd	21416	342	316	39311	20702	689,800
Fire Station #7	Carry Fwd	21416	342	316	39411	20702	149,000
General Operations							
Auto Dealers Agreement		21112	191	112	39311	29999	500,000
Marley Park CFD	Carry Fwd	42211	191	112	39223	29999	20,000,000
Information Services							
Network and Server Replacements		21111	144	832	39411	29999	97,100
Large System Replacement Schedule		21111	144	832	39411	29999	28,000
Mobile Solutions	Carry Fwd	21112	144	832	39411	20701	294,300
Police							
Vehicles for New Personnel		21413	341	312	39421	29999	111,600
Public Safety Building	Carry Fwd	21112	341	111	39211	20219	978,000
Public Safety Building	Carry Fwd	31111	341	111	39411	20219	148,200
Special Assignment Unit Vehicle		21111	341	311	39421	27045	53,000

FY2009 Approved Capital Projects Budget

Note: Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY2008 actual.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
PW-Facilities							
Central Plant	Carry Fwd	21112	543	115	39211	20677	781,300
Central Plant	Carry Fwd	21112	543	115	39411	20677	74,800
City Hall		21112	543	115	39211	20675	12,900,000
City Hall	Carry Fwd	21112	543	115	39211	20675	13,130,500
City Hall		21112	543	115	39311	20675	600,000
City Hall	Carry Fwd	21112	543	115	39311	20675	7,986,400
City Hall		21112	543	115	39411	20675	4,500,000
City Hall	Carry Fwd	21112	543	115	39411	20675	2,209,500
Park and Ride		21418	543	115	39111	20909	1,492,600
Park and Ride		21418	543	115	39311	20909	93,100
Public Works Yard - Deer Valley	Carry Fwd	21415	543	115	39111	20717	2,000,000
PW-Streets							
Street Preservation and Maintenance Prog.		21212	544	112	39211	29999	4,500,000
Prison Crew Support Equipment		21212	544	516	39431	29999	20,000
PW-Vehicle Maintenance							
Vehicle Replacements		21114	542	112	39421	29999	1,053,000
Equipment Replacements		21114	542	112	39431	29999	656,000
Water Services-Replenishment Operations							
Depreciation		22521	642	112	39713	29999	30,000
Water Services-Replenishment Development							
Bullard Roadway Improvements Reclaimed Line		22522	642	112	39211	20910	276,000
Greenway Road Improvements - Reclaimed Line		22522	642	112	39211	20911	795,000
SPA 1 16-in Reclaim Line - Parkview & Greenway		22522	642	112	39211	20726	1,500,000
SPA 1 Groundwater Savings Facility Permits	Carry Fwd	22522	642	112	39223	20415	63,300
SPA 1 Groundwater Savings Facility Permits	Carry Fwd	22522	642	112	39311	20415	350,000
SPA 1 Install Recharge Wells @ South Plant	Carry Fwd	22522	642	112	39211	20234	3,500,000
SPA 1 Install Recharge Wells @ South Plant	Carry Fwd	22522	642	112	39223	20234	74,700
SPA 1 Reclaimed Water Turnouts for G-Farms	Carry Fwd	22522	642	112	39211	20810	600,000
Water Services-Sewer							
Depreciation		22531	643	112	39711	29999	1,900,000
Digester Repairs @ South WRF		22531	643	112	39211	20912	450,000
SPA 1 8-in Sewer Line Replacement GW/F Sts		22531	643	112	39211	20811	300,000
SPA 1 Happy Trails Utility Access Improve		22531	643	112	39211	20731	125,000
SPA 1 Happy Trails Utility Access Improve	Carry Fwd	22531	643	112	39211	20731	8,700
SPA 2 163rd Ave Sanitary Sewer Intercept-Ph 1		22531	643	601	39211	20616	1,500,000
SPA 2 163rd Ave Sanitary Sewer Intercept-Ph 1	Carry Fwd	22531	643	601	39211	20616	500,000
SPA 2 163rd Ave Sanitary Sewer Intercept-Ph 1	Carry Fwd	22531	643	601	39223	20616	100,000

FY2009 Approved Capital Projects Budget

Note: Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY2008 actual.

Project Name	Carry Fwd	Fund	Dept	Divn	Object	Project	Budget
Water Services-Sewer Development							
Greenway Road Improvements - Sewer Line		22532	643	112	39211	20911	795,000
Sewer Development Reimbursements		22532	643	112	39311	20656	61,300
SPA 1 16-in Reclaim Statler to Bell Rd Lake	Carry Fwd	22532	643	601	39223	20418	1,384,800
SPA 1 South Plant Expansion #3	Carry Fwd	31111	643	112	39223	20228	40,900
SPA 1 South Plant Interim Solids Handling	Carry Fwd	22532	643	112	39223	20670	8,000
SPA 1 WRF 8 MGD Expansion - Plant 4 & 5	Carry Fwd	22532	643	112	39311	20519	419,000
SPA 2 WRF Initial Capacity - 2.5 MGD	Carry Fwd	22533	643	112	39211	20609	23,472,300
SPA 2 WRF Initial Capacity - 2.5 MGD	Carry Fwd	22533	643	112	39311	20609	2,222,200
SPA 3 WRF Initial Capacity - 1 MGD	Carry Fwd	22534	643	112	39211	20647	8,891,700
SPA 3 WRF Initial Capacity - 1 MGD	Carry Fwd	22534	643	112	39311	20647	1,400,000
Water Service-Water Operations							
Depreciation		22511	641	112	39712	29999	34,900
Implement New Water System, Bldg Purchase		22511	641	112	39211	29999	40,000
Implement New Water System, Improve Bldgs		22511	641	112	39212	29999	28,400
Implement New Water System, FF&E		22511	641	112	39411	29999	12,300
Implement New Water System, Vehicles		22511	641	112	39421	29999	28,000
Implement New Water System, Vehicles		22511	641	112	39421	29999	85,500
Implement New Water System, Vehicles		22511	641	112	39421	29999	97,200
Implement New Water System, Vehicles		22511	641	112	39421	29999	247,500
SCADA - Upgrades/System Expansion		22511	641	112	39211	20721	150,000
SPA 1 Roseview WSF - Arsenic Treatment		22511	641	112	39211	20521	1,500,000
Water Treatment Plant Tech Assess	Carry Fwd	22511	641	112	39224	29999	250,000
Water Service-Water Development							
CAP Allocation		22512	641	112	39311	29999	650,000
SCADA - Upgrades/System Expansion	Carry Fwd	22512	641	112	39211	20721	126,200
SPA 1 Ashton Ranch WSF - Arsenic Treatment	Carry Fwd	22512	641	112	39223	20531	737,900
SPA 1 Ashton Ranch WSF- Expansion	Carry Fwd	22512	641	112	39211	20674	4,187,100
SPA 1 Rancho Gabriela WSF Master Plan	Carry Fwd	22512	641	112	39223	20542	20,100
SPA 1 Surprise Center Well Construction	Carry Fwd	22512	641	112	39211	20244	119,100
Water Development Reimbursement		22512	641	112	39311	20655	1,369,700
Water Services-Replenishment Development							
Bullard Roadway Improvements Reclaimed Line		22522	642	112	39211	20910	276,000
Greenway Road Improvements - Reclaimed Line		22522	642	112	39211	20911	795,000
SPA 1 16-in Reclaim Line - Parkview & Greenway		22522	642	112	39211	20726	1,500,000
SPA 1 Groundwater Savings Facility Permits	Carry Fwd	22522	642	112	39223	20415	63,300
SPA 1 Groundwater Savings Facility Permits	Carry Fwd	22522	642	112	39311	20415	350,000
SPA 1 Install Recharge Wells @ South Plant	Carry Fwd	22522	642	112	39211	20234	3,500,000
SPA 1 Install Recharge Wells @ South Plant	Carry Fwd	22522	642	112	39223	20234	74,700
SPA 1 Reclaimed Water Turnouts for G-Farms	Carry Fwd	22522	642	112	39211	20810	600,000

Capital Improvement Operating Costs

FY2010-FY2014

GENERAL CAPITAL FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
C&R - Parks Maintenance					
Lizard Run Enhancement	11,400	11,400	11,400	11,400	11,400
Lizard Run Recreational Complex - Phase II	0	0	0	41,700	41,700
Eng - Operations					
Paving Settlement West of 219th Avenue	0	0	211,600	211,600	211,600
Finance - Revenue					
Sales Tax Collection Software	0	0	85,000	85,000	85,000
Fire - Operations					
Radio Purchase	0	0	0	0	220,000
General Operations					
Project Tracking Software	0	0	50,000	50,000	50,000
IS - IT					
Satellite Data Center (SPA 5)	0	0	0	0	28,000
PW - Project Management					
City Hall	747,500	747,500	747,500	747,500	747,500
Heard Museum	0	0	0	2,000	2,000
West Valley Arts	0	0	0	1,000	1,000
Total - GENERAL CAPITAL FUND	758,900	758,900	1,105,500	1,150,200	1,398,200

PARKS & RECREATION DEV FEE FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
C&R - Parks Maintenance					
Surprise Recreation Campus Park - Final Phase	0	0	152,200	152,200	152,200
C&R - Recreation					
Adaptive Recreation Center	0	0	0	0	202,100
Marley Park Restroom	0	0	20,100	20,100	20,100
Skate/Bike Park	0	170,600	170,600	170,600	170,600
Surprise Farms Park Development	70,800	70,800	70,800	70,800	70,800
Surprise Farms Park Development Phase II	0	0	0	657,300	657,300
Total - PARKS & RECREATION DEV FEE FUND	70,800	241,400	413,700	1,071,000	1,273,100

PUBLIC SAFETY DEV FEE FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Police - Admin					
Training Facility	0	18,300	18,300	18,300	18,300
Total - PUBLIC SAFETY DEV FEE FUND	0	18,300	18,300	18,300	18,300

Capital Improvement Operating Costs

FY2010-FY2014

PUBLIC WORKS DEV FEE FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Eng - TE General					
Fiber Optics - Bell Road Phase III (SR 303 to 195th Avenue)	0	0	0	123,500	123,500
Fiber Optics - Greenway Road (Grand Avenue to Cotton Lane)	0	62,500	62,500	62,500	62,500
Fiber Optics - Litchfield Road (Greenway Road to Peoria Avenue)	0	0	85,000	85,000	85,000
Fiber Optics - Peoria Avenue (Litchfield Road to Jackrabbit Trail)	0	0	97,500	97,500	97,500
Traffic Management Center (TMC)	120,000	120,000	120,000	120,000	120,000
Eng - TE Signals					
Traffic Signals	7,200	14,400	21,600	28,800	36,000
Total - PUBLIC WORKS DEV FEE FUND	127,200	196,900	386,600	517,300	524,500

REPLENISHMENT OPERATIONS FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Water Services - Replenishment					
SPA 1 16-in Reclaimed Line Greenway Road/Ashton Ranch	0	600	600	600	600
SPA 1 16-in Reclaimed Line-Cactus Road/Dysart Road	0	0	0	900	900
SPA 1 Booster Station Upgrades @ Bell Road Lake	0	0	0	248,900	248,900
SPA 1 Recharge Basin Expansion @ South Plant	0	0	0	279,500	279,500
Total - REPLENISHMENT OPERATIONS FUND	0	600	600	529,900	529,900

REPLENISHMT DEV FEE FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Water Services - Replenishment					
Bullard Roadway Improvements Reclaimed Line	300	300	300	300	300
Greenway Road Improvements - Reclaimed Line	0	600	600	600	600
Total - REPLENISHMT DEV FEE FUND	300	900	900	900	900

SEWER OPERATIONS FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Water Services - Sewer Collection					
SPA 2 163rd Avenue Sanitary Sewer Interceptor-Phase 1	0	1,900	1,900	1,900	1,900
Water Services - Sewer Operations					
SPA 1 16-in Sewer Line Greenway Road/Ashton Ranch	0	600	600	600	600
Total - SEWER OPERATIONS FUND	0	2,500	2,500	2,500	2,500

Capital Improvement Operating Costs

FY2010-FY2014

SEWER SYSTEM DEV FEE FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Water Services - Sewer Operations					
Greenway Road Improvements - Sewer Line	0	600	600	600	600
Total - SEWER SYSTEM DEV FEE FUND	0	600	600	600	600

TRANSPORTATION IMPROVEMENT

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Eng - Operations					
163rd Avenue (Grand Avenue to Jomax Road)	0	0	0	0	264,500
Bell Road Pavement	0	0	473,500	473,500	473,500
Bullard Avenue (Bell Road to Paradise Lane)	0	20,800	20,800	20,800	20,800
Cactus Road (Dysart Road to Litchfield Road)	0	0	0	72,100	72,100
Cactus Road (Litchfield Road to Bullard Avenue)	0	0	58,100	58,100	58,100
Civic Center Parkway (Bell Road to Paradise Lane)	0	57,400	57,400	57,400	57,400
Greenway Road (Cotton Lane to Verde Vista Drive)	0	0	0	0	28,000
Greenway Road (Grand Avenue to Sunny Lane)	0	0	6,100	6,100	6,100
Greenway Road (Litchfield Road to Bullard Avenue)	0	0	51,200	51,200	51,200
Greenway Road (Sunny Lane to Dysart Road)	0	0	10,200	10,200	10,200
Litchfield Road (Cactus Road to Desert Cove Road)	0	0	81,000	81,000	81,000
Litchfield Road (Desert Cove Road to Peoria Avenue)	0	0	14,900	14,900	14,900
Litchfield Road (Sweetwater Road to Cactus Road)	0	0	0	96,200	96,200
Litchfield Road (Waddell Road to Sweetwater Road)	0	0	24,000	24,000	24,000
Mountain View Boulevard (West of Grand Avenue)	0	0	96,200	96,200	96,200
Reems Road (Hearn Road to 380 feet North)	0	0	2,600	2,600	2,600
Reems Road (Waddell Road to Peoria Avenue)	0	238,200	238,200	238,200	238,200
Right Turn Lanes	0	0	0	0	27,300
Saguaro View Rehabilitation Project	0	0	0	306,900	306,900
Sarival Avenue (Greenway Road to Waddell Road)	0	0	0	146,900	146,900
Union Hills Drive Widening (111th Avenue to 115th Avenue)	0	19,600	19,600	19,600	19,600
Waddell Road (Cotton Lane to 174th Drive)	0	0	0	0	36,100
Waddell Road (Litchfield Road to Bullard Avenue)	0	0	83,700	83,700	83,700
PW - Project Management					
Park and Ride	0	59,000	59,000	59,000	59,000
Total - TRANSPORTATION IMPROVEMENT	0	395,000	1,296,500	1,918,600	2,274,500

Capital Improvement Operating Costs FY2010-FY2014

WATER OPERATIONS FUND

<u>Project Name</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Water Services - Water					
SPA 1 16-in Water Line-Greenway Road/Ashton Ranch	0	900	900	900	900
SPA 1 Ashton Ranch WSF - Chlorine Upgrade	0	0	0	74,000	74,000
SPA 1 Mountain Vista Well #2	0	0	0	248,900	248,900
SPA 1 Roseview WSF - Arsenic Treatment	0	114,000	114,000	114,000	114,000
Total - WATER OPERATIONS FUND	0	114,900	114,900	437,800	437,800

RESOLUTION #08-92

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA ADOPTING THE BUDGET FOR FISCAL YEAR 2008-2009.

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 22, 2008, 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 12, 2008, 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 12, 2008, 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

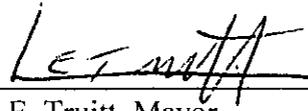
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in ARIZ. REV. STAT. § 42-17051 (A).

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, 2008 through June 30, 2009.

SIGNATURES ON FOLLOWING PAGE

APPROVED AND ADOPTED this 12 day of June, 2008.



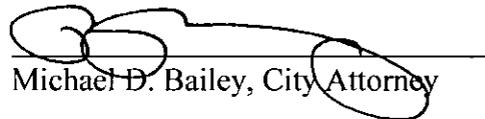
L.E. Truitt, Mayor

ATTEST:



Sherry A. Aguilar, City Clerk

APPROVED AS TO FORM:



Michael D. Bailey, City Attorney

Yeas: Mayor Truitt, Vice Mayor Villanueva, Council Members; Longabaugh, Alton,
Williams, Johnson and Hall.

Nays: _____

CITY OF SURPRISE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2009
SCHEDULE A

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2008	ACTUAL EXPENDITURES/EXPENSES 2008	FUND BALANCE/ NET ASSETS (1) July 1, 2008**	DIRECT PROPERTY TAX REVENUES 2009	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2009	OTHER FINANCING SOURCES <USES> 2009		INTERFUND TRANSFERS 2009		TOTAL FINANCIAL RESOURCES AVAILABLE 2009	BUDGETED EXPENDITURES/EXPENSES 2009
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 91,901,900	\$ 67,227,600	\$ 16,392,200	Primary: 6,394,500 Secondary: 0	77,162,500	0	0	3,511,100	21,484,200	\$ 81,976,100	\$ 81,976,100
2. Special Revenue Funds	52,494,400	41,420,200	9,698,500	546,800	32,398,500	20,225,700	20,225,700	10,388,200	0	52,485,200	52,485,200
3. Debt Service Funds Available	1,496,400	1,163,100	118,200	0	0	0	0	0	0	665,000	665,000
4. Less: Designation for Future Debt Retirement			0	0	0	0	0			0	
5. Total Debt Service Funds	1,496,400	1,163,100	118,200	546,800	0	0	0	0	0	665,000	665,000
6. Capital Projects Funds	250,238,800	82,681,700	77,799,700	0	82,769,500	0	0	48,844,300	29,342,500	180,071,000	180,071,000
7. Permanent Funds	94,800	0	95,900	1,000	1,000	0	0	0	0	96,900	96,900
8. Enterprise Funds Available	53,167,300	20,941,000	24,770,200	0	27,669,100	0	0	0	11,916,900	40,522,400	40,522,400
9. Less: Designation for Future Debt Retirement			0	0	0	0	0			0	
10. Total Enterprise Funds	53,167,300	20,941,000	24,770,200	0	27,669,100	0	0	0	11,916,900	40,522,400	40,522,400
11. Total Internal Service Funds	2,685,500	1,629,300	1,634,900	0	1,510,200	0	0	0	0	3,145,100	3,145,100
12. TOTAL ALL FUNDS	\$ 452,079,100	\$ 215,062,900	\$ 130,509,600	\$ 6,941,300	\$ 221,510,800	\$ 20,225,700	\$ 20,225,700	\$ 62,743,600	\$ 62,743,600	\$ 358,961,700	\$ 358,961,700

EXPENDITURE LIMITATION COMPARISON

	2008	2009
1. Budgeted expenditures/expenses	\$ 452,079,100	\$ 358,961,700
2. Add/subtract: estimated net reconciling items	0	0
3. Budgeted expenditures/expenses adjusted for reconciling items	452,079,100	358,961,700
4. Less: estimated exclusions	0	0
5. Amount subject to the expenditure limitation	\$ 452,079,100	\$ 358,961,700
6. EEC or voter-approved alternative expenditure limitation	\$ 452,079,100	\$ 358,961,700

* 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 2009
SCHEDULE B

	<u>2008</u> <u>FISCAL YEAR</u>	<u>2009</u> <u>FISCAL YEAR</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ <u>5,848,300</u>	\$ <u>6,394,500</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>5,848,300</u>	\$ <u>6,394,500</u>
B. Secondary property taxes	<u>1,091,700</u>	<u>546,800</u>
C. Total property tax levy amounts	\$ <u>6,940,000</u>	\$ <u>6,941,300</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>5,848,300</u>	
(2) Prior years' levy	<u>28,300</u>	
(3) Total primary property taxes	\$ <u>5,876,600</u>	
B. Secondary property taxes		
(1) Current year's 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>6,758,398</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.6593</u>	<u>0.5939</u>
(2) Secondary property tax rate	<u>0.1007</u>	<u>0.0195</u>
(3) Total city/town tax rate	<u>0.7600</u>	<u>0.6134</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city was operating 73 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 2009
 SCHEDULE C

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2008</u>	<u>ACTUAL REVENUES 2008</u>	<u>ESTIMATED REVENUES 2009</u>
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 35,892,600	\$ 34,999,200	\$ 32,284,200
Auto Lieu	3,818,300	3,818,300	3,875,600
Licenses and permits			
Franchise Licenses	3,712,900	3,712,900	3,881,700
Business Licenses	344,600	2,759,900	2,702,600
Intergovernmental			
State	21,521,600	21,314,200	21,287,900
Grants	545,700	532,300	463,700
Charges for services			
Building, Engineering & Landscape Charges	6,139,900	7,314,500	7,097,000
Program Fees	1,246,800	1,063,200	1,619,300
All Other Charges for Services	67,800	238,300	305,800
Fines and forfeits			
Court	1,563,700	1,183,700	1,237,500
Interest on investments			
Investments	7,802,300	0	530,100
Miscellaneous			
Miscellaneous	954,700	1,218,600	1,877,100
Total General Fund	\$ 83,610,900	\$ 78,155,100	\$ 77,162,500
SPECIAL REVENUE FUNDS			
Campus Operations			
User Fees	\$ 1,122,400	\$ 991,100	\$ 901,300
Other (Rent/Special Events)	577,800	510,000	644,800
Total	\$ 1,700,200	\$ 1,501,100	\$ 1,546,100
Transit (Local Transportation Assistance Fund)			
LTAF (Lottery)	\$ 450,500	\$ 0	\$ 450,500
User Fees	10,000	15,100	18,000
Other (Grants/Interest)	2,600	634,400	2,600
Total	\$ 463,100	\$ 649,500	\$ 471,100
Highway User Revenue Fund			
State Gasoline Tax (HURF)	\$ 6,259,500	\$ 6,484,500	\$ 6,353,500
Other (Grants/Interest)	0	0	0
Total	\$ 6,259,500	\$ 6,484,500	\$ 6,353,500
10% Set-Aside			
Grants	\$ 0	\$ 597,000	\$ 0
Other (Interest)	3,000	0	0
Total	\$ 3,000	\$ 597,000	\$ 0
Donations			
Donations	\$ 600,000	\$ 0	\$ 600,000
Total	\$ 600,000	\$ 0	\$ 600,000
Municipal Court Enhancement			
Court Fines	\$ 0	\$ 0	\$ 40,000
Total	\$ 0	\$ 0	\$ 40,000

*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 2009
 SCHEDULE C

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES 2008	ESTIMATED REVENUES 2009
Neighborhood Revitalization			
Grants	261,300	462,800	\$ 808,600
Total	\$ 261,300	\$ 462,800	\$ 808,600
Scholarship			
Other (Interest)	600	600	\$ 1,200
Total	\$ 600	\$ 600	\$ 1,200
Street Light Improvements Districts			
Improvement District Payments	2,085,600	1,520,600	\$ 2,352,300
Total	\$ 2,085,600	\$ 1,520,600	\$ 2,352,300
Community Facility Districts			
Other (Bonding/Property Tax)	20,050,000	20,000,000	\$ 20,225,700
Total	\$ 20,050,000	\$ 20,000,000	\$ 20,225,700
Total Special Revenue Funds	\$ 31,423,300	\$ 31,216,100	\$ 32,398,500
DEBT SERVICE FUNDS			
Debt Service			
Investment Earnings	1,500	0	\$ 0
Total	\$ 1,500	\$ 0	\$ 0
Total Debt Service Funds	\$ 1,500	\$ 0	\$ 0
CAPITAL PROJECTS FUNDS			
General Capital Projects			
Grants	1,535,000	0	\$ 9,035,000
Other (Bonding/Unforeseen/Interest)	5,000,000	0	5,000,000
Total	\$ 6,535,000	\$ 0	\$ 14,035,000
General Government Development			
Development Fees	872,500	1,213,000	\$ 1,146,900
Other (Grants/Interest)	0	0	0
Total	\$ 872,500	\$ 1,213,000	\$ 1,146,900
Police Development			
Development Fees	475,300	927,600	\$ 0
Other (Grants/Interest)	228,100	0	890,400
Total	\$ 703,400	\$ 927,600	\$ 890,400
Parks & Recreation Development			
Development Fees	2,663,600	1,720,600	\$ 1,505,500
Other (Grants/Interest)	8,077,500	0	0
Total	\$ 10,741,100	\$ 1,720,600	\$ 1,505,500
Public Works Development			
Development Fees	1,317,400	1,768,600	\$ 1,668,800
Other (Grants/Interest)	600,000	300,000	0
Total	\$ 1,917,400	\$ 2,068,600	\$ 1,668,800
Fire & EMS Development			
Development Fees	1,297,200	1,772,300	\$ 1,701,700
Other (Grants/Interest)	11,979,300	0	0
Total	\$ 13,276,500	\$ 1,772,300	\$ 1,701,700
Library Development			
Development Fees	588,400	380,100	\$ 332,600
Other (Grants/Interest)	20,000	0	0
Total	\$ 608,400	\$ 380,100	\$ 332,600
Transportation Enhancement			
City Sales Tax	4,887,300	6,473,600	\$ 3,816,600
Other (Grants/Interest)	0	0	2,148,400
Total	\$ 4,887,300	\$ 6,473,600	\$ 5,965,000

*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 2009
 SCHEDULE C

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES 2008	ESTIMATED REVENUES 2009
Roads of Regional Significance			
Development Fees	\$ 2,698,700	\$ 2,288,600	\$ 2,050,600
Total	\$ 2,698,700	\$ 2,288,600	\$ 2,050,600
Water Development			
Development Fees	\$ 2,100,500	\$ 1,613,000	\$ 1,411,400
Other (Grants/Interest)	4,847,900	0	0
Total	\$ 6,948,400	\$ 1,613,000	\$ 1,411,400
Replenishment Development			
Development Fees	\$ 475,300	\$ 673,300	\$ 589,100
Other (Grants/Interest)	75,000	0	15,000
Total	\$ 550,300	\$ 673,300	\$ 604,100
Sewer Development			
Development Fees	\$ 4,852,400	\$ 4,483,500	\$ 3,923,100
Other (Grants/Interest)	38,940,000	2,115,100	40,386,200
Total	\$ 43,792,400	\$ 6,598,600	\$ 44,309,300
Municipal Property Corporation (MPC)			
Intergovernmental	\$ 0	\$ 0	\$ 0
Other (Rent)	6,643,500	7,319,100	7,148,200
Total	\$ 6,643,500	\$ 7,319,100	\$ 7,148,200
Total Capital Projects Funds	\$ 100,174,900	\$ 30,759,800	\$ 82,769,500
PERMANENT FUNDS			
Firefighter's Pension			
Investment Earnings	\$ 1,000	\$ 1,000	\$ 1,000
Total	\$ 1,000	\$ 1,000	\$ 1,000
Total Permanent Funds	\$ 1,000	\$ 1,000	\$ 1,000
ENTERPRISE FUNDS			
Water Operations			
User Fees	\$ 7,906,300	\$ 8,347,400	\$ 8,634,400
Other (Interest)	5,800	0	5,800
Total	\$ 7,912,100	\$ 8,347,400	\$ 8,640,200
Replenishment Operations			
User Fees	\$ 1,308,900	\$ 1,403,200	\$ 1,432,900
Other (Interest)	6,000	0	6,000
Total	\$ 1,314,900	\$ 1,403,200	\$ 1,438,900
Sewer Operations			
User Fees	\$ 11,979,500	\$ 11,262,300	\$ 12,027,200
Other (Interest)	200,000	40,000	160,000
Total	\$ 12,179,500	\$ 11,302,300	\$ 12,187,200
Sanitation			
User Fees	\$ 5,504,800	\$ 5,207,100	\$ 5,387,800
Other (Interest)	15,000	0	15,000
Total	\$ 5,519,800	\$ 5,207,100	\$ 5,402,800
Total Enterprise Funds	\$ 26,926,300	\$ 26,260,000	\$ 27,669,100
Internal Service Funds			
Risk Management			
Insurance Premiums	\$ 1,800,000	\$ 1,532,200	\$ 1,510,200
Other (Interest)	200,000	0	0
Total	\$ 2,000,000	\$ 1,532,200	\$ 1,510,200
Total Internal Service Funds	\$ 2,000,000	\$ 1,532,200	\$ 1,510,200
TOTAL ALL FUNDS	\$ 244,137,900	\$ 170,212,800	\$ 221,510,800

*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 Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2009
SCHEDULE D

FUND	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
10% Set-Aside Fund	\$ _____	\$ _____	\$ _____	\$ 635,600
Indirect Cost Recovery	_____	_____	3,511,100	_____
General Capital	_____	_____	_____	11,958,100
Campus Operations	_____	_____	_____	2,608,900
Highway Users Revenue Fund (HURF)	_____	_____	_____	3,373,200
Transit	_____	_____	_____	_____
Land/Economic Development	_____	_____	_____	_____
Vehicle Replacement	_____	_____	_____	2,908,400
Total General Fund	\$ _____	\$ _____	\$ 3,511,100	\$ 21,484,200
SPECIAL REVENUE FUNDS				
10% Set-Aside	\$ _____	\$ _____	\$ 635,600	\$ _____
Campus Operations	_____	_____	2,608,900	_____
Highway Users Revenue Fund (HURF)	_____	_____	3,373,200	_____
Transit	_____	_____	_____	_____
Vehicle Replacement	_____	_____	3,770,500	_____
Community Facilities Districts	20,225,700	20,225,700	_____	_____
Total Special Revenue Funds	\$ 20,225,700	\$ 20,225,700	\$ 10,388,200	\$ _____
DEBT SERVICE FUNDS				
_____	\$ _____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
Total Debt Service Funds	\$ _____	\$ _____	\$ _____	\$ _____
CAPITAL PROJECTS FUNDS				
General Capital	\$ _____	\$ _____	\$ 25,173,300	16,127,300
Public Arts	_____	_____	_____	_____
Police Development	_____	_____	_____	1,701,500
Fire & EMS Development	_____	_____	8,748,600	_____
Parks & Recreation Development	_____	_____	9,567,200	_____
Public Works Development	_____	_____	_____	_____
General Government Development	_____	_____	_____	2,044,700
Transportation Improvement	_____	_____	3,032,300	_____
Water Development	_____	_____	604,300	_____
Replenishment Development	_____	_____	644,100	_____
Sewer Development	_____	_____	1,074,500	_____
Surprise Muni Prop Corp	_____	_____	_____	9,469,000
Total Capital Projects Funds	\$ _____	\$ _____	\$ 48,844,300	\$ 29,342,500
PERMANENT FUNDS				
_____	\$ _____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____	_____
Total Permanent Funds	\$ _____	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS				
Sewer Operations	\$ _____	\$ _____	\$ _____	\$ 7,953,600
Replenishment Operations	_____	_____	_____	819,100
Water Operations	_____	_____	_____	1,576,500
Sanitation	_____	_____	_____	1,567,700
Total Enterprise Funds	\$ _____	\$ _____	\$ _____	\$ 11,916,900
Municipal Property Corp.				
Surprise Muni Prop Corp	\$ _____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____	_____
Total Internal Service Funds	\$ _____	\$ _____	\$ _____	\$ _____
TOTAL ALL FUNDS	\$ 20,225,700	\$ 20,225,700	\$ 62,743,600	\$ 62,743,600

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009
SCHEDULE E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
GENERAL FUND				
Mayor & Council	\$ 525,000	\$ 113,900	\$ 465,800	\$ 615,500
City Manager	1,093,200	8,800	1,056,100	1,307,000
Government Relations	436,300	2,200	390,500	489,300
Legal	1,660,100	78,300	1,594,800	1,784,700
City Clerk	789,700	15,200	804,400	604,600
Finance	2,168,600	14,900	1,979,000	2,452,500
Human Resources	1,647,600	34,900	1,383,000	1,486,900
Information Services	4,174,800	20,400	3,888,000	4,872,600
Communications	1,024,000	6,700	853,400	1,143,900
Management & Budget	1,731,400	11,900	1,675,100	1,905,100
General Operations	18,496,700	298,300	3,955,600	3,358,600
Community Development	5,717,900	21,100	4,868,800	5,767,800
City Court	2,273,800	15,600	1,940,700	2,458,100
Police	16,792,900	976,700	15,261,700	19,129,300
Fire-Emergency Services	13,382,800	355,900	12,290,000	15,057,100
Community Initiatives	1,519,300	(598,100)	1,338,400	1,436,100
Community and Recreation Services	8,175,600	348,900	6,943,600	9,634,800
Public Works	5,177,800	33,700	3,885,600	5,432,900
Engineering	3,061,000	195,400	2,564,500	2,934,100
Water Services-Stormwater	98,000	700	88,600	105,200
Total General Fund	\$ 89,946,500	\$ 1,955,400	\$ 67,227,600	\$ 81,976,100
SPECIAL REVENUE FUNDS				
Campus Operations	\$ 4,241,700	\$ 27,400	\$ 3,632,100	\$ 4,414,600
Vehicle Replacement	9,159,500	(250,900)	2,568,700	10,175,000
Transit	909,700	4,500	780,200	1,299,200
Highway User Revenue Fund (HURF)	10,698,200	220,100	10,228,800	10,930,300
10% Set-Aside	1,734,900	151,800	1,505,200	1,276,100
Donations	600,000	48,000	178,900	859,100
Public Arts	203,200	508,900	203,200	640,000
Municipal Court Enhancement	132,000	0	100,000	158,600
Neighborhood Revitalization	1,068,100	977,500	566,400	669,200
Scholarship	9,800	0	2,900	13,100
Street Light Improvements Districts	2,000,000	0	1,653,800	2,000,000
Community Facilities District	20,050,000	0	20,000,000	20,050,000
Total Special Revenue Funds	\$ 50,807,100	\$ 1,687,300	\$ 41,420,200	\$ 52,485,200
DEBT SERVICE FUNDS				
Debt Service	\$ 1,496,400	\$ 0	\$ 1,163,100	\$ 665,000
Total Debt Service Funds	\$ 1,496,400	\$ 0	\$ 1,163,100	\$ 665,000
CAPITAL PROJECTS FUNDS				
Capital Projects	\$ 70,194,100	\$ 44,430,600	\$ 30,202,000	\$ 56,133,400
General Government Development	1,529,900	(223,800)	1,300,400	184,000
Police Development	1,520,700	(136,000)	1,067,600	787,900
Parks & Recreation Development	12,780,700	(2,561,800)	3,927,700	8,875,600
Public Works Development	8,448,300	(1,342,700)	1,848,100	8,145,800
Fire & EMS Development	9,566,100	(1,884,300)	3,843,700	4,009,100
Library Development	3,738,000	2,000	200,000	3,718,000
Transportation Improvement	15,120,700	601,000	2,718,000	25,061,300
Roads of Regional Significance	2,698,700	0	1,192,000	3,147,200
Water Development	11,237,800	(6,742,600)	4,839,400	7,230,100
Replenishment Development	7,815,900	(3,098,400)	634,700	7,681,400
Sewer Development	97,041,100	(43,739,900)	24,776,300	47,699,900
Municipal Property Corporation (MPC)	11,919,900	11,321,900	6,131,800	7,397,300
Total Capital Projects Funds	\$ 253,611,900	\$ (3,373,100)	\$ 82,681,700	\$ 180,071,000
PERMANENT FUNDS				
Firefighter's Pension	\$ 94,800	\$ 0	\$ 0	\$ 96,900
Total Permanent Funds	\$ 94,800	\$ 0	\$ 0	\$ 96,900
ENTERPRISE FUNDS				
Water Operations	\$ 11,356,100	\$ 7,200	\$ 6,057,400	\$ 11,580,500
Replenishment Operations	2,383,100	2,400	1,339,400	1,649,100
Sewer Operations	30,395,000	(93,300)	10,018,900	20,909,700
Sanitation	9,004,600	112,200	3,525,300	6,383,100
Total Enterprise Funds	\$ 53,138,800	\$ 28,500	\$ 20,941,000	\$ 40,522,400
INTERNAL SERVICE FUNDS				
Risk Management	2,983,600	(298,100)	1,629,300	3,145,100
Total Permanent Funds	\$ 2,983,600	\$ (298,100)	\$ 1,629,300	\$ 3,145,100
TOTAL ALL FUNDS	\$ 452,079,100	\$ 0	\$ 215,062,900	\$ 358,961,700

*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 2009
SCHEDULE F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Mayor & Council	\$	\$	\$	\$
General	525,000	(26,500)	465,800	615,500
10% Set-Aside		20,000	0	0
Department Total	\$ 525,000	\$ (6,500)	\$ 465,800	\$ 615,500
City Manager	\$	\$	\$	\$
General	1,093,200	8,800	1,056,100	1,307,000
Department Total	\$ 1,093,200	\$ 8,800	\$ 1,056,100	\$ 1,307,000
Government Relations	\$	\$	\$	\$
General	436,300	2,200	390,500	489,300
Department Total	\$ 436,300	\$ 2,200	\$ 390,500	\$ 489,300
Legal	\$	\$	\$	\$
General	1,660,100	78,300	1,594,800	1,784,700
Department Total	\$ 1,660,100	\$ 78,300	\$ 1,594,800	\$ 1,784,700
City Clerk	\$	\$	\$	\$
General	789,700	15,200	804,400	604,600
Department Total	\$ 789,700	\$ 15,200	\$ 804,400	\$ 604,600
Finance	\$	\$	\$	\$
General	2,168,600	14,900	1,979,000	2,452,500
General Government Development	0	2,500	0	12,200
Police Development	0	2,300	0	12,500
Parks & Recreation Development	0	2,200	0	12,500
Public Works Development	0	1,200	0	12,500
Fire & EMS Development	0	2,100	0	12,500
Library Development	0	2,000	0	12,500
Transportation Improvement	0	4,800	0	0
Roads of Regional Significance	0		0	12,600
Water Development	0	3,200	0	20,000
Replenishment Development	0	2,700	0	12,500
Sewer Operations	0		0	0
Sewer Development	0	5,100	0	12,500
Department Total	\$ 2,168,600	\$ 43,000	\$ 1,979,000	\$ 2,584,800
Human Resources	\$	\$	\$	\$
General	1,647,600	34,900	1,383,000	1,486,900
Department Total	\$ 1,647,600	\$ 34,900	\$ 1,383,000	\$ 1,486,900
Information Services	\$	\$	\$	\$
General	4,174,800	20,400	3,888,000	4,872,600
General Capital	337,700	(131,100)	17,200	294,300

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2009
SCHEDULE F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Highway User Revenue Fund (HURF)	0		0	0
General Government Development	55,400	(62,100)	0	0
Department Total	\$ 4,567,900	\$ (172,800)	\$ 3,905,200	\$ 5,166,900
Communications	\$	\$	\$	\$
General	1,024,000	6,700	853,400	1,143,900
General Capital	0		0	0
General Government Development	1,474,500	(164,200)	1,300,400	171,800
Department Total	\$ 2,498,500	\$ (157,500)	\$ 2,153,800	\$ 1,315,700
Management & Budget	\$	\$	\$	\$
General	1,731,400	210,300	1,675,100	1,905,100
Risk Management	2,983,600	(300,000)	1,629,300	3,145,100
Department Total	\$ 4,715,000	\$ (89,700)	\$ 3,304,400	\$ 5,050,200
General Operations	\$	\$	\$	\$
General	18,496,700	401,200	3,955,600	3,358,600
General Capital	6,952,500	50,572,388	2,912,500	6,104,300
Vehicle Replacement			291,400	0
Transit			33,900	328,400
Highway User Revenue Fund (HURF)	29,800	0	29,800	0
10% Set-Aside	607,900	53,700	61,900	1,146,000
Donations	600,000		0	646,800
Debt Service	1,496,400		1,163,100	665,000
Police Development	453,100		0	186,700
Library Development	3,538,000		0	3,705,500
Transportation Improvement			584,400	0
Water Operations	2,978,000		199,700	0
Water Development	0		0	0
Replenishment Operations	595,300	(278,500)	35,700	18,300
Replenishment Development	2,277,600	75,000	0	271,400
Sewer Operations	19,792,900		1,370,300	6,651,000
Sewer Development	0		0	4,300
Sanitation	4,721,200		124,700	1,870,700
Employee Dependent Scholarship	9,800		2,900	13,100
Firefighters' Pension	94,800		0	96,900
Municipal Property Corporation	4,824,000		5,499,600	7,208,200
Kingswood Parke Slid	34,500		13,500	22,400
DW Sun City Grand Slid	195,500		256,800	257,500
West Point Towne Ctr Slid	50,500		50,800	51,300
Continental @ Kingswd Slid	10,400		9,300	9,800
Mountain Vista Ranch Slid	10,000		11,700	12,200
Sun City Grand II Slid	215,500		241,500	242,000
Sun City Grand III Slid	30,500		33,300	33,800
Bell West Ranch Slid	6,000		5,000	7,600
Canyon Ridge West Slid	8,500		7,200	7,700
Ashton Ranch Slid Unit 1	9,000		8,600	9,100
Ashton Ranch Slid Unit 2	15,600		9,800	10,300
Mountain Vista Ranch II	9,000		14,100	14,600
Mountain Vista Ranch III	13,000		12,000	12,500
Budget Authority Super Slid	545,100		0	173,000
Legacy Parc Slid	16,000		14,600	15,100

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2009
SCHEDULE F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Greenway Parc Slid	15,500		12,700	13,200
Roseview Slid	25,500		25,100	25,600
Countryside Slid	23,000		22,000	22,500
Park ROW Slid	2,700		1,800	2,300
NW Ranch #2 Slid	17,500		14,900	15,400
Bell West Ranch 1B Slid	5,500		4,800	5,300
Ashton Ranch Slid Unit III	10,700		11,000	11,500
Ashton Ranch Slid Unit IV	8,000		7,900	8,400
Legacy Parc GHI Slid	10,500		9,800	10,300
Rancho Gabriela Phase I	20,500		19,400	19,900
NW Ranch #1 Slid	6,500		5,700	6,200
Sun City Grand 4 Slid	105,500		113,800	114,300
Rancho Gabriela 2,3 4 A-B	38,500		38,600	39,100
Greenway Parc II Slid	12,500		10,700	11,200
Greenway Parc III Slid	5,500		3,800	4,300
Bell West Ranch 1A Slid	7,500		7,200	7,700
Tash/Western Meadows Slid	10,500		8,500	9,000
Roseview 5, 5A 7 & 8	15,500		13,200	13,700
Orchards 1,2,3,4,5 Slid	20,500		20,300	20,800
Surprise Farms 1A Slid	28,500		24,600	25,100
Legacy Parc Parcels E,F,J	8,000		6,900	7,400
Sierra Montana 1A Slid	56,700		45,700	46,500
Bell West Ranch 2 Slid	15,000		6,600	8,100
Royal Ranch Unit 1	12,500		14,100	15,000
Surprise Farms 1B Slid	40,500		41,900	42,400
Desert Oasis No. 1	1,000		13,400	13,900
Sierra Montana Ph 2 Slid	135,500		26,700	126,300
Litchfield Manor	42,600		31,800	32,300
Cotton Gin	2,500		10,200	10,700
Summerfield @ Litchfield	1,000		3,200	3,700
Marley Park 1	10,500		19,400	19,900
Greer Ranch South	12,500		29,800	30,500
Bell West Ranch III Slid	7,000		6,600	7,100
Sierra Montana Parcel 12	8,000		5,500	6,700
Sierra Verde Phase I	25,500		27,800	30,500
Surprise Farms II	28,500		30,600	31,500
Royal Ranch Unit II	7,000		0	0
Kenly Farms	10,500		7,800	13,400
Veramonte	500		17,300	17,800
Bell Pointe I	500		21,200	21,700
Rancho Gabriella Ph 2, Parcel 11	0		2,200	2,700
Royal Ranch Unit II - 5, 6 & 9	0		13,500	14,000
Sierra Verde Parcel 4	3,900		0	3,700
Marley Park Ph 1, Parcel 7 & 8	4,800		6,300	6,800
Surprise Farms III	6,000		25,500	26,000
Greer Ranch North Ph 1	0		17,500	18,000
Royal Ranch Unit 2 Parcel 8	0		3,600	4,100
Royal Ranch Unit 2 Parcel 7	0		3,800	4,300
Greer Ranch North Ph 2	0		3,700	4,200
Marley Park Ph 2	0		1,800	9,600
Sycamore Estates Parcel 13	0		29,300	29,800
Sierra Montana Parcel 7	0		4,800	5,300
Surprise Farms Ph 4 Parcel 1-6	0		22,500	23,000
Desert Oasis Lancer	0		33,100	33,600
Sarah Ann Ranch	0		41,900	42,400

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2009
SCHEDULE F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Rancho Gabriella Ph 3 Parcel 17	0		2,200	2,700
City Surprise Ph 1	0		0	7,600
Marley Park Ph 1 Parcel 5 & 6	0		11,600	12,100
Marley Park CFD	20,050,000		20,000,000	20,050,000
Prasada CFD	0		0	0
Asante CFD	0		0	0
Department Total	\$ 89,518,000	\$ 50,823,788	\$ 37,919,300	\$ 54,325,200
Community Development	\$	\$	\$	\$
General	5,717,900	40,600	4,868,800	5,767,800
General Capital	276,600	(4,300)	273,700	0
10% Set-Aside	40,000	10,000	40,000	100,000
Public Works Development		4,700		
Department Total	\$ 6,034,500	\$ 51,000	\$ 5,182,500	\$ 5,867,800
City Court	\$	\$	\$	\$
General	2,273,800	15,600	1,940,700	2,458,100
General Capital	0		0	0
Municipal Court Enhancement	132,000		100,000	158,600
Department Total	\$ 2,405,800	\$ 15,600	\$ 2,040,700	\$ 2,616,700
Police	\$	\$	\$	\$
General	16,792,900	899,700	15,261,700	19,129,300
General Capital	5,504,500	451,100	5,140,900	978,000
Vehicle Replacement	0		0	0
Donations	0		78,200	212,300
Police Development	1,067,600	(138,300)	1,067,600	588,700
Municipal Property Corporation	7,049,900	(6,189,400)	632,200	148,200
Department Total	\$ 30,414,900	\$ (4,976,900)	\$ 22,180,600	\$ 21,056,500
Fire-Emergency Services	\$	\$	\$	\$
General	13,382,800	432,900	12,290,000	15,057,100
General Capital	748,600	3,100	782,100	43,600
Vehicle Replacement	0		0	0
Fire & EMS Development	9,566,100	(1,729,600)	3,843,700	3,996,600
Municipal Property Corporation	0	35,400	0	0
Department Total	\$ 23,697,500	\$ (1,258,200)	\$ 16,915,800	\$ 19,097,300
Community Initiatives	\$	\$	\$	\$
General	1,519,300	(290,800)	1,338,400	1,436,100
General Capital	0	(165,887)	0	0
Transit	909,700	4,500	746,300	970,800
10% Set-Aside	0	25,700	45,900	0
Neighborhood Revitalization	1,068,100	659,300	566,400	669,200
Department Total	\$ 3,497,100	\$ 232,813	\$ 2,697,000	\$ 3,076,100
Community and Recreation	\$	\$	\$	\$
General	8,175,600	388,300	6,943,600	9,634,800
General Capital	1,357,700	153,599	1,257,100	545,300
Campus Operations	4,241,700	27,400	3,632,100	4,414,600

CITY OF SURPRISE
Summary by Department of Expenditures/Expenses
Fiscal Year 2009
SCHEDULE F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Vehicle Replacement	6,882,200	(7,052,900)	0	0
Highway User Revenue Fund (HURF)	558,100	1,400	455,100	562,900
10% Set-Aside	1,087,000	(5,300)	1,309,700	30,100
Donations		48,000	100,700	0
Parks & Recreation Development	12,780,700	(2,564,000)	3,927,700	8,863,100
Library Development	200,000		200,000	0
Department Total	\$ 35,283,000	\$ (9,003,501)	\$ 17,826,000	\$ 24,050,800
Arts Commission	\$	\$	\$	\$
Donations	203,200	508,900	203,200	640,000
Department Total	\$ 203,200	\$ 508,900	\$ 203,200	\$ 640,000
Engineering	\$	\$	\$	\$
General	3,061,000	195,400	2,564,500	2,934,100
General Capital	8,169,700	(1,057,400)	2,137,200	5,735,400
Vehicle Replacement	0		0	0
Highway User Revenue Fund (HURF)	2,036,900	24,900	1,737,600	2,011,800
10% Set-Aside	0	47,700	47,700	0
Public Works Development	6,448,300	(1,287,200)	1,436,100	5,740,300
Transportation Improvement	15,120,700	596,200	2,133,600	23,212,900
Roads of Regional Significance	2,698,700		1,192,000	3,134,600
Department Total	\$ 37,535,300	\$ (1,480,400)	\$ 11,248,700	\$ 42,769,100
Public Works	\$	\$	\$	\$
General Fund	5,177,800	290,000	3,885,600	5,432,900
General Capital	46,846,800	(5,854,200)	17,681,300	42,432,500
Vehicle Replacement	2,277,300	6,802,000	2,277,300	10,175,000
Highway User Revenue Fund (HURF)	8,073,400	193,800	8,006,300	8,355,600
Public Works Development	2,000,000	(61,400)	412,000	2,393,000
Fire & EMS Development	0	(156,800)	0	0
Transportation Improvement	0		0	1,848,400
Sanitation	4,283,400	112,200	3,400,600	4,512,400
Municipal Property Corporation	0	(554,400)	0	0
Department Total	\$ 68,658,700	\$ 771,200	\$ 35,663,100	\$ 75,149,800
Water Services	\$	\$	\$	\$
General	98,000	700	88,600	105,200
General Capital	0		0	0
Water Operations	8,378,100	7,200	5,857,700	11,580,500
Water Development	11,237,800	(6,745,800)	4,839,400	7,210,100
Replenishment Operations	1,787,800	280,900	1,303,700	1,630,800
Replenishment Development	5,538,300	(3,176,100)	634,700	7,397,500
Sewer Operations	10,602,100	(93,300)	8,648,600	14,258,700
Sewer Development	97,041,100	(25,658,700)	24,776,300	47,683,100
Municipal Property Corporation	46,000	(55,100)	0	40,900
Department Total	\$ 134,729,200	\$ (35,440,200)	\$ 46,149,000	\$ 89,906,800
	452,079,100	\$ 0	\$ 215,062,900	\$ 358,961,700

RESOLUTION #08-105

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 2008/2009 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 2008/2009 beginning July 1, 2008 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 12, 2008, at least fourteen days prior to the hearing date for this Resolution #08-105; and

WHEREAS, the City has computed tax rates per One Hundred Dollars (\$100.00) of valuation to be levied and collected, at \$.5939 for primary taxes, \$.0195 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 \$6,394,500, the maximum levy allowed by law for the fiscal year ending on June 30, 2009.

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 \$546,800 for the purpose of providing bond interest and redemption funds for General Obligation Bond debt service for the fiscal year ending June 30, 2009.

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 26 day of June, 2008.



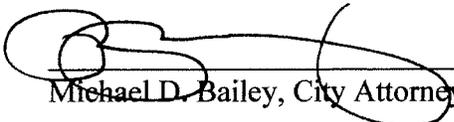
L.E. Truitt, Mayor

ATTEST:



Sherry A. Aguilar, City Clerk

APPROVED AS TO FORM:



Michael D. Bailey, City Attorney

Yeas: Mayor Truitt, Vice Mayor Villanueva, Council Members; Alton, Longabaugh, Williams, Johnson and Hall.

Nays: _____

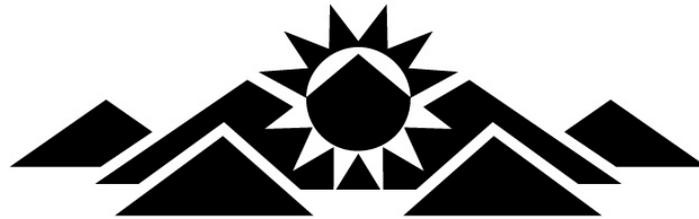
City of Surprise - Lighting Districts
Property Tax Levy Requirements
 Fiscal Year 2009

<u>District Name</u>	<u>Assessed Value</u>	<u>Est. Tax Rate</u>	<u>Levy Amount</u>	<u>District Name</u>	<u>Assessed Value</u>	<u>Est. Tax Rate</u>	<u>Levy Amount</u>
Arizona Kingswood Parke	17,797,154	0.0000	0	Bell West Ranch II	4,949,016	0.0000	0
Sun City Grand	51,776,900	0.7216	373,600	Royal Ranch Unit I*	11,508,200	55.8608	30,500
Westpoint Towne Center	32,438,889	0.1637	53,100	Surprise Farms 1B	24,364,398	0.1777	43,300
Continental at Kingswood Parke	7,800,990	0.0961	7,500	Desert Oasis No. 1	12,218,440	0.1792	21,900
Arizona Mountain Vista	7,287,982	0.4377	31,900	Sierra Montana Ph II	19,264,935	0.0000	0
Sun City Grand II	133,799,214	0.2392	320,100	Litchfield Manor	27,950,778	0.0726	20,300
Sun City Grand III	6,384,796	0.5873	37,500	Cotton Gin	14,411,211	0.0736	10,600
Bell West Ranch	3,517,950	0.0000	0	Summerfield @ Litchfield	2,473,758	0.2506	6,200
Canyon Ridge West	13,933,187	0.0517	7,200	Marley Park I	11,584,661	0.0725	8,400
Ashton Ranch I	5,410,700	0.1626	8,800	Greer Ranch South	19,808,688	0.1353	26,800
Ashton Ranch II	6,306,916	0.0634	4,000	Bell West Ranch III	4,435,458	0.1556	6,900
Arizona Mountain Vista II	13,670,024	0.1609	22,000	Sierra Montana Parcel 12	2,671,310	0.0000	0
Arizona Mountain Vista III	9,852,350	0.1096	10,800	Sierra Verde Ph I	16,064,150	0.2216	35,600
Legacy Parc	14,029,018	0.1091	15,300	Surprise Farms Ph 2	18,457,580	0.0721	13,300
Greenway Parc #1	6,155,500	0.1300	8,000	Royal Ranch Unit II, PC 5,6,9	-	1.2000	0
Roseview Units 1-6	16,946,216	0.1522	25,800	Kenly Farms	5,455,100	0.0000	0
Countryside	15,745,625	0.0940	14,800	Veramonte	8,029,650	0.2889	23,200
Park Row	1,429,158	0.0560	800	AZ Bell Pointe I	8,212,390	0.4493	36,900
Northwest Ranch II	10,024,116	0.1287	12,900	Rancho Gabriella Unit Ph II	1,800,203	0.2500	4,500
Bell W Ranch Pcl 1B	2,817,350	0.1562	4,400	Royal Ranch Unit II	10,898,750	0.2569	28,000
Ashton Ranch III	5,571,550	0.2226	12,400	Sierra Vista Parcel 4	2,760,620	0.0000	0
Ashton Ranch IV	5,561,300	0.1510	8,400	Marley Park PH 1, 7&8	3,112,800	0.6746	21,000
Legacy Parc GHI	5,079,200	0.1851	9,400	Surprise Farms Ph III	9,568,694	0.2968	28,400
Rancho Gabriella - Phase I	15,929,716	0.1055	16,800	Greer Ranch North PH1	5,525,244	0.8796	48,600
Northwest Ranch #1	7,994,216	0.0625	5,000	Royal Ranch UN2, PCL8	2,171,200	0.0184	400
Sun City Grand IV	94,764,861	0.1618	153,300	Royal Ranch Un 2, P7	2,317,740	0.4444	10,300
Rancho Gabriella 2,3,4A-B SLID	34,867,080	0.1050	36,600	Greer Ranch N PH 2	2,853,840	0.2978	8,500
Greenway Parc #2	5,747,050	0.1427	8,200	Marley Park Ph 2	2,469,920	0.0000	0
Greenway Parc #3	1,562,230	0.0768	1,200	Sycamore Estates Pcs 13	3,775,070	1.2000	45,300
Bell West Ranch 1A	4,366,808	0.1603	7,000	Sierra Montana Par 7	1,406,970	0.7179	10,100
Tash/Western Meadows	5,701,800	0.0965	5,500	Surprise Farms PH 4, Par 1-6	7,432,010	0.7374	54,800
Roseview 5, 5a, 7, 8	12,481,396	0.0721	9,000	Desert Oasis Lancer 5 A5B14A	5,344,840	1.2000	64,100
Orchards 1,2,3,4,5	14,947,435	0.1378	20,600	Sarah Ann Ranch	15,163,570	0.6331	96,000
Surprise Farms 1A	22,614,057	0.0986	22,300	Rancho Gabriella PH 3-17	1,269,170	0.3782	4,800
Legacy Parc Parcels e, f, & j	5,893,850	0.0933	5,500	City Surprise Ph 1	2,463,301	0.0000	0
Sierra Montana Ph 1a*	30,714,168	91.9477	133,600	Marley Park Ph 1, 5/6	6,105,089	0.6192	37,800

* Equal Apportionment District - Each parcel within district is charged a flat rate

All Street Light Districts have property tax levies set at the amount raised by the maximum allowable property tax rate of \$1.20 per \$100 of assessed value. For information pertaining to these special assessment districts and their tax rates, please contact the City of Surprise.

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



ADMINISTRATIVE POLICY

**CITY OF SURPRISE
ADMINISTRATIVE STANDARDS**

SUBJECT: Budget Amendments & Transfers

NUMBER: 070804-1

REPLACES: Transfer policy
adopted on 1/24/02

AUTHORITY: City Council

ISSUED: July 8, 2004

PURPOSE: The following policy and procedures are established to implement a consistent and efficient process by which the adopted city budget may be amended and budget authority transferred.

POLICY: Throughout the course of the fiscal year amendments to the budget are necessary in order to address new issues, increased prices and changes in the scope of existing projects. The Budget Office following appropriate authorization by Council, the City Manager or Department head, as detailed in Table A on the following page, will process budget amendments. This policy applies to all budget amendments initiated by council, the city manager's office or departments.

PROCEDURE: All budget amendments must be processed through the Budget Office and include a description of the requested amendment, why the amendment is required, where the funds are coming from and what the impact of utilizing those funds will be. All amendments must be rounded up to the nearest \$100 and generally will not be processed within the same category within a division. A summary of all budget amendments will be provided to council on a quarterly basis.

Based on the level of authorization required requests for budget amendments must be submitted as follows:

Department Head - Amendments requiring department head approval must be submitted via e-mail or memo from the department head to the Budget Office.

City Manager/Assistant City Manager – Amendments requiring CM/ACM approval must be submitted to the budget office via e-mail or memo. The budget office will prepare a background summary on the request and present it and the department request to CM/ACM for review and approval.

City Council - Amendments requiring Council approval must be submitted to the budget office via memo. The budget office will prepare a background summary on the request and present it and the department request to ACM/CM for review and approval. If approved, the department will prepare a council action form and attach both their original request and the CM/ACM approval.

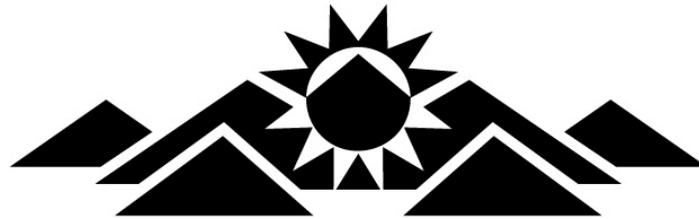
Table A: Budget Amendment Authorization Levels

- No transfers are to be made from internal charge 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)	Personnel:		
	Intra-Category	Department Director	Within personnel category of department.
	Inter-Category	City Manager/ACM	Between Personnel and Services (Temporary Help)
	Inter-Category	Council	Between Personnel and Supplies & Services (change in scope)
	Supplies & Services:		
	Intra-Category	Department Director	Between divisions
	Inter-Category	Department Director	Within a division or between divisions
	Capital:		
	Capital Improvement Program	Council	All capital items/projects included in the CIP
	Non-CIP or Minor CIP budget changes	City Manager/ACM	All capital items/projects not included in the CIP
Carryovers	Management & Budget Director	Adjustments to budget amount on projects or items carried forward from a previous year to reflect actual prior year expenditures.	
Contingencies	Contingencies	Council	Any transfer from contingencies
Inter-Fund or Inter-Department	All	Council	As listed in Schedule E of adopted state budget forms
Unforeseen Revenue/Expenditures	All	Council	Grant award or unforeseen revenue must be verified by the Budget Office

**FY2009 Adopted Budget Expenditures
Category Summary by Department**

Department	Personnel	Supplies & Services	Capital & Depreciation	Debt Service	Contingency	Total All
General Fund						
Mayor & Council	348,600	266,900	0	0	0	615,500
City Manager	1,062,900	244,100	0	0	0	1,307,000
Government Relations	303,000	186,300	0	0	0	489,300
City Attorney	1,567,500	217,200	0	0	0	1,784,700
City Clerk	325,800	278,800	0	0	0	604,600
Finance	2,002,900	449,600	0	0	0	2,452,500
Human Resources	1,136,300	400,600	0	0	0	1,536,900
Information Services	2,414,700	2,332,800	125,100	0	0	4,872,600
Communications	799,700	344,200	0	0	0	1,143,900
Management & Budget	1,506,100	399,000	0	0	0	1,905,100
General Operations	0	2,883,300	0	0	425,300	3,308,600
Community Development	4,272,700	706,900	0	0	0	4,979,600
Economic Development	583,100	205,100	0	0	0	788,200
City Court	1,844,400	613,700	0	0	0	2,458,100
Police	17,669,700	1,403,000	56,600	0	0	19,129,300
Fire-Emergency Services	13,235,600	1,821,500	0	0	0	15,057,100
Community Initiatives	1,008,000	428,100	0	0	0	1,436,100
Community & Recreation Services	4,848,200	4,334,600	452,000	0	0	9,634,800
Public Works	3,030,000	2,402,900	0	0	0	5,432,900
Engineering	2,047,600	886,500	0	0	0	2,934,100
Water Services-Stormwater	91,100	14,100	0	0	0	105,200
Total General Fund	60,097,900	20,819,200	633,700	0	425,300	81,976,100
Internal Service Funds						
Risk Management Fund	228,500	2,166,600	0	0	750,000	3,145,100
Total Internal Service Funds	228,500	2,166,600	0	0	750,000	3,145,100
Debt Service Fund						
Debt Service Fund	0	0	0	665,000	0	665,000
Total Debt Service Funds	0	0	0	665,000	0	665,000
Special Revenue Funds						
Donations Fund	0	1,499,100	0	0	0	1,499,100
Transit	632,300	338,500	0	0	328,400	1,299,200
Campus Operations	1,757,500	2,250,600	406,500	0	0	4,414,600
Vehicle Replacement Fund	0	0	1,709,000	0	8,466,000	10,175,000
Highway User Revenue Fund	3,846,300	2,564,000	4,520,000	0	0	10,930,300
Set-A-Side 10% Fund	0	142,800	30,100	0	1,103,200	1,276,100
Municipal Court Enhancement	0	40,000	0	0	118,600	158,600
Neighborhood Revitalization	106,500	562,700	0	0	0	669,200
Special Districts	0	2,050,000	20,000,000	0	0	22,050,000
Employee Dep Scholarship	0	13,100	0	0	0	13,100
Total Special Revenue Funds	6,342,600	9,460,800	26,665,600	0	10,016,200	52,485,200
Permanent Funds						
Firefighters Pension Fund	0	96,900	0	0	0	96,900
Total Permanent Funds	0	96,900	0	0	0	96,900
Enterprise Funds						
Water Operations Fund	1,859,700	7,191,300	2,473,800	0	55,700	11,580,500
Sewer Operations Fund	3,145,300	6,229,700	4,883,700	0	6,651,000	20,909,700
Replenishment Operations Fund	299,500	1,301,300	30,000	0	18,300	1,649,100
Sanitation Operations Fund	2,234,900	2,277,500	0	0	1,870,700	6,383,100
Total Enterprise Funds	7,539,400	16,999,800	7,387,500	0	8,595,700	40,522,400
Capital Funds						
General Capital Fund	0	5,868,200	50,119,100	0	146,100	56,133,400
Parks & Recreation Development	0	1,934,800	6,940,800	0	0	8,875,600
Library Development	0	12,500	0	0	3,705,500	3,718,000
General Government Development	0	12,200	171,800	0	0	184,000
Police Development	0	489,600	111,600	0	186,700	787,900
Fire & EMS Development	0	212,500	3,796,600	0	0	4,009,100
Transportation Improvement	0	536,100	24,525,200	0	0	25,061,300
MPC	0	0	189,100	7,208,200	0	7,397,300
Water Systems Development	0	12,500	7,210,100	0	7,500	7,230,100
Sewer System Development	0	9,041,300	38,654,300	0	4,300	47,699,900
Replenishment Development	0	251,000	7,159,000	0	271,400	7,681,400
Public Works Development	0	306,100	7,540,300	0	299,400	8,145,800
Roads of Regional Significance	0	49,300	1,000,000	0	2,097,900	3,147,200
Total Capital Funds	0	18,726,100	147,417,900	7,208,200	6,718,800	180,071,000
Total Budget	74,208,400	68,269,400	182,104,700	7,873,200	26,506,000	358,961,700

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget

**City of Surprise
Fund Balance Analysis**

	FY2009	FY2010	FY2011	FY2012	FY2013
<u>21112 - GENERAL CAPITAL FUND</u>					
Beginning Balance	33,052,400	104,100	(1,139,600)	(902,200)	3,323,700
Revenues	4,733,300	5,961,300	5,525,200	5,775,300	4,956,100
Intergovernmental Contributions	8,500,000	-	-	-	-
Borrowing	-	25,545,000	3,950,000	7,540,000	-
Transfers In	20,933,000	1,146,900	1,560,200	1,704,800	1,454,800
Expenditures	(50,529,100)	(29,045,000)	(7,440,000)	(10,065,000)	(9,110,000)
Transfers Out	(16,127,300)	(4,393,700)	(2,899,800)	(271,000)	(115,700)
Debt Service	(458,200)	(458,200)	(458,200)	(458,200)	(458,200)
Ending Balance	104,100	(1,139,600)	(902,200)	3,323,700	50,700
<u>21412 - GENERAL GOVERNMENT DEV FUND</u>					
Beginning Balance	1,081,800	-	-	-	-
Revenues	1,146,900	1,146,900	1,146,900	1,239,400	1,239,400
Expenditures	(184,000)	-	-	-	-
Transfers Out	(2,044,700)	(1,146,900)	(1,146,900)	(1,239,400)	(1,239,400)
Ending Balance	-	-	-	-	-
<u>21413 - POLICE DEV FUND</u>					
Beginning Balance	1,599,000	186,700	-	-	-
Revenues	890,400	890,400	890,400	942,500	942,500
Borrowing	-	115,000	1,785,000	-	-
Expenditures	(124,100)	(715,000)	(1,785,000)	-	(250,000)
Transfers Out	(1,701,500)	-	(413,300)	(465,400)	(215,400)
Debt Service	(477,100)	(477,100)	(477,100)	(477,100)	(477,100)
Ending Balance	186,700	-	-	-	-
<u>21414 - PARKS & RECREATION DEV FUND</u>					
Beginning Balance	(2,197,100)	-	-	-	-
Revenues	1,505,500	1,505,500	1,505,500	1,806,600	1,806,600
Borrowing	-	10,227,500	14,746,500	4,358,000	600,000
Transfers In	9,567,200	416,800	1,916,800	115,700	115,700
Expenditures	(6,953,300)	(10,227,500)	(16,246,500)	(4,358,000)	(600,000)
Debt Service	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)	(1,922,300)
Ending Balance	-	-	-	-	-
<u>21415 - PUBLIC WORKS DEV FUND</u>					
Beginning Balance	6,477,000	299,400	548,200	-	-
Revenues	1,668,800	1,668,800	1,668,800	1,808,500	1,808,500
Intergovernmental Contributions	-	500,000	700,000	996,200	750,000
Transfers In	-	-	983,000	155,300	-
Expenditures	(7,846,400)	(1,920,000)	(3,900,000)	(2,960,000)	(1,810,000)
Ending Balance	299,400	548,200	-	-	748,500
<u>21416 - FIRE & EMS DEV FUND</u>					
Beginning Balance	(6,441,200)	(4,586,400)	(2,792,700)	(1,291,000)	309,500
Revenues	1,701,700	1,701,700	1,701,700	1,800,500	1,800,500
Transfers In	4,162,200	292,000	-	-	-
Expenditures	(3,809,100)	-	-	-	(1,910,000)
Debt Service	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Ending Balance	(4,586,400)	(2,792,700)	(1,291,000)	309,500	-

**City of Surprise
Fund Balance Analysis**

	FY2009	FY2010	FY2011	FY2012	FY2013
<u>21417- LIBRARY DEV FUND</u>					
Beginning Balance	3,385,400	3,705,500	4,038,100	4,370,700	(32,500)
Revenues	332,600	332,600	332,600	399,100	399,100
Expenditures	(12,500)	-	-	(4,802,300)	-
Ending Balance	3,705,500	4,038,100	4,370,700	(32,500)	366,600
<u>21418 - TRANSPORTATION IMPROVEMENT FUND</u>					
Beginning Balance	16,064,000	(634,400)	(1,057,400)	(247,200)	3,570,000
Revenues	4,116,600	3,873,900	3,932,000	4,438,900	4,505,500
Intergovernmental Contributions	1,848,400	2,652,300	-	-	-
Borrowing	-	6,685,400	27,135,200	25,783,900	13,200,600
Transfers In	2,397,900	3,684,900	-	-	-
Expenditures	(25,061,300)	(17,319,500)	(30,257,000)	(26,405,600)	(13,200,600)
Ending Balance	(634,400)	(1,057,400)	(247,200)	3,570,000	8,075,500
<u>21419 - ROADS OF REGIONAL SIGNIFICANCE DEV FUND</u>					
Beginning Balance	-	-	-	-	-
Revenues	1,043,000	1,043,000	1,043,000	1,251,600	1,251,600
Expenditures	(1,043,000)	(1,043,000)	(1,043,000)	(1,251,600)	(1,251,600)
Ending Balance	-	-	-	-	-
<u>22512 - WATER SYSTEM DEV FUND</u>					
Beginning Balance	5,206,900	-	(108,300)	(216,600)	(213,200)
Revenues	1,411,400	1,411,400	1,411,400	1,693,600	1,693,600
Transfers In	604,300	-	-	-	-
Expenditures	(7,222,600)	(1,519,700)	(1,519,700)	(1,690,200)	(1,265,200)
Ending Balance	-	(108,300)	(216,600)	(213,200)	215,200
<u>22522 - WATER REPLENISHMENT DEV FUND</u>					
Beginning Balance	6,296,000	1,400	317,700	69,000	34,500
Revenues	471,300	471,300	471,300	565,500	565,500
Transfers In	644,100	-	-	-	-
Expenditures	(7,410,000)	(155,000)	(720,000)	(600,000)	(600,000)
Ending Balance	1,400	317,700	69,000	34,500	-
<u>22532 - SEWER SYSTEM DEV FUND - SPA 1</u>					
Beginning Balance	2,311,800	-	-	-	-
Revenues	3,923,100	3,923,100	3,923,100	4,707,700	4,707,700
Transfers In	1,074,500	2,370,900	2,257,100	1,484,300	1,485,500
Expenditures	(2,760,600)	(186,300)	(61,300)	(75,800)	(75,800)
Debt Service	(4,548,800)	(6,107,700)	(6,118,900)	(6,116,200)	(6,117,400)
Ending Balance	-	-	-	-	-

FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Mayor and Council					
Mayor	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	0.0
Executive Administrative Specialist	0.0	0.0	1.0	1.0	0.0
Total Mayor/City Council	7.0	7.0	8.0	8.0	0.0
City Manager's Office					
City Manager	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	1.0	2.0	2.0	2.0	0.0
Deputy City Manager	1.0	1.0	1.0	1.0	0.0
Assistant to City Manager	1.0	1.0	1.0	1.0	0.0
Executive Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Total City Manager's Office	6.0	7.0	7.0	7.0	0.0
City Attorney's Office					
City Attorney	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Deputy City Attorney	1.0	1.0	1.0	1.0	0.0
Assistant City Attorney	3.0	3.0	3.0	3.0	0.0
Assistant Deputy City Attorney	1.0	1.0	1.0	1.0	0.0
Assistant Analyst	1.0	2.0	2.0	2.0	0.0
Administrative Assistant	1.0	0.0	0.0	0.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Program Coordinator (Victim Advocate)	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	2.0	3.0	4.0	4.0	0.0
Intern	0.0	0.0	0.0	0.0	0.0
Total City Attorney's Office	12.0	14.0	15.0	15.0	0.0
City Clerk's Office					
City Clerk	1.0	1.0	1.0	1.0	0.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0	0.0
Executive Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Total City Clerk's Office	6.0	6.0	5.0	5.0	0.0
Governmental Relations					
Director of Governmental Relations	1.0	1.0	1.0	1.0	0.0
Manager	0.0	1.0	1.0	1.0	0.0
Senior Analyst	1.0	0.0	0.0	0.0	0.0
Total Intergovernmental Relations	2.0	2.0	2.0	2.0	0.0
Finance Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	2.0	2.0	2.0	0.0
Senior Accountant	2.0	2.0	2.0	3.0	1.0
Accounting Supervisor	3.0	2.0	3.0	3.0	0.0
Accountant/Tax Auditor	1.0	3.0	3.0	4.0	1.0
Tax Auditor	1.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	3.2	5.2	5.7	6.2	0.5
Fiscal Support Assistant	2.0	1.5	1.0	1.0	0.0
Cashier	1.0	1.0	1.0	1.0	0.0
Total Finance	16.2	18.7	19.7	22.2	2.5

FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Human Resources Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	2.0	2.0	2.0	0.0
Senior Human Resource Consultant	0.0	1.0	1.0	1.0	0.0
Human Resource Consultant	0.0	3.0	3.0	3.0	0.0
Human Resources Analyst	4.0	0.0	0.0	0.0	0.0
Human Resources Specialist	2.0	4.0	4.0	4.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0
Total Human Resources	10.0	12.0	12.0	12.0	0.0
Information Services Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Network Administrator	2.0	0.0	0.0	0.0	0.0
IT Administrator	0.0	5.0	6.0	6.0	0.0
Senior IT Administrator	0.0	2.0	2.0	2.0	0.0
IT Operations Manager	1.0	1.0	1.0	1.0	0.0
IT Development Manager	0.0	1.0	1.0	1.0	0.0
Senior IT Technician	0.0	3.0	5.0	5.0	0.0
IT Technician	0.0	2.0	2.0	2.0	0.0
Database Analyst	1.0	0.0	0.0	0.0	0.0
Telecommunication Administrator	1.0	0.0	0.0	0.0	0.0
IT Training Specialist	1.0	0.0	0.0	0.0	0.0
IT Specialist II	1.0	0.0	0.0	0.0	0.0
IT Specialist I	1.0	0.0	0.0	0.0	0.0
Division Manager - GIS	1.0	1.0	1.0	1.0	0.0
GIS Specialist	3.0	0.0	0.0	0.0	0.0
Program Manager	1.0	1.0	1.0	1.0	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Chief Land Surveyor	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	0.0	1.0	1.0	1.0	0.0
Survey Technician	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total Information Services	16.0	22.0	25.0	25.0	0.0
Management & Budget Office					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager - Purchasing	1.0	1.0	1.0	1.0	0.0
Division Manager - Budget	0.0	1.0	1.0	1.0	0.0
Senior Buyer/Contract Officer	1.0	1.0	1.0	1.0	0.0
Division Manager - Risk	1.0	1.0	1.0	1.0	0.0
Program Supervisor (Disability Advocate)	0.0	1.0	1.0	1.0	0.0
Program Supervisor (Safety Coordinator)	0.0	1.0	1.0	1.0	0.0
Senior Analyst	2.0	3.0	3.0	3.0	0.0
Analyst	1.0	3.0	3.0	3.0	0.0
Grants Administrator	1.0	0.0	0.0	0.0	0.0
Buyer	1.0	2.0	2.0	2.0	0.0
Purchasing Clerk	1.5	2.0	2.0	2.0	0.0
Office Support Specialist	0.5	0.0	0.0	0.0	0.0
Intern	0.0	0.0	0.0	0.0	0.0
Total Management & Budget	11.0	17.0	17.0	17.0	0.0
Communications					
Department Director	1.0	1.0	1.0	1.0	0.0
Public Information Officer	1.0	1.0	1.0	1.0	0.0
Senior Communications Specialist	0.0	3.0	3.0	3.0	0.0
Communications Specialist	0.0	1.0	2.0	2.0	0.0
Assistant Analyst	1.0	1.0	1.0	1.0	0.0
Web Master	1.0	0.0	0.0	0.0	0.0
Video Production Specialist	1.0	0.0	0.0	0.0	0.0
Total Public Information Office	5.0	7.0	8.0	8.0	0.0

FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Economic Development Department					
Economic Development Director	1.0	1.0	1.0	1.0	0.0
Program Manager	0.0	1.0	1.0	1.0	0.0
Program Coordinator	3.0	2.5	2.5	2.7	0.2
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Intern	0.5	0.0	0.0	0.0	0.0
Total Economic Development	5.5	5.5	5.5	5.7	0.2
Community Development Department					
Community Development Director	1.0	1.0	1.0	1.0	0.0
Planning Manager	1.0	0.0	0.0	0.0	0.0
Senior Analyst	0.0	1.0	1.0	1.0	0.0
Senior Planner	2.0	3.0	3.0	3.0	0.0
Division Manager	2.0	2.0	2.0	2.0	0.0
Planner	0.0	8.0	8.0	7.0	-1.0
Planner II	3.0	0.0	0.0	0.0	0.0
Planner I	2.0	0.0	0.0	0.0	0.0
Assistant Planner	3.0	1.0	1.0	1.0	0.0
Senior Plans Examiner	0.0	1.0	1.0	1.0	0.0
Plans Examiner	6.0	5.0	5.0	5.0	0.0
Code Compliance Supervisor	2.0	2.0	2.0	1.0	-1.0
Senior Inspector	2.0	4.0	4.0	3.0	-1.0
Inspector	12.0	10.0	9.0	6.0	-3.0
Code Enforcement Inspector	4.0	4.0	5.0	5.0	0.0
Administrative Specialist	2.0	3.0	3.0	3.0	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	3.0	4.0	3.0	3.0	0.0
Fiscal Support Assistant	5.0	5.0	4.0	4.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	2.0	3.0	3.0	0.0
Total Community Development	53.0	57.0	56.0	50.0	-6.0
Fire Department					
Fire Chief	1.0	1.0	1.0	1.0	0.0
Assistant Fire Chief	2.0	2.0	2.0	2.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	0.0
Battalion Chief	3.0	3.0	3.0	4.0	1.0
Fire Captain	16.0	22.0	25.0	25.0	0.0
Fire Inspector	2.0	4.0	4.0	4.0	0.0
Fire Engineer	14.0	19.0	22.0	22.0	0.0
Firefighter	40.0	47.0	56.0	56.0	0.0
Program Specialist - Safety Education	1.0	1.0	1.0	1.0	0.0
Program Supervisor - AR Van	1.0	1.0	1.0	1.0	0.0
Administrative Technician	2.0	2.0	2.0	2.0	0.0
Plans Examiner	1.0	1.0	1.0	1.0	0.0
Fiscal Support Specialist	1.0	1.0	1.0	1.0	0.0
Analyst	0.0	0.0	1.0	1.0	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Technician	0.0	0.0	1.0	1.0	0.0
Total Fire	88.0	108.0	125.0	126.0	1.0

FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Police Department					
Police Chief	1.0	1.0	1.0	1.0	0.0
Assistant Police Chief	2.0	3.0	3.0	3.0	0.0
Police Lieutenant	4.0	3.0	3.0	4.0	1.0
Police Sergeant	14.0	16.0	16.0	16.0	0.0
Police Officer	81.0	96.0	104.0	110.0	6.0
Community Service Officer	5.0	6.0	7.0	7.0	0.0
IT Administrator	0.0	1.0	1.0	1.0	0.0
Technical Services Manager	1.0	1.0	1.0	1.0	0.0
Senior Analyst	1.0	1.0	1.0	1.0	0.0
Training Coordinator	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Technician	0.0	6.0	7.0	7.0	0.0
Police Records Clerk	5.0	0.0	0.0	0.0	0.0
Transportation Officer	0.0	2.0	2.0	2.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0
Communications Supervisor	4.0	4.0	4.0	4.0	0.0
Administrative Support Supervisor	0.0	1.0	1.0	1.0	0.0
Forensic Technician	0.0	1.0	1.0	1.0	0.0
Criminal/Traffic Analyst	1.0	1.0	1.0	1.0	0.0
Communications Officer	11.0	12.0	20.0	20.0	0.0
Animal Control Officer	3.0	3.0	3.0	3.0	0.0
Program Coordinator (Victim Advocate)	1.0	1.0	1.0	1.0	0.0
Information Technology Technician	1.0	1.0	1.0	1.0	0.0
Total Police	138.0	162.0	180.0	187.0	7.0
City Court					
Presiding Judge	1.0	1.0	1.0	1.0	0.0
Associate Judge	1.0	1.0	1.0	1.0	0.0
Division Manager - Court	1.0	1.0	1.0	1.0	0.0
Accountant	0.0	0.0	1.0	1.0	0.0
Analyst	0.0	1.0	1.0	1.0	0.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0	0.0
Assistant Analyst	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	6.0	7.0	8.0	8.0	0.0
Administrative Technician	6.0	7.0	7.0	7.0	0.0
Total City Court	18.0	21.0	23.0	23.0	0.0
Community Initiatives Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Recreation Aide	2.5	0.8	0.8	0.8	0.0
Neighborhood Liaison	3.0	0.0	0.0	0.0	0.0
Program Coordinator	0.0	2.0	2.0	2.0	0.0
Program Specialist	1.0	0.0	0.0	0.0	0.0
Senior Program Supervisor	1.0	0.0	0.0	0.0	0.0
Program Supervisor	0.0	4.0	4.0	4.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Program Assistant	0.0	12.8	12.8	12.8	0.0
Administrative Technician	0.0	0.5	0.5	0.5	0.0
Office Support Specialist	0.5	0.0	0.0	0.0	0.0
Facilities Maintenance Worker	0.5	0.0	0.0	0.0	0.0
Transit Operator	7.0	0.0	0.0	0.0	0.0
Transit Supervisor	1.0	0.0	0.0	0.0	0.0
Service Worker/Groundskeeper	0.0	0.5	0.5	0.5	0.0
Total Community Initiatives	19.5	23.5	23.5	23.5	0.0

FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Parks, Recreation & Library Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	2.0	7.0	7.0	7.0	0.0
Sports Complex Operations Manager	1.0	0.0	0.0	0.0	0.0
Construction Project Manager	1.0	0.0	0.0	0.0	0.0
Fiscal Support Supervisor	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	4.0	4.0	5.0	5.0	0.0
Recreation Coordinator	5.0	6.0	8.0	8.0	0.0
Recreation Specialist	0.0	0.0	1.0	1.0	0.0
Senior Recreation Aide	4.0	0.0	0.0	0.0	0.0
Recreation Aide	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	2.0	2.0	2.0	0.0
Parks Maintenance Manager	2.0	0.0	0.0	0.0	0.0
Analyst	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	3.0	4.0	4.0	4.0	0.0
Senior Maintenance & Operations Tech	6.0	12.0	12.0	12.0	0.0
Maintenance & Operations Technician	1.8	14.8	15.0	15.0	0.0
Service Worker/Groundskeeper	10.0	8.0	8.0	8.0	0.0
Laborer	2.0	0.0	0.0	0.0	0.0
Groundskeeper	6.0	0.0	0.0	0.0	0.0
PT Seasonal Positions	44.4	40.4	47.4	47.4	0.0
Administrative Specialist	1.0	2.0	2.0	2.0	0.0
Total Parks and Recreation	97.2	104.2	115.4	115.4	0.0
Engineering Department					
Department Director - City Engineer	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Associate Engineer	3.0	3.0	4.0	4.0	0.0
Land Surveyor	0.0	0.0	0.0	0.0	0.0
Civil Engineer	0.0	2.0	4.0	4.0	0.0
Civil Engineering Supervisor	1.0	2.0	2.0	2.0	0.0
Inspector	6.0	6.0	6.0	6.0	0.0
Plans Examiner	2.0	0.0	0.0	0.0	0.0
Permit/Licensing Technician	2.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	0.0	1.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Fiscal Support Assistant	0.0	1.0	1.0	1.0	0.0
Total Engineering	18.0	19.0	22.0	22.0	0.0
Traffic Engineering Department					
Division Manager	1.0	1.0	1.0	1.0	0.0
Associate Engineer	1.0	2.0	2.0	2.0	0.0
Program Coordinator (REACT)*	1.0	1.0	1.0	1.0	1.0
Program Specialist	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	3.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	1.0	2.0	2.0	2.0	0.0
Sr Maintenance & Operations Tech	0.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech	5.0	4.0	4.0	4.0	0.0
Service Worker/Groundskeeper	0.0	2.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total Streets	13.0	16.0	16.0	16.0	1.0

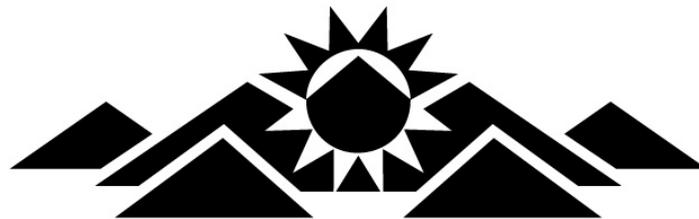
FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Vehicle Maintenance					
Fleet Manager	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	3.0	6.0	6.0	6.0	0.0
Maintenance & Operations Tech	1.5	0.0	0.0	0.0	0.0
Senior Maintenance & Operations Tech	3.0	5.0	5.0	5.0	0.0
Mechanic - Fire Apparatus	1.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total Vehicle Maintenance	10.5	14.0	14.0	14.0	0.0
Facilities Management Department					
Division Manager	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	0.0	2.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Public Works Supervisor	2.0	0.0	0.0	0.0	0.0
Maintenance & Operations Specialist	2.0	3.0	4.0	4.0	0.0
Maintenance & Operations Technician	0.0	0.0	1.0	1.0	0.0
Sr Maintenance & Operations Tech	4.0	3.0	3.0	3.0	0.0
Service Worker/Groundskeeper	1.0	5.0	6.0	6.0	0.0
Laborer	1.0	0.0	0.0	0.0	0.0
Electrician	1.0	0.0	0.0	0.0	0.0
HVAC Technician	1.0	0.0	0.0	0.0	0.0
Total Building & Parks Maintenance	14.0	15.0	18.0	18.0	0.0
Project Management Department					
Division Manager	1.0	1.0	1.0	1.0	0.0
Project Manager	2.0	3.0	3.0	3.0	0.0
Project Associate	1.0	2.0	2.0	2.0	0.0
Total Project Management	4.0	6.0	6.0	6.0	0.0
Streets Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	2.0	2.0	2.0	0.0
Management Assistant	1.0	0.0	0.0	0.0	0.0
Maintenance & Operations Supervisor	1.0	2.0	2.0	2.0	0.0
Sr Maintenance & Operations Technician	0.0	6.0	6.0	6.0	0.0
Maintenance & Operations Technician	15.0	13.0	13.0	13.0	0.0
Maintenance Technician	2.0	0.0	0.0	0.0	0.0
Maintenance Worker	3.0	0.0	0.0	0.0	0.0
Service Worker/Groundskeeper	5.0	7.0	7.0	7.0	0.0
Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Total Streets	31.0	33.0	33.0	33.0	0.0
Sanitation Department					
Division Manager	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	1.0	1.0	1.0	0.0
Sr Maintenance & Operations Technician	0.0	2.0	2.0	2.0	0.0
Recycling Inspector	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	5.0	5.0	5.0	5.0	0.0
Equipment Operator	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	20.0	18.0	18.0	18.0	0.0
Administrative Assistant	0.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
Total Sanitation	30.0	32.0	32.0	32.0	0.0

FY2009 Summary of Authorized Personnel

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Actual FY2008</u>	<u>Adopted FY2009</u>	<u>Change</u>
Stormwater					
Analyst	1.0	1.0	1.0	1.0	0.0
Total Stormwater	1.0	1.0	1.0	1.0	0.0
Water Replenishment					
Water Resources Specialist	1.8	1.8	1.8	1.8	0.0
Water Services Technician	0.6	0.6	0.6	0.6	0.0
Analyst	0.3	0.3	0.3	0.3	0.0
Total Water Replenishment	2.6	2.6	2.6	2.6	0.0
Water Department					
Division Manager	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Supervisor	0.0	0.0	0.0	1.0	1.0
Maintenance & Operations Specialist	0.0	0.0	0.0	1.0	1.0
Water Operations Superintendent	0.0	0.0	1.0	1.0	0.0
Senior Utilities Technician	0.0	0.0	0.0	3.0	3.0
Inspector	0.0	0.0	0.0	1.0	1.0
Sr. Maintenance & Operations Technician	0.0	0.0	0.0	3.0	3.0
Maintenance & Operations Technician	0.0	0.0	0.0	3.0	3.0
Utilities Supervisor	0.0	0.0	0.0	2.0	2.0
Lead Utility Technician	0.0	0.0	0.0	1.0	1.0
Utilities Technician	0.0	0.0	0.0	3.0	3.0
Administrative Technician	0.0	0.0	0.0	1.0	1.0
Construction Project Manager	1.5	1.5	1.5	1.5	0.0
Information Technology Specialist	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	0.8	0.8	0.8	0.8	0.0
Water Services Technician	0.9	0.9	0.9	0.9	0.0
Analyst	0.2	0.4	0.4	1.7	1.3
Total Water	5.9	6.1	7.1	27.4	20.3
Sewer Department					
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	2.0	2.0	2.0	2.0	0.0
Construction Project Manager	0.5	2.5	2.5	2.5	0.0
Information Technology Specialist	0.5	0.5	0.5	0.5	0.0
Wastewater Operations Manager	0.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	1.0	2.0	2.0	2.0	0.0
Wastewater Operations Foreman	3.0	3.0	3.0	3.0	0.0
Wastewater Operations Technician II	4.0	6.0	6.0	6.0	0.0
Wastewater Operations Technician I	5.0	5.0	5.0	5.0	0.0
Lead Utilities Technician	0.0	0.0	1.0	1.0	0.0
Senior Technician	0.0	0.0	0.0	0.0	0.0
Maintenance & Operations Specialist	0.0	0.0	1.0	1.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Administrative Technician	3.0	3.0	3.0	3.0	0.0
Utilities Analyst	1.0	1.0	1.0	1.0	0.0
Laborer	2.0	2.0	2.0	2.0	0.0
Analyst	0.5	0.7	0.7	1.0	0.3
Water Services Technician	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	1.5	1.9	1.9	1.9	0.0
Wastewater Mechanic	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	0.0	0.0	0.0	1.0	1.0
Electrician	1.0	1.0	1.0	1.0	0.0
Total Sewer	29.5	36.1	38.1	39.4	1.3
TOTALS	669.9	774.7	836.9	863.2	27.3

City of Surprise, Arizona



S U R P R I S E

A R I Z O N A

FY2009 Adopted Budget



Glossary FY2009 Budget

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
Adoption	Formal action by the Mayor and Council that sets the spending limits for the fiscal year.
Appropriation	Specific amount of monies authorized by the Mayor and Council for the purposes of incurring obligations and acquiring goods and services.
Assessed Valuation	A value set upon real property by the County Assessor for the purpose of levying property taxes.
Base Budget	The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the Mayor and Council.
Bonds	A certificate of debt guaranteeing a payment of a specified amount of money by a specified future date.
Budget	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Mayor and Council goals and objectives.
Capital Items	Any item with a purchase price exceeding \$2,500.
Capital Projects Budget	The expenditures of revenues for major capital projects and items such as city buildings, parks, acquisition of land, major street construction, and reconstruction, water and sewer lines, and any other project which adds to the capital assets or infrastructure of the city.
Cash Basis	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
CFD	Community Facility District – A special assessment district established by the Mayor and Council to levy taxes to pay for new infrastructure improvements associated with growth.
CIP	Capital Improvement Plan
Contingency	Monies which have not been allocated to any specific purpose and may only be utilized after receiving Mayor and Council approval.
Capital Projects Funds	This fund accounts for resources providing for the acquisition or construction of all capital facilities and items.
Debt Service	Principal and interest payments on borrowed funds such as bonds.
Debt Service Funds	Used to account for the accumulation of resources for, and the payment of, general long – term debt, principal, and interest.

Encumbrance	Accounting concept that recognizes a commitment to expend resources in the future.
Enterprise Fund	Used to account for the business-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.
Estimated Revenue	The amount of projected revenue to be collected during the fiscal year.
Expenditure	Represents a decrease in fund resources for the acquisition of goods or services.
Expenditure Limitation	An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission sets the limit based upon population growth and inflation. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received. Surprise citizens have approved the Home Rule Option since the inception of the expenditure limitation.
FTE	Full Time Equivalent – 2080 hours worked equates to 1.0 full time equivalent position.
Fiscal Year	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the city of Surprise this period begins July 1 and ends June 30.
Fund	A set of self-balancing accounts that record revenues and expenditures associated with specific activities.
Fund Balance	Carry over funds due to actual revenues exceeding actual expenditures.
General Fund	The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in another fund. The general fund is primary operating fund of the city.
General Obligation (G.O.) Bond	Type of bond backed by full faith and credit of the city.
Goal	A statement of broad direction, purpose, or intent on the needs of the community. A goal is general and timeless.
Grant	A contribution by the state or federal government or other organization to support a particular function.
Highway User Revenue Fund (HURF)	This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purpose.
Infrastructure	The large scale public systems, services, and facilities that are necessary for economic activity, including power and water supplies, public transportation, telecommunication, and roads.

Intergovernmental Revenue (Shared)	Revenue received from other governmental agencies (e.g., state sales tax, state income tax, gasoline tax, motor vehicle license)
Internal Service Funds	Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
Maintenance and Operation (M&O) Costs	The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.
Management Indicators	A measurable means of evaluating impact of budget on achieving stated objects.
Municipal Property Corporation (MPC)	A non-profit corporation established for the purpose of issuing debt to purchase municipal facilities and equipment that it leases to the city.
Objectives	A desired outcome that is measurable and that can be achieved within a specific time frame.
Operating Budget	A budget for the delivery of ongoing city services, to include expenditures such as personal services, contractual services, commodities, and operating capital items.
Operating Comparison	All Expenditures/Revenues except for Capital and Debt Service.
Performance Indicators	Statistical information which denotes the demands for services within a department/division.
Primary Property Tax	A limited tax levy used for general government operations. State statute restricts the total levy to a 2% annual increase plus an increase for any new construction and / or annexation.
Property Tax Rate	The amount of tax levied for each \$100 of assessed valuation.
Reserves	Money that has been set aside in the event of revenue shortfalls.
Resources	Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (i.e. bond proceeds).
Revenue Bond	Bonds that are backed by revenues from a specific system (i.e. Water and Sewer Revenue Bonds are payable from water and sewer revenues).
Revenue	Resources achieved from taxes, user charges/fees, and other levels of government.
ROW	Right of Way
RPTA	Regional Public Transportation Authority

Special Planning Area (SPA)	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.
Secondary Property Tax	Voter approved tax levy which can only be used to retire general bonded debt obligations.
Special Revenue Funds	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.
Street Light Improvement District	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.
Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.
Transfer	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended.
Trust Fund	Used to account for resources held by the city as a trustee for a private party such as volunteer firemen's pension boards.

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