

Appendix B: Cash Flow Analysis

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Table of Contents

APPENDIX B: CASH FLOW ANALYSIS	3
WATER RESOURCES.....	4
<i>Figure B-1: Water Resources Cash Flow Analysis</i>	4
DRINKING WATER SYSTEM	5
<i>Figure B-2: Drinking Water System Cash Flow Analysis</i>	5
DUAL WATER SYSTEM	6
WASTEWATER	7
<i>Figure B-3: Wastewater Cash Flow Analysis</i>	7
LIBRARIES	8
<i>Figure B-4: Library Cash Flow</i>	8
PARKS & RECREATION	9
<i>Figure B-5: Parks & Recreation Cash Flow Analysis</i>	9
POLICE	10
<i>Figure B-6: Police Cash Flow Analysis</i>	10
FIRE	11
<i>Figure B-7: Fire Cash Flow Analysis</i>	11
GENERAL GOVERNMENT.....	12
<i>Figure B-8: General Government Cash Flow Analysis</i>	12
PUBLIC WORKS	13
<i>Figure B-9: Public Works Cash Flow Analysis</i>	13
ROADS OF REGIONAL SIGNIFICANCE.....	14
<i>Figure B-10: Roads of Regional Significance Cash Flow Analysis</i>	14

Appendix B: Cash Flow Analysis

This cash flow analysis is based on the preliminary development fees, costs per demand unit, and methodologies in the City's development fee report and demographic and development projections in Appendix A of the development fee report. FY2007 (beginning July 1, 2006) is the first projection year (note: all figures are in thousands of dollars).

This cash flow analysis is based on several assumptions:

- 100% of all future residential and nonresidential development will pay 100% of the proposed development fees.
- Future development will occur at the pace and magnitude outlined in the demographic and development projects in Appendix A of the development fee report.

To the extent these assumptions change, the cash flow analysis will change correspondingly. Also, the cash flow analysis is based on the proposed fees and LOS over a six-year time frame. TischlerBise recommends that rapidly growing communities review and recalibrate their fees every three years. Thus, it is likely the fee amounts, LOS, and methodologies will change over the course of the six year cash flow analysis.

WATER RESOURCES

The cash flow summary below indicates total revenues over the next 6 years for each of the collection and expenditure zones. In SPA 1, the cumulative deficits shown at the bottom of the table are the result of the planned CAP purchases and planned water resources projects being the result of both new and existing development. Existing development's share of these projects cannot be funded through development fees. In SPA's 2-6, the timing of when the planned water resource project is constructed explains the build up of funds.

Figure B-1: Water Resources Cash Flow Analysis

WATER RESOURCES (SPA 1)

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Residential		\$1,501	\$1,606	\$1,719	\$1,840	\$1,565	\$283	\$8,515
Nonresidential		\$221	\$0	\$237	\$220	\$230	\$178	\$1,086
TOTAL REVENUES		\$1,722	\$1,606	\$1,956	\$2,060	\$1,795	\$462	\$9,601
Capital Expenditures (\$1,000's)								
CAP Water Purchases		\$956	\$934	\$918	\$896	\$861	\$0	\$4,565
Water Resources Projects		\$1,015	\$4,013	\$6,870	\$0	\$0	\$0	\$11,898
Development Fee Study		\$3	\$2	\$3	\$3	\$3	\$1	\$15
TOTAL EXPENDITURES		\$1,974	\$4,949	\$7,791	\$899	\$864	\$1	\$16,477
Annual Surplus/(Deficit)		(\$252)	(\$3,343)	(\$5,835)	\$1,161	\$931	\$461	
Cumulative Surplus/(Deficit)		(\$252)	(\$3,594)	(\$9,429)	(\$8,268)	(\$7,337)	(\$6,876)	

WATER RESOURCES (SPA 2-6)

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Residential		\$1,058	\$1,300	\$1,678	\$2,875	\$1,949	\$1,890	\$10,750
Nonresidential		\$130	\$661	\$200	\$245	\$343	\$477	\$2,056
TOTAL REVENUES		\$1,188	\$1,961	\$1,878	\$3,120	\$2,292	\$2,367	\$12,807
Capital Expenditures (\$1,000's)								
CAP Water Purchases		\$149	\$171	\$187	\$209	\$244	\$0	\$960
Water Resources Projects		\$0	\$100	\$1,000	\$0	\$100	\$0	\$1,200
Development Fee Study		\$1	\$1	\$1	\$1	\$1	\$1	\$5
TOTAL EXPENDITURES		\$150	\$272	\$1,188	\$210	\$345	\$1	\$2,165
Annual Surplus/(Deficit)		\$1,039	\$1,689	\$690	\$2,910	\$1,947	\$2,366	
Cumulative Surplus/(Deficit)		\$1,039	\$2,728	\$3,418	\$6,328	\$8,275	\$10,641	

DRINKING WATER SYSTEM

The cash flow summary below indicates total revenues of \$33.8 million over the next 6 years. Results shown at the bottom of the table are the result of the planned drinking water systems projects being the result of new growth only, thus the development fees will fully fund these projects.

Figure B-2: Drinking Water System Cash Flow Analysis

DRINKING WATER SYSTEM (CITYWIDE)								
	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Residential		\$3,972	\$4,439	\$5,073	\$6,641	\$5,092	\$2,648	\$27,864
Nonresidential		\$1,047	\$160	\$927	\$1,008	\$1,265	\$1,498	\$5,905
TOTAL REVENUES		\$5,019	\$4,599	\$6,000	\$7,649	\$6,357	\$4,145	\$33,770
Capital Expenditures (\$1,000's)								
	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Water Resources Projects		\$5,018	\$4,598	\$5,999	\$7,648	\$6,356	\$4,144	\$33,762
Development Fee Study		\$1	\$1	\$1	\$2	\$2	\$1	\$8
TOTAL EXPENDITURES		\$5,019	\$4,599	\$6,001	\$7,650	\$6,357	\$4,145	\$33,770
Annual Surplus/(Deficit)		\$0	\$0	\$0	\$0	\$0	\$0	
Cumulative Surplus/(Deficit)		\$0	\$0	\$0	\$0	\$0	\$0	

DUAL WATER SYSTEM

Because the area to be served by the dual water system is more specific than the development projections, it is difficult to project revenues and expenditures. However, the overall net cash flow for the Dual Water System Development Fee would be similar to the Drinking Water System Development Fee Cash Flow Analysis in Figure B-2 above.

WASTEWATER

The cash flow summary below indicates total revenues over the next 6 years for each of the collection and expenditure zones. As a result of spreading the costs for SPA 1 out over a twenty year period, the development fees generate a surplus during the first part of the analysis period. However, these facilities will reach capacity before the end of the debt service payments with no revenues being generated in the final years of the debt service time horizon. Surpluses generated in the first part of the analysis period would be used to make debt service payments in the later parts of the analysis period.

The deficits shown at the bottom of the table for SPA'S 2-6 are the result of the timing of the construction of the planned treatment plants being built with excess capacity for future development, while the cash flow analysis is only for six years. Under this assumption, future development fees will be used to repay the City for oversizing these facilities using the buy-in methodology.

Figure B-3: Wastewater Cash Flow Analysis**WASTEWATER (SPA 1)**

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Residential		\$8,325	\$8,325	\$8,325	\$8,325	\$8,325	\$8,325	\$49,953
Nonresidential		\$71	\$0	\$76	\$71	\$74	\$57	\$349
TOTAL REVENUES		\$8,396	\$8,325	\$8,401	\$8,396	\$8,399	\$8,383	\$50,301
Capital Expenditures (\$1,000's)								
Projected Treatment Debt Service		\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$24,900
Support Vehicles & Equipment		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Fee Study		\$3	\$3	\$3	\$3	\$3	\$1	\$16
TOTAL EXPENDITURES		\$4,153	\$4,153	\$4,153	\$4,153	\$4,153	\$4,151	\$24,916
Annual Surplus/(Deficit)		\$4,244	\$4,172	\$4,248	\$4,243	\$4,246	\$4,232	
Cumulative Surplus/(Deficit)		\$4,244	\$8,416	\$12,664	\$16,907	\$21,153	\$25,385	

WASTEWATER (SPA 2-6)

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Residential		\$2,803	\$3,442	\$4,445	\$7,614	\$5,163	\$5,006	\$28,472
Nonresidential		\$87	\$22	\$67	\$82	\$114	\$159	\$531
TOTAL REVENUES		\$2,890	\$3,464	\$4,512	\$7,696	\$5,277	\$5,165	\$29,003
Capital Expenditures (\$1,000's)								
Treatment		\$17,200	\$56,000	\$60,200	\$30,600	\$25,600	\$0	\$189,600
Support Vehicles & Equipment		\$25	\$30	\$39	\$67	\$46	\$45	\$252
Development Fee Study		\$1	\$1	\$2	\$3	\$2	\$2	\$12
TOTAL EXPENDITURES		\$17,226	\$56,032	\$60,241	\$30,670	\$25,648	\$47	\$189,864
Annual Surplus/(Deficit)		(\$14,337)	(\$52,568)	(\$55,729)	(\$22,974)	(\$20,371)	\$5,118	
Cumulative Surplus/(Deficit)		(\$14,337)	(\$66,904)	(\$122,634)	(\$145,608)	(\$165,979)	(\$160,861)	

LIBRARIES

The cash flow summary below indicates total revenues of \$13.8 million over the next 6 years. The cumulative deficits shown at the bottom of the table are the result of the planned libraries providing ten years of capacity, while the cash flow analysis is only for six years. Under this assumption, future development fees will be used to repay the City for oversizing the planned libraries, perhaps using the buy-in methodology.

Figure B-4: Library Cash Flow

LIBRARY	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Single Family Detached		\$1,723	\$1,885	\$2,110	\$2,788	\$2,155	\$951	\$11,612
Single Family Attached/Multi-family		\$259	\$319	\$397	\$501	\$372	\$318	\$2,166
All Other Types of Housing		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES		\$1,982	\$2,204	\$2,507	\$3,289	\$2,526	\$1,270	\$13,778
Capital Expenditures (\$1,000's)								
Library Facilities & Collections		\$0	\$600	\$6,000	\$800	\$8,000	\$0	\$15,400
Development Fee Study		\$2	\$3	\$3	\$4	\$3	\$1	\$17
TOTAL EXPENDITURES		\$2	\$603	\$6,003	\$804	\$8,003	\$1	\$15,417
Annual Surplus/(Deficit)		\$1,980	\$1,601	(\$3,496)	\$2,485	(\$5,477)	\$1,268	
Cumulative Surplus/(Deficit)		\$1,980	\$3,581	\$85	\$2,570	(\$2,907)	(\$1,639)	

PARKS & RECREATION

The cash flow summary below indicates total revenues of \$62.4 million over the next 6 years. The cumulative surpluses shown at the bottom of the table are the result of the buy-in approach used for the Surprise Campus. The City can use the revenues from this component to either repay itself for new growth's share of the Surprise Campus, or for a future expansion. Because the Surprise Center is projected to reach its maximum capacity in the near future, the cash flows for this component will change in the later years of the cash flow analysis. The annual deficits shown in FY2009 and FY2010 are the result of several of the planned parks and recreation projects being the result of both new and existing development. Development fees cannot be used to fund existing development's share of these projects.

Figure B-5: Parks & Recreation Cash Flow Analysis

PARKS & RECREATION

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Single Family Detached		\$7,804	\$8,541	\$9,560	\$12,630	\$9,761	\$4,310	\$52,607
Single Family Attached/Multi-family		\$1,174	\$1,444	\$1,800	\$2,271	\$1,683	\$1,442	\$9,814
All Other Types of Housing		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES		\$8,978	\$9,985	\$11,360	\$14,901	\$11,445	\$5,752	\$62,421
Capital Expenditures (\$1,000's)								
	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Parks		\$1,872	\$1,975	\$2,800	\$25,500	\$2,200	\$0	\$34,347
Recreation Facilities		\$4,405	\$2,800	\$9,671	\$300	\$2,000	\$0	\$19,176
Surprise Campus		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support Facilities		\$500	\$0	\$0	\$0	\$0	\$0	\$500
Support Vehicles & Equipment		\$36	\$55	\$61	\$80	\$62	\$26	\$320
Development Fee Study		\$2	\$3	\$4	\$5	\$4	\$2	\$19
TOTAL EXPENDITURES		\$6,815	\$4,833	\$12,536	\$25,884	\$4,266	\$28	\$54,362
Annual Surplus/(Deficit)		\$2,162	\$5,152	(\$1,176)	(\$10,983)	\$7,179	\$5,724	
Cumulative Surplus/(Deficit)		\$2,162	\$7,314	\$6,139	(\$4,845)	\$2,334	\$8,059	

POLICE

The cash flow summary below indicates total revenues of \$13.2 million over the next 6 years. The cumulative surpluses shown at the bottom of the table are the result of the buy-in approach used for the recently completed Public Safety Building. The City can use the revenues from this component to either repay itself for new growth's share of this building, or for a future expansion of Police facilities. The annual deficits shown in FY2009 and FY2010 are the result of the planned communications equipment projects being the result of both new and existing development. Development fees cannot be used to fund existing development's share of these projects.

Figure B-6: Police Cash Flow Analysis

POLICE	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Single Family Detached		\$1,374	\$1,503	\$1,683	\$2,223	\$1,718	\$759	\$9,259
Single Family Attached/Multi-family		\$207	\$254	\$317	\$400	\$296	\$254	\$1,727
All Other Types of Housing		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial		\$123	\$19	\$134	\$137	\$161	\$112	\$686
Employment		\$34	\$12	\$48	\$60	\$86	\$142	\$381
Public Facilities		\$345	\$25	\$180	\$178	\$194	\$196	\$1,119
TOTAL REVENUES		\$2,082	\$1,813	\$2,362	\$2,997	\$2,456	\$1,462	\$13,171
Capital Expenditures (\$1,000's)								
Police Facilities - Residential		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Facilities - Nonresidential		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Vehicles - Residential		\$217	\$330	\$368	\$480	\$374	\$158	\$1,927
Police Vehicles - Nonresidential		\$126	\$14	\$91	\$94	\$111	\$113	\$551
Police Communications Equipment - Residential		\$0	\$0	\$4,920	\$4,920	\$0	\$0	\$9,840
Police Communications Equipment - Nonresidential		\$0	\$0	\$1,080	\$1,080	\$0	\$0	\$2,160
Development Fee Study - Residential		\$2	\$3	\$3	\$4	\$3	\$1	\$16
Development Fee Study - Nonresidential		\$1	\$0	\$1	\$1	\$1	\$1	\$4
TOTAL EXPENDITURES		\$346	\$346	\$6,463	\$6,579	\$489	\$273	\$14,497
Annual Surplus/(Deficit)		\$1,735	\$1,466	(\$4,101)	(\$3,582)	\$1,967	\$1,188	
Cumulative Surplus/(Deficit)		\$1,735	\$3,202	(\$900)	(\$4,482)	(\$2,515)	(\$1,327)	

FIRE

The cash flow summary below indicates total revenues of \$24.7 million over the next 6 years. The deficits shown at the bottom of the table are the result of the planned joint training center being the result of both new and existing development. Development fees will fund new growth's share of this project while existing growth's share will have to be funded with non-development fee revenues.

Figure B-7: Fire Cash Flow Analysis

FIRE								
	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Single Family Detached		\$2,607	\$2,853	\$3,193	\$4,219	\$3,260	\$1,440	\$17,572
Single Family Attached/Multi-family		\$392	\$482	\$601	\$758	\$562	\$482	\$3,278
All Other Types of Housing		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial		\$176	\$27	\$193	\$197	\$231	\$160	\$983
Employment		\$189	\$65	\$269	\$336	\$483	\$796	\$2,136
Public Facilities		\$232	\$17	\$121	\$119	\$130	\$131	\$750
TOTAL REVENUES		\$3,595	\$3,443	\$4,377	\$5,629	\$4,667	\$3,009	\$24,720
Capital Expenditures (\$1,000's)								
	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Fire Admin Facilities - Residential		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Admin Facilities - Nonresidential		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land for Fire Stations - Residential		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land for Fire Stations - Nonresidential		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Stations & Apparatus - Residential		\$1,359	\$2,063	\$2,302	\$3,004	\$2,339	\$989	\$12,055
Fire Stations & Apparatus- Nonresidential		\$454	\$82	\$443	\$496	\$643	\$828	\$2,948
Joint Training Facility - Residential		\$2,580	\$0	\$1,118	\$0	\$860	\$0	\$4,558
Joint Training Facility - Nonresidential		\$420	\$0	\$182	\$0	\$140	\$0	\$742
Fire Communications Equipment - Residential		\$0	\$0	\$1,720	\$0	\$0	\$0	\$1,720
Fire Communications Equipment - Nonresidential		\$0	\$0	\$280	\$0	\$0	\$0	\$280
Development Fee Study - Residential		\$2	\$3	\$3	\$4	\$3	\$1	\$15
Development Fee Study - Nonresidential		\$1	\$0	\$1	\$1	\$1	\$1	\$4
TOTAL EXPENDITURES		\$4,816	\$2,148	\$6,048	\$3,505	\$3,986	\$1,820	\$22,322
Annual Surplus/(Deficit)		(\$1,221)	\$1,295	(\$1,672)	\$2,124	\$681	\$1,189	
Cumulative Surplus/(Deficit)		(\$1,221)	\$75	(\$1,597)	\$527	\$1,209	\$2,398	

GENERAL GOVERNMENT

The cash flow summary below indicates total revenues of \$22.6 million over the next 6 years. The cumulative deficits shown at the bottom of the table are the result of the planned City Hall project providing twenty years of capacity, while the cash flow analysis is only for six years. Under this assumption, future development fees will be used to repay the City for oversizing the New City Hall, perhaps using the buy-in methodology. Also, the planned City Hall is the result of both new and existing development. Existing development's share of the project cannot be funded with development fees.

Figure B-8: General Government Cash Flow Analysis

GENERAL GOVERNMENT

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Single Family Detached		\$2,441	\$2,671	\$2,990	\$3,950	\$3,053	\$1,348	\$16,452
Single Family Attached/Multi-family		\$367	\$452	\$563	\$711	\$527	\$451	\$3,071
All Other Types of Housing		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial		\$141	\$21	\$155	\$158	\$185	\$129	\$789
Employment		\$151	\$52	\$216	\$269	\$387	\$639	\$1,715
Public Facilities		\$186	\$13	\$97	\$96	\$105	\$105	\$602
TOTAL REVENUES		\$3,286	\$3,210	\$4,020	\$5,183	\$4,257	\$2,672	\$22,629
Capital Expenditures (\$1,000's)								
	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
General Government Facilities		\$13,877	\$39,216	\$3,000	\$0	\$3,600	\$0	\$59,693
Community Initiatives Facilities		\$36	\$415	\$0	\$440	\$1,765	\$0	\$2,656
Court Facilities		\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government Vehicles		\$31	\$36	\$46	\$59	\$50	\$30	\$254
Community Initiatives Vehicles		\$53	\$80	\$89	\$116	\$90	\$38	\$466
General Government Systems		\$354	\$354	\$354	\$354	\$354	\$0	\$1,770
Development Fee Study		\$3	\$3	\$4	\$5	\$4	\$3	\$23
TOTAL EXPENDITURES		\$14,353	\$40,105	\$3,494	\$975	\$5,864	\$71	\$64,861
Annual Surplus/(Deficit)		(\$11,066)	(\$36,895)	\$527	\$4,209	(\$1,607)	\$2,601	
Cumulative Surplus/(Deficit)		(\$11,066)	(\$47,961)	(\$47,435)	(\$43,226)	(\$44,833)	(\$42,232)	

PUBLIC WORKS

The cash flow summary below indicates total revenues of \$31.2 million over the next 6 years. The cumulative deficits shown at the bottom of the table are the result of the planned Public Works facilities project providing ten years of capacity, while the cash flow analysis is only for six years. Under this assumption, future development fees will be used to repay the City for oversizing these facilities, perhaps using the buy-in methodology. Also, two of the planned Public Works facilities and the Intelligent Transportation System are the result of both new and existing development. Existing development's share of the project cannot be funded with development fees.

Figure B-9: Public Works Cash Flow Analysis

PUBLIC WORKS

	<i>Fiscal Year =></i>	2007	2008	2009	2010	2011	2012	TOTAL
Development Fee Revenues (\$1,000's)								
Single Family Detached		\$3,685	\$4,033	\$4,514	\$5,964	\$4,609	\$2,035	\$24,839
Single Family Attached/Multi-family		\$257	\$316	\$394	\$497	\$369	\$316	\$2,148
All Other Types of Housing		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial		\$214	\$32	\$234	\$239	\$281	\$195	\$1,194
Employment		\$136	\$47	\$193	\$242	\$347	\$573	\$1,538
Public Facilities		\$456	\$33	\$238	\$235	\$257	\$259	\$1,477
TOTAL REVENUES		\$4,747	\$4,461	\$5,573	\$7,176	\$5,862	\$3,377	\$31,196
Capital Expenditures (\$1,000's)								
Public Works Facilities		\$2,721	\$600	\$8,000	\$430	\$7,160	\$0	\$18,911
Public Works Vehicles		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sanitation Vehicles		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trash Cans		\$351	\$384	\$430	\$568	\$439	\$194	\$2,364
Intelligent Transportation System		\$2,348	\$1,850	\$2,394	\$2,394	\$3,252	\$0	\$12,238
Street Related Vehicles and Equipment		\$402	\$235	\$394	\$436	\$420	\$304	\$2,192
Development Fee Study		\$1	\$2	\$2	\$2	\$2	\$1	\$10
TOTAL EXPENDITURES		\$5,823	\$3,071	\$11,219	\$3,831	\$11,273	\$499	\$35,716
Annual Surplus/(Deficit)		(\$1,076)	\$1,390	(\$5,646)	\$3,345	(\$5,411)	\$2,878	
Cumulative Surplus/(Deficit)		(\$1,076)	\$314	(\$5,332)	(\$1,987)	(\$7,398)	(\$4,520)	

ROADS OF REGIONAL SIGNIFICANCE

The cash flow summary below indicates total revenues over the next 6 years for each of the collection and expenditure zones. The cumulative deficits shown at the bottom of the table are the result of the two factors. As mentioned in the Roads of Regional Significance Development Fee chapter, the costs associated with pass-through trips from development outside of Surprise cannot be included in the development fees. Over the next twenty years, approximately \$135 million will have to come from non-development fee revenues to pay for these trips. The second factor is that the planned roads will provide twenty years of capacity, while the cash flow analysis is only for six years. Under this assumption, future development fees will be used to fund these roads.

Figure B-10: Roads of Regional Significance Cash Flow Analysis

ROADS OF REGIONAL SIGNIFICANCE (SPA's 2,4,6)

	<i>Fiscal Year =></i>							
	2007	2008	2009	2010	2011	2012	TOTAL	
Development Fee Revenues (\$1,000's)								
Single Family Detached	\$3,129	\$3,625	\$4,199	\$9,966	\$4,993	\$5,069	\$30,981	
Single Family Attached/Multi-family	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
All Other Types of Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Commercial	\$36	\$25	\$51	\$62	\$212	\$67	\$453	
Employment	\$112	\$42	\$135	\$146	\$170	\$119	\$724	
Public Facilities	\$48	\$18	\$59	\$63	\$161	\$59	\$409	
TOTAL REVENUES	\$3,325	\$3,710	\$4,444	\$10,238	\$5,536	\$5,315	\$32,568	

	<i>Fiscal Year =></i>							
	2007	2008	2009	2010	2011	2012	TOTAL	
Capital Expenditures (\$1,000's)								
Roads of Regional Significance (20 Year Annualized Cost)	\$13,536	\$13,536	\$13,536	\$13,536	\$13,536	\$13,536	\$81,219	
Development Fee Study	\$0	\$1	\$1	\$1	\$1	\$1	\$4	
TOTAL EXPENDITURES	\$13,537	\$13,537	\$13,537	\$13,537	\$13,537	\$13,537	\$81,222	

Annual Surplus/(Deficit)	(\$10,212)	(\$9,827)	(\$9,093)	(\$3,299)	(\$8,001)	(\$8,222)	
Cumulative Surplus/(Deficit)	(\$10,212)	(\$20,039)	(\$29,132)	(\$32,432)	(\$40,433)	(\$48,655)	

ROADS OF REGIONAL SIGNIFICANCE (SPA's 3, 5)

	<i>Fiscal Year =></i>							
	2007	2008	2009	2010	2011	2012	TOTAL	
Development Fee Revenues (\$1,000's)								
Single Family Detached	\$2,022	\$2,392	\$3,336	\$4,866	\$4,769	\$3,579	\$20,964	
Single Family Attached/Multi-family	\$1,683	\$2,265	\$3,050	\$4,107	\$2,843	\$3,349	\$17,296	
All Other Types of Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Commercial	\$697	\$391	\$793	\$998	\$1,297	\$809	\$4,986	
Employment	\$205	\$243	\$496	\$819	\$1,415	\$2,956	\$6,135	
Public Facilities	\$7,819	\$599	\$3,713	\$3,692	\$3,987	\$4,255	\$24,064	
TOTAL REVENUES	\$12,425	\$5,891	\$11,388	\$14,482	\$14,311	\$14,948	\$73,445	

	<i>Fiscal Year =></i>							
	2007	2008	2009	2010	2011	2012	TOTAL	
Capital Expenditures (\$1,000's)								
Roads of Regional Significance (20 Year Annualized Cost)	\$17,761	\$17,761	\$17,761	\$17,761	\$17,761	\$17,761	\$106,566	
Development Fee Study	\$3	\$1	\$3	\$3	\$3	\$4	\$17	
TOTAL EXPENDITURES	\$17,764	\$17,762	\$17,764	\$17,764	\$17,764	\$17,765	\$106,583	

Annual Surplus/(Deficit)	(\$5,340)	(\$11,871)	(\$6,376)	(\$3,283)	(\$3,454)	(\$2,816)	
Cumulative Surplus/(Deficit)	(\$5,340)	(\$17,211)	(\$23,586)	(\$26,869)	(\$30,322)	(\$33,139)	