FY2014

ANNUAL BUDGET

City of Surprise, AZ
Fiscal year 2014

SURPRISE
ARIZONA

www.surpriseaz.gov

City of Surprise, Arizona
Adopted Budget
Fiscal Year 2014

Adopted June 2013

Prepared by the City of Surprise
Finance Department

SURPRISE
ARIZONA

For information regarding this document please contact:

City of Surprise
Finance Department
623-222-1821

http://www.surpriseaz.gov

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Surprise

Arizona

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City of Surprise, Arizona
FY2014 Annual Budget

TABLE OF CONTENTS

Description	Page Number
Format of this Document	1
City Manager's Transmittal Letter	**3**
General Information	
Mayor and City Council Member	7
Mayor and City Council District Map Current	11
Mayor and City Council District Map Future	12
Strategic Plan	13
City Map	15
Special Planning Area Map	16
History of Surprise	17
Citywide Organization Chart	19
Budget Summary	
Budget Summary	21
Budget Calendar	33
Budget Organization Chart	35
Revenue	
Revenue Summary	37
Revenue Detail	41
Expense	
Expense Summary	67
All Funds Detail by Department by Category	69
All Funds Total Expenses Detail by Department	73
All Funds Total Expenses Detail by Category by Object	75
All Funds Detail by Department by Category	81
General Government	
Mayor & City Council	82
City Manager's Office	84
City Attorney's Office	88
City Clerk's Office	90
Finance	94
Donations Fund	98
Grants and Contingencies	100
Street Light Improvement District Fund	102
Human Resources	104
Risk Management Fund	110
Healthcare Self Insurance Fund	114
Employee Dependent Fund	118
Information Technology	120
General Operations	124
Community Development	
Community and Economic Development	126
Neighborhood Revitalization	132

Public Safety
Fire Department 134
Firefighter's Pension Fund 140
HALO..... 142
Wildland Fire 144
Ambulance Contract..... 146
Police Department..... 148
Police Department DEA Fund..... 154
Police Department RICO Fund..... 156
Police Department Tow Fund..... 158
Police Department SB 1398 Fund..... 160
City Court..... 162
City Court Municipal Court Enhancement Fund..... 168
City Court FARE Fund..... 168
City Court JCEF Fund..... 170
City Court MFTG Fund..... 174
Community and Recreation Services
Community and Recreation Services Department..... 176
Tourism Fund 184
Net Premium Seating Surcharge 186
Spring Training Ticket Surcharge..... 188
Public Works
Public Works Department – Overview 190
Public Works Department – General Fund 194
Public Works Department – Highway User Revenue Fund 196
LTAF II Fund 202
Proposition 400 Fund 204
Utilities
Water Operations Fund..... 205
Wastewater Operations..... 211
Sanitation Operations Fund 217
Community Facilities District Fund
CFD Summary..... 221
State Forms..... 222
Capital Improvement Plan
Capital Improvement Plan Summary 229
Summary of Capital Improvement Plan Expenditures by Fund 235
General Capital Fund 237
Transportation Improvement Fund..... 239
General Government Development Fee Fund 241
Vehicle Replacement Fund..... 243
Fire and EMS Development Fee Fund..... 245
Police Development Fee Fund..... 247
Parks and Recreation Development Fee Fund..... 249
Library Development Fee Fund..... 251
Roads of Regional Significance Development Fee Funds 253
Public Works Development Fee Fund..... 255
Debt Service Funds..... 257
Water System and Replenishment Development Fee Fund..... 259
Wastewater System Development Fee Funds..... 261
Capital Improvement Plan Project Summary 263
Operating Capital Expenditures 265
Appendix
Budget Adoption Resolution..... 268
Property Tax Levy Resolution 271
State Forms 273
Budget Transfer Policies and Procedures 290
Street Light Improvement District (SLIDs) Resolution..... 292
SLIDs..... 295

Appendix (Cont.)

Comprehensive Financial Management Policies FY2013…… 324
Summary of Major Revenues and Expenditures……... 330
Schedule of Personnel ……..... 334
Glossary ……..... 342

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

SURPRISE
ARIZONA

Format of this Document

This document accounts for the planned activities of the city for the next twelve months. It has been divided by tabs into 14 major sections. The sections are as follows:

The **City Manager's budget message** provides the framework under which financial decisions are based for FY2014. It also gives the reader a summary of major revenue changes. It provides a brief discussion of expenditures including personnel changes, operational changes, and capital projects. Other considerations of note are also included.

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

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

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

The **expense** section includes all fund detail expenditures by category, department, object, by department by category, and by object by department. This section is for informational purposes that should allow the reader investigate more thoroughly expenditures associated with particular questions.

The next seven sections including **general government, community development, public safety, community and recreation services, public works, and utilities** present the city's operating budget by service area. Each area may contain multiple departments and funds. The department and fund pages contain a description and a narrative describing major expenditure allocations and changes. Expenditure and personnel tables for each department/operating fund depict FY2011 actual results, FY2012 actual results, FY2013 adopted budget, and FY2014 adopted budget. Department operating pages include accomplishments, goals, objectives, and performance measures.

The **Marley Park CFD** section includes a summary page describing the community facilities district and its purpose as well as the state forms. Marley Park CFD is classified as a separate entity from the city, but the city still maintains certain responsibilities.

The **capital improvement plan (CIP)** section contains the FY2014-FY2018 Capital Improvements Plan (CIP), capital fund pages, the vehicle replacement fund, and schedules of operating costs associated with capital improvement plan projects.

The final section, the **appendix**, contains the budget adoption resolution, the official state budget forms, the primary property tax levy resolution, the street light improvement district tax levies, the city's adopted budget transfer policies and procedures, the comprehensive financial management policies, summary of major revenues and expenditures, and personnel schedules. Also, it contains a glossary that defines terms and acronyms used frequently in this book.

This document serves as a guide to the FY2014 budget of the city of Surprise. It provides insight into the operations of the city and, with a balanced budget, demonstrates the city's commitment to fiscal responsibility and the needs of its residents.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City Manager's Transmittal Letter

SURPRISE
ARIZONA

July 1, 2013

The Honorable Sharon Wolcott, Mayor
Members of the City Council

Dear Mayor Wolcott and Members of the City Council:

I am pleased to present the **City of Surprise Fiscal Year 2014 Budget**. This budget is the result of exhaustive department level reviews in which each director met with me and the Finance staff for a line item-by-line item analysis. As was the case last year, at the request of Council and in support of our commitment to transparency in budgeting, you received an extensive, bound document with the line item detail for every proposed departmental expense in addition to this summary document. The following provides a summary of the FY2014 budget.

Financial Review

Two years ago, the FY2010 Comprehensive Annual Financial Report (CAFR) and associated independent audit revealed numerous accounting errors with greater than 30 prior period adjustments (PPAs) primarily related to construction of Civic Center facilities. The city then engaged a consulting firm to perform an in-depth study of the Municipal Property Corporation (MPC) and development impact fee funds. Improvements resulting from the study include segregating the MPC funds to separately track and account for each bond issue, re-allocating debt service for each fund benefitting from bond proceeds, and recording interfund loans where bond proceeds and development impact fee revenues were insufficient to pay for costs of new facilities.

The FY2011 CAFR and audit included additional accounting errors (an additional 10 PPAs). The adjustments were especially impactful on the general fund; transferring approximately $10M out of the general fund and reducing its ending fund balance to an estimated $500,000. The city received a “qualified opinion” for its FY2011 audit.

Council adopted financial policies state that the general fund reserves shall be maintained at the equivalent of two-months of operating expenditures. The Council immediately set the policy direction that its priority financial goal was to re-establish the general fund reserve in accordance with this policy within 24 months, or by June 30, 2014.

In addition, the city engaged consultants in May 2012 to review all impact fee transactions back to FY2000 and all development agreements to resolve the qualified opinion. This work is commonly referred to as our “post-audit work”. Over 100,000 impact fee transactions and more than 100 development agreements and amendments were reviewed and audited. The post-audit results revealed there was not an impact on the general fund. Therefore, the city is able to proceed with the plans to re-establish the two-month operating reserve, without having to set money aside for additional PPAs in the general fund for the FY2012 CAFR and audit.

Budget Overview

As mentioned above, last year the city developed a two-year plan to meet the City Council’s direction that the general fund two-month operating reserve (approximately $12.5 million) be restored by the end of FY2014. Although the FY2013 results are preliminary and unaudited, the city appears to be ahead of schedule. The FY2013 general fund ending balance is projected at approximately $14.3 million.

There are several factors contributing to our improved financial position and the optimism in the recommended budget:

1) The Council’s clear direction and sound policy decisions as they relate to our financial strategies
2) The work of city employees in budget management, increasing efficiency, and getting maximum impact for each dollar while delivering excellent customer service
3) Conservative revenue and expenditure projections for FY2013 by city staff
4) The post audit review’s lack of impact to the general fund
5) An improving economy

Looking ahead to FY2014, the city projects a potential surplus of $7.6 million. Taken together, the two-year surplus in the general fund could reach the $22 million level. These projections show that we should meet the Council's priority policy direction of a fully funded general fund reserve within 12 months rather than 24 months as directed.

Budget Approach

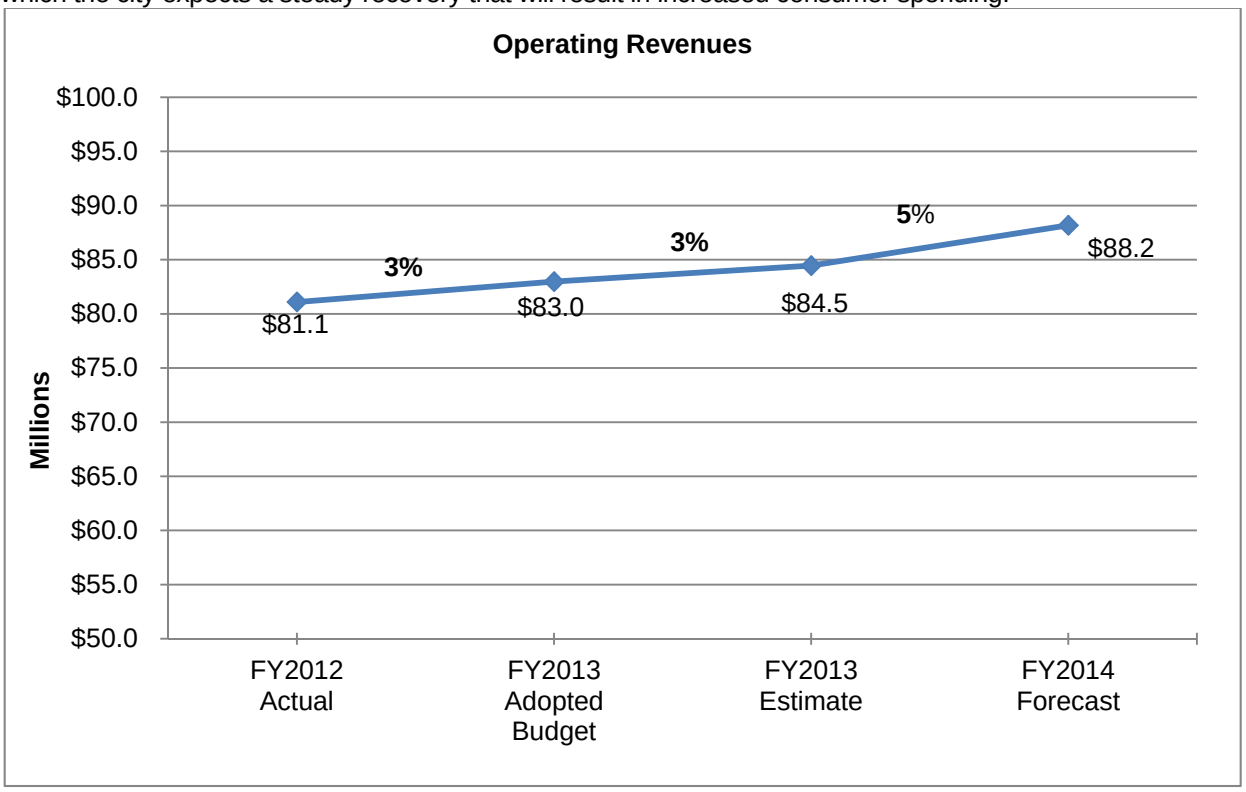
I stress caution and sticking to the two year plan as the city awaits the FY2013 audit confirming its numbers in early calendar 2014. Until that time, I will continue encouraging a Council-level discussion of a 3-5 year budget plan. By late this year, I expect the results of a classification and compensation study currently being conducted by the Human Resources Department.

Regarding future budget capacity, my approach to creating our 3-5 year budget strategy is as follows:

1. Take care and manage the needs of our current employees.
2. Take care of and manage the upkeep, maintenance, and repair of our current facilities.
3. Take care of and manage the upkeep, maintenance, repair, and/or replacement of our current assets.
4. Ensure the city has enough human and capital resources at the department level to maintain our current service levels in the most efficient and effective manner possible.
5. Expand programs, services, and capital to reach beyond current service levels: "Grow the city."

Operating Revenues

The city's operating revenues are projected to increase by $3.7 million, or 5% in FY2014, mainly the result of increasing charges for services/other revenues due to an increase in demand for city services and state shared revenues from the improving economy. The projected revenue collections are highly influenced by the economy for which the city expects a steady recovery that will result in increased consumer spending.



Primary Property Taxes

The FY2014 budget does not include a primary property tax revenue increase. FY2014 property taxes will be $6.4 million (including new construction). State law allows the city to increase property revenues annually by 2 percent.

Sales Tax Revenues

As consumer spending continues to improve with the economy, sales taxes are expected to increase by 3%, or $1.0 million.

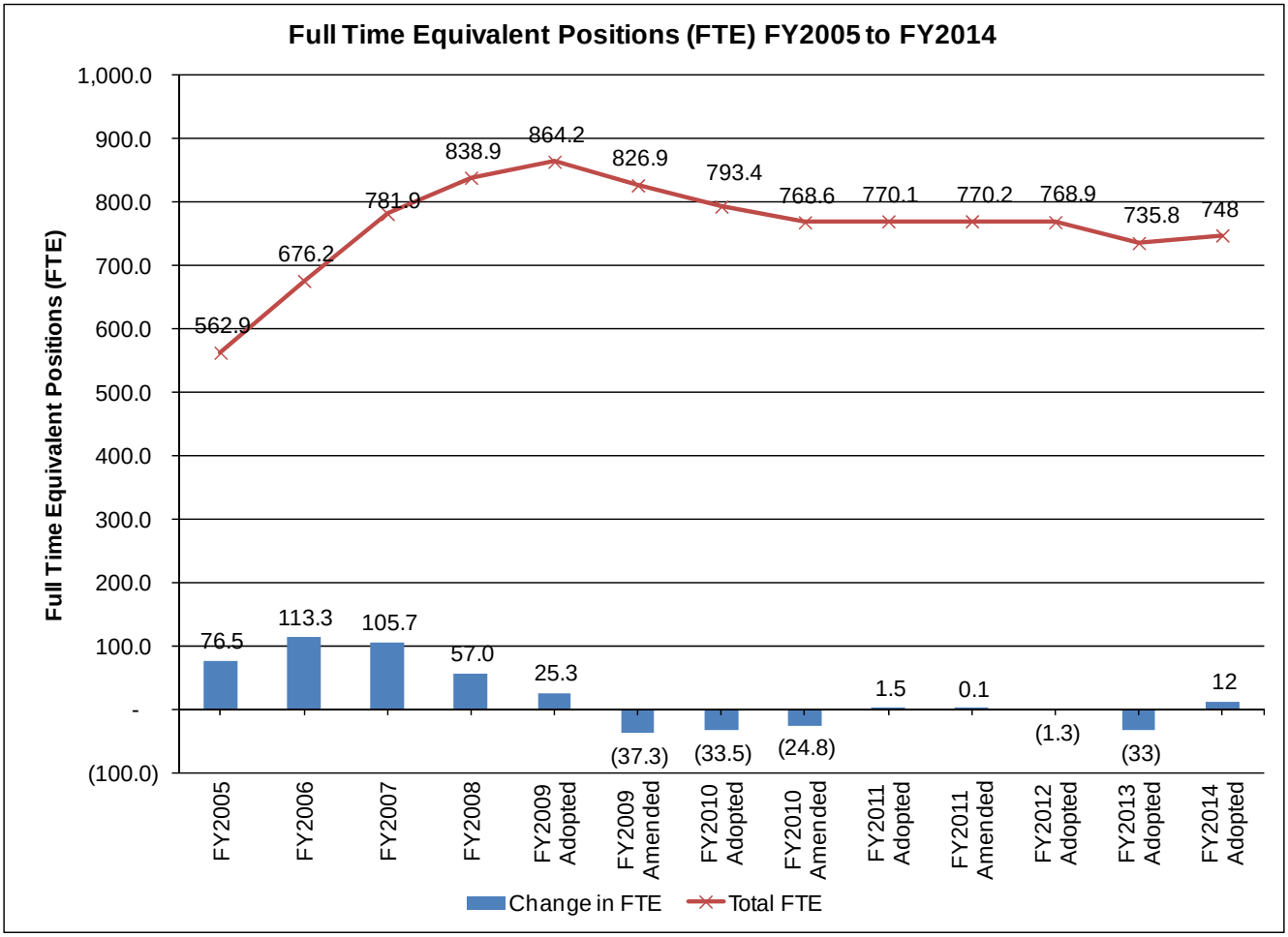
State Shared Revenues
In FY2014, state shared revenues are projected to increase by $1.5 million, or 6%. The city of Surprise is the tenth most populated city and represents 2.3% of the state's entire population.

Operating Expenses
The city's operating expenses are expected to increase $7.6 million, or 10%, over the prior year. The city's expense increases are primarily due to personnel expenses (i.e., COLA, Health Insurance, and Retirement) and services. The expenses are necessary to maintain existing service levels and position the city for future growth.

Personnel
It has long been my first priority to take care of city employees when better times return to Surprise, a priority the Council supports. Therefore, my recommended budget includes a 2.2% cost of living increase for all city employees effective July 1, 2013. My immediate goal is to help mitigate the increases the city employees are seeing in health care and other costs.

For FY2014, the recommended budget includes $2.8 million in personnel cost increases. The budget contains 748 full time equivalents (FTEs); a net increase of 12 FTE positions from the FY 2013 approved budget. The increase is due to a combination of full and part time employees to maintain current service levels. As noted above, all city employees will receive a 2.2% COLA increase for FY2014.

The employer share of contributions will increase in FY2014 in all four of the pension plans, costing an additional $1.1 million. In addition, the amount both the city and employees pay for medical insurance will increase by a total of $700,000.



Other Operating Expenses
Cost increases to maintain existing levels of service are included in this budget. The major cost increase was expenses budgeted specifically for developer reimbursements.

Targeted Savings
In every organization that follows a budget, under normal circumstances, there are savings. For example, due to employee turnover, there are savings from vacant positions. In addition, management decisions during the year result in savings such as reduced energy costs or renegotiating a lower priced contract. Usually, all of these types of actions result in savings between 2% and 4% of the operating budget. Given recent developments, the operating budget does not include an estimate for FY2014.

Contingency and Fund Balance
A $1.0 million economic development contingency has been added to allow the city to potentially incent economic development projects. In addition, the city added $0.2 million for possible match funding to support grant applications and a consultant to evaluate finances policies and procedures.

Capital Improvements Plan
The Capital Improvement Plan (CIP) is a five-year plan that outlines projects anticipated to fulfill current and future capital and infrastructure needs and contractual requirements.

The CIP is reviewed and updated annually. It is evaluated to ensure the city has the ability to fund all recommended projects through completion. The CIP is mostly funded with construction sales taxes. However, specific to FY2014, the fund will start an asset replacement program.

Water, Wastewater, and Solid Waste Enterprise Funds
A rate increase is not recommended in FY2014 in any of these funds. However, based on the results of an upcoming rate study, a water rate increase may be needed in FY2015 in order for the city to cover its replacement, and capital.

Conclusion and Acknowledgements
The Council has done outstanding work helping steer the city through the most difficult financial times in its history. I appreciate your diligence, professionalism, and commitment to service, and believe it is very appropriate to place the long-term interests of its employees at the very top of the budget planning priorities.

Working together, the city has accomplished great things in a time of enormous stress. Although no one can see the future and I encourage caution, the city's immediate budget future reflects a positive outlook.

Sincerely,

Chris Hillman
City Manager

General Information

- Mayor and City Council Members
- Mayor and City Council District Map Current
- Mayor and City Council District Map Future
- Strategic Plan
- City Map
- Special Planning Area Map
- History of Surprise
- Citywide Organizational Chart

MAYOR AND CITY COUNCIL MEMBERS

MAYOR SHARON WOLCOTT – Mayor@surpriseaz.gov

Mayor Sharon Wolcott was elected November 2011 on a platform that called for creating more jobs, providing new education options, and addressing traffic congestion in Surprise.

The former District 1 council member also has worked hard to bring about more fiscal accountability and transparency at City Hall; and she intends to continue the fight for taxpayers in her new job.

As Mayor, she has promised to reach out to the community with regular town hall meetings in neighborhoods across Surprise. Sharon believes city government works best when elected officials and senior staff members take time away from City Hall to engage residents on the issues.

In December 2011, she joined several members of the City Council in an initial round of public meetings to discuss what citizens believe the city's priorities should be in 2012 and beyond.

Her hands-on style of leadership is expected to help drive solutions to some of our community's most pressing and important challenges and opportunities.

Sharon discovered Surprise in 2003. Her first opportunity to serve came in 2008, when she was appointed to the Surprise Transportation Commission, serving as Vice-Chair. She was elected to the Surprise City Council in 2009.

Before coming to our community, Sharon previously served on the city council in Newport, Minnesota and as a state legislator in both the Minnesota House and Senate.

Wolcott's term expires in December 2015. She is elected at-large.

VICE MAYOR JIM BIUNDO – Jim.Biundo@surpriseaz.gov

City Council member Biundo was appointed District 1 Council member on June 14, 2011 to fill a vacancy. He has been a resident of Surprise since 2003.

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

Jim has had a career in education as a high school teacher, associate professor, and administrator at colleges in Colorado, Iowa, Arizona, and Missouri. During that time, he also pursued a parallel track in public service. He has served as a Councilmember at-large and has been on boards of directors of Chambers of Commerce, convention and visitor's bureaus, civic/service organizations, and was on the Board of Directors of Brucemore, Inc., and a National Trust for Historic Preservation property located in Cedar Rapids, Iowa.

Jim is the author of two books, several published poems, and over thirty published articles. He has made over 40 presentations at regional, national, and international conferences. He retired in 2000 from Southeast Missouri State University where he served as Assistant to the President.

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

Biundo's term expires in December 2013.

RICHARD ALTON – Richard.Alton@surpriseaz.gov

Richard Alton represents the Cottonwood District, 2.

Richard was elected to Council in 2007, and re-elected in 2011. Since arriving in Surprise in 2003, he has served as a member of the Surprise Revitalization Committee, served on the ad hoc committee to analyze and recommend an auto mileage reimbursement method (Alton voted for the IRS standards), and most recently, he served as a Commissioner on the Surprise Planning and Zoning Commission.

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

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

He and his wife re-located to Surprise from the Seattle, Washington area. He has six children (all grown) and 11 grandchildren.

Alton was re-elected in 2011 and his current term expires in December 2015.

JOHN WILLIAMS – John.Williams@surpriseaz.gov

John Williams was first elected to the City Council from District 3 (Mesquite) in November 2007. He was re-elected in November 2011. As a teacher, parent, and husband, John brings a community perspective to his commitment to serve as a voice for all residents. John has been in education and sports medicine since he and his wife Melissa bought their home in Surprise in 2000.

A graduate of Hofstra University in New York, John also holds a master's 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 seven years, he 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 two years.

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

"I want to give my kids, our kids, the opportunity to be part of 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."

Williams was re-elected in 2011 and his current term expires in December 2015.

ROY VILLANUEVA – Roy.Villanueva@surpriseaz.gov

As the representative from District 4 (Mulberry), Roy Villanueva brings a combined 25 years of experience as Surprise Mayor, Vice Mayor, and council member. Most recently, he was elected to Council in 2007 and re-elected in 2011.

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

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

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

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

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

Villanueva was re-elected in 2011 and his current term expires in December 2015.

MIKE WOODARD – Mike.Woodard@surpriseaz.gov

City Council member Mike Woodard represents District 5 (Palm).

Mike, a Surprise resident since 1998, is a retired widower and resident of West Point Towne Center. He has been an active citizen in the community since 2001 as co-founder of the group Citizen's for a Better Surprise, a member of the Planning and Zoning Commission, a Sundancer volunteer, an at-large member of the Citizen Bond Committee, and as a senior center volunteer driver. He also volunteers his time and efforts to West Valley Cancer Connections and the H.O.P.E. Team at Cancer Treatment Centers of America.

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

Mike has helped raise four children and numerous foster children; and he is grandfather to six and great-grandfather to one great-granddaughter.

Woodard's term expires in December 2013.

SKIP HALL – Skip.Hall@surpriseaz.gov

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

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

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

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

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

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

Hall's term expires in December 2013.

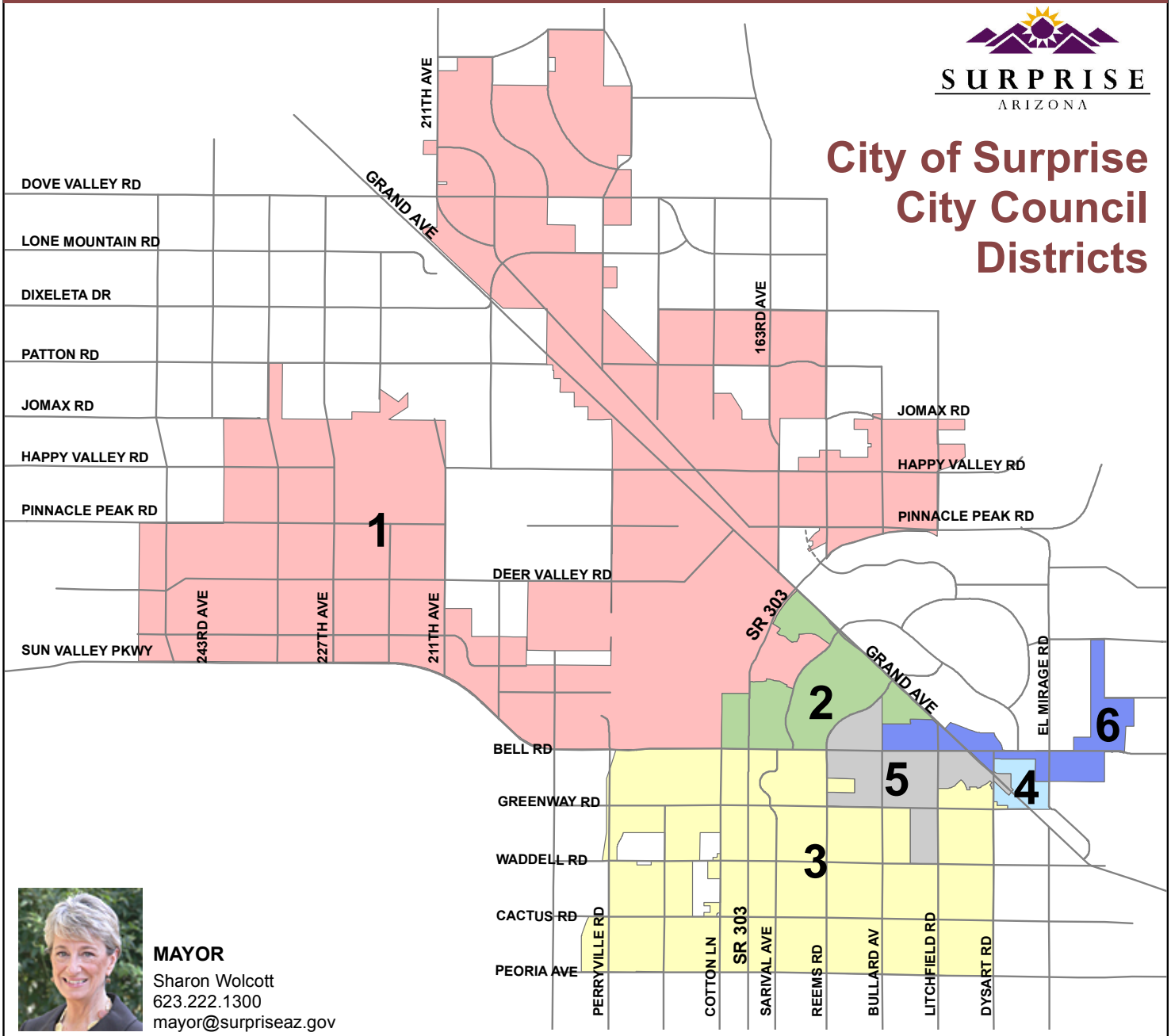
Redistricting

The Mayor and City Council approved the map recommended by the citizen Redistricting Committee in October 2011. As required by federal law, the map redraws the boundaries of the City Council districts to achieve a roughly even population distribution among the districts, as determined by the 2010 Census. The last time district boundaries were set was after the 2000 Census.

The new districts go into effect in stages. The first districts, numbers 1, 5, and 6 are effective January 1, 2014. The remaining districts, 2, 3, and 4, go into effect January 1, 2016.

The following two pages include a current map of the current city districts and a map of the new districts.

City of Surprise City Council Districts



MAYOR
Sharon Wolcott
623.222.1300
mayor@surpriseaz.gov

DISTRICT 1
Jim Biundo
623 222-1321
jim.biundo@surpriseaz.gov

DISTRICT 2
Richard Alton
623.222.1322
richard.alton@surpriseaz.gov

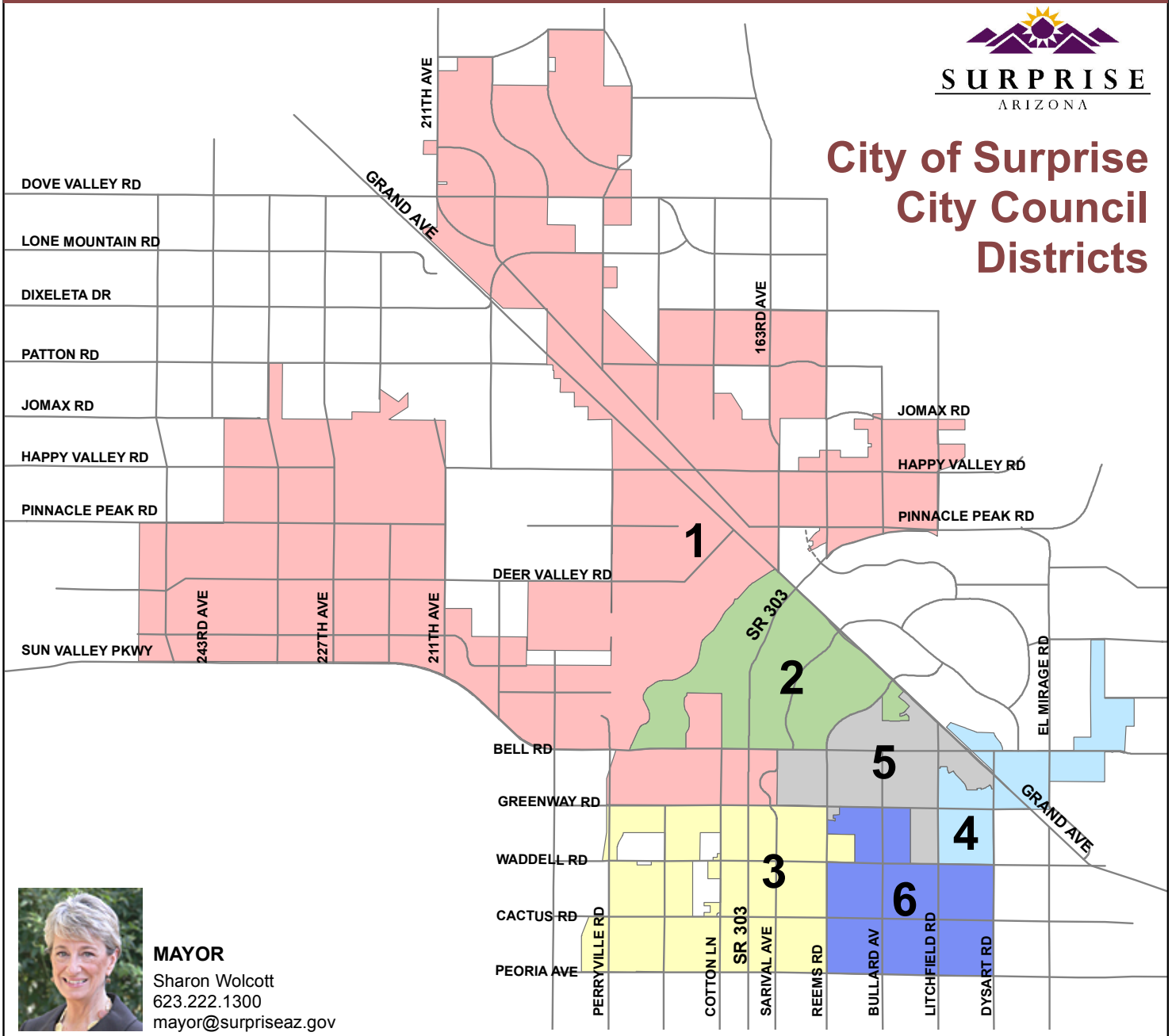
DISTRICT 3
John Williams, Vice Mayor
623.222.1323
john.williams@surpriseaz.gov

DISTRICT 4
Roy Villanueva
623.222.1324
roy.villanueva@surpriseaz.gov

DISTRICT 5
Mike Woodard
623.222.1325
mike.woodard@surpriseaz.gov

DISTRICT 6
Skip Hall
623.222.1326
skip.hall@surpriseaz.gov

City of Surprise City Council Districts



MAYOR
Sharon Wolcott
623.222.1300
mayor@surpriseaz.gov

DISTRICT 1
Jim Biundo
623 222-1321
jim.biundo@surpriseaz.gov

DISTRICT 2
Richard Alton
623.222.1322
richard.alton@surpriseaz.gov

DISTRICT 3
John Williams, Vice Mayor
623.222.1323
john.williams@surpriseaz.gov

DISTRICT 4
Roy Villanueva
623.222.1324
roy.villanueva@surpriseaz.gov

DISTRICT 5
Mike Woodard
623.222.1325
mike.woodard@surpriseaz.gov

DISTRICT 6
Skip Hall
623.222.1326
skip.hall@surpriseaz.gov

City Council
Strategic Plan

The Strategic Plan establishes seven elements to guide policy and financial decision making, shape partnerships, and involve the residents of Surprise in building our future based on a shared vision of the community's future.

Vision Statement

"Develop a high standard of community life through shared vision, superior service, and sustainable practices."

Transportation

Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region, ease of movement into, within, and out of Surprise, and supports a high standard of community life.

1. Improve access to and from Surprise, specifically east/west connections.
2. Improve internal circulation by completing the arterial network in the city.
3. Develop a robust multimodal transit plan that provides for transit connectivity to the region.
4. Provide local public transit service in Surprise.
5. Institute comprehensive Intelligent Transportation Systems (ITS) in the city.
6. Develop and institute a plan to maintain the city's streets and roads.
7. Identify funding sources for the transportation system.
8. Develop and maintain a balanced transportation system for alternative modes of travel.

Economic Development

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

1. Promote Surprise as a location for clean industry, high-tech manufacturing, and corporate offices.
2. Continue hands-on approach with small business start-ups and retention/expansion opportunities.
3. Partner with Regional Chamber of Commerce to promote jobs.
4. Investigate opportunities to attract family-oriented entertainment venues.
5. Attract specialty medical and/or research clinics.
6. Assist property owners with development of Surprise Center.
7. Implement and market foreign trade zone.
8. Identify and secure additional funding methods for economic development.

Sustainability

Provide a vibrant and sustainable community for a green Surprise today and tomorrow.

1. Reduce total energy usage in city owned facilities, i.e. city hall, stadium.
2. Make good use of our physical resources and ensure proper disposal of those resources.
3. Respect nature by protecting critical wildlife corridors.
4. Ensure sufficient water resources for current and future needs.
5. Protect the air quality in Surprise.

Community Lifestyle

Enhance community lifestyle for the current and the future residents of Surprise.

1. Enhance the beauty of neighborhoods throughout our community.
2. Maintain Surprise as a safe community.
3. Continue to promote quality neighborhoods in design and amenities and smart, controlled growth.
4. Encourage community connectivity when considering development.

Tourism

Infuse tourism dollars into Surprise's economy by diversifying the events, programs, and partnerships offered that make Surprise an attractive destination for a wide variety of interests.

1. Lay the groundwork for creating a multi-use facility that will draw entertainment and tourism.
2. Develop an annual festival framework.
3. Develop a regional entertainment corridor.
4. Create partnerships that offer visitors a wide range of non-baseball activities.

Education

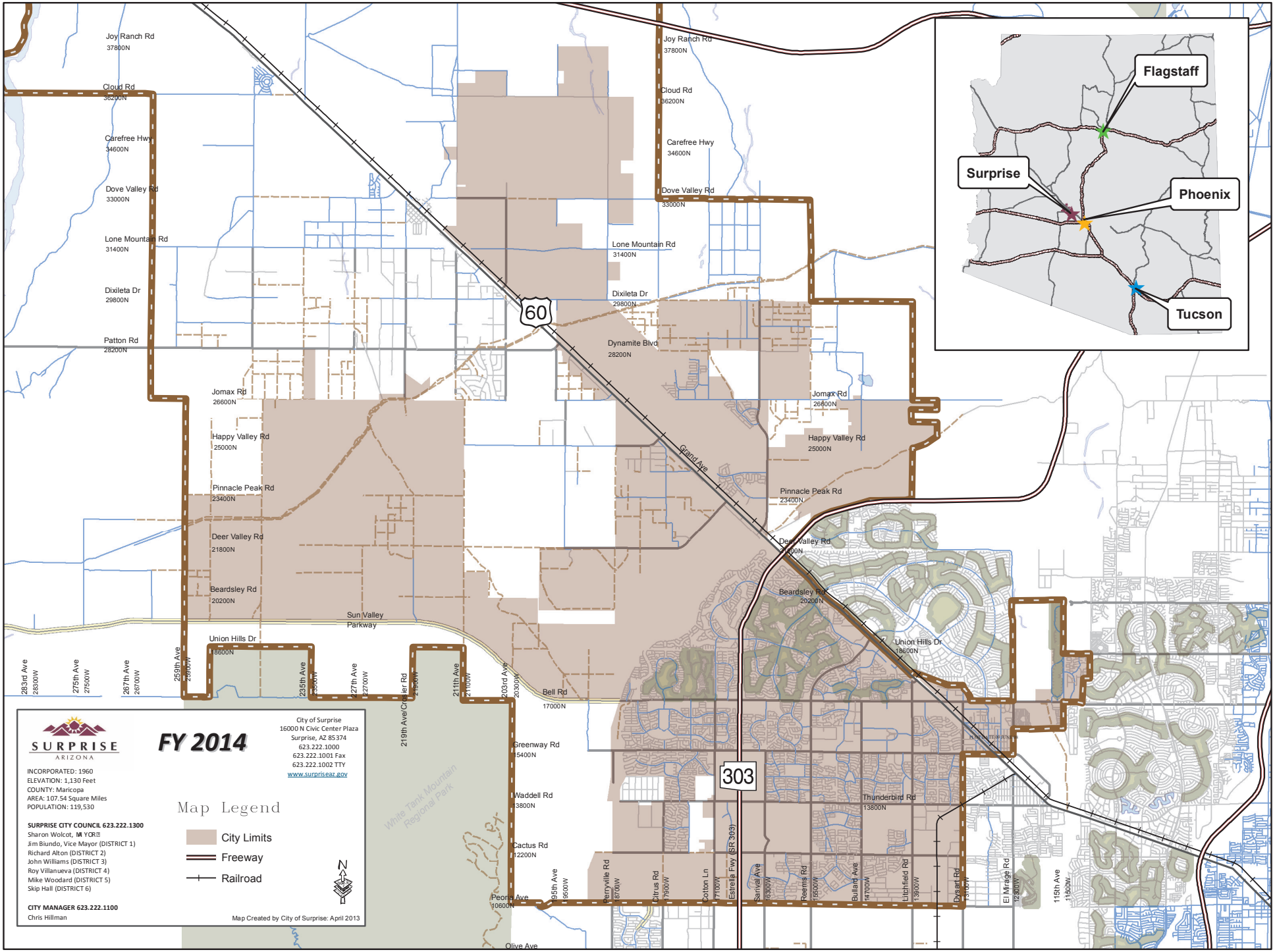
Strive to develop world class education in Surprise by seeking and enhancing educational opportunities that support initiatives, programs, projects, and lifelong learning opportunities throughout the community.

1. Support K-12 initiatives.
2. Expand partnerships and maximize resources for greater access to education.
3. Facilitate development of a 4-year liberal arts college campus.
4. Facilitate development of a technical college.

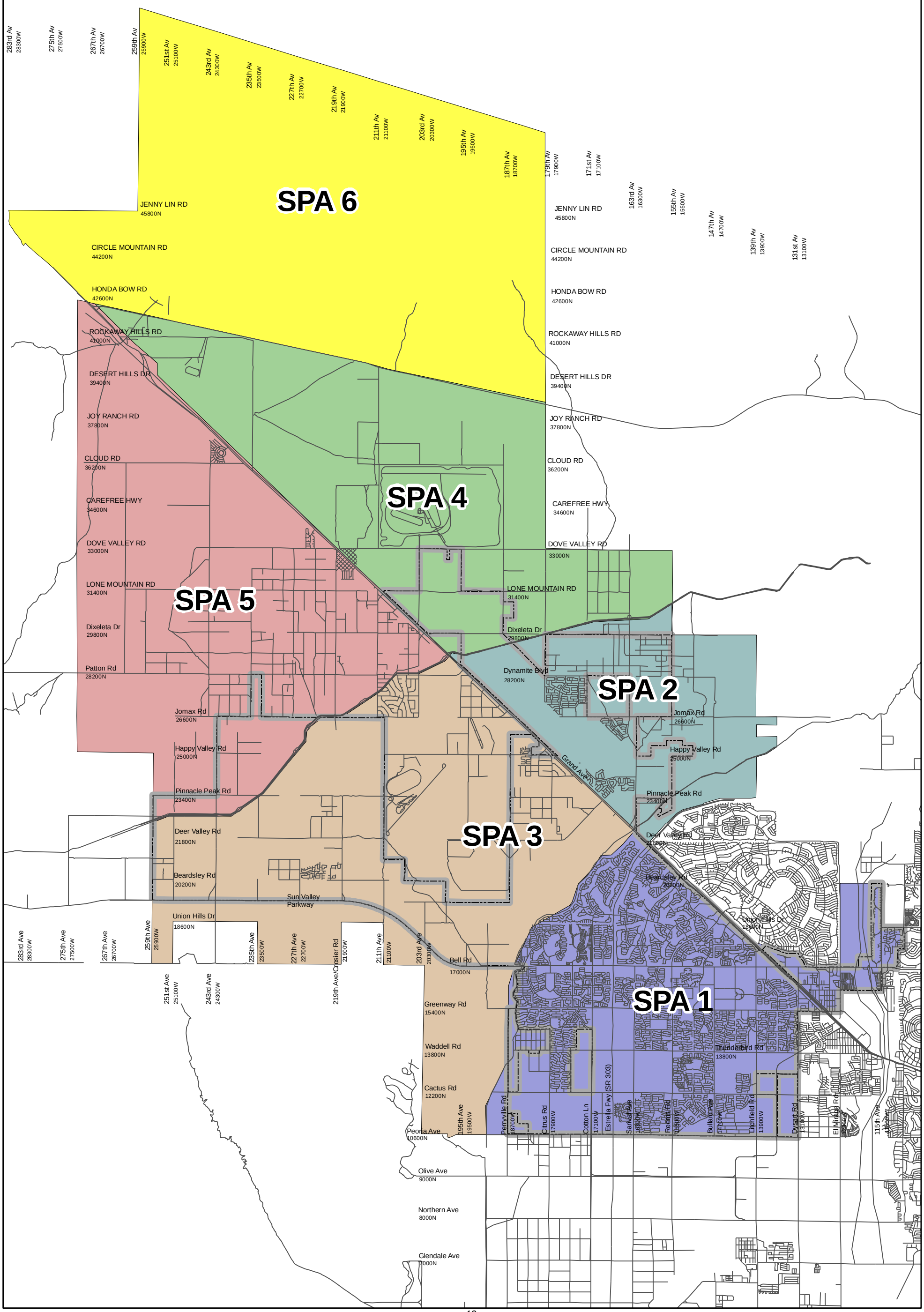
Public Safety

Public safety departments will work cooperatively with the community to provide a safe and secure city.

1. Mitigate crime and accidents by enhancing community awareness of public safety systems and partnering with other fire and crime prevention programs.
2. Provide public safety workers with the tools and training necessary to meet community public safety needs.
3. Ensure timely and appropriate response.
4. Provide extraordinary internal and external customer service.
5. Ensure fiscal responsibility in all public safety efforts.


FY 2014
SURPRISE
ARIZONA
INCORPORATED: 1960
ELEVATION: 1,130 Feet
COUNTY: Maricopa
AREA: 107.54 Square Miles
POPULATION: 119,530
SURPRISE CITY COUNCIL 623.222.1300
Sharon Wolcot, MAYOR
Jim Biundo, Vice Mayor (DISTRICT 1)
Richard Alton (DISTRICT 2)
John Williams (DISTRICT 3)
Roy Villanueva (DISTRICT 4)
Mike Woodard (DISTRICT 5)
Skip Hall (DISTRICT 6)
CITY MANAGER 623.222.1100
Chris Hillman
City of Surprise
16000 N Civic Center Plaza
Surprise, AZ 85374
623.222.1000
623.222.1001 Fax
623.222.1002 TTY
www.surpriseaz.gov
Map Legend
City Limits
Freeway
Railroad
N
Map Created by City of Surprise: April 2013
Flagstaff
Surprise
Phoenix
Tucson
60
303
Joy Ranch Rd 37800N
Cloud Rd 36200N
Carefree Hwy 34600N
Dove Valley Rd 33000N
Lone Mountain Rd 31400N
Dixileta Dr 29800N
Patton Rd 28200N
Dynamite Blvd 28200N
Jomax Rd 26600N
Happy Valley Rd 25000N
Pinnacle Peak Rd 23400N
Deer Valley Rd 21800N
Beardsley Rd 20200N
Union Hills Dr 18600N
Sun Valley Parkway
Bell Rd 17000N
Greenway Rd 15400N
Waddell Rd 13800N
Cactus Rd 12200N
Peoria Ave 10600N
Olive Ave
Thunderbird Rd 13800N
Grand Ave
White Tank Mountain Regional Park
283rd Ave 28300W
275th Ave 27500W
267th Ave 26700W
259th Ave 25900W
235th Ave 23500W
227th Ave 22700W
219th Ave/Cotton Ln 21900W
211th Ave 21100W
203rd Ave 20300W
95th Ave 19500W
Perryville Rd 18700W
Citrus Rd 17900W
Cotton Ln 17100W
Estrella Fwy (SR 303)
Sarival Ave 16300W
Reems Rd 15500W
Bullard Ave 14700W
Litchfield Rd 13900W
Dysart Rd 13100W
El Mirage Rd 12300W
115th Ave 11500W

Special Planning Area Map



History of Surprise

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

Year	End of the Year Population	Percentage Change
2002	45,125	17%
2003	51,885	14%
2004	64,210	23%
2005	88,265	37%
2006	96,425	9%
2007	98,140	1%
2008	104,895	6%
2009	108,040	6%
2010	117,517	9%
2011	118,349	1%

Over the past 51 years, Surprise has grown from 500 residents to a city of over 118,000 people, evolving from a small town government to a regional governmental entity. The city offers a broad range of living styles, from small family subdivisions to a number of secluded ranches. Surprise also offers a number of retirement communities that address the needs and lifestyles of active adults.

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

Health and education are top priorities. Medical services are provided at nearby Banner Hospitals and several urgent care centers. Kindergarten through twelfth grade schools are run by the rapidly growing Dysart Unified School District. Rio Salado Community College and the Communiversity at Surprise offer collegiate classes in the city. According to the U.S. Census Bureau, 2010 American Community Survey:

- 92% of people 25 years and over had at least graduated from high school and 29% had a bachelor's degree or higher.
- Total school enrollment in Surprise was 26,000
    - Nursery school and kindergarten enrollment was 3,599
    - Elementary or high school enrollment was 22,230 children
    - College or graduate school enrollment was 7,553

Surprise residents are employed in a variety of occupations including management, professional, and related occupations 36%; sales and office occupations 29%; service occupations 17%, natural resources, construction, and maintenance occupations 6%; and production transportation, and material moving occupations 12% (U.S. Census Bureau, 2010 American Community Survey).

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

Values

We are Surprise!

- Integrity ◆ Professional ◆ Accountable ◆ High Quality Services ◆ Customer Focused

Vision Statement

Develop a high standard of community life through shared vision, superior service, and sustainable practices.

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%
2012	118,349	34%	3.1%	3,817,117	8%

Source: U.S. Census Bureau

Median Household Income

Year	Median Household Income	Percentage Change
1990	$21,750	
1995	$26,443	22%
2000	$44,156	67%
2005	$53,958	22%
2010	$60,687	12%

Source: U.S. Census Bureau

Median Age

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

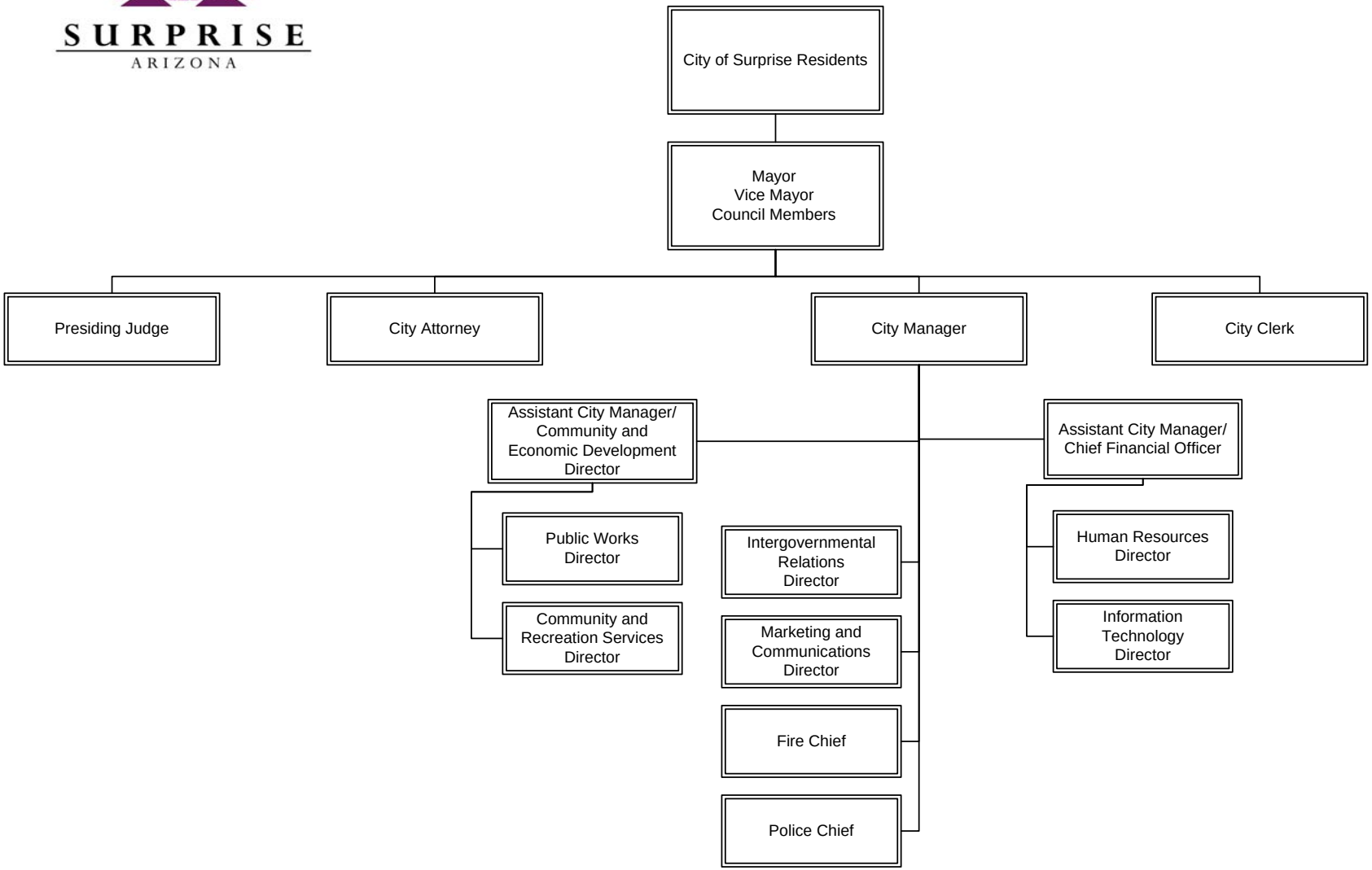
Source: U.S. Census Bureau

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

Date	Incorporated Square Miles (Approximately)
1960	1
1970	1
1980	2
1990	63
2000	72
2005	76
2009	106
2010	107
2011	107
2012	108
2013	108

Source: City of Surprise

SURPRISE
ARIZONA



City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Budget Overview

- Budget Summary
- Budget Calendar
- Budget Organization Chart

Budget Summary

Why have we prepared a budget?

Prior to the adoption of a city budget, Arizona state law requires the publication of estimates of expenses under A.R.S. §42-17103. This is accomplished with the publication of the state budget forms provided by the Auditor General. Following the publication of these estimates of expenses, the city is required to adopt an annual expenditure budget under A.R.S. §42-17105. With the adoption of the budget, the total budgeted expenditures shall not exceed the total of amounts that were proposed for expenditure in the published estimates. For the city of Surprise, the FY2014 adopted expenditure budget is $205,252,600. The state forms provided by the Auditor General have been reproduced in the appendix of this document as adopted by the city. The state budget forms include consolidated revenues and expenditures by department and fund, as well as primary and secondary property tax levy information.

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

The adopted budget is used as a management tool. It has been programmed to allow as much flexibility as possible while still establishing useful guidelines. The City Budget is adopted by department within the General Fund, by project in the capital funds, and by fund in total for all other funds. In addition, the full time equivalent (FTE) position count is adopted by department within the General Fund and by fund in total for all other funds Changes to the budget that are deemed reasonable and necessary are made through the budget amendment process.

Budget Amendments

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

Budget Basis

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

Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable. All purchases of capital assets are expensed when purchased; as a result, depreciation is not considered for the budget. Payments for debt service are recognized as expenditures when made.

The budget basis used does have a few exceptions to the modified accrual basis of accounting. These exceptions include recording expenditures for prepayments entirely in the period the payment is made and recording expenditures for inventory purchases. A reconciliation of budgetary and GAAP fund balances is provided each year within the comprehensive annual financial report (CAFR).

State law only requires the appropriation of two funds, the general fund and the highway user revenue fund (HURF). All other funds of the city have been created by agreement, ordinance, contract, or for tracking purposes. The following section briefly outlines all of the funds utilized by the city.

City of Surprise
FY2014 Summary of Major Revenues and Expenditures
(in thousands)

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Fiduciary Funds	Enterprise Funds	Internal Service Funds	Total
Beginning Fund Balance	$ 14,435	$ 3,961	$ 71	$ 37,225	$ 26	$ 40,644	$ 4,717	$ 101,077
Revenue								
Sales Tax	33,416	172	-	4,132	-	-	-	37,719
State Shared	27,183	6,968	-	-	-	-	-	34,150
Charges for Services/Other	10,212	7,605	144	2,603	0	37,149	10,619	68,331
Property Tax	6,407	2,285	626	-	-	-	-	9,318
Franchise Fees	5,218	-	-	-	-	-	-	5,218
Sub-Total Revenue	$ 82,435	$ 17,029	$ 770	$ 6,735	$ 0	$ 37,149	$ 10,619	$ 154,736
Transfers In	5,772	-	11,966	-	-	-	-	17,738
Other Financing Sources	-	-	-	-	-	-	-	-
Total Revenue	$ 88,207	$ 17,029	$ 12,736	$ 6,735	$ 0	$ 37,149	$ 10,619	$ 172,474
Expenditures								
Current								
Community and Recreation	$ 14,590	$ 328	$ -	$ 50	$ -	$ -	$ -	$ 14,968
Community Development	6,305	692	-	1,360	-	731	-	9,089
General Government	13,588	-	-	640	-	61	10,614	24,903
Non-Departmental	-	54	-	-	-	-	-	54
Public Safety	37,144	1,485	-	-	18	-	-	38,647
Public Works	6,188	8,991	-	2,842	-	-	-	18,021
Utilities	-	-	-	64	-	19,913	-	19,977
Capital and Depreciation	144	-	-	9,221	-	11,478	-	20,843
Debt Service	-	-	12,573	-	-	-	-	12,573
Contingency	1,150	9,439	-	25,242	8	6,602	4,461	46,901
Sub-Total Expenditures	$ 79,110	$ 20,988	$ 12,573	$ 39,418	$ 26	$ 38,786	$ 15,075	$ 205,975
Transfers Out	1,533	-	74	1,828	-	14,303	-	17,738
Other Financing Uses	-	-	-	-	-	-	-	-
Total Expenditures	$ 80,643	$ 20,988	$ 12,646	$ 41,246	$ 26	$ 53,088	$ 15,075	$ 223,713
Ending Fund Balance	$ 21,999	$ 1	$ 160	$ 2,714	$ -	$ 24,704	$ 261	$ 49,839

- General Fund – The primary operating fund of the city. Any activity that is not accounted for in another fund is placed in the general fund.
- Special Revenue Funds – These funds account for specific non-capital and non-debt service revenue sources that are restricted or committed for specific purposes.
  - *Donations* – This fund is set up to monitor revenues and expenditures associated with donated funds including sponsorships. City policy restricts the use of these funds.
  - *Employee Dependant Scholarship* – This fund is used to track employee dependant scholarships awarded to the dependents of current city of Surprise employees. A share of vending machine proceeds and interest earnings fund these scholarships. City policy restricts the use of these funds.
  - *Grants and Contingency* – This fund is used to track grant activity and maintains excess budget authority to allow for unforeseen grants that may be received throughout the year.
  - *Highway User Revenue Fund (HURF)* – This fund is used to account for revenues and expenditures that are legally restricted to expenditures for transportation and the construction, repair, and maintenance of public works and streets.
  - *Municipal Court Enhancement* – This fund is used to track revenue associated with fines dedicated to Municipal Court technology improvements. City policy restricts the use of these funds.
  - *Municipal Court FARE* – This fund is used to track revenue and expenses related to the Surprise City Court's participation in the Fines and Restitution Enforcement (FARE) program.

- *Municipal Court JCEF* – This fund is used to track revenue and expenses related to the Surprise City Court's participation in the Judicial Collection Enhancement Fund (JCEF) program.
- *Municipal Court MFTG Fund* – This fund is used to track revenue and expenses related to the Surprise City Court's participation in the Municipal Fill the Gap (MFTG) program.
- *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.
- *Police Department DEA* – This fund is used to discretely track funds received from participation on Drug Enforcement Activity (DEA) task forces in the Greater Phoenix area. The use of these funds is limited to approval by the disbursing program manager and is generally related to purchase and maintenance of departmental equipment not included in the general operating budget.
- *Police Department RICO* – This fund is used to discretely track funds received from participation in the Maricopa County Attorney's Office Anti-Racketeering Influenced and Corrupt Organizations (RICO) task force.
- *Police Department Towing Fund* – This fund is used to track activity in the Police Department for vehicle impounds. The use of these funds is limited to administrative management of the vehicle impound program.
- *Street Lighting Districts* – One hundred-five Street Light Improvement Districts (SLIDs) is used ,established by ordinance, to provide a centralized location for the collection of taxes from properties located in the district. These proceeds are legally restricted to the payment of electricity to operate the street lights within the district.
- *Tourism* – This fund is used to track all restricted and committed revenues associated with the city's hotel/motel transaction privilege tax (bed tax). These funds are used to support tourism within the city. City policy and state statute restrict the use of these funds.
- *Net Premium Seating* – This fund is used to account for revenues and expenditures related to a ticket surcharge on the sale of spring training tickets in premium seating areas. These funds are used to offset expenditures related to request made by the Texas Rangers or Kansas City Royals.
- *Spring Training Ticket Surcharge* – This fund is used to account for the $1 per ticket surcharge on the sale of spring training tickets. These funds are assigned to future facility operational improvements at the stadium.
- *SB1398 Fines* – The city received funds from the state of Arizona pursuant to SB1398, which established funding to pay for the purchase of officer safety equipment.
- *LTAF II* – The city received funds from the state of Arizona pursuant to A.R.S §28-8103, which established the local transportation assistance fund II (LTAF II). The funds are used to support transit operations, facilities, and equipment purchases.
- *Proposition 400* – For this fund, Proposition 400 was passed by the voters of Maricopa County, which authorized the continuation of a countywide, half-cent sales tax for regional transportation improvements. The city received funding for capital improvement projects and transportation operations as part of the Regional Transportation Plan.
- *Wildland Fire* – This fund is used to separately manage funds related to the city's deployment on wildland fire operations. The city is reimbursed for overtime and backfill costs incurred when Surprise Fire deploys red card certified firefighters on state or federal fires.
- *HALO* – The city is a participating partner in an intergovernmental agreement with the city of Glendale to cooperatively provide necessary firefighter paramedics, emergency medical services, and special operations personnel services in support of the Helicopter Air-Medical Logistics Operations (HALO) program. The Fire Department is reimbursed for the costs associated with providing these services.
- *Ambulance Contract* – This fund is used to separately manage funds related to the establishment of an ambulance at one of the fire stations during peak activity times. The Fire Department provided some staffing for the ambulance and reimbursement for the overtime and all other costs is associated with this contract.

- Debt Service Funds – The funds were established to account for projects funded through the proceeds of the Municipal Property Corporation (MPC) bond sales of 2000, 2003 (2000 refunding), and 2007. Bond proceeds are to be used for the acquisition or construction of capital assets for general government, public safety facilities, sewer facilities, and recreation facilities.
  - *2000-03 Governmental Debt Service* – This fund is used to track the debt service payments made by the Governmental Funds for the 2003 bond refunding.

- *2000-03 Proprietary Debt Service* – This fund is used to track the debt service payments made by the Proprietary Funds for the 2003 bond refunding.
- *2007 Proprietary Debt Service* – This fund is used track the debt service payments made by the Proprietary Funds for the 2007 bond issuance.

- Capital Project Funds – This fund is used to track the activities related to the collection and expenditure of funds dedicated to capital acquisition.
  - *Fire and EMS Development Fee* – The fund is used to account for the inflow of fire 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 services caused by growth.
  - *General Government Development Fee* – This fund is used to account for revenues and expenditures associated with general government development impact fees assessed to fund infrastructure and other expenditures for growth-related general government projects.
  - *General Capital Projects*– This fund is used to account for revenues and expenditures relating to the acquisition of capital items.
  - *Library Development Fee* – This fund is used 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 due to growth.
  - *Parks and Recreation Development Fee* – This fund is used 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 due to growth.
  - *Police Development Fee* – This fund is used to account for the inflow of police development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on police services due to growth.
  - *Public Works Expansion Development Fee* – This fund is used to account for the inflow of public works development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on roadways due to growth.
  - *Roads of Regional Significance Special Planning Area 2, 4, and 6* – The fund for planning areas 2, 4, and 6 is used to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or on-time items directly related to the increased demand on roadways due to growth.
  - *Roads of Regional Significance Special Planning Area 3 and 5* – The fund for planning areas 3 and 5 is used to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or on-time items directly related to the increased demand on roadways due to growth.
  - *Transportation Improvement*– This fund is used for revenues and expenditures that are legally restricted to expenditures of existing roadway corridor improvements and the related costs of the construction of new roadways.
  - *Vehicle Replacement* – The fund is used to track funding that has been set aside for future vehicle replacement costs.
- Enterprise Funds – These funds are used to account for the business-type activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
  - *Water Operations* – These funds account for the operation of the water treatment and distribution to some of the residents and commercial users of the city.
  - *Water Systems Development Fee* – These funds were established to account for the inflow of water system development fees levied on new residential and commercial construction. The fees 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 the water system due to growth.

- *Water Replenishment Development Fee* – These funds were established to account for the inflow of water replenishment development fees levied on new residential and commercial construction. The fees 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 the water services due to growth.
- *Wastewater Operations* – This fund accounts for sanitary sewer services provided to the residential and commercial users of the city.
- *Wastewater Systems Development Fee* - These funds were established to account for the inflow of wastewater service development fees levied on new residential, commercial, and industrial development. The fees can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on wastewater services.
- *Sanitation Operations* – This fund accounts for trash collection services provided to residential and some commercial users of the city.

- Internal Service Funds – These funds are used to report any activity that provides goods or services to other funds, departments, or divisions of the city, 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.
  - *Healthcare Self Insurance* – This fund provides a mechanism whereby health insurance related expenses are monitored and health insurance reserves are established. City policy restricts the use of these funds.
  - *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.
- Fiduciary Funds – These funds are used to track the city's non-expendable trust activities for outside agencies.
  - *Firefighter's Pension Fund* – This fund is used to account for the assets of the city's volunteer firefighter pension and trust. The Mayor and City Council act as the governing board and city staff perform all administrative and accounting functions for this fund.

Sources of Funds

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

Fund Balance/Net Position are fund balance amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Revenues – Expenditures = Fund Balance

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

Currently, the city is projected to meet the minimum requirements as stated in the minimum fund balance policy. The city is anticipating positive increases over the next year (FY2014). Although the city has an estimated beginning fund balance of $101.0 million, it is not the city's intention to draw down on these balances in the current year.

Current year revenues are generated by a variety of activities. Such activities include, but are not limited to, local sales tax, state shared revenue, charges for services, property taxes, franchise fees, and development fees. The city is projecting $154.7 million (including transfers $172.5 million) in revenues from all funds in FY2014. Included in this amount are both one-time and ongoing revenues. It is the city's policy not to use one-time revenues to meet ongoing operational expenditures.

Borrowing can be accomplished through a variety of methods including obtaining loans or issuing bonds. There are various legally separate component units of the city that have issued general obligation bonded (G.O. Bond) debt for the Marley Park Community Facilities District and revenue bonds for the Surprise Municipal Property Corporation. The city has no financial liability for their debt, so it is not included in the debt limit calculation.

The Arizona Constitution provides that the general obligation bonded indebtedness for a city may not exceed twenty percent of the net secondary assessed valuation of the taxable property of the city for projects for purposes of water, wastewater, artificial light, open space preserves, parks and recreational facilities, public safety, law enforcement, fire and emergency services facilities, streets, and transportation facilities. Outstanding G.O. Bond indebtedness for all other purposes may not exceed six percent of the city's net secondary assessed valuation. The following summarizes the city's legal general obligation bonded debt borrowing capacity for the fiscal year ended June 30, 2013 as this is the most recent assessed valuation data available.

Legal General Obligation Bond Capacity

Secondary Assessed Valuation		$830,135,450	$830,135,450
Limitation	X	6%	20%
G.O. Bond Limit	=	49,808,127	166,027,090
Less Outstanding G.O. Debt	-	0	0
Available Debt Capacity	**=**	**$49,808,127**	**$166,027,090**

There is no additional borrowing anticipated for FY2014. The following table details the bond ratings per agency and debt issuance:

Rating Agency	Debt Issue	Rating
Standard & Poor's	General obligation bond	A
Standard & Poor's	2003 MPC bonds	AA
Fitch Ratings	General obligation bond	A+
Fitch Ratings	2003 MPC bonds	A+
Fitch Ratings	2007 wastewater bonds	A-

Uses of Funds

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

Personnel is used to record all personnel related expenditures including full-time, part-time, and overtime salaries. Also included are stipends, taxes, and benefits. For FY2014 personnel is budgeted at $66.2 million or 32% of the budget.

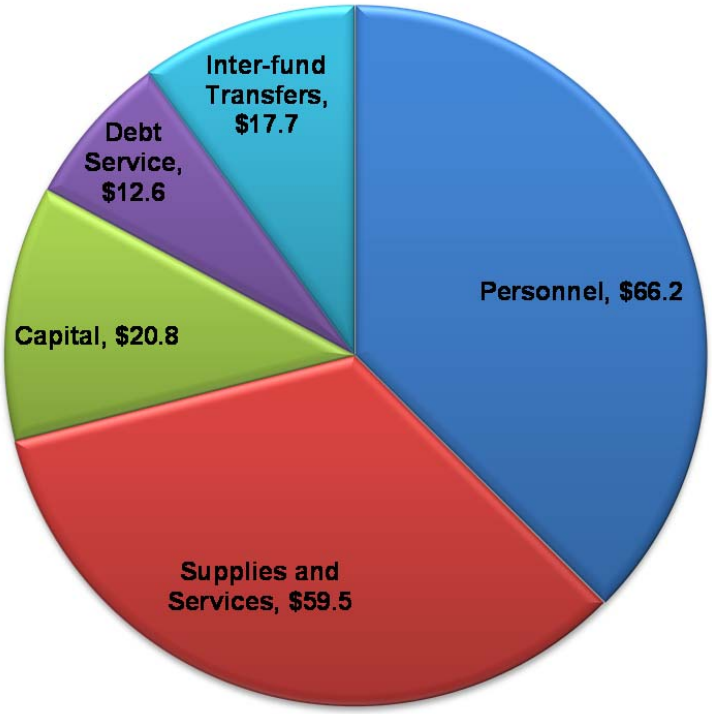
Supplies and services include expenditures for supplies used to continue the operations of the city. Examples of expenditures under this category include office and computer supplies, fuel, and postage. Utilities, service agreements, developer agreements, building maintenance, and general consulting services all fall under the services side of this category. In addition, developer agreements include payments for various residential or commercial projects totaling $4.7 million. Supplies and services account for 27**%** of the FY2014 budget at $59.5 million.

Capital is budgeted in the third category at $20.8 million, 9% of the FY2014 budget. Vehicle purchases, building and structure purchases, land purchases, and street improvements are all included under capital.

Debt service includes principal and interest payments, and is budgeted at $12.6 million, 6**%** of the FY2014 budget. The total outstanding principal is $90 million with payments scheduled through FY2033.

Budgeted expenditures that are set aside for future fiscal years or unforeseen uses are labeled **contingency**. The financial policy states, "All use of budgetary contingency accounts must be approved by City Council prior to being expended." Contingency monies are not intended to be spent and represent budget authority that may be approved for use by the City Council. Impact fee funds total $23.2 million have been set aside due to changes in the impact fee law or unknown timing of specific projects and total contingencies of $46.9 million, 21% of fund uses, have been budgeted for FY2014.

Inter-fund transfers represent a reallocation of resources between funds. For FY2013 inter-fund transfers have been programmed at $17.7 million and are detailed in the appendix of this document as part of the required state budget forms.



Changes in Fund Balance

The city is planning on having an increase in its actual ending fund balance. However, the budgeted fund balance for the city shows a $52.2 million decrease primarily as a result of recording $47.9 million in contingencies.

The recording of a contingency gives the city budgeted capacity to spend a certain amount; however, the specific use of the funds has not been identified at the time the budget was completed. In addition, the contingency is required to be programmed by state statute and the finance department uses contingency as a budget balancing mechanism. It is likely that the majority of contingencies programed will not be used by the city during the year. Most funds have a zero fund balance or close to a zero fund balance except for those funds that have reserve requirements, negative fund balances, or an enterprise fund. When removing the contingency amount, a number of funds have large positive fund balances. Some of these balances are considerable due to either timing or unknown expenditures for FY2014. The capital projects fund has a combined $28.0 million in fund balance. However, these funds are on hold due to recent changes in the impact fee law or the unknown timing of specific projects. The special revenue funds have a combined $9.4 million fund balance which is primarily attributed to Grants and Contingency fund ($5.0 million) and HURF ($1.7 million). For the Grants and Contingency, all expenditures are in the contingency line item as the timing of grant expenditures varies. For HURF, this amount is reserved for emergencies and possible projects where the timing is unknown. Enterprise Funds ($35.3 million) are required to maintain certain level of reserve based on operating expenditures. For more detailed information, please see the schedule titled 'Fund Balance Summary' on the next couple of pages.

The general fund has a budgeted fund balance increase of $7.6 million for an ending fund balance of $22.0 million. This is the result of the city's effort to maintain general fund expenditures and an increase in overall tax collections (i.e., sales, construction, etc.) due to improved economic conditions. Over the past year the Mayor, City Council, and City Manager worked to hold expenditures or increase expenditures if it would increase or maintain the services offered to the citizens. Capital projects have increased, supplies and service budgets have been maintained and the city is anticipating hiring 11 full time equivalent positions. The city's finances are improving with the Mayor, City Council and City Manager's main objective of spending money within a two year cycle.

City of Surprise
FY2014 Fund Balance Summary
Category Summary by Department

Department	Beginning Fund Balance	Revenue	Transfer In	Total Sources	Personnel	Supplies	Services	Subtotal Operations	Capital	Debt Service	Development Agreements	ED Contingency	Contingency	Subtotal Uses	Transfer Out	Total Uses	Operating Reserve	Beg FB plus Sources less Uses	Beg FB plus Sources less Uses (excluding Contingency)
Operating Funds																			
General Fund																			
Mayor & Council	0	0	0	0	307,200	18,000	107,100	432,300	0	0	0	0	0	432,300	0	432,300	0	(432,300)	(432,300)
City Manager	0	0	0	0	1,595,100	33,100	445,200	2,073,400	0	0	0	0	70,000	2,143,400	0	2,143,400	0	(2,143,400)	(2,073,400)
City Attorney	0	0	0	0	1,609,200	27,400	160,100	1,796,700	0	0	0	0	0	1,796,700	0	1,796,700	0	(1,796,700)	(1,796,700)
City Clerk	0	600	0	600	362,500	8,000	299,300	669,800	0	0	0	0	0	669,800	0	669,800	0	(669,200)	(669,200)
Finance	0	1,126,100	0	1,126,100	2,287,400	32,100	547,800	2,867,300	25,000	0	0	0	80,000	2,972,300	0	2,972,300	0	(1,846,200)	(1,766,200)
Human Resources	0	0	0	0	948,500	50,100	660,400	1,659,000	0	0	0	0	0	1,659,000	0	1,659,000	0	(1,659,000)	(1,659,000)
Information Services	0	0	0	0	2,338,100	100,700	1,650,300	4,089,100	20,000	0	0	0	0	4,109,100	0	4,109,100	0	(4,109,100)	(4,109,100)
General Operations	14,434,800	71,264,500	5,772,300	77,036,800	0	0	0	0	0	0	0	0	0	0	1,533,400	1,533,400	12,525,300	89,938,200	89,938,200
Community Development	0	2,052,500	0	2,052,500	3,156,400	88,900	497,300	3,742,600	0	0	2,562,700	1,000,000	0	7,305,300	0	7,305,300	0	(5,252,800)	(5,252,800)
City Court	0	1,256,200	0	1,256,200	1,641,200	28,900	272,000	1,942,100	0	0	0	0	0	1,942,100	0	1,942,100	0	(685,900)	(685,900)
Police	0	655,200	0	655,200	17,890,400	566,500	1,673,000	20,129,900	0	0	0	0	0	20,129,900	0	20,129,900	0	(19,474,700)	(19,474,700)
Fire-Emergency Services	0	754,100	0	754,100	13,095,400	445,900	1,530,900	15,072,200	0	0	0	0	0	15,072,200	0	15,072,200	0	(14,318,100)	(14,318,100)
Community & Recreation Services	0	4,487,800	0	4,487,800	6,312,100	1,901,100	6,376,800	14,590,000	99,000	0	0	0	0	14,689,000	0	14,689,000	0	(10,201,200)	(10,201,200)
Public Works	0	837,500	0	837,500	3,236,800	579,100	2,372,500	6,188,400	0	0	0	0	0	6,188,400	0	6,188,400	0	(5,350,900)	(5,350,900)
Total General Fund Operating	**14,434,800**	**82,434,500**	**5,772,300**	**88,206,800**	**54,780,300**	**3,879,800**	**16,592,700**	**75,252,800**	**144,000**	**0**	**2,562,700**	**1,000,000**	**150,000**	**79,109,500**	**1,533,400**	**80,642,900**	**12,525,300**	**21,998,700**	**22,148,700**
Special Revenue																			
Ambulance Contract	0	278,700	0	278,700	185,100	40,000	53,600	278,700	0	0	0	0	0	278,700	0	278,700	0	0	0
Donations	420,900	210,100	0	210,100	0	296,600	0	296,600	0	0	0	0	334,400	631,000	0	631,000	0	0	334,400
Employee Dep Scholarship	4,700	1,400	0	1,400	0	0	6,000	6,000	0	0	0	0	100	6,100	0	6,100	0	0	100
Highway User Revenue Fund	1,101,500	6,629,100	0	6,629,100	2,901,500	912,600	2,182,500	5,996,600	0	0	0	0	1,734,000	7,730,600	0	7,730,600	0	0	1,734,000
Municipal Court Enhancement	378,800	113,000	0	113,000	0	0	85,000	85,000	0	0	0	0	406,800	491,800	0	491,800	0	0	406,800
Municipal Court FARE	10,300	4,400	0	4,400	0	0	0	0	0	0	0	0	14,700	14,700	0	14,700	0	0	14,700
Municipal Court JCEF	107,600	23,000	0	23,000	0	0	53,300	53,300	0	0	0	0	77,300	130,600	0	130,600	0	0	77,300
Municipal Court MFTG	11,300	8,900	0	8,900	0	0	0	0	0	0	0	0	20,200	20,200	0	20,200	0	0	20,200
Neighborhood Revitalization	0	692,400	0	692,400	242,400	0	450,000	692,400	0	0	0	0	0	692,400	0	692,400	0	0	0
Police DEA	34,400	120,000	0	120,000	0	16,000	100,000	116,000	0	0	0	0	38,400	154,400	0	154,400	0	0	38,400
Police RICO	446,000	360,000	0	360,000	0	400,000	0	400,000	0	0	0	0	406,000	806,000	0	806,000	0	0	406,000
Police Tow	415,000	117,000	0	117,000	32,500	0	0	32,500	0	0	0	0	499,500	532,000	0	532,000	0	0	499,500
SLIDs	421,500	2,235,600	0	2,235,600	0	0	2,624,500	2,624,500	0	0	0	0	32,600	2,657,100	0	2,657,100	0	0	32,600
Tourism	332,600	173,800	0	173,800	0	0	0	0	0	0	0	0	506,400	506,400	0	506,400	5,000	0	506,400
Transit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants and Contingency	0	5,227,800	0	5,227,800	201,500	26,300	0	227,800	0	0	0	0	5,000,000	5,227,800	0	5,227,800	0	0	5,000,000
LTAF II	0	350,000	0	350,000	350,000	0	0	350,000	0	0	0	0	0	350,000	0	350,000	0	0	0
Proposition 400	0	19,600	0	19,600	19,600	0	0	19,600	0	0	0	0	0	19,600	0	19,600	0	0	0
Spring Training Ticket Surcharge	200,900	100,600	0	100,600	0	0	0	0	0	0	0	0	301,500	301,500	0	301,500	0	0	301,500
Net Premium Seating	51,900	25,500	0	25,500	0	10,400	0	10,400	0	0	0	0	67,000	77,400	0	77,400	0	0	67,000
SB1398 Fines	23,100	17,000	0	17,000	0	40,100	0	40,100	0	0	0	0	0	40,100	0	40,100	0	0	0
HALO	0	132,000	0	132,000	132,000	0	0	132,000	0	0	0	0	0	132,000	0	132,000	0	0	0
Wildland Fire	0	140,000	0	140,000	118,800	21,200	0	140,000	0	0	0	0	0	140,000	0	140,000	0	0	0
Total Special Revenue	**3,960,500**	**16,979,900**	**0**	**16,979,900**	**4,183,400**	**1,763,200**	**5,554,900**	**11,501,500**	**0**	**0**	**0**	**0**	**9,438,900**	**20,940,400**	**0**	**20,940,400**	**5,000**	**0**	**9,438,900**
Debt Service																			
Debt Service Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prop Debt Service 2007	0	0	7,146,400	7,146,400	0	0	0	0	4,000	7,072,700	0	0	0	7,076,700	0	7,076,700	0	69,700	69,700
Prop Debt Service 2000-2003	0	100	1,457,900	1,458,000	0	0	0	0	800	1,457,700	0	0	0	1,458,500	0	1,458,500	0	(500)	(500)
Gov Debt Service 2000-2003	0	100	3,361,300	3,361,400	0	0	0	0	1,800	3,361,100	0	0	0	3,362,900	0	3,362,900	0	(1,500)	(1,500)
Prop Construction 2007	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gov Construction 2000-2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prop Reserve 2007	0	73,700	0	73,700	0	0	0	0	0	0	0	0	0	0	73,700	73,700	0	0	0
Gov Reserve 2000-2003	0	48,800	0	48,800	0	0	0	0	0	0	0	0	0	0	0	0	0	48,800	48,800
Prop Reserve 2000-2003	0	21,200	0	21,200	0	0	0	0	0	0	0	0	0	0	0	0	0	21,200	21,200
Marley Park CFD	70,500	675,300	0	675,300	0	0	47,700	47,700	0	674,600	0	0	0	722,300	0	722,300	0	23,500	23,500
Municipal Property Corporation Func	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Debt Service	**70,500**	**819,200**	**11,965,600**	**12,784,800**	**0**	**0**	**47,700**	**47,700**	**6,600**	**12,566,100**	**0**	**0**	**0**	**12,620,400**	**73,700**	**12,694,100**	**0**	**161,200**	**161,200**

City of Surprise
FY2014 Fund Balance Summary
Category Summary by Department

Department	Beginning Fund Balance	Revenue	Transfer In	Total Sources	Personnel	Supplies	Services	Subtotal Operations	Capital	Debt Service	Development Agreements	ED Contingency	Contingency	Subtotal Uses	Transfer Out	Total Uses	Operating Reserve	Beg FB plus Sources less Uses	Beg FB plus Sources less Uses (excluding Contingency)
Capital																			
Fire & EMS Development	596,200	760,100	0	760,100	0	0	20,000	20,000	0	0	0	0	0	20,000	121,500	141,500	0	1,214,800	1,214,800
General Capital Fund	7,693,700	1,950,000	0	1,950,000	0	0	901,400	901,400	4,386,700	0	1,100,000	0	2,255,600	8,643,700	0	8,643,700	1,000,000	1,000,000	3,255,600
General Government Development	149,100	537,400	0	537,400	0	0	20,000	20,000	0	0	0	0	0	20,000	666,500	686,500	0	0	0
Library Development	4,473,300	136,500	0	136,500	0	0	20,000	20,000	0	0	0	0	4,589,800	4,609,800	0	4,609,800	0	0	4,589,800
Parks & Recreation Development	3,834,600	533,600	0	533,600	0	0	20,000	20,000	0	0	0	0	3,554,000	3,574,000	794,200	4,368,200	0	0	3,554,000
Police Development	1,003,900	240,700	0	240,700	0	0	20,000	20,000	0	0	0	0	978,800	998,800	245,800	1,244,600	0	0	978,800
Public Works Development	9,563,600	255,100	0	255,100	0	64,000	20,000	84,000	0	0	0	0	9,734,700	9,818,700	0	9,818,700	0	0	9,734,700
Roads of Regional Significance	2,123,500	27,400	0	27,400	0	0	20,000	20,000	0	0	0	0	2,130,900	2,150,900	0	2,150,900	0	0	2,130,900
Transportation Improvement	3,573,700	2,228,300	0	2,228,300	122,900	1,000	2,366,500	2,490,400	2,552,700	0	260,000	0	0	5,303,100	0	5,303,100	500,000	498,900	498,900
Vehicle Replacement	4,213,500	65,800	0	65,800	0	0	0	0	2,281,300	0	0	0	1,998,000	4,279,300	0	4,279,300	0	0	1,998,000
Total Capital	**37,225,100**	**6,734,900**	**0**	**6,734,900**	**122,900**	**65,000**	**3,407,900**	**3,595,800**	**9,220,700**	**0**	**1,360,000**	**0**	**25,241,800**	**39,418,300**	**1,828,000**	**41,246,300**	**1,500,000**	**2,713,700**	**27,955,500**
Fiduciary																			
Firefighters Pension Fund	25,500	100	0	100	18,000	0	0	18,000	0	0	0	0	7,600	25,600	0	25,600	0	0	7,600
Total Fiduciary	**25,500**	**100**	**0**	**100**	**18,000**	**0**	**0**	**18,000**	**0**	**0**	**0**	**0**	**7,600**	**25,600**	**0**	**25,600**	**0**	**0**	**7,600**
Enterprise																			
Water Fund	1,736,000	10,087,000	0	10,087,000	1,951,400	643,700	3,980,500	6,575,600	569,500	0	30,000	0	1,096,000	8,271,100	1,598,400	9,869,500	0	1,953,500	3,049,500
Water Dev. Impact Fees	7,536,400	1,700,700	0	1,700,700	0	0	716,900	716,900	5,091,000	0	450,000	0	3,122,300	9,380,200	0	9,380,200	0	(143,100)	2,979,200
Wastewater Fund	21,801,000	16,046,900	0	16,046,900	2,757,900	1,296,000	4,090,100	8,144,000	3,152,800	0	251,000	0	1,357,400	12,905,200	2,254,900	15,160,100	0	22,687,800	24,045,200
Wastewater Dev. Impact Fees	276,400	2,356,100	0	2,356,100	0	0	20,400	20,400	1,025,000	0	0	0	273,000	1,318,400	8,530,500	9,848,900	0	(7,216,400)	(6,943,400)
Sanitation Fund	9,293,800	6,958,100	0	6,958,100	2,099,800	893,900	1,524,000	4,517,700	1,640,000	0	0	0	753,000	6,910,700	1,919,000	8,829,700	0	7,422,200	8,175,200
Total Enterprise	**40,643,600**	**37,148,800**	**0**	**37,148,800**	**6,809,100**	**2,833,600**	**10,331,900**	**19,974,600**	**11,478,300**	**0**	**731,000**	**0**	**6,601,700**	**38,785,600**	**14,302,800**	**53,088,400**	**0**	**24,704,000**	**31,305,700**
Internal Service																			
Risk Management	2,453,200	1,647,100	0	1,647,100	172,300	3,700	1,394,200	1,570,200	0	0	0	0	2,269,000	3,839,200	0	3,839,200	261,600	261,100	2,530,100
Employee Healthcare	2,264,000	8,971,900	0	8,971,900	96,300	46,000	8,901,400	9,043,700	0	0	0	0	2,192,200	11,235,900	0	11,235,900	710,000	0	2,192,200
Total Internal Service	**4,717,200**	**10,619,000**	**0**	**10,619,000**	**268,600**	**49,700**	**10,295,600**	**10,613,900**	**0**	**0**	**0**	**0**	**4,461,200**	**15,075,100**	**0**	**15,075,100**	**971,600**	**261,100**	**4,722,300**
Grand Total	**101,077,200**	**154,736,400**	**17,737,900**	**172,474,300**	**66,182,300**	**8,591,300**	**46,230,700**	**121,004,300**	**20,849,600**	**12,566,100**	**4,653,700**	**1,000,000**	**45,901,200**	**205,974,900**	**17,737,900**	**223,712,800**	**15,001,900**	**49,838,700**	**95,739,900**

Financial Policies

The Mayor and City Council unanimously re-affirmed the financial policies. Comprehensive financial policies are an important element of a solid financial structure and long-term financial planning. Updates to the comprehensive financial policies were last approved by Council on June 26, 2012 via Resolution 2012-70. The policies cover the following five areas:

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

Policies added for FY2014 include budgeting mechanics, clarification on FTE counts, 1.5% transaction privilege tax on construction, the Healthcare Self-Insurance Trust Fund and Loss Trust Fund Board, and actuarial evaluations of health insurance claims. Policy changes for FY2014 include the Street Light Improvement Districts reserve requirement from 10% to 5% and language clarifications to other policies.

The complete list of all 48 financial policies is included in the appendix of this document.

FY2014 Budget Process

The budget is monitored year-round and various informal FY2014 budget meetings and work session presentations to Mayor and City Council members are held through-out the year. A meeting was held on November 1, 2012 with all department directors and budget points of contacts for each department to discuss the mechanics of the budget process. The deadline for department submissions as well as the entire budget calendar was discussed during this meeting. The budget database was then opened to allow reallocation of existing base budgets, input of new supplemental requests, update of existing capital projects, and input of new capital projects.

All budget inputs were due by December 17, 2012, at which time the budget database was closed. December 17, 2012 to January 24, 2013, Finance Department budget staff met with departments to review and discuss major budget changes. From January 28th to April 15th, the City Manager's Office reviewed the base budgets, supplemental requests, capital projects, and available resources with Finance department staff and the individual departments. A key component of the meetings with the City Manager was the comprehensive line items review requested by the Mayor and City Council. The City Manager delivered the recommended budget to the Mayor and City Council on April 30, 2013.

The City Manager's recommended budget was presented to the Mayor and City Council for review and discussion at four work sessions on April 30 and May 7, 14, and 21. During the work sessions, city staff presented the recommended budget and was available to address questions from the Mayor and City Council.

As a result of the work sessions, revisions were made to the recommended budget, and the tentative budget was presented to the Mayor and City Council for adoption at a regular City Council meeting on May 28, 2013. Following adoption, the tentative budget was published for two consecutive weeks in the local paper. A public hearing was then held on the budget, after which the Mayor and City Council voted on the final budget adoption on June 18, 2013. Budget adoption adheres to all statutory hearings, publications, and requirements. The property tax was levied on July 2, 2013, fourteen days after the final budget adoption.

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

Strategic Planning

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

On March 26, 2013, the Surprise City Council unanimously approved a revised Strategic Plan that includes two new elements and more specific goals and strategies. The Strategic Plan Committee, comprised of Mayor Sharon Wolcott, Vice Mayor Jim Biundo and Councilmember John Williams, went to work late last year to identify more detailed, specific goals within each of the pillars to further guide the city moving forward. Among the most notable changes are the addition of two pillars- Public Safety and Community Lifestyle. They join Economic Development, Transportation, Sustainability, Tourism and Education.

The revised 2013 City Council Strategic Plan contains priorities organized in seven focus areas:

1. **Transportation:** Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region, ease of movement into, within, and out of Surprise, and supports a high standard of community life.
2. **Sustainability:** Provide a vibrant and sustainable community for a green Surprise today and tomorrow.
3. **Economic Development:** Create a robust business environment that attracts employment, wealth, capital investment, and enhanced opportunities for investors and residents.
4. **Community Lifestyle:** Enhance community lifestyle for the current and the future residents of Surprise.
5. **Tourism:** Infuse tourism dollars into Surprise's economy by diversifying the events, programs, and partnerships offered that make Surprise an attractive destination for a wide variety of interests.
6. **Public Safety:** Public safety departments will work cooperatively with the community to provide a safe and secure city.
7. **Higher Education:** Strive to develop world class education in Surprise by seeking and enhancing educational opportunities that support initiatives, programs, projects, and lifelong learning opportunities throughout the community.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

SURPRISE
ARIZONA

Budget Calendar

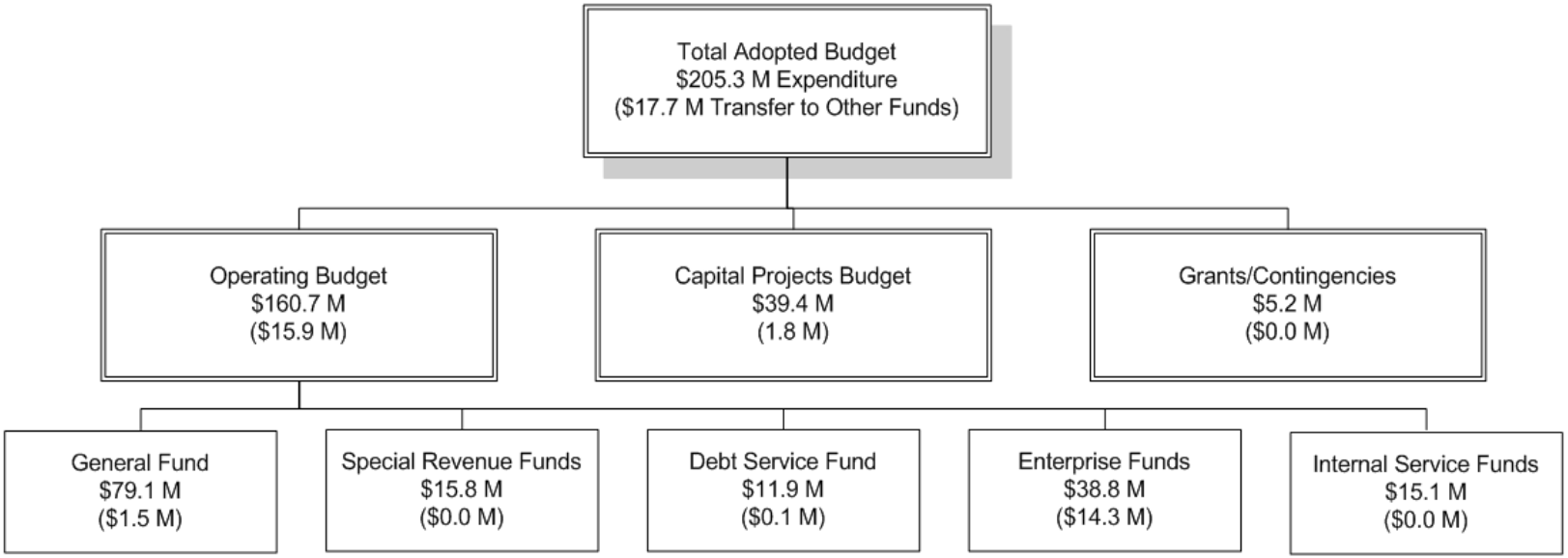
Date	Activity
11/1/2012	Budget kick-off – initial meeting with budget contacts (budget process overview, identifying activities, performance measures)
11/5/2012	Database opened for department input and Council Planning Retreat
12/17/2012	Database closed
01/21-01/31/2012	Meeting with City Manager's Office on supplemental requests and captial
2/1/2013	Board and Commission Budget Recommendations Due
4/30/2013	City Manager's Recommended Budget delivered to Mayor and City Council
5/8, 5/15, 5/22, 5/29, & 6/5/2013	Mayor and Council review of the City Manager's recommended budget at Council Work Sessions and a Budget Retreat
5/28/2013	Public Hearing and Tentative Budget Adoption – City of Surprise
6/11/2013	Public Notice #1 – Truth in taxation & FY2013 budget estimates
6/18/2013	Public Notice #2 – Truth in taxation & FY2013 budget estimates
6/18/2013	Property Tax Hearing – Primary Property Taxes
	Property Tax Hearing – Street Light Improvement Districts
	Public Hearing and Final Budget Adoption – City Of Surprise
7/2/2013	Property Tax Levy Adoption – Primary Property Taxes
	Property Tax Levy Adoption – Street Light Improvement Districts

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget



Mayor and Council
City Manager
City Attorney
City Clerk
City Court
Community Development
Community & Rec. Services
Finance
Fire
Human Resources
Information Technology
Police
Public Works

Ambulance Contract
Donations
HALO
Highway User Revenue
LTAF II
Municipal Court Enhancement
Municipal Court FARE
Municipal Court JCEF
Municipal Court MFTG
Neighborhood Revitalization
Net Premium Seating
Police DEA
Police RICO
Police Tow
Prop 400
SB1398 (Police)
Scholarship Fund
Spring Training Ticket Surcharge
Street Light Improvement District Funds
Tourism Fund
Wildland Fire

2000-2003 MPC Debt Service
2007 MPC Debt Service

Water
Wastewater
Sanitation

Risk Management
Employee Health Insurance

Marley Park CFD*
$0.7 M
($0.0 M)

*Marley Park is a separate legal budget and is managed by the city of Surprise.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Revenue

- Revenue Summary
- Revenue Forecast Summary
- Major Revenue Account Details

General Fund
Revenue Summary

General Fund Operating Revenues

Operating revenues are those used to provide core government services (e.g. police, fire, library, parks, etc.) and are recorded in the general fund. The general fund is the primary operating fund of the city and is used to account for all financial resources not accounted for in the other funds.

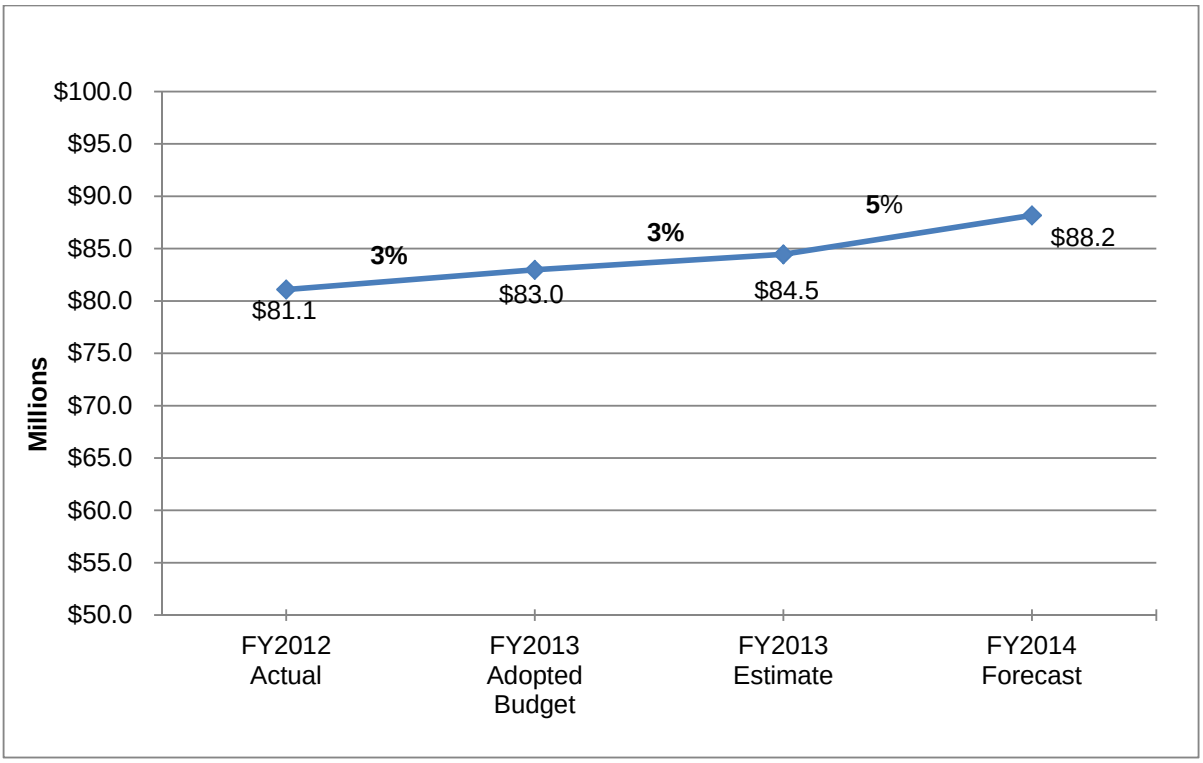
Key Assumptions

A number of assumptions influence the revenue forecast including the character of the economy and the effect on the city of legislation on the state level. The city is experiencing a modest recovery following the recent economic downturn with increases showing in most revenue categories. A full recovery is likely in 2015, eight years from the beginning of the recession. The city's population will continue to grow at a rate greater than that of many neighboring communities. As a result, the city is expected to capture a greater portion of state shared revenues and will receive a greater share of city revenues from building related activity.

Consumers are beginning to spend more discretionary income and the city is experiencing an increase in sales tax revenues. Additionally, resident participation in city recreation programs continues to drive up demand for services, also resulting in greater revenue streams to recover associated costs.

The city will continue to monitor activity in the state legislature related to transaction privilege tax reform. Recent conversations related to state action on the construction related tax could have a negative impact on the city budget.

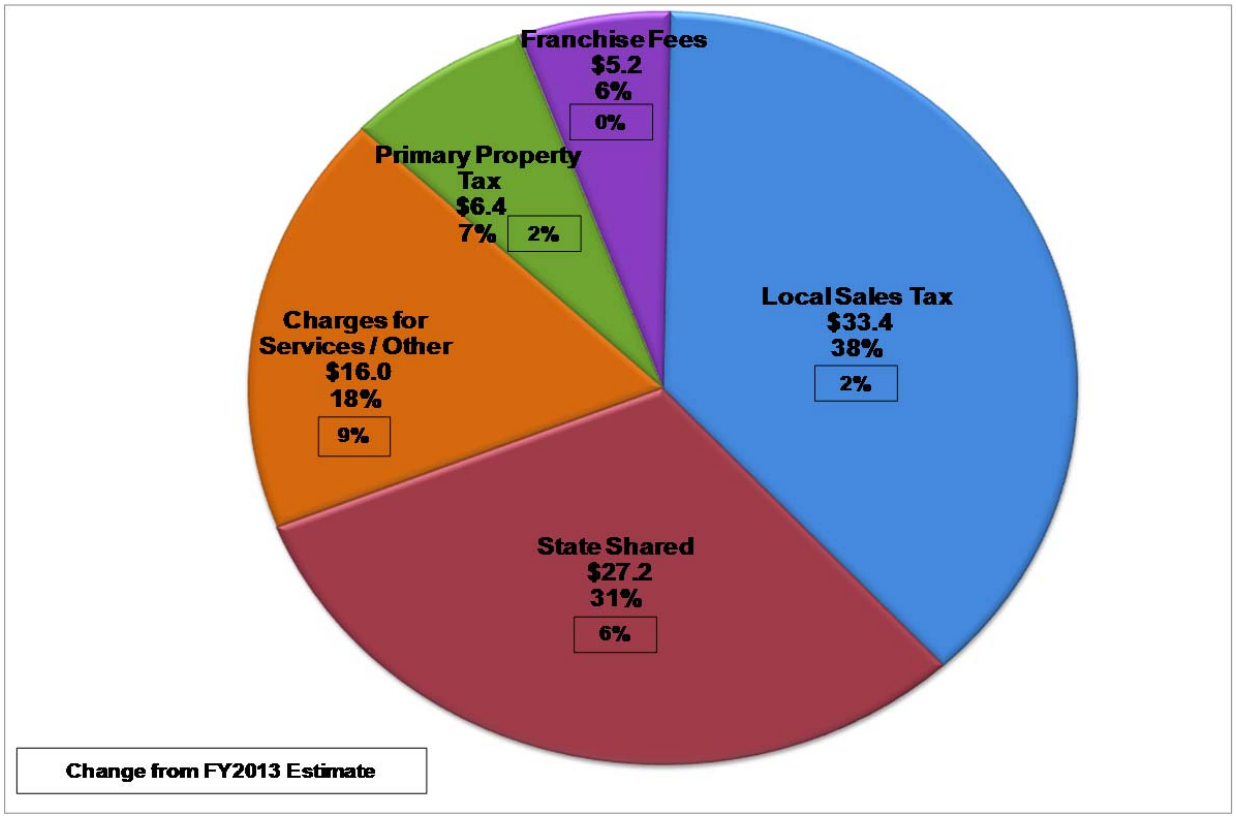
The degree of forecast accuracy varies by revenue source. Some revenue sources, such as state shared income tax, which is based on collections from two years prior, are known to the city in advance and the forecast is completely accurate. Other sources, such as construction sales tax, are much more sensitive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



Overview

The operating revenue forecast for fiscal year (FY) 2014 is $88.2 million, an increase of $3.9 million or 4% over the FY2013 estimate, mainly the result of increased charges for services and state shared revenues due to increased population. Operating revenues may be categorized into five major groups:

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



Sales Tax

This category represents the local sales taxes collected for the city of Surprise including construction sales tax. A sales tax projection team comprised of the budget manager, revenue manager and staff prepares and monitors the local sales tax forecast. Forecasts are done individually within each of 11 different categories (industries) using industry specific information (e.g. big box retail, construction, etc).

The FY2014 general fund forecast of $33.4 million is an increase of 2% over the FY2013 estimate. A number of the sales tax categories are driving the increase including major retailers and auto dealerships with new accounts, communications/utilities with increased cell phone activity, use tax, and the continued rebounding of transient lodging, restaurants/bars, and arts/entertainment. From the construction sales tax, the general fund receives a flat $1.25 million from the 2.2% construction sales tax. The remaining portion after the $1.25 million is distributed to the general capital fund. The Transportation Improvement fund also receives an allocation from a dedicated 1.5%construction sales tax. In total, the city anticipates collecting $6.0 million in construction sales tax during FY2014 between the three funds.

State Shared Revenue

The state shared revenue forecast is $27.2 million, an increase of 6% over the FY2013 estimate. State shared revenue sources include income tax, state sales tax, and vehicle license taxes (VLT). The changes over the prior year are attributable to an improving economy.

The largest state shared revenue source, income taxes, is distributed to the city of Surprise based on census population. The amount is certain because there is a two-year lag in receipts in which FY2014 revenue

results from FY2012 activity. Income tax collections of $13.1 million results in an increase of 9% from the prior year amount of $12.0 million.

The state sales taxes reflect the city's portion of statewide collections based on population. State sales taxes are economy driven and are expected to increase 5% to $10.2 million.

The vehicle license tax is population based. Vehicle license taxes imposed annually in lieu of a personal property tax on automobiles and anticipated to remain flat at $3.9 million.

Charges for Services/Other
All fees for services charged by city departments are recorded in this category. The four major components include the indirect cost assessment, community and recreation services revenue, building/engineering fees, and court revenue. This category increased by 9% from the prior year estimate to $15.9 million.

The largest source of charges for services is the indirect cost assessment charged to the enterprise funds. Services provided by the general fund on behalf of the enterprise funds are recovered through the indirect cost assessment, which serves as the invoice to the enterprise funds. The allocation performed is to ensure the general fund revenues are not subsidizing the enterprise funds of water, wastewater, and sanitation. For FY2014, the indirect cost assessment budgeted for $4.7 million and represents an increase of $1.0 million, 28%, from the prior year. The increase results from shifting personnel formerly directly allocated in the enterprise funds to the general fund and allowing the indirect cost plan to allocate these administrative expenditures.

The largest external service component is the community and recreation services fee revenue at $4.5 million. This represents the revenue collected from fees charged to participate in the various recreation programs offered by the city. Also included are the rental fees for the stadium and parks and event sponsorships.

The next notable category is the building/engineering fees (i.e., community development fees) as the economy continues its slow recovery. This is the combination of community development fees and public works fees. These sources include building activity related to single-family residential permits and commercial, office, institutional, and industrial square feet. For FY2014, community development fees are expected to be $2.7 million, which represents a 10% increase over the prior year estimate.

The next notable category is the court revenue. All fees charged by the court in the city of Surprise recorded in this category will remain flat for FY2014 at $1.3 million.

Property Taxes
The property tax category captures the taxes levied on properties in the city of Surprise and is set at $6.4 million for FY2014. State law allows the city to increase property tax revenues annually by 2% over the prior year's maximum allowable amount. The tax revenue is computed by multiplying the tax levy rate by the assessed value. The City Manager's recommended budget does not include the 2% increase over the prior year's allowable amount for current taxpayers. The FY2014 property tax revenues only include allowable increases for new construction.

Franchise Fees
The last major category of operating revenues is franchise fees, which equals $5.2 million. This revenue source is related to the gross sales from franchised utility companies within the city of Surprise. This includes Arizona Public Service, Cox Communications, Southwest Gas, and EPCOR. Also included are in lieu franchise fees paid by city-operated utilities (i.e., water and wastewater). Business licenses and sanitation hauler's licenses are also captured in this category.

Forecast of Major Operating Revenue Accounts

The following schedule presents a summary of the major revenue accounts with historical and forecasted revenues for the general fund and most other funds.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

CITY OF SURPRISE OPERATING REVENUE FORECAST

General Fund Major Revenue Accounts	FY2012 Actual	FY2013 Adopted Budget	FY2013 Estimate	Estimate to Adopted $	Estimate to Adopted %	FY2014 Forecast	Forecast to PY Estimate $	Adopted to PY Estimate %
Operating Funds								
Local Sales Tax								
Local Sales Tax	29,546,020	30,095,000	31,369,800	1,274,800	4%	32,051,500	681,700	2%
Local Sales Tax-Construction	2,935,090	2,200,000	1,250,000	(950,000)	-43%	1,250,000	0	0%
Local Sales Tax-Bed Tax	110,429	101,500	107,000	5,500	5%	114,000	7,000	7%
Subtotal Local Sales Tax	**32,591,539**	**32,396,500**	**32,726,800**	**330,300**	**1%**	**33,415,500**	**688,700**	**2%**
State Shared Revenue								
State Shared Income Tax	9,918,521	12,003,000	12,003,000	0	0%	13,111,000	1,108,000	9%
State Shared Sales Tax	9,220,163	9,826,800	9,671,700	(155,100)	-2%	10,154,400	482,700	5%
Vehicle License Tax	3,951,413	3,895,900	3,910,900	15,000	0%	3,917,200	6,300	0%
LTAF II	344,813	330,000	0	(330,000)	-100%	0	0	0%
Subtotal State Shared Revenue	**23,090,098**	**26,055,700**	**25,585,600**	**(470,100)**	**-2%**	**27,182,600**	**1,597,000**	**6%**
Charges for Services / Other								
Indirect Cost Assessment	3,660,700	3,660,700	3,660,700	0	0%	4,682,900	1,022,200	28%
Parks & Rec. Program Fees	4,732,333	3,817,500	4,452,800	635,300	17%	4,487,800	35,000	1%
Court Revenue	1,275,954	1,290,400	1,256,200	(34,200)	-3%	1,256,200	0	0%
Fire Revenue	881,135	838,600	731,100	(107,500)	-13%	754,100	23,000	3%
Police Revenue	643,045	679,600	655,200	(24,400)	-4%	655,200	0	0%
Community Development Fees	1,575,231	944,700	1,985,800	1,041,100	110%	2,052,500	66,700	3%
All Other Operating Revenue	736,536	750,000	495,200	(254,800)	-34%	500,000	4,800	1%
In Lieu Property Tax	0	479,900	518,800	38,900	8%	550,700	31,900	6%
Interest Income	(31,197)	25,100	0	(25,100)	-100%	14,000	14,000	0%
Public Works Fees	276,513	215,600	451,000	235,400	109%	633,100	182,100	40%
Facilities Revenue	350,896	303,200	385,700	82,500	27%	397,300	11,600	3%
Transit Fees	0	28,300	50,000	21,700	77%	0	(50,000)	-100%
Grant Revenue	0	0	0	0	0%	0	0	0%
Subtotal Charges for Services / Other	**14,101,147**	**13,033,600**	**14,642,500**	**1,608,900**	**12%**	**15,983,800**	**1,341,300**	**9%**
Property Tax								
Primary Property Tax	6,178,758	6,290,000	6,281,000	(9,000)	0%	6,406,700	125,700	2%
Franchise Fees								
APS Franchise Fee	2,242,092	2,179,800	2,230,800	51,000	2%	2,186,500	(44,300)	-2%
Cable Franchise Fee	1,022,937	1,085,200	990,400	(94,800)	-9%	990,400	0	0%
Business Licenses	625,919	657,000	657,000	0	0%	680,000	23,000	4%
Southwest Gas Franchise Fee	309,623	325,400	292,000	(33,400)	-10%	292,000	0	0%
Water Franchise Fee	347,050	357,600	465,200	107,600	30%	490,600	25,400	5%
CoS Wastewater Franchise Fee	304,409	309,800	312,300	2,500	1%	314,300	2,000	1%
CoS Water Franchise Fee	216,818	213,600	200,900	(12,700)	-6%	200,400	(500)	0%
Sanitation Hauler's Licenses	39,000	43,600	38,900	(4,700)	-11%	40,000	1,100	3%
CoS Sanitation Hauler's License	25,000	25,000	24,000	(1,000)	-4%	24,000	0	0%
Subtotal Franchise Fees	**5,132,848**	**5,197,000**	**5,211,500**	**14,500**	**0%**	**5,218,200**	**6,700**	**0%**
Total - Operating Revenue	**81,094,400**	**82,972,800**	**84,447,400**	**1,474,600**	**2%**	**88,206,800**	**3,759,400**	**4%**

Operating Fund Revenue								
General Fund	81,094,390	82,614,500	84,397,400	1,782,900	2%	88,206,800	3,809,400	5%
HURF	6,126,096	6,648,000	6,534,200	(113,800)	-2%	6,629,100	94,900	1%
LTAF II	0	0	345,000	345,000	0%	358,900	13,900	4%
Subtotal Operating Revenue Funds	**87,220,500**	**89,262,500**	**91,276,600**	**2,014,100**	**2%**	**95,194,800**	**3,918,200**	**4%**
					0%			
Enterprise Funds								
Wastewater Service Fee	15,196,544	15,354,000	15,613,000	259,000	2%	15,713,500	100,500	1%
Water Service Fee	9,873,000	9,908,000	10,046,000	138,000	1%	10,020,500	(25,500)	0%
Sanitation Service Fee	6,267,774	6,585,000	6,420,000	(165,000)	-3%	6,482,000	62,000	1%
Water Replenishment Service Fee	0	0	0	0	0%	0	0	0%
Internal Service Funds								
Employee Healthcare Fund	8,227,342	9,033,700	8,421,900	(611,800)	-7%	8,971,900	550,000	7%
Risk Management Fund	1,558,410	1,609,500	1,601,000	(8,500)	-1%	1,647,100	46,100	3%
Capital Funds								
General Capital Fund	0	0	2,913,000	2,913,000	0%	1,950,000	(963,000)	-33%
Transportation Improvement	2,381,538	3,444,700	2,884,900	(559,800)	-16%	2,228,300	(656,600)	-23%
Wastewater Development Fee	2,007,881	1,051,800	2,249,400	1,197,600	114%	2,356,100	106,700	5%
Fire & EMS Development Fee	580,176	312,600	623,900	311,300	100%	760,100	136,200	22%
Public Works Development Fee	314,957	37,300	247,300	210,000	563%	255,100	7,800	3%
General Government Development Fee	(245,393)	2,430,100	559,300	(1,870,800)	-77%	537,400	(21,900)	-4%
Parks & Recreation Development Fee	530,867	220,700	376,600	155,900	71%	533,600	157,000	42%
Water System and Replenishment Dev Fee	726,215	438,300	950,000	511,700	117%	1,700,700	750,700	79%
Roads of Reg.Significance Dev Fee	23,746	11,600	27,400	15,800	136%	27,400	0	0%
Police Development Fee	281,129	107,300	275,000	167,700	156%	240,700	(34,300)	-12%
Library Development Fee	141,187	56,900	116,900	60,000	105%	136,500	19,600	17%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Local Sales Tax (excluding construction and bed tax)

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
30,119,800	30,801,500	681,700	2%

Description

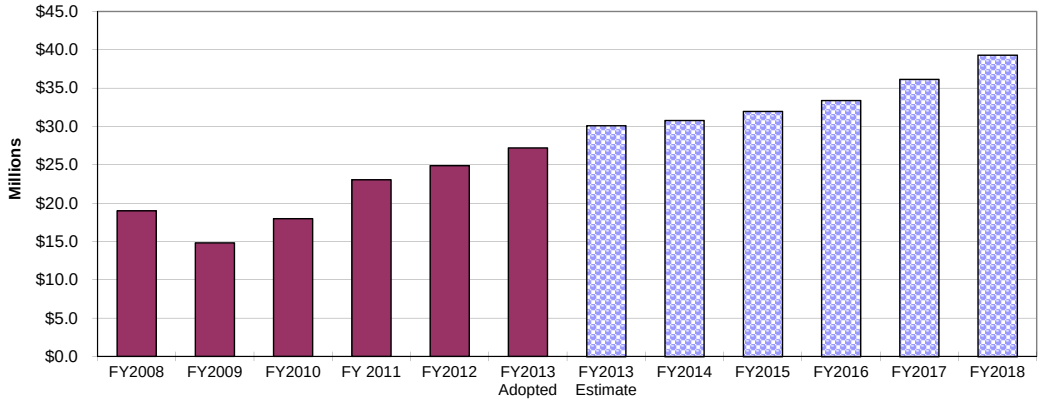
The local sales tax (non-construction sales tax) is the recurring sales tax revenue that is collected by the city on an annual basis through the course of doing business. The construction sales taxes have been separated out and addressed under local sales tax (construction sales tax). These revenues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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	18,992,959	14,820,787	17,957,463	23,036,154	24,883,660	27,195,000

Forecast Assumptions

A sales tax projection team comprised of the Chief Financial Officer, the sales tax audit division, and members of the budget staff was created to forecast and monitor the local sales tax. Forecasts are done individually within each of 12 different categories (industries) using industry specific information (e.g. big box retail, restaurant and bar, etc.). Sales taxes have declined from FY2007 through FY2010. However, this trend appears to have stopped with revenues increasing in FY2011 and projected increases through FY2018 as the economy improves.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected population **(A)**	119,905	121,088	123,060	125,820	133,129	141,601
Projected revenue per capita **(B)**	262	265	270	275	281	287
Projected Revenue	30,119,800	30,801,500	31,974,900	33,399,500	36,145,600	39,320,900



Local Construction Sales Tax (Construction Sales Tax)

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
4,163,000	3,200,000	(963,000)	-23%

Description

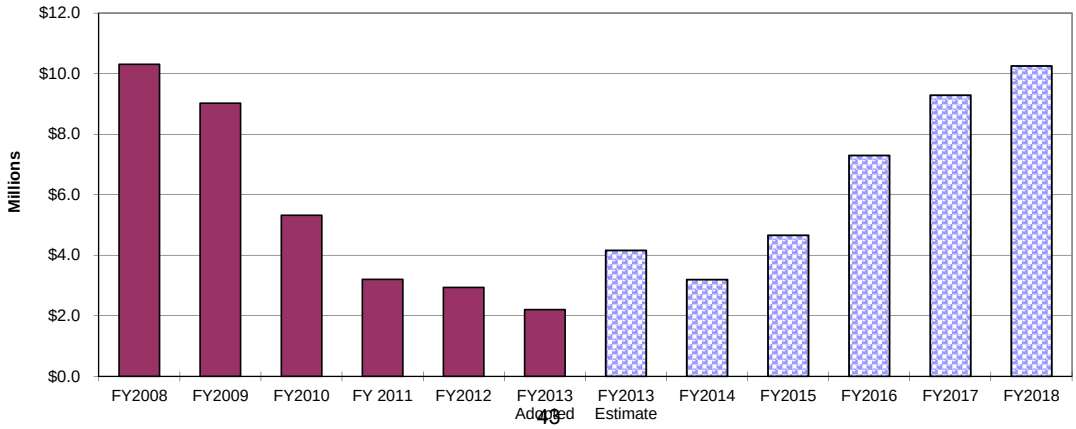
This represents the one-time construction sales tax revenue that is collected by the city of Surprise on an annual basis through the course of doing business. The ongoing sales taxes have been separated out and addressed under local sales tax (non-construction sales tax). These revenues are recorded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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	10,308,703	9,025,489	5,318,360	3,203,879	2,935,090	2,200,000

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	4,163,000	3,200,000	4,665,300	7,299,900	9,290,800	10,257,600



Local Bed Tax

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
107,000	114,000	7,000	7%

Description

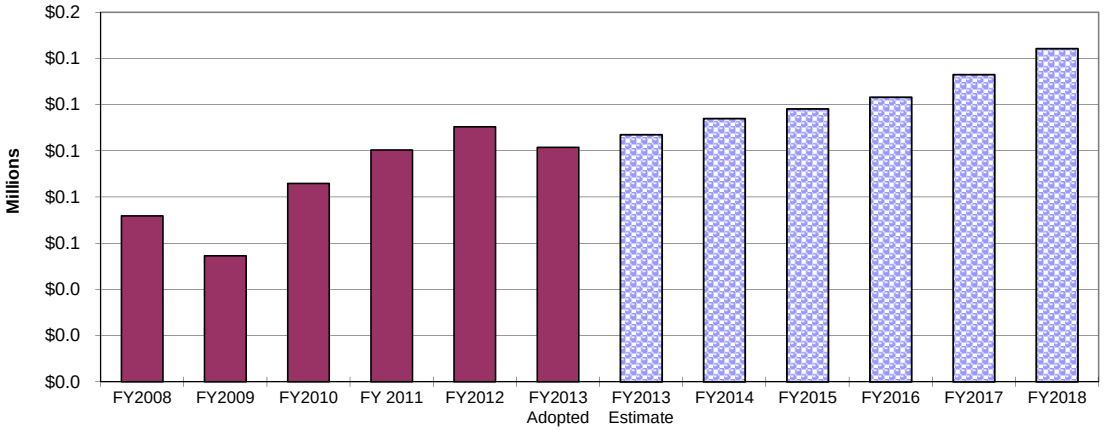
The city currently imposes a 2.52% transient lodging tax. Of the total tax, 1.52% is to be recorded in the Tourism Fund to be used for promoting tourism and 1.0% is to be recorded in the General Fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	71,821	54,568	85,892	100,398	110,429	101,500

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	107,000	114,000	118,200	123,200	133,000	144,300



State Shared Income Tax

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
12,003,000	13,111,000	1,108,000	9%

Description

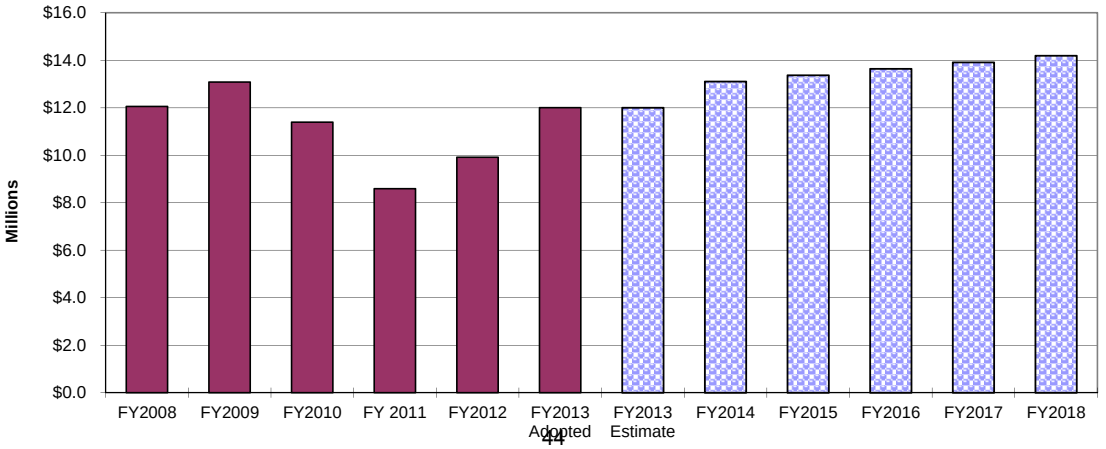
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Income Tax. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	12,055,475	13,080,276	11,395,938	8,591,077	9,918,521	12,003,000

Forecast Assumptions

The FY2013 and FY2014 forecasts are based on data from the League of Arizona Cities and Towns detailing actual income tax collection from FY2011 and FY2012 respectively. State shared income tax is distributed based on population. The 2010 census completed in FY2011, accounts for the increase in the city's share of state revenues. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	12,003,000	13,111,000	13,373,200	13,640,700	13,913,500	14,191,800



State Shared Sales Tax

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
9,671,700	10,154,400	482,700	5%

Description

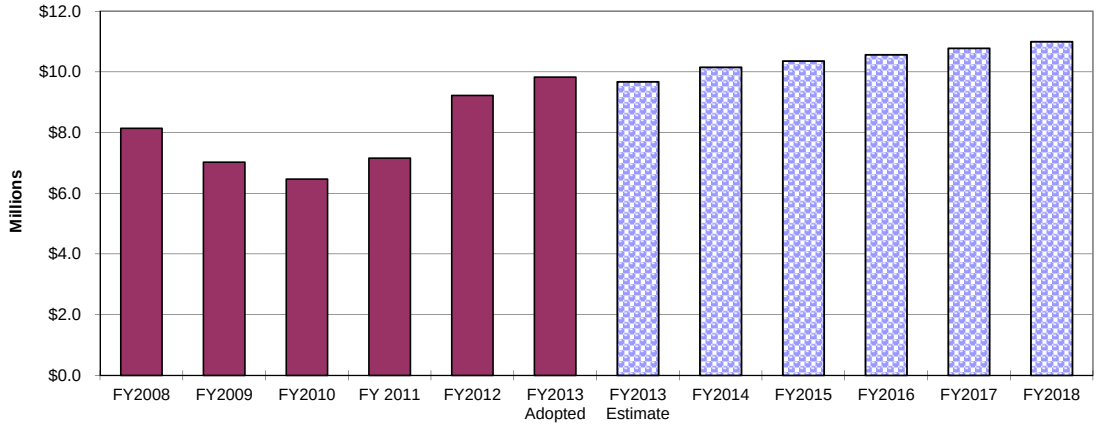
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Sales Tax. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	8,141,197	7,022,643	6,464,521	7,158,275	9,220,163	9,826,800

Forecast Assumptions

The FY2013 and FY2014 forecasts are based on year-over-year percent increase data from the League of Arizona Cities and Towns. The forecast for future years is based on population and revenue per capita. State shared sales tax is distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	9,671,700	10,154,400	10,357,400	10,564,600	10,775,900	10,991,400



Highway Users Revenue Fund (HURF)

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
6,534,200	6,629,100	94,900	1%

Description

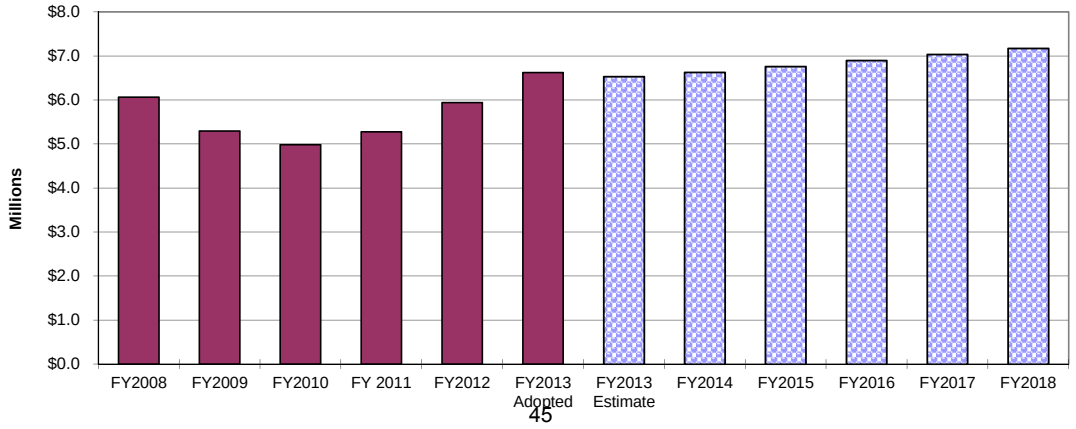
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the Highway Users Revenue Fund (HURF). This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	6,064,115	5,295,936	4,984,457	5,275,645	5,941,770	6,625,000

Forecast Assumptions

The FY2013 and FY2014 forecasts are based on year-over-year percent increase data from the League of Arizona Cities and Towns. The forecast for future years is based on population and revenue per capita. HURF revenue is distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	6,534,200	6,629,100	6,761,600	6,896,900	7,034,800	7,175,500



Vehicle License Tax

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
3,910,900	3,917,200	6,300	0%

Description

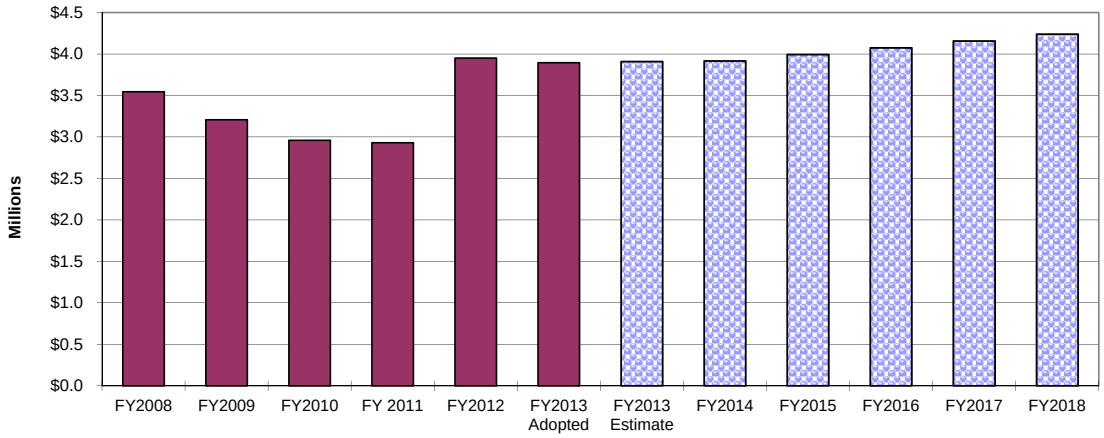
In lieu of a personal property tax on automobiles, the state imposes an annual vehicle license tax (VLT). These are state shared revenues and are distributed to cities and towns based generally on the population at the last census or special census. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	3,545,692	3,207,654	2,960,716	2,930,709	3,951,413	3,895,900

Forecast Assumptions

The FY2013 and FY2014 forecasts are based on year-over-year percent increase data from the League of Arizona Cities and Towns. The forecast for future years is based on population and revenue per capita. Vehicle license taxes are distributed based on population. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased. The decrease in FY2013 is attributable to the League's forecasted reduction in vehicle sales.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	3,910,900	3,917,200	3,995,500	4,075,500	4,157,000	4,240,100



Local Transportation Assistance Fund (LTAF)

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
345,000	358,900	13,900	4%

Description

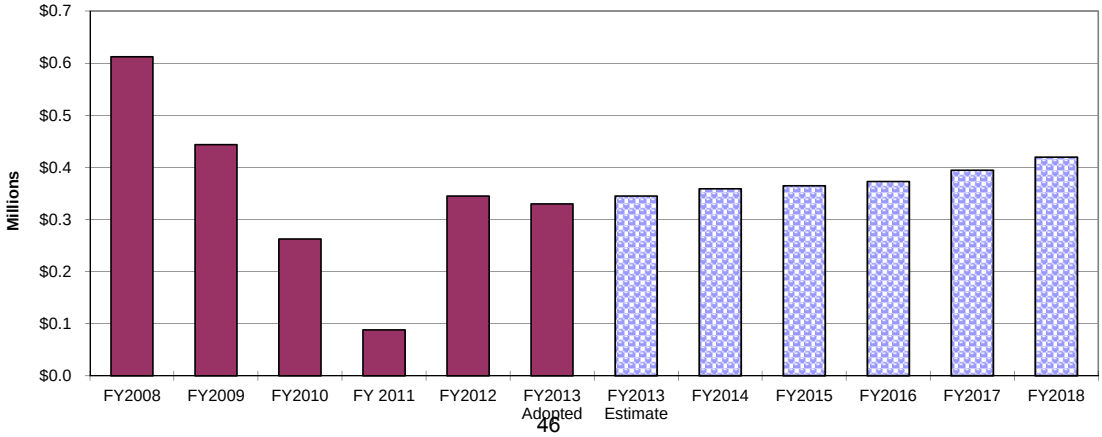
The source of this funding is the Arizona State Lottery and is received from disbursements from the local transportation assistance fund (LTAF). These revenues are recorded in the transit fund, which was established to track all revenues and expenditures associated with providing transit services within the city of Surprise.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	612,270	443,564	262,631	87,905	344,813	330,000

Forecast Assumptions

In February 2010, the distribution of these funds to the cities was discontinued by the state legislature. This was reversed by the U.S. District Court in of 2011, and the city received a distribution in March 2011 for lottery earnings collected from July 2009 to February 2010. The distribution of these funds has been confirmed for FY2012 and FY013 however, it is uncertain if they will be received after FY 2013.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	345,000	358,900	364,700	372,900	394,500	419,600



Indirect Cost Assessment

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
3,660,700	4,682,900	1,022,200	28%

Description

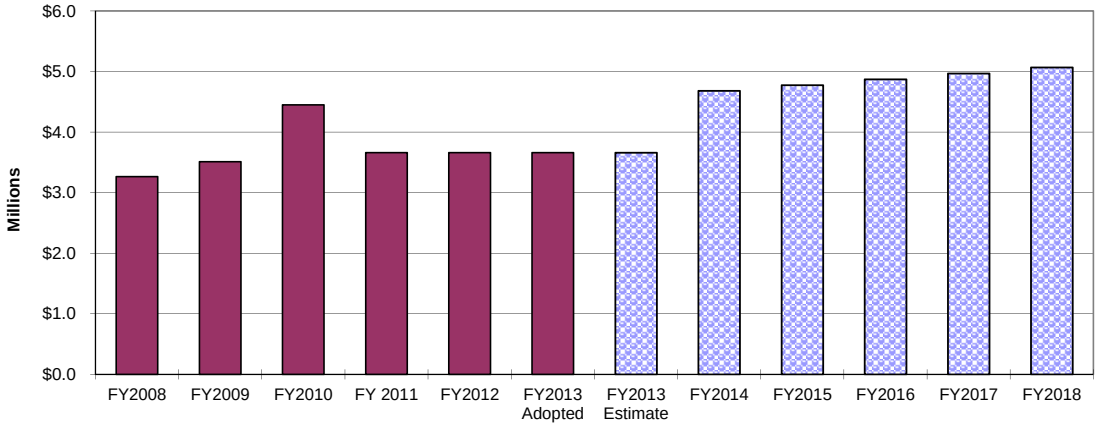
Indirect expenses incurred by the general fund on behalf of the enterprise funds (water, waste water, and sanitation) are recovered through the indirect cost assessment and are recorded as a revenue in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	3,264,900	3,511,100	4,449,225	3,660,700	3,660,700	3,660,700

Forecast Assumptions

Indirect cost assessments are calculated through the annual update to the Full Cost Central Services Cost Allocation Plan and are based on the last completed fiscal year. A greater portion of the general fund costs were allocated to the general fund during the FY2010 update than in the prior years, leading to the decrease in revenue from the enterprise funds. The study used for the FY2011and FY2012 indirect allocation, featured an improved allocation basis that more accurately reflected the amount of general fund support of the enterprise funds. FY2013 was budgeted at the FY2012 amount pending completion of an updated cost allocation plan.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	3,660,700	4,682,900	4,776,500	4,872,100	4,969,600	5,068,900



Parks and Recreation Program Fees

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
4,452,800	4,487,800	35,000	1%

Description

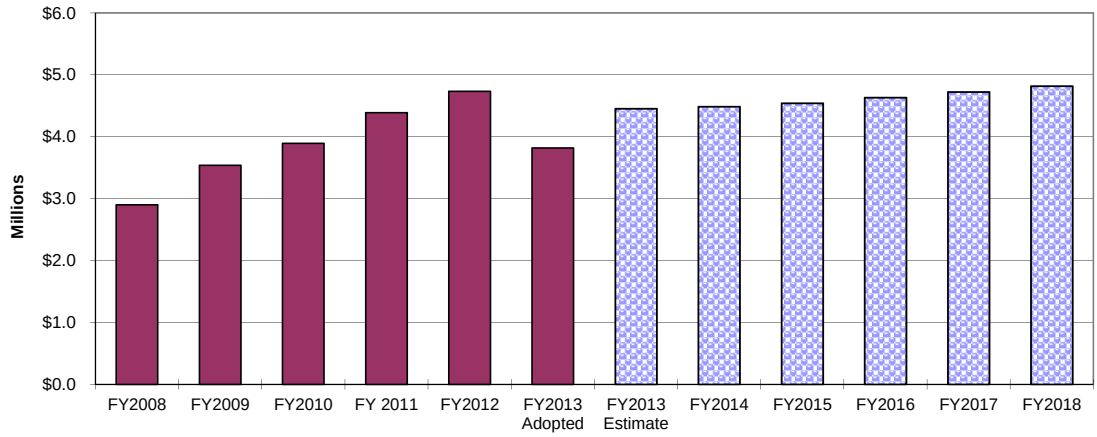
This source reflects revenue collected from fees charged by the Community and Recreation Services Department to participate in the various recreational programs offered by the city. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	2,898,803	3,538,989	3,892,092	4,389,606	4,732,333	3,817,500

Forecast Assumptions

Forecasts are based on the Community and Recreation Services Department estimates of revenue per participant for recreation programs, aquatics programs, and special events. Special events and recreation participants reflect only revenue generating programs and events.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	4,452,800	4,487,800	4,541,900	4,632,700	4,725,300	4,819,900



Court Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
1,256,200	1,256,200	0	0%

Description

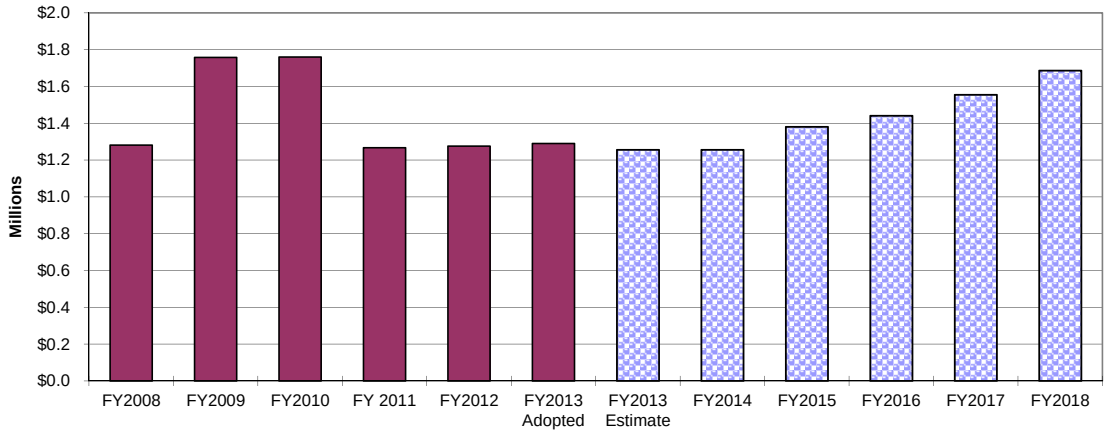
This revenue is generated by all court imposed fines collected by the City Court. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,281,739	1,757,682	1,759,817	1,266,929	1,275,954	1,290,400

Forecast Assumptions

The forecast is based on revenue per court case where the number of court cases is relative to population growth. Population is expected to increase by approximately a half percent in FY2013 and FY2014. For FY2015 and after the population increase has been estimated at 3%.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	1,256,200	1,256,200	1,381,500	1,440,800	1,555,000	1,687,000



Fire Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
731,100	754,100	23,000	3%

Description

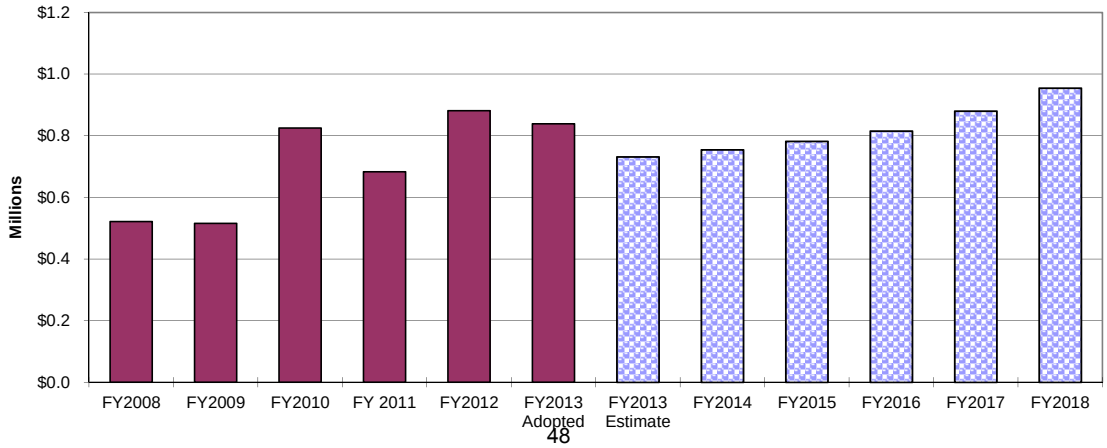
This revenue source reflects revenue related to Fire Department activities. Sources include fire insurance premium tax, wild land fire intergovernmental revenue, and Helicopter Air-Medical and Logistics Operations (HALO) intergovernmental revenue. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	521,466	515,291	824,702	682,868	881,135	838,600

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	731,100	754,100	781,700	815,200	879,900	954,600



Police Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
655,200	655,200	0	0%

Description

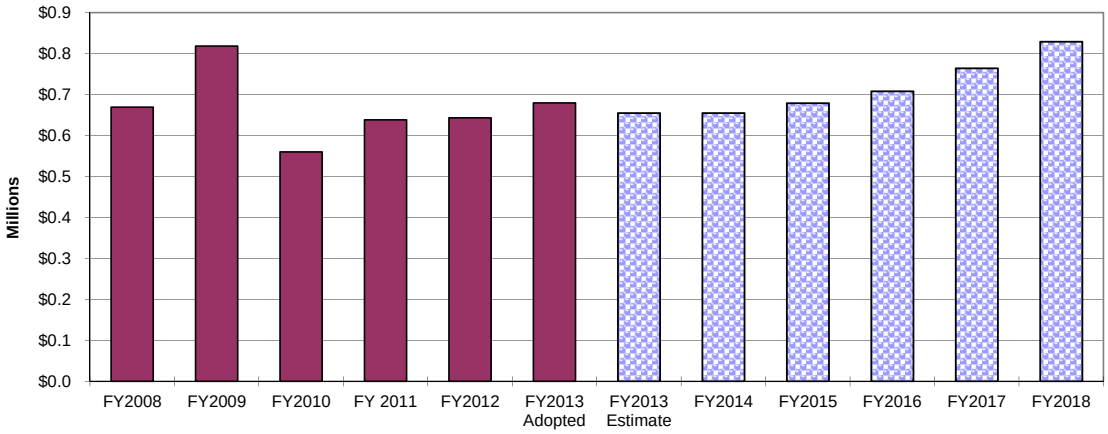
This revenue source reflects the revenue collected by the Police Department, including off-duty fees, finger printing, reimbursement for intergovernmental assignments, and El Mirage dispatch fees. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	669,051	818,244	560,104	638,061	643,045	679,600

Forecast Assumptions

The police revenue forecast is based on projections of individual revenue sources based on year-to-date trends and known contracts. In FY2008, the city of Surprise entered in to an intergovernmental agreement with the city of El Mirage and agreed to provide emergency dispatch to the city for a fee. The fee revenue is recorded in this category.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	655,200	655,200	679,200	708,300	764,400	829,400



Community Development Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
1,985,800	2,052,500	66,700	3%

Description

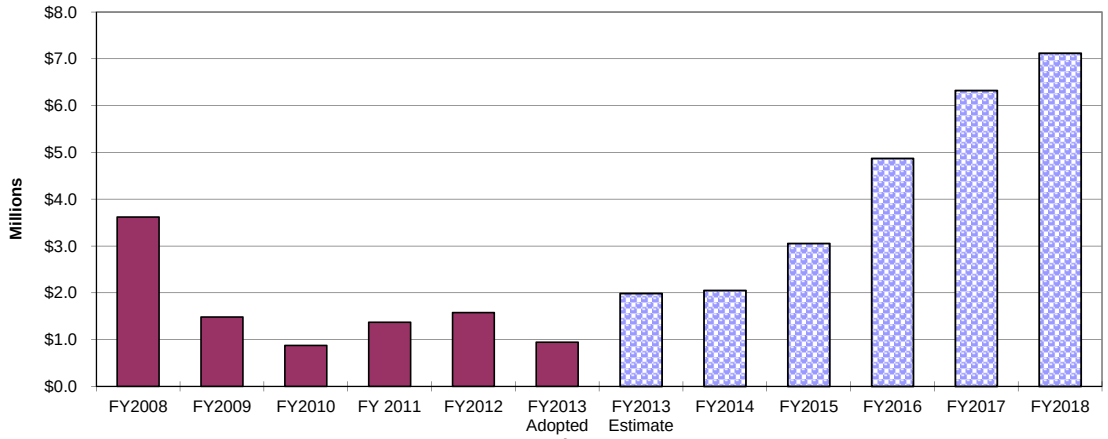
This source reflects fees collected by the city of Surprise including building inspection fees, permit fees, plan review fees, and fire fees related to new construction activities. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	3,617,438	1,481,772	873,132	1,369,212	1,575,231	944,700

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	1,985,800	2,052,500	3,052,100	4,871,200	6,323,700	7,121,400



All Other Operating Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
495,200	500,000	4,800	1%

Description

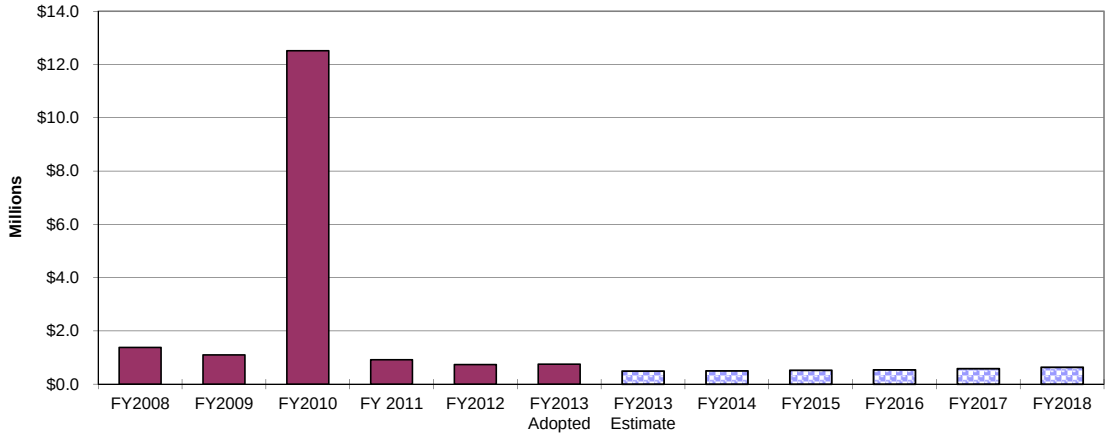
This source includes all other operating revenue collected by the city of Surprise for various programs and services provided on a day to day basis. These revenues are recorded in the general fund and the highway users revenue fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,380,261	1,095,839	12,515,168	916,762	736,536	750,000

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	495,200	500,000	518,300	540,500	583,400	632,900



In Lieu Property Tax

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
518,800	550,700	31,900	6%

Description

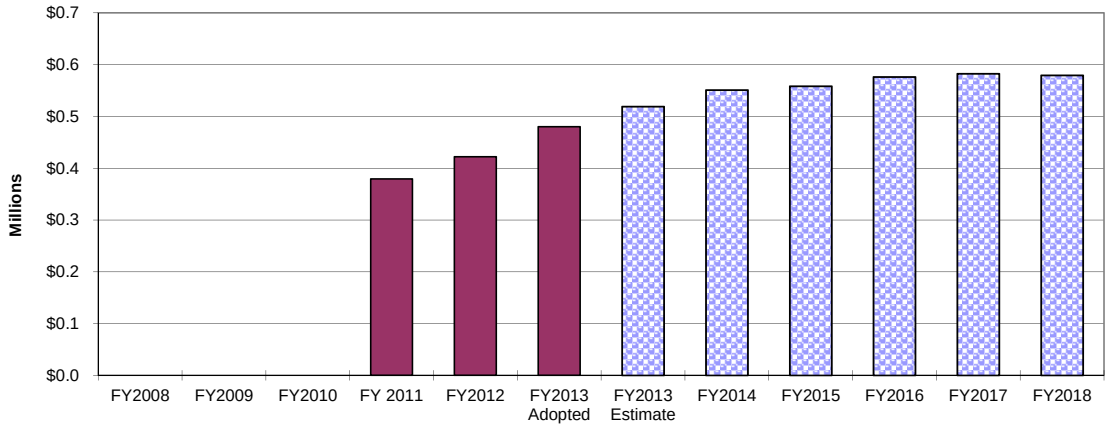
This source reflects a transfer from the enterprise funds (water, wastewater, and sanitation) to the general fund as a payment in lieu of property taxes (PILOT) which was initiated in FY2011.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	0	0	0	379,077	421,917	479,900

Forecast Assumptions

This source is forecast based on the valuation of water, wastewater, and sanitation capital assets.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	518,800	550,700	558,200	576,200	582,300	579,300



Interest Income

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
0	14,000	14,000	0%

Description

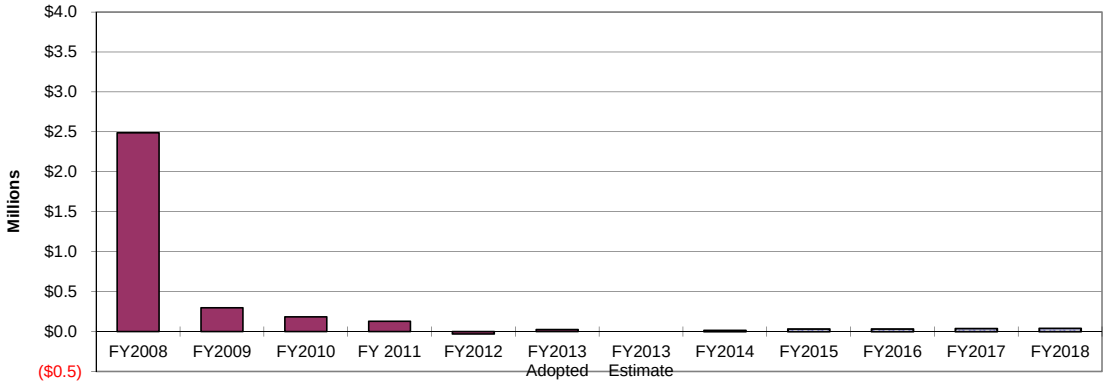
This source includes all interest income earned by the city of Surprise in the operating funds. These revenues are recorded in the general fund, the highway users revenue fund, and the transit fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	2,486,333	296,400	183,766	128,503	(31,197)	25,100

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	0	14,000	31,000	33,400	36,300	39,200



Public Works Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
451,000	633,100	182,100	40%

Description

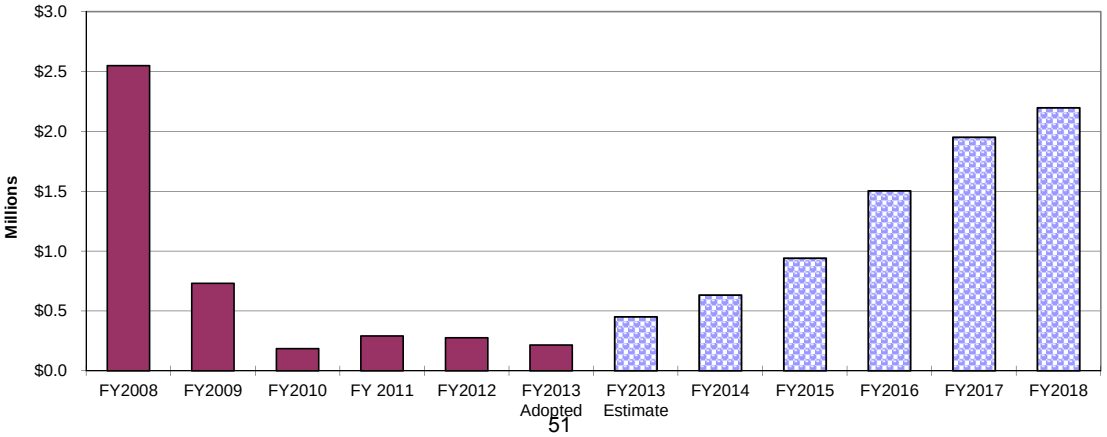
This source reflects revenue collected for engineering and permit fees related to residential and commercial construction activities. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	2,547,753	729,800	185,638	290,885	276,513	215,600

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	451,000	633,100	941,500	1,502,600	1,950,700	2,196,800



Facilities Fees

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
385,700	397,300	11,600	3%

Description

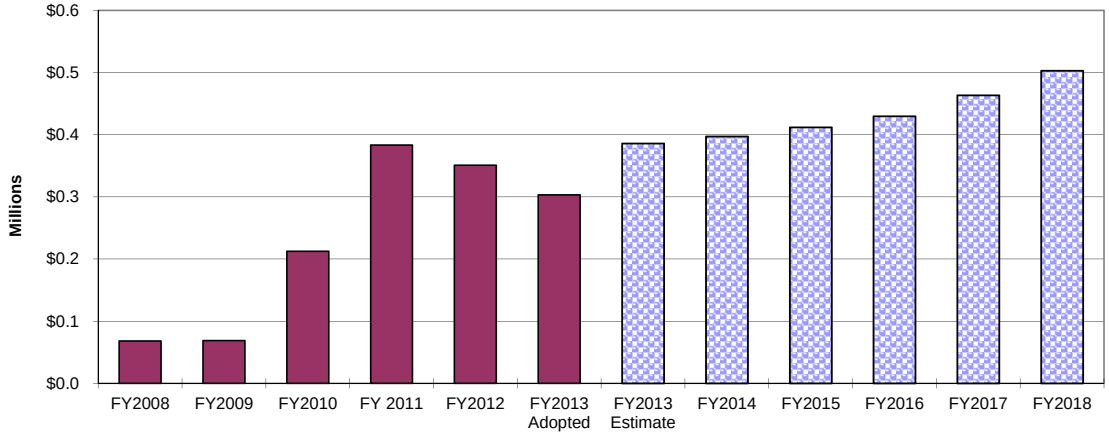
This source includes rent revenue collected by the city of Surprise for the use of city owned facilities. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	68,080	68,880	212,339	383,334	350,896	303,200

Forecast Assumptions

This forecast is based on estimates of individual revenue sources within this category based on year-to-date trends and known contracts. Forecasts in the out-years are based on population and revenue per capita where population is expected to increase by approximately 2% per year. The FY2011 increase in revenues is attributable to the increased tenant occupancy at the city's former city hall, the AZ Techcelerator.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	385,700	397,300	411,800	429,500	463,500	502,900



Transit Fees

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
50,000	0	(50,000)	-100%

Description

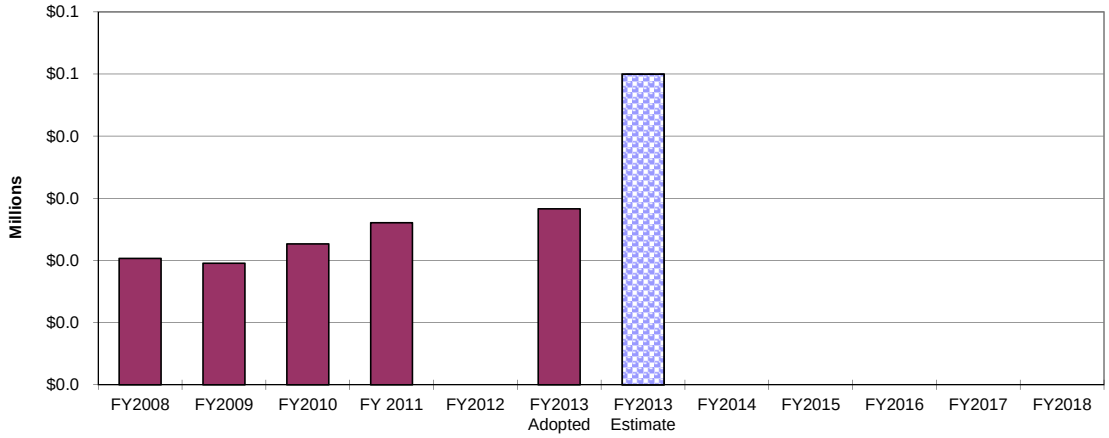
This source includes Dial-a-Ride Transportation (DART) fees. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	20,334	19,543	22,672	26,073	0	28,300

Forecast Assumptions

DART fees are forecast based on year-to-date trends of monthly revenue. For FY2014, the DART program was outsourced.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	50,000	0	0	0	0	0



Primary Property Tax

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
6,281,000	6,406,700	125,700	2%

Description

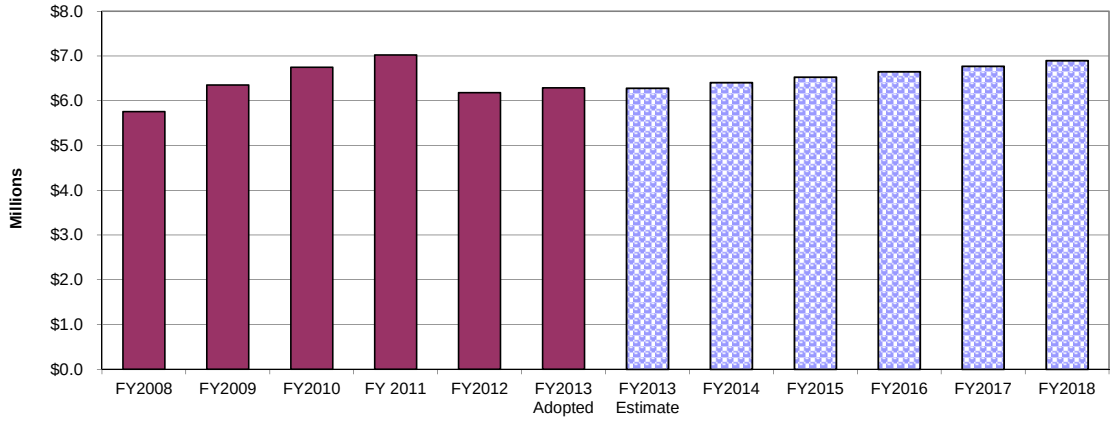
This source reflects the primary property tax levied for general government operations. State statute restricts the total levy to a maximum 2% annual increase plus an increase for any new construction and/or annexation. These revenues are recorded in the general fund. The FY2014 levy rate is $0.7783 per $100 of assessed valuation.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	5,759,123	6,349,918	6,749,926	7,023,619	6,178,758	6,290,000

Forecast Assumptions

The FY2013 amount is based on calculations from data from the Maricopa County Assessor's Office. Revenue increases for FY2014 are the result of new construction. Forecasts in the future years is based on inflation.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	6,281,000	6,406,700	6,526,100	6,647,900	6,771,400	6,897,300



Arizona Public Service (APS) Franchise Fee

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
2,230,800	2,186,500	(44,300)	-2%

Description

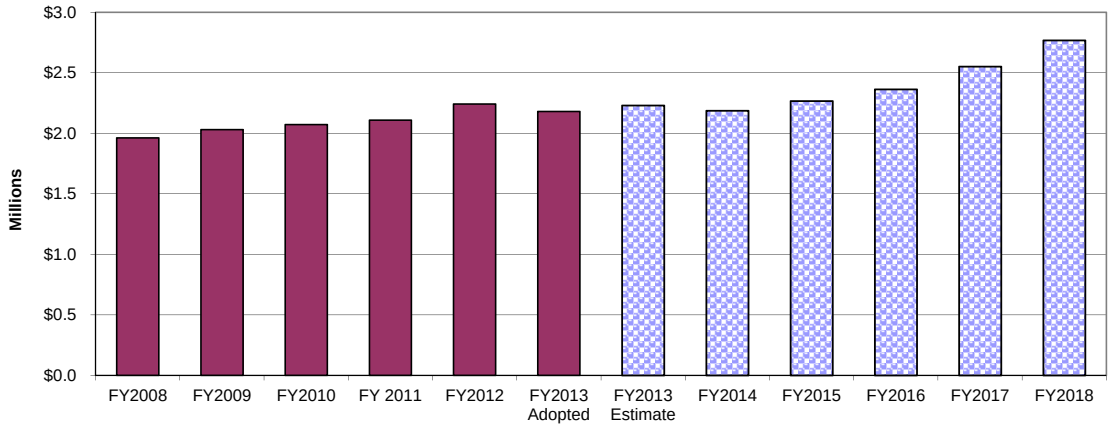
The fee is 2% of revenue earned by the Arizona Public Service (APS) electric utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,962,616	2,029,779	2,071,407	2,108,514	2,242,092	2,179,800

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	2,230,800	2,186,500	2,266,500	2,363,700	2,551,000	2,767,600



Cox Communications Cable Franchise Fees

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
990,400	990,400	0	0%

Description

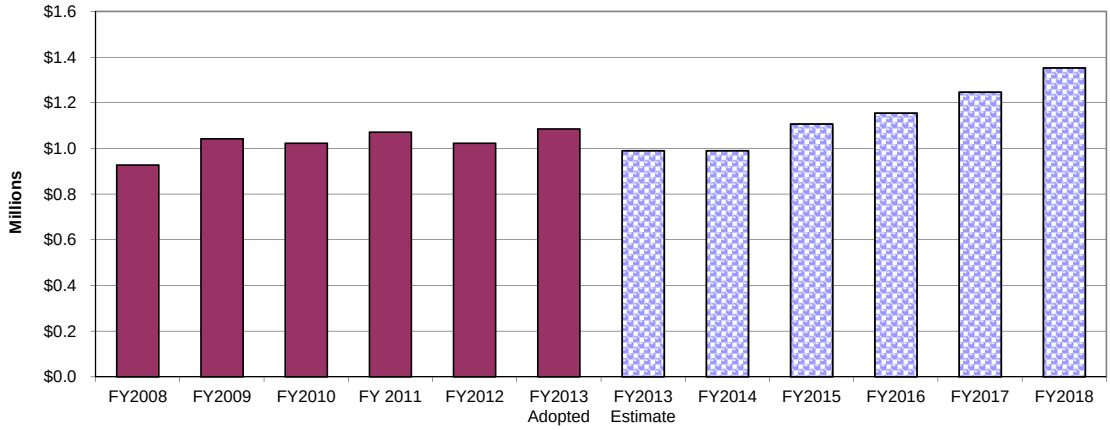
The fee is 5% of revenue earned by the Cox Communications cable utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	927,547	1,042,123	1,022,863	1,071,176	1,022,937	1,085,200

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	990,400	990,400	1,107,800	1,155,300	1,246,900	1,352,800



Southwest Gas Franchise Fee

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
292,000	292,000	0	0%

Description

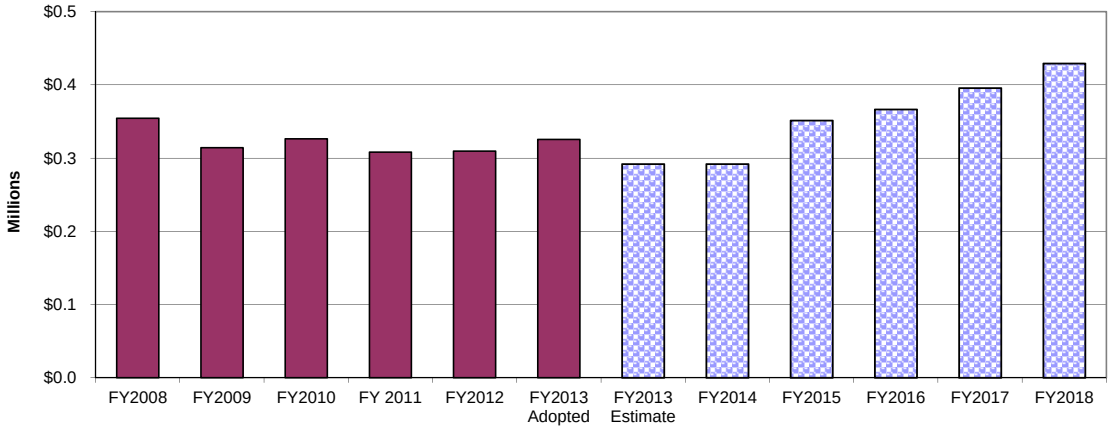
The fee is 2% of revenue earned by the Southwest Gas utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	354,442	314,091	326,264	308,232	309,623	325,400

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	292,000	292,000	351,500	366,600	395,700	429,300



Business License Revenue

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
657,000	680,000	23,000	4%

Description

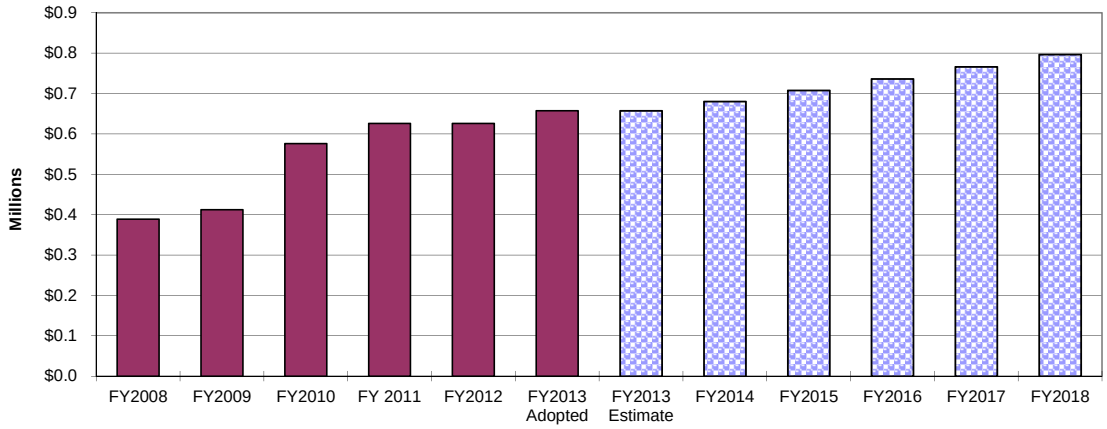
This source reflects the revenue received for licenses permitting businesses to operate within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	388,847	412,276	575,825	625,705	625,919	657,000

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	657,000	680,000	707,500	736,100	765,800	796,700



EPCOR Franchise Fee

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
465,200	490,600	25,400	5%

Description

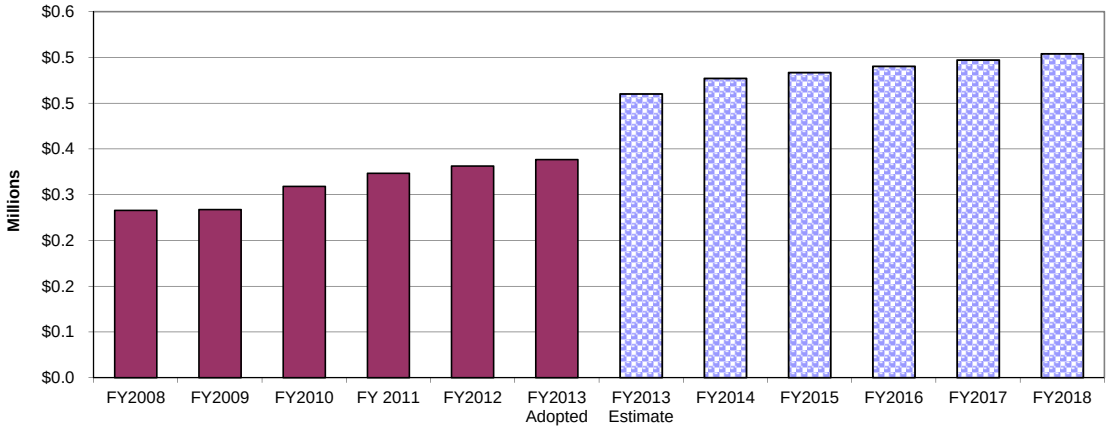
The fee is 2% of revenue earned by the American Water utility company operating within the city of Surprise. About two-thirds of all water customers are served by American Water. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	274,326	275,502	313,538	334,987	347,050	357,600

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	465,200	490,600	500,412	510,420	520,629	531,041



City of Surprise Wastewater Franchise Fee

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
312,300	314,300	2,000	1%

Description

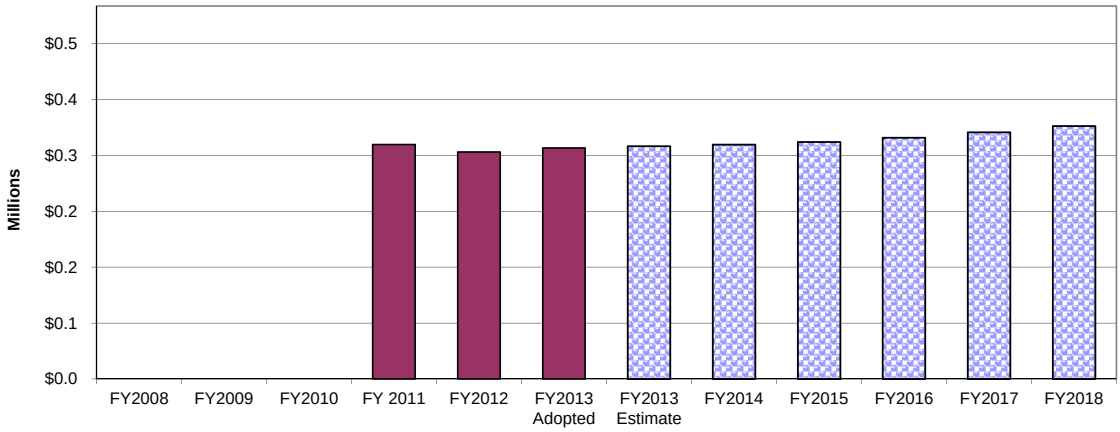
The fee is 2% of revenue earned by the wastewater utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. This source is transferred from the wastewater operations fund to the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	0	0	0	314,216	304,409	309,800

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	312,300	314,300	317,800	323,400	330,900	339,200



City of Surprise Water Franchise Fee

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
200,900	200,400	(500)	0%

Description

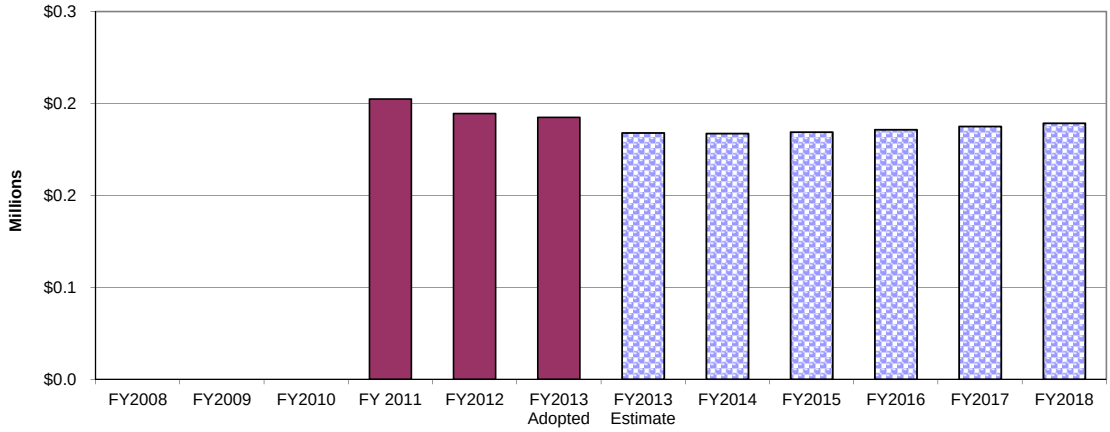
The fee is 2% of revenue earned by the water utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. About one-third of all water customers are served by the city of Surprise. This source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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	0	0	0	228,525	216,818	213,600

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	200,900	200,400	201,600	203,600	206,300	208,800



Sanitation Hauler's License

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
38,900	40,000	1,100	3%

Description

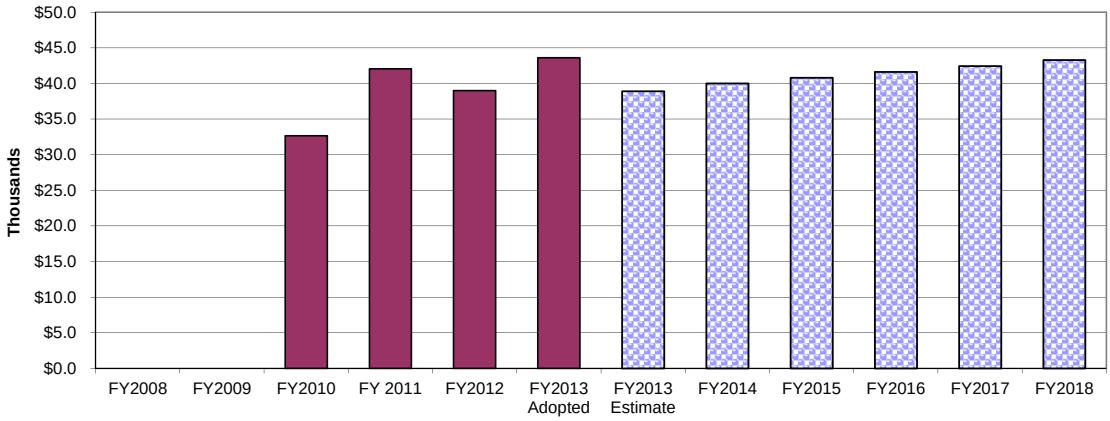
This source reflects the revenue for sanitation hauler's licenses charged per vehicle to all sanitation providers operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	0	0	32,650	42,050	39,000	43,600

Forecast Assumptions

Nominal growth is expected.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	38,900	40,000	40,800	41,616	42,448	43,297



City of Surprise Sanitation Hauler's License

FY2013 Estimate	FY2014 Forecast	$ Inc/(Dec)	% Inc/(Dec)
24,000	24,000	0	0%

Description

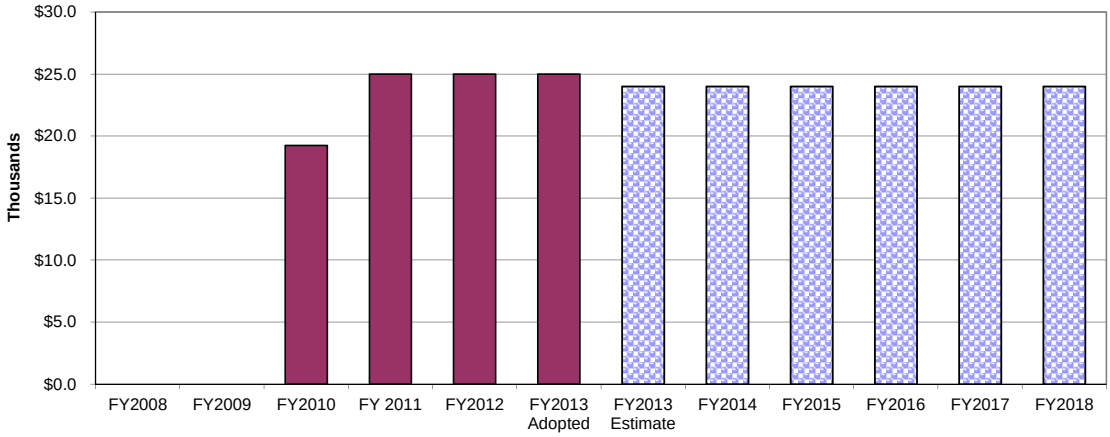
This source reflects the sanitation hauler's licenses charged per vehicle to city of Surprise sanitation operations. This source is transferred from the sanitation operations fund to the general fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	0	0	19,250	25,000	25,000	25,000

Forecast Assumptions

Nominal growth is expected.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	24,000	24,000	24,000	24,000	24,000	24,000



Water Service Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
10,046,000	10,020,500	(25,500)	0%

Description

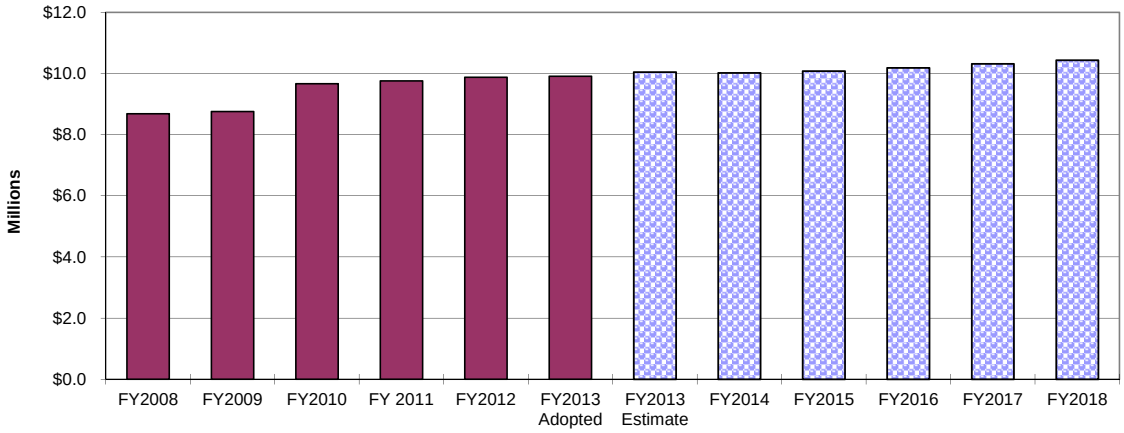
This source reflects the user charges collected from users of the city of Surprise water service in a tiered rate structure. The city serves about one-third of all water customers. These revenues are recorded in the water service fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	8,683,420	8,751,802	9,666,702	9,759,186	9,873,000	9,908,000

Forecast Assumptions

The water service fee forecast is based on estimates of residential customer monthly bills. The monthly service rate for FY2010 is based on a rate increase adopted by the Mayor and City Council effective January 1, 2010. Increases from FY2011 through FY2014 are projected increases based on population and expense increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	10,046,000	10,020,500	10,081,900	10,182,200	10,313,800	10,438,700



Wastewater Service Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
15,613,000	15,713,500	100,500	1%

Description

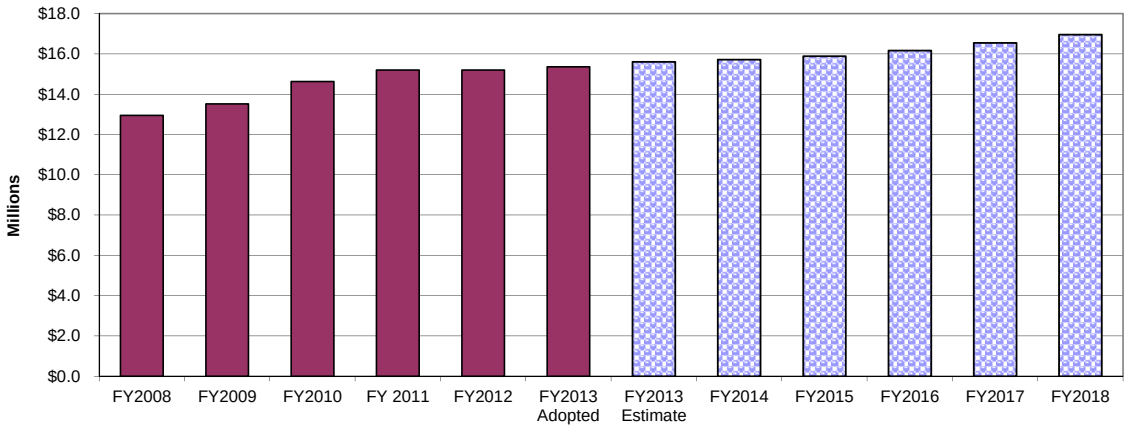
This source reflects the user charges collected from users of the city of Surprise wastewater service. The city is the only wastewater service provider. These revenues are recorded in the wastewater service fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	12,943,202	13,519,397	14,628,974	15,196,067	15,196,544	15,354,000

Forecast Assumptions

The wastewater service fee forecast is based on estimates of residential customer monthly bills and commercial customer gallons. The monthly service rate for FY2010 is based on a rate increase adopted by the Mayor and City Council effective January 1, 2010. Increases from FY2011 through FY2014 are projected increases based on population and expense increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	15,613,000	15,713,500	15,887,600	16,172,400	16,545,400	16,958,500



Sanitation Service Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
6,420,000	6,482,000	62,000	1%

Description

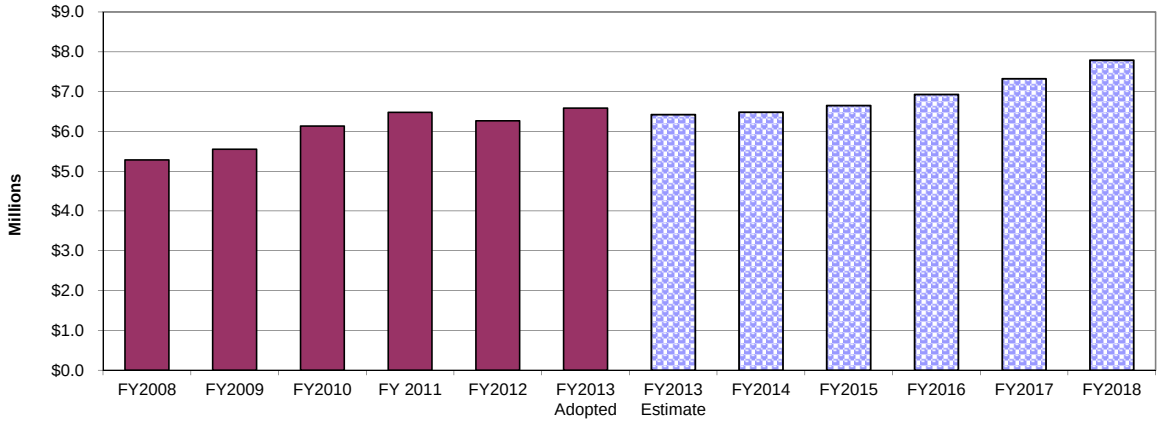
This source reflects the user charges collected from users of the city of Surprise sanitation service. These revenues are recorded in the sanitation service fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	5,281,116	5,549,225	6,134,835	6,479,386	6,267,774	6,585,000

Forecast Assumptions

The sanitation service fee forecast is based on estimates of residential customer monthly bills. Also included is an estimate of recycling revenue based on FY2010 year-to-date trends. The monthly service rate for FY2010 is based on a rate increase adopted by the Mayor and City Council effective January 1, 2010. Increases from FY2011 through FY2014 are projected increases based on population and expense increases.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	6,420,000	6,482,000	6,649,000	6,928,000	7,323,000	7,792,000



Transportation Improvement Tax

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
2,884,900	2,228,300	(656,600)	-23%

Description

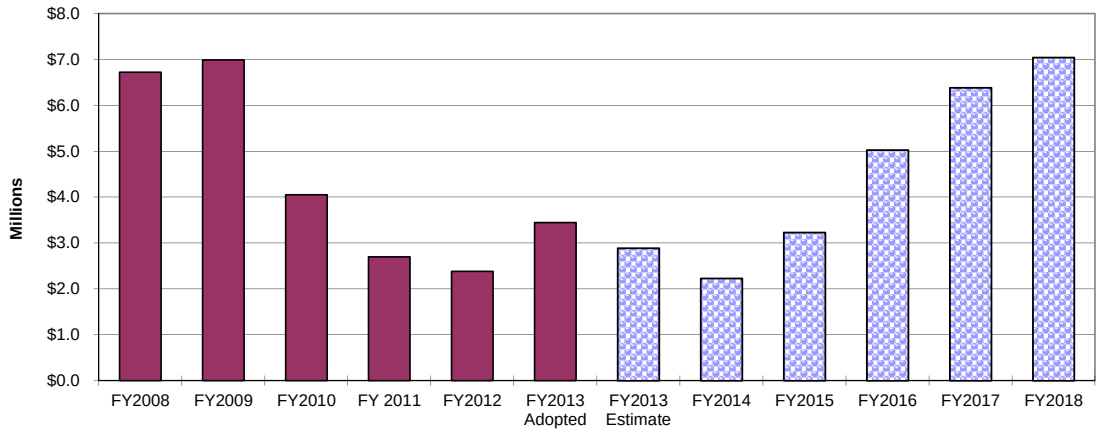
This source reflects a 1.5% local construction transaction tax adopted by the Mayor and City Council. This tax is dedicated for the improvement of existing roadway corridors and costs related to the construction of new roadways. These revenues are recorded in the transportation improvement fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	6,721,863	6,986,698	4,051,776	2,696,525	2,381,538	3,444,700

Forecast Assumptions

The transportation improvement tax represents 68% of the construction sales tax.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	2,884,900	2,228,300	3,227,400	5,023,700	6,381,100	7,040,300



Wastewater Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
2,249,400	2,356,100	106,700	5%

Description

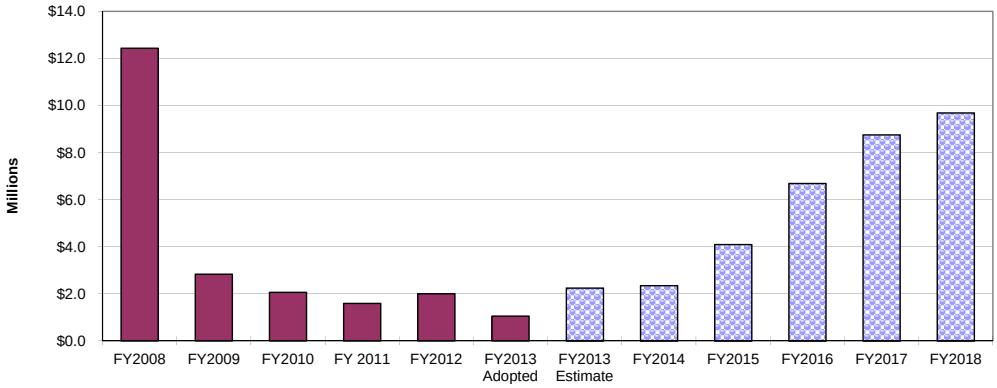
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing wastewater related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-18. These revenues are recorded in the wastewater development impact fee funds.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	12,427,298	2,832,405	2,061,007	1,590,925	2,007,881	1,051,800

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the prior recession. CED estimated FY2013 and years FY2014-2017 were conservative estimates done by Finance based on the FY2013 estimate.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	2,249,400	2,356,100	4,094,800	6,693,900	8,751,600	9,691,600



Fire and EMS Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
623,900	760,100	136,200	22%

Description

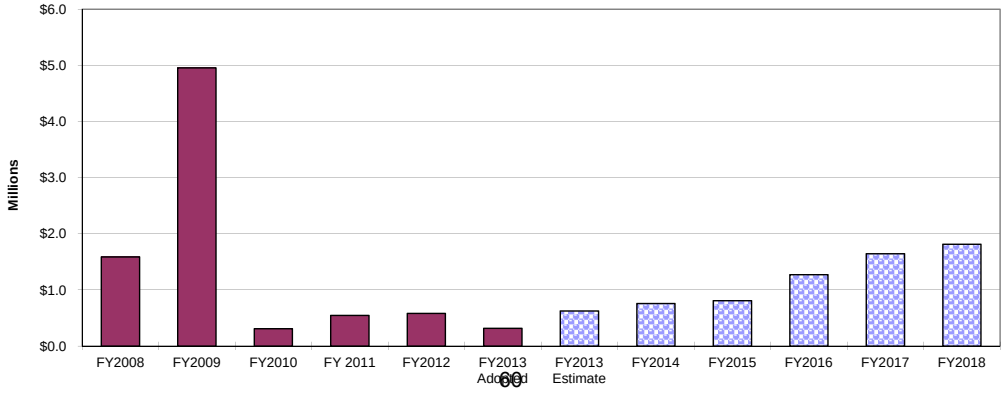
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing fire and emergency facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-22. These revenues are recorded in the fire and EMS development impact fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,587,234	4,953,819	305,813	542,968	580,176	312,600

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the current recession. CED estimated FY2013 and years FY2014-2017 were conservative estimates done by Finance based on the FY2013 estimate.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	623,900	760,100	808,300	1,273,400	1,644,900	1,813,500



Public Works Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
247,300	255,100	7,800	3%

Description

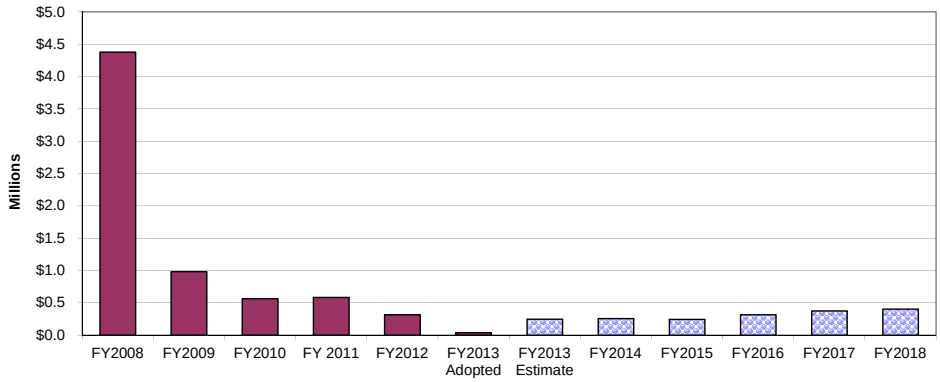
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing public works facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-23. These revenues are recorded in the public works development impact fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	4,375,942	982,080	563,728	583,670	314,957	37,300

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the current recession. CED estimated FY2013 and years FY2014-2017 were conservative estimates done by Finance based on the FY2013 estimate.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	247,300	255,100	242,600	316,300	375,100	401,800



General Government Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
559,300	537,400	(21,900)	-4%

Description

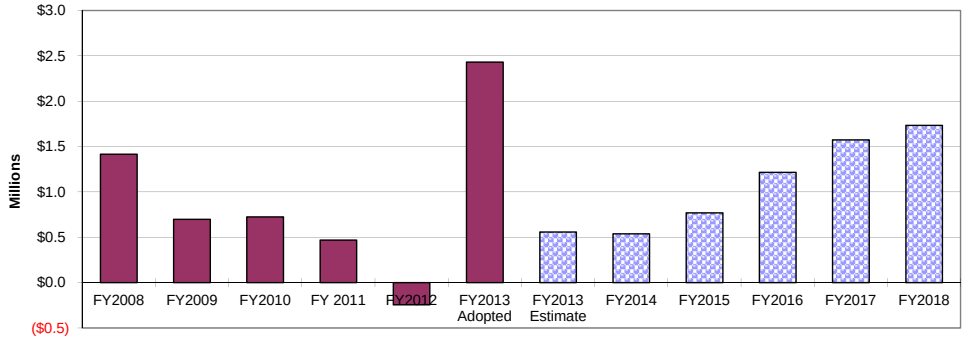
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with general government activities. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-24. These revenues are recorded in the general government development impact fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,415,217	696,479	724,286	468,620	(245,393)	2,430,100

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the current recession. CED estimated FY2013 and years FY2014-2017 were conservative estimates done by Finance based on the FY2013 estimate.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	559,300	537,400	769,400	1,216,200	1,573,100	1,735,100



Parks and Recreation Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
376,600	533,600	157,000	42%

Description

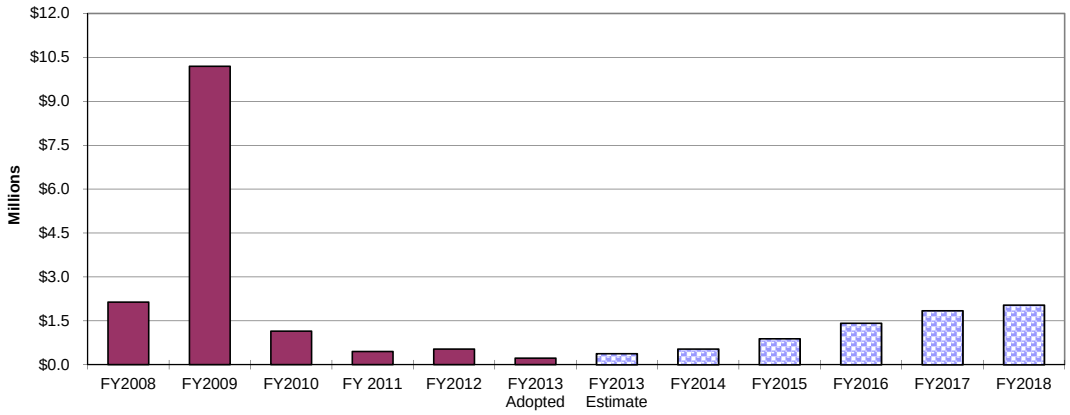
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing parks and recreation facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-20. These revenues are recorded in the parks & recreation development impact fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	2,135,316	10,194,834	1,148,245	448,517	530,867	220,700

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 and FY2018 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	376,600	533,600	887,600	1,418,300	1,842,200	2,034,500



Water System and Replenishment Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
950,000	1,700,700	750,700	79%

Description

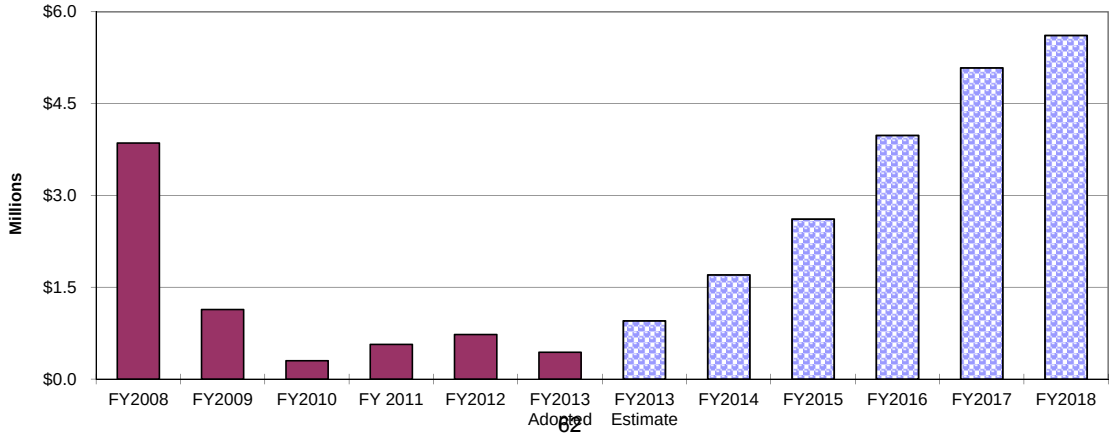
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing water system and replenishment related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-15 and 16. These revenues are recorded in the water development impact fee funds.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	3,856,549	1,135,295	300,232	566,370	726,215	438,300

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	950,000	1,700,700	2,612,700	3,981,200	5,084,900	5,614,000



Roads of Regional Significance

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
27,400	27,400	0	0%

Description

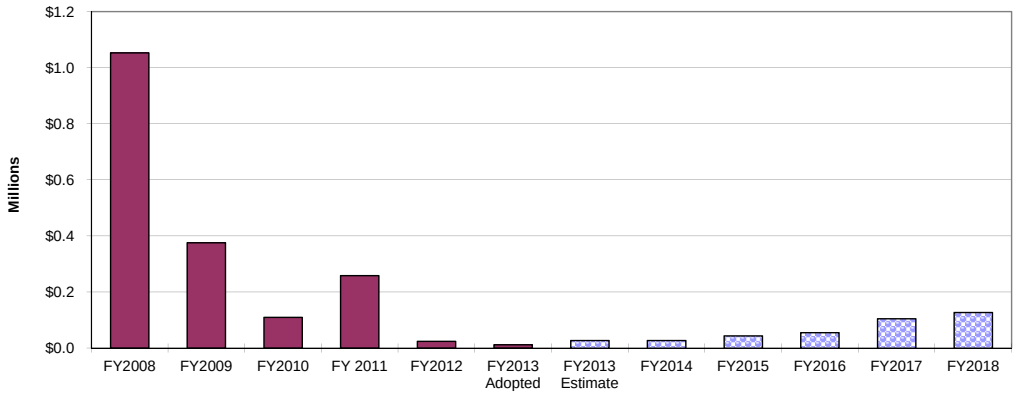
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with roads of regional significance. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-25. This fee was initiated in FY2008. These revenues are recorded in the roads of regional significance development impact fee funds.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,052,698	375,264	109,533	258,570	23,746	11,600

Forecast Assumptions

Based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued, no permit activity is forecasted for FY2013 in SPA's 2,3,4,5, and 6. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditions Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance Department based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the current recession. CED estimated FY2013 and years FY2014-2018 were conservative estimates done by Finance based on the FY2013 estimate.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	27,400	27,400	44,100	55,200	105,200	127,400



Police Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
275,000	240,700	(34,300)	-12%

Description

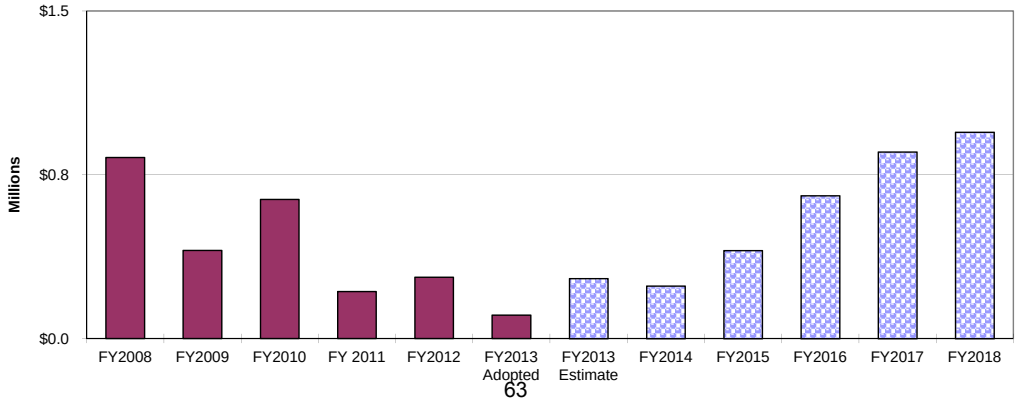
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing police facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-21. These revenues are recorded in the police development impact fee fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	829,097	403,718	636,843	215,053	281,129	107,300

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the current recession. CED estimated FY2013 and years FY2014-2017 were conservative estimates done by Finance based on the FY2013 estimate.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	275,000	240,700	403,600	654,400	854,800	945,600



Library Development Fee

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
116,900	136,500	19,600	17%

Description

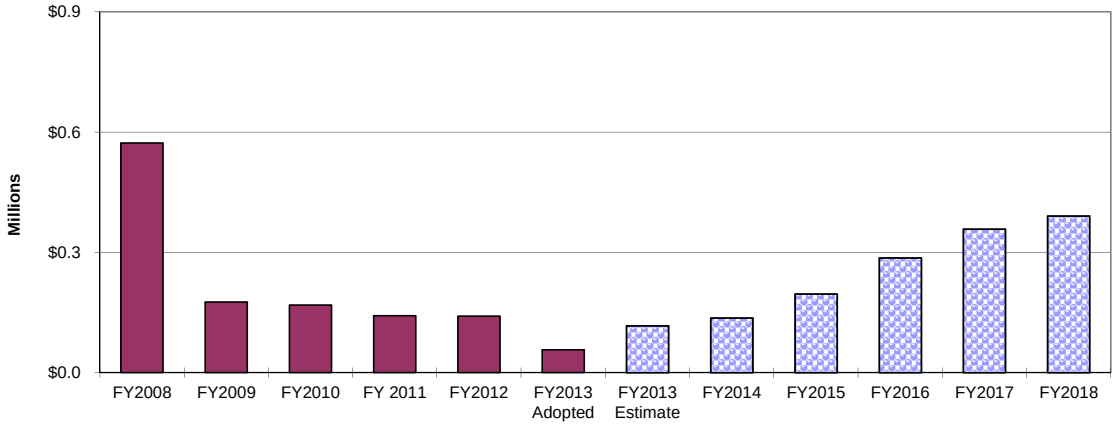
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing library facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city Ordinance # 07-19.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	572,848	176,261	168,784	142,137	141,187	56,900

Forecast Assumptions

The revenue forecast for FY2013 is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditons Report dated March 2012. FY2017 and FY2018 single family residential permits issued was a conservative estimate by the Finance dept based on the growth patterns from the Elliot Pollack Study.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	116,900	136,500	196,400	286,400	358,200	390,800



Employee Healthcare Self Insurance Fund

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
8,421,900	8,971,900	550,000	7%

Description

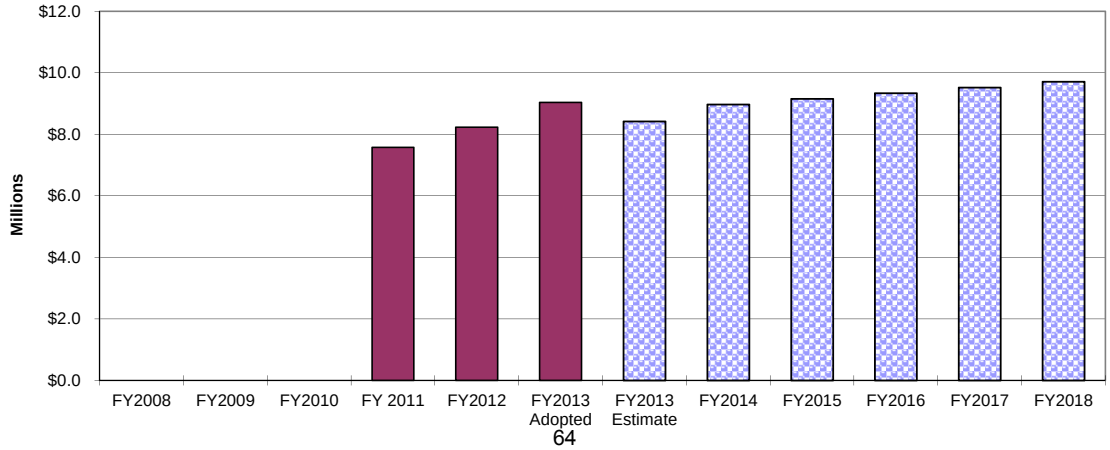
As of FY2011, the city moved to become self insured and effectively moved from a fully insured program due to rising premiums. This source includes all employee contributions for the fiscal year.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	0	0	0	7,571,450	8,227,342	9,033,700

Forecast Assumptions

The revenue estimate for FY2013 are based on enrollments into the various medical, dental, and vision plans mutliplied by the employer's (the city's) cost to determine the amount presented. For FY2014, the city manager receives input from the Loss Trust Fund Board which receives its information from a third-party consultant and input from HR. For the outer fiscal years, the city anticipates 2% inflationary increases to the various plans.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	8,421,900	8,971,900	9,151,400	9,334,400	9,521,100	9,711,500



Risk Management Fund

FY2013 Estimate	FY2014 Adopted	$ Inc/(Dec)	% Inc/(Dec)
1,601,000	1,647,100	46,100	3%

Description

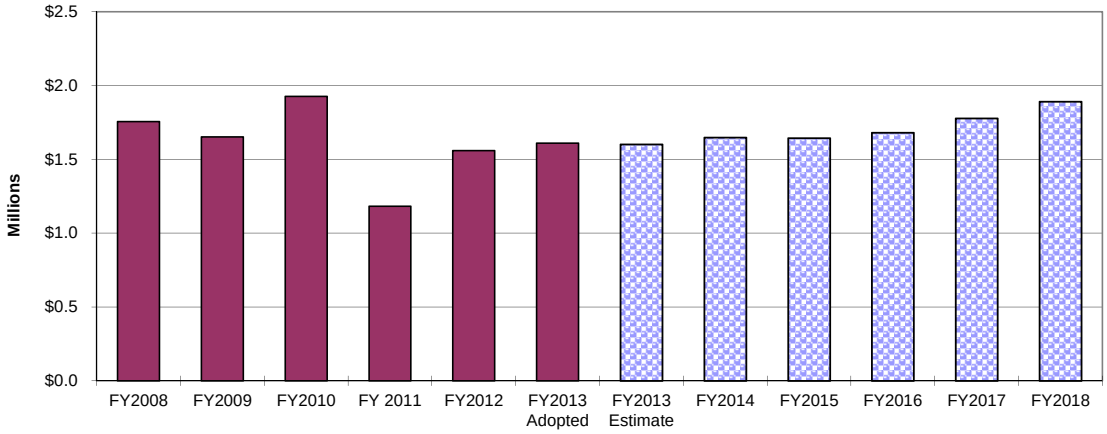
The city is apart of a county and local government risk management pool. The pool sets the premiums paid and the city collects the revenue from the various departments based on a variety of factors (i.e., number of cars, etc).

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,755,444	1,652,030	1,925,630	1,182,054	1,558,410	1,609,500

Forecast Assumptions

The estimate is based on weighted average formula of the past five years. Forecasts in the out-years are based on population and revenue per capita where population is expected to increase.

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	1,601,000	1,647,100	1,643,100	1,679,900	1,777,500	1,890,700



City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Expense Summary

- Expense Summary
- All Funds Total Expenses by Department by Category
- All Funds Total Expenses Detail by Department
- All Funds Total Expenses by Category by Object
- All Funds Total Expenses Detail by Category

General Fund
Expense Summary

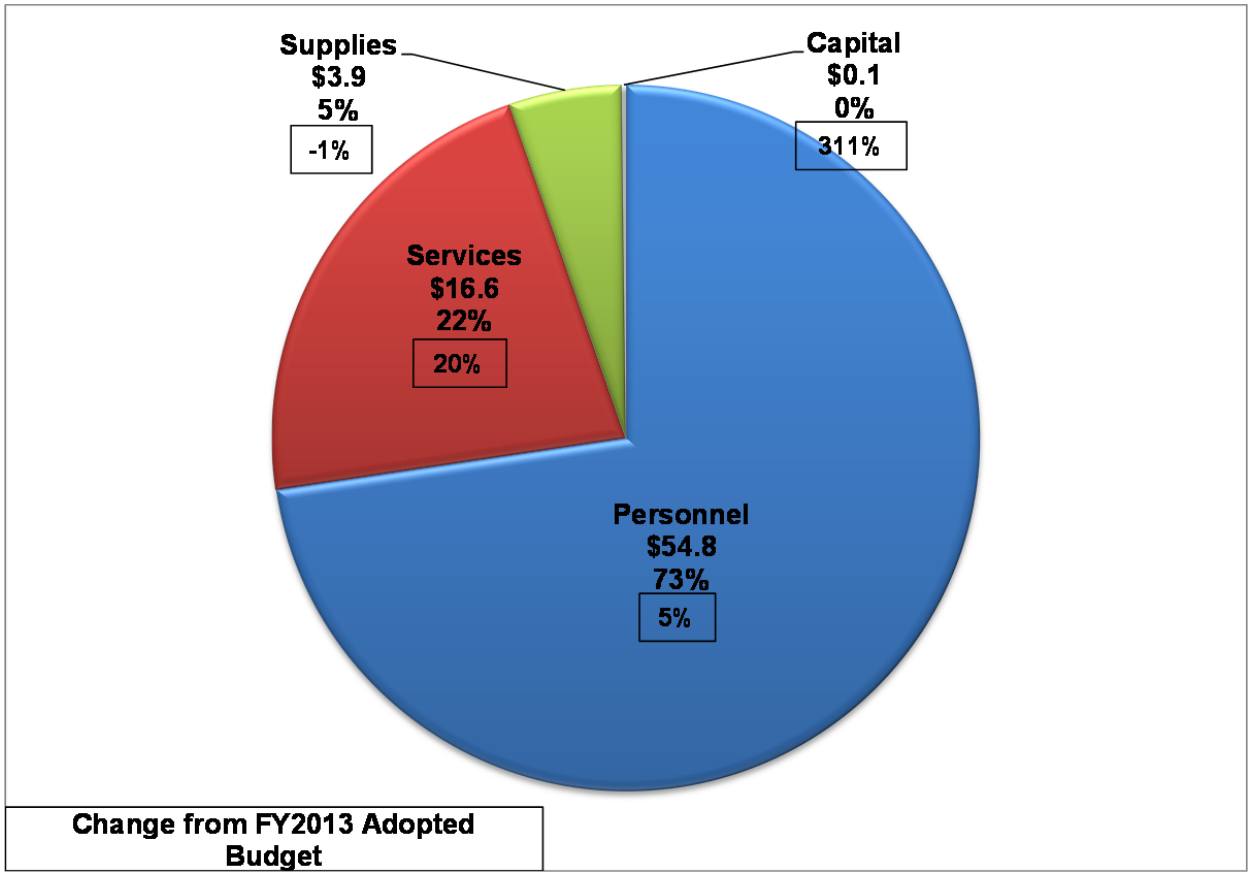
General Fund Operating Expenses

Operating expenses are those used to provide core government services (e.g. police, fire, library, parks, etc.) and recorded in the general fund. The general fund is the primary operating fund of the city and is used to account for all financial uses not accounted for in the other funds.

Overview

The operating expense forecast for fiscal year (FY) 2014 is $75.4 million, an increase of $5.6 million or 8% over the FY2013 adopted budget, mainly the result of increased charges for services and personnel costs due to more projects, FTE and 2.2% cost of living increase. Operating expenses are categorized into four major groups:

1. Personnel
2. Services
3. Supplies
4. Capital



Personnel

For FY2014 general fund personnel expenses of $54.8 million increase 5% over the FY2013 adopted budget. This increase is primarily due to the addition of 12 new employees and 2.2% cost of living adjustment (COLA) increase for the 610 full time employees. The increase in staff is to maintain current service levels of the city while 2.2% COLA increase assists in retaining high quality employees. Over the last several years, the city has lost 12%, or 103 FTE, since FY2008. City employees have seen no merit or COLA increases since FY2008 and FY2009, respectively, while dealing with increased healthcare premiums in FY2009, FY2010, FY2013, and FY2014.

Services
As the economy continues to recover, the city anticipates increases for services. The total change from FY2013 budget is $2.80 million or 20% increase for total service budget of $16.6 million. The biggest increase relates to the city assuming operational control of the libraries in FY2014 ($0.47 million). The remaining increases include utilities ($0.37 million), transportation ($0.24 million), and bi-annual elections ($0.19 million). Each departmental section contains additional details about these changes.

Supplies
For FY2014, the city is anticipating an increase of $0.06 million for a total of $3.9 million. The increase is due to the city assuming control of Asante Park and other operational increases.

Capital
For the general fund, the most significant capital expenditure is equipment purchases to maintain Asante Park ($0.1 million).

Major Operating Expense Accounts

The following reports present various summaries of the major expense accounts with prior year and budgeted expense for the general fund and most other funds.

City of Surprise All Funds - Detail by Department by Category

Object Category	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Arts Commission					
Supplies	1,593	0	0	0	-
Services	26,430	0	0	0	-
Transfer Out	100,300	0	0	0	-
Arts Commission Total	**128,323**	**0**	**0**	**0**	**-**
City Clerk					
Personnel	345,276	352,500	362,500	10,000	3%
Supplies	5,667	7,000	8,000	1,000	14%
Services	284,531	52,200	299,300	247,100	473%
City Clerk Total	**635,474**	**411,700**	**669,800**	**258,100**	**63%**
City Court					
Personnel	1,741,818	1,585,600	1,641,200	55,600	4%
Supplies	29,336	28,900	28,900	0	0%
Services	375,240	425,300	410,300	-15,000	-4%
Contingency	0	471,700	519,000	47,300	10%
City Court Total	**2,146,394**	**2,511,500**	**2,599,400**	**87,900**	**3%**
City Manager					
Personnel	586,207	1,390,300	1,595,100	204,800	15%
Supplies	3,125	31,700	33,100	1,400	4%
Services	98,251	393,900	445,200	51,300	13%
Capital	0	0	50,000	50,000	-
Contingency	0	70,000	70,000	0	0%
City Manager Total	**687,582**	**1,885,900**	**2,193,400**	**307,500**	**16%**
Communications					
Personnel	575,526	0	0	0	-
Supplies	21,487	0	0	0	-
Services	164,852	0	0	0	-
Communications Total	**761,865**	**0**	**0**	**0**	**-**
Community and Recreation Services					
Personnel	6,255,086	5,687,300	6,335,800	648,500	11%
Supplies	2,039,718	1,748,500	2,205,100	456,600	26%
Services	5,098,706	5,279,800	6,426,800	1,147,000	22%
Capital	0	100,300	719,000	618,700	617%
Contingency	0	179,400	8,512,300	8,332,900	4645%
Transfer Out	826,193	795,000	794,200	-800	0%
Community and Recreation Services Total	**14,219,703**	**13,790,300**	**24,993,200**	**11,202,900**	**81%**
Community Development					
Personnel	2,956,388	3,105,000	3,398,800	293,800	9%
Supplies	95,056	77,900	88,900	11,000	14%
Services	1,023,497	1,048,800	947,300	-101,500	-10%
Capital	0	0	25,000	25,000	-
ED Contingency	0	780,000	1,000,000	220,000	28%
Development Agreements	3,307,396	4,042,900	4,653,700	610,800	15%
Community Development Total	**7,382,337**	**9,054,600**	**10,113,700**	**1,059,100**	**12%**
Debt Service					
Debt Service	673,645	0	674,600	674,600	-

Object Category	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Debt Service Total	**673,645**	**0**	**674,600**	**674,600**	**-**
Development Fee New Capital					
Debt Service	0	1,837,000	0	-1,837,000	-100%
Development Fee New Capital Total	**0**	**1,837,000**	**0**	**-1,837,000**	**-100%**
Finance					
Personnel	2,333,346	2,462,600	2,287,400	-175,200	-7%
Supplies	33,955	28,400	32,100	3,700	13%
Services	622,602	921,500	749,000	-172,500	-19%
Capital	0	0	25,000	25,000	-
Contingency	0	87,800	80,000	-7,800	-9%
Development Agreements	208,454	0	0	0	-
Finance Total	**3,198,358**	**3,500,300**	**3,173,500**	**-326,800**	**-9%**
Fire-Emergency Services					
Personnel	12,645,604	12,787,900	13,549,300	761,400	6%
Supplies	1,059,049	392,300	522,100	129,800	33%
Services	1,301,482	1,368,100	1,584,500	216,400	16%
Capital	642	32,000	475,000	443,000	1384%
Debt Service	0	292,600	0	-292,600	-100%
Contingency	0	1,500	0	-1,500	-100%
Transfer Out	121,601	121,600	121,500	-100	0%
Fire-Emergency Services Total	**15,128,379**	**14,996,000**	**16,252,400**	**1,256,400**	**8%**
General Operations					
Personnel	100,383	0	0	0	-
Services	9,046	6,000	53,700	47,700	795%
Capital	6,500	2,807,600	2,287,900	-519,700	-19%
Debt Service	7,223,163	7,413,900	11,891,500	4,477,600	60%
Contingency	0	13,543,700	10,235,000	-3,308,700	-24%
Transfer Out	3,220,546	3,184,700	1,607,100	-1,577,600	-50%
Targeted Savings	0	-1,000,000	0	1,000,000	-100%
Development Agreements	3,894	0	0	0	-
Other Financing Use	0	2,267,800	0	-2,267,800	-100%
General Operations Total	**10,563,531**	**28,223,700**	**26,075,200**	**-2,148,500**	**-8%**
Government Relations					
Personnel	187,816	0	0	0	-
Supplies	5,866	0	0	0	-
Services	64,885	0	0	0	-
Government Relations Total	**258,566**	**0**	**0**	**0**	**-**
Human Resources					
Personnel	1,095,074	1,169,900	1,217,100	47,200	4%
Supplies	1,121,093	1,406,300	99,800	-1,306,500	-93%
Services	7,633,185	9,232,500	10,956,000	1,723,500	19%
Contingency	0	3,378,400	4,461,200	1,082,800	32%
Human Resources Total	**9,849,352**	**15,187,100**	**16,734,100**	**1,547,000**	**10%**
Information Services					
Personnel	2,189,442	2,307,200	2,338,100	30,900	1%
Supplies	144,003	97,800	100,700	2,900	3%
Services	1,158,576	1,455,300	2,150,300	695,000	48%
Capital	108,875	20,000	635,000	615,000	3075%
Information Services Total	**3,600,896**	**3,880,300**	**5,224,100**	**1,343,800**	**35%**

Object Category	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Legal					
Personnel	1,530,760	1,561,600	1,609,200	47,600	3%
Supplies	14,251	27,400	27,400	0	0%
Services	106,889	160,100	160,100	0	0%
Legal Total	**1,651,900**	**1,749,100**	**1,796,700**	**47,600**	**3%**
Mayor & Council					
Personnel	353,384	289,600	307,200	17,600	6%
Supplies	25,095	18,000	18,000	0	0%
Services	78,648	102,100	107,100	5,000	5%
Mayor & Council Total	**457,126**	**409,700**	**432,300**	**22,600**	**6%**
Police					
Personnel	16,643,145	17,097,000	18,100,700	1,003,700	6%
Supplies	796,203	787,700	1,036,900	249,200	32%
Services	1,650,544	1,590,000	1,773,000	183,000	12%
Capital	591,179	25,000	72,000	47,000	188%
Contingency	0	896,300	1,922,700	1,026,400	115%
Transfer Out	246,098	246,000	245,800	-200	0%
Police Total	**19,927,168**	**20,642,000**	**23,151,100**	**2,509,100**	**12%**
PW-Development Engineering					
Personnel	850,351	948,300	1,596,300	648,000	68%
Supplies	21,169	22,600	22,500	-100	0%
Services	225,151	110,900	73,300	-37,600	-34%
Capital	200,850	919,700	0	-919,700	-100%
PW-Development Engineering Total	**1,297,521**	**2,001,500**	**1,692,100**	**-309,400**	**-15%**
PW-Facilities					
Personnel	1,261,855	1,081,000	1,184,700	103,700	10%
Supplies	220,641	204,000	201,300	-2,700	-1%
Services	1,210,236	1,214,900	1,346,300	131,400	11%
Capital	473,655	125,000	100,000	-25,000	-20%
Contingency	0	0	9,734,700	9,734,700	-
Transfer Out	667,359	667,000	666,500	-500	0%
PW-Facilities Total	**3,833,746**	**3,291,900**	**13,233,500**	**9,941,600**	**302%**
PW-Replenishment					
Services	0	0	195,000	195,000	-
Capital	0	100,000	3,169,100	3,069,100	3069%
Debt Service	26,274	1,300,000	0	-1,300,000	-100%
Transfer Out	7,277	0	0	0	-
PW-Replenishment Total	**33,551**	**1,400,000**	**3,364,100**	**1,964,100**	**140%**
PW-Sanitation					
Personnel	2,441,395	2,343,600	2,099,800	-243,800	-10%
Supplies	903,980	902,400	957,900	55,500	6%
Services	1,441,106	1,477,000	1,524,000	47,000	3%
Capital	0	0	20,000	20,000	-
Contingency	0	792,000	753,000	-39,000	-5%
Transfer Out	888,767	890,300	1,919,000	1,028,700	116%
PW-Sanitation Total	**5,675,249**	**6,405,300**	**7,273,700**	**868,400**	**14%**
PW-Sewer					
Personnel	2,851,461	2,839,600	2,757,900	-81,700	-3%
Supplies	1,170,812	1,321,800	1,296,000	-25,800	-2%

Object Category	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Services	3,554,211	3,903,000	4,090,100	187,100	5%
Capital	3,173,617	5,154,500	4,152,800	-1,001,700	-19%
Debt Service	0	1,807,400	0	-1,807,400	-100%
Contingency	0	1,333,000	1,630,400	297,400	22%
Transfer Out	5,808,310	5,891,500	10,785,400	4,893,900	83%
Targeted Savings	0	64,500	0	-64,500	-100%
PW-Sewer Total	**16,558,410**	**22,315,300**	**24,712,600**	**2,397,300**	**11%**
PW-Stormwater					
Personnel	100,208	0	0	0	-
Supplies	2,431	3,200	2,800	-400	-13%
Services	16,079	20,400	19,600	-800	-4%
PW-Stormwater Total	**118,718**	**23,600**	**22,400**	**-1,200**	**-5%**
PW-Streets					
Personnel	1,912,777	1,874,000	1,938,400	64,400	3%
Supplies	456,259	414,300	466,300	52,000	13%
Services	3,797,126	6,280,400	6,398,300	117,900	2%
Capital	955,901	0	0	0	-
Debt Service	30,056	0	0	0	-
Contingency	0	0	32,600	32,600	-
PW-Streets Total	**7,152,119**	**8,568,700**	**8,835,600**	**266,900**	**3%**
PW-Transportation					
Personnel	1,779,852	1,630,900	963,100	-667,800	-41%
Supplies	494,350	516,600	452,000	-64,600	-13%
Services	970,650	1,629,300	1,793,800	164,500	10%
Capital	923,574	5,150,000	5,007,400	-142,600	-3%
Contingency	0	0	1,734,000	1,734,000	-
PW-Transportation Total	**4,168,425**	**8,926,800**	**9,950,300**	**1,023,500**	**11%**
PW-Vehicle Maintenance					
Personnel	908,764	808,300	948,300	140,000	17%
Supplies	378,376	433,200	347,800	-85,400	-20%
Services	221,396	164,400	266,100	101,700	62%
Capital	2,229,519	0	1,620,000	1,620,000	-
Contingency	0	0	1,998,000	1,998,000	-
PW-Vehicle Maintenance Total	**3,738,054**	**1,405,900**	**5,180,200**	**3,774,300**	**268%**
PW-Water					
Personnel	2,476,574	2,298,800	1,951,400	-347,400	-15%
Supplies	633,891	578,800	643,700	64,900	11%
Services	4,109,410	4,283,000	4,461,600	178,600	4%
Capital	738,425	1,694,500	2,491,400	796,900	47%
Contingency	0	1,161,000	4,218,300	3,057,300	263%
Transfer Out	1,793,202	1,763,900	1,598,400	-165,500	-9%
Development Agreements	268,406	0	0	0	-
PW-Water Total	**10,019,907**	**11,780,000**	**15,364,800**	**3,584,800**	**30%**
Grand Total	**143,866,300**	**184,198,200**	**223,712,800**	**39,514,600**	**21%**

City of Surprise All Funds - Detail by Department

Department	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Arts Commission	128,323	0	0	0	-
City Clerk	635,474	411,700	669,800	258,100	63%
City Court	2,146,394	2,511,500	2,599,400	87,900	3%
City Manager	687,582	1,885,900	2,193,400	307,500	16%
Communications	761,865	0	0	0	-
Community and Recreation Services	14,219,703	13,790,300	24,993,200	11,202,900	81%
Community Development	7,382,337	9,054,600	10,113,700	1,059,100	12%
Community Initiatives	0	0	0	0	-
Debt Service	673,645	0	674,600	674,600	-
Development Fee New Capital	0	1,837,000	0	-1,837,000	-100%
Economic Development	0	0	0	0	-
Finance	3,198,358	3,500,300	3,173,500	-326,800	-9%
Fire-Emergency Services	15,128,379	14,996,000	16,252,400	1,256,400	8%
General Operations	10,563,531	28,223,700	26,075,200	-2,148,500	-8%
Government Relations	258,566	0	0	0	-
Human Resources	9,849,352	15,187,100	16,734,100	1,547,000	10%
Information Services	3,600,896	3,880,300	5,224,100	1,343,800	35%
Legal	1,651,900	1,749,100	1,796,700	47,600	3%
Management & Budget	0	0	0	0	-
Mayor & Council	457,126	409,700	432,300	22,600	6%
Not Used City of Surprise	0	0	0	0	-
Police	19,927,168	20,642,000	23,151,100	2,509,100	12%
PW-Development Engineering	1,297,521	2,001,500	1,692,100	-309,400	-15%
PW-Facilities	3,833,746	3,291,900	13,233,500	9,941,600	302%
PW-Replenishment	33,551	1,400,000	3,364,100	1,964,100	140%
PW-Sanitation	5,675,249	6,405,300	7,273,700	868,400	14%
PW-Sewer	16,558,410	22,315,300	24,712,600	2,397,300	11%
PW-Stormwater	118,718	23,600	22,400	-1,200	-5%
PW-Streets	7,152,119	8,568,700	8,835,600	266,900	3%
PW-Transportation	4,168,425	8,926,800	9,950,300	1,023,500	11%
PW-Vehicle Maintenance	3,738,054	1,405,900	5,180,200	3,774,300	268%
PW-Water	10,019,907	11,780,000	15,364,800	3,584,800	30%
Grand Total	**143,866,300**	**184,198,200**	**223,712,800**	**39,514,600**	**21%**

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City of Surprise All Funds - Detail by Category by Object

Object	Object Description	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Personnel						
36111	FULL-TIME SALARIES	38,417,577	41,715,300	42,553,500	838,200	2%
36112	PART-TIME EMPLOYEES	1,609,500	1,373,400	1,497,700	124,300	9%
36113	OVERTIME COMPENSATION	1,520,794	1,240,200	1,781,400	541,200	44%
36114	FLSA OT COMPLIANCE	470,843	554,500	590,600	36,100	7%
36115	HOLIDAYS	1,504,123	857,400	886,900	29,500	3%
36116	PAID TIME OFF	4,050,554	0	0	0	-
36118	CITY COUNCIL	156,783	155,500	158,900	3,400	2%
36119	Shift Differential	0	0	37,200	37,200	-
36131	FULL-TIME TEMP SALARIES	21,238	0	0	0	-
36151	STIPEND	183,814	153,400	161,800	8,400	5%
36152	UNIFORM ALLOWANCE	250,926	299,600	325,200	25,600	9%
36153	VEHICLE ALLOWANCE	4,200	4,200	1,500	-2,700	-64%
36211	FICA	2,951,338	2,898,500	3,008,500	110,000	4%
36231	MEDICAL	6,212,144	6,546,900	7,222,500	675,600	10%
36232	DENTAL	392,785	426,900	434,900	8,000	2%
36233	VISION	67,063	65,900	67,400	1,500	2%
36234	LIFE	169,796	184,800	188,600	3,800	2%
36235	SHORT TERM DISABILITY	0	0	0	0	-
36251	DEFERRED COMPENSATION	32,339	50,600	32,800	-17,800	-35%
36252	AZ STATE RETIREMENT	2,833,729	3,047,100	3,304,700	257,600	8%
36253	AZ PUBLIC SAFETY RETIREMENT	2,123,416	2,716,800	2,867,800	151,000	6%
36255	POST EMP. HEALTH PLAN	9,445	0	0	0	-
36256	457 & 401A CONTRIBUTION & MATCH	60,811	0	0	0	-
36257	AZ ELECTED OFFICIALS RETIREMNT	51,894	59,000	65,500	6,500	11%
36259	OTHER RETIREMENT	100,383	0	0	0	-
36261	PSPRS ALT CONTRIBUTION RATE	61,550	0	0	0	-
36278	WORKERS COMPENSATION	867,950	1,230,500	942,100	-288,400	-23%
36999	LABOR DIST. INTER-DEPARTMENT	-2,506	40,500	52,800	12,300	30%
Personnel Subtotal		**64,122,488**	**63,621,000**	**66,182,300**	**2,561,300**	**4%**
Supplies						
37111	OFFICE SUPPLIES	132,724	136,900	140,400	3,500	3%
37112	COMPUTER SUPPLIES	210,704	162,500	160,600	-1,900	-1%
37113	POSTAGE	0	200	200	0	0%
37114	BOOKS & SUBSCRIPTIONS	49,248	65,000	78,900	13,900	21%
37131	UNIFORMS	146,491	94,300	93,700	-600	-1%
37132	CLOTHING	0	500	500	0	0%
37133	PERSONAL PROTECTIVE EQUIPMENT	0	79,200	80,100	900	1%
37141	RADIO SUPPLIES	47,096	17,200	19,200	2,000	12%
37142	PHONE SUPPLIES	14,740	7,900	8,300	400	5%
37151	AMMUNITION	36,612	49,700	49,700	0	0%
37152	WEAPONS	13,339	3,500	3,500	0	0%
37153	CANINE	3,103	3,800	3,800	0	0%
37154	INVESTIGATION SUPPLIES	9,519	6,000	6,000	0	0%
37161	OPERATIONAL SUPPLIES	735,337	674,600	766,600	92,000	14%
37162	FURN-FIXTURE-EQUIP <$10,000	911,965	229,200	347,800	118,600	52%
37163	TRAFFIC SIGNAL SUPPLIES	107,267	88,800	88,800	0	0%
37164	SIGNS AND SIGN SUPPLIES	215,084	253,200	255,700	2,500	1%
37165	OP EQUIP, TOOL, PART <10000	1,003,474	1,045,400	1,270,800	225,400	22%
37171	INSURANCE	877,770	1,000,000	0	-1,000,000	-100%

Object	Object Description	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
37172	CLAIM/SETTLEMT/DEDUCTABLE	142,968	250,000	0	-250,000	-100%
37173	WELLNESS	15,242	25,000	39,500	14,500	58%
37181	PURCHASES FOR RESALE(COS)	375,966	264,900	321,500	56,600	21%
37191	FOOD (NON-TRAVEL)	221,140	0	800	800	-
37192	AWARDS & RECOGNITION	118,510	133,600	134,600	1,000	1%
37193	SAFETY & FIRST AID SUPPLIES	108,406	135,500	137,500	2,000	1%
37194	COMMUNITY RELATIONS SUPPLIES	56,977	37,900	332,400	294,500	777%
37195	SPECIAL EVENT HOSTING	0	162,100	174,300	12,200	8%
37196	MEETING SUPPLIES	0	14,300	19,400	5,100	36%
37211	GAS & FUEL	1,557,402	1,409,900	1,374,100	-35,800	-3%
37212	AUTO PARTS & LUBRICANTS	775,495	818,500	822,100	3,600	0%
37221	REPAIR AND MAINTENANCE	177,610	181,100	185,200	4,100	2%
37222	CLEANING/JANITORIAL	98,748	109,200	111,700	2,500	2%
37223	AGRICULTURAL/GROUNDS	442,177	388,600	415,800	27,200	7%
37232	CHEMICAL SUPPLIES	851,349	914,800	924,400	9,600	1%
37233	STREET REPAIR SUPPLIES	158,240	145,000	163,800	18,800	13%
37391	DISTRICT 1-EXPENDITURES	2,234	0	2,000	2,000	-
37392	DISTRICT 2-EXPENDITURES	248	0	2,000	2,000	-
37393	DISTRICT 3-EXPENDITURES	1,603	0	2,000	2,000	-
37394	DISTRICT 4-EXPENDITURES	1,322	0	2,000	2,000	-
37395	DISTRICT 5-EXPENDITURES	279	0	2,000	2,000	-
37396	DISTRICT 6-EXPENDITURES	3,335	0	2,000	2,000	-
37397	MAYOR EXPENDITURES	8,860	0	0	0	-
37398	COUNCIL COMMUNITY OUTREACH	0	12,000	0	-12,000	-100%
37911	INVENTORY ADJUSTMENT	0	0	0	0	-
37992	LICENSES/PERMITS	2,463	0	0	0	-
37996	PACKAGING SUPPLIES	2,728	5,000	5,000	0	0%
37997	TRAINING & EDUCATION SUPPLIES	28,019	109,100	30,000	-79,100	-73%
37998	PHOTOGRAPHY SUPPLIES	6,124	11,700	10,900	-800	-7%
37999	OTHER OPERATIONAL SUPPLIES	5,489	2,700	1,700	-1,000	-37%
Supplies Subtotal		**9,677,404**	**9,048,800**	**8,591,300**	**-457,500**	**-5%**
Services						
38111	DIST. 1-TRAVEL & TRAINING FUND	1,164	0	0	0	-
38112	DIST. 2-TRAVEL & TRAINING FUND	868	0	0	0	-
38113	DIST. 3-TRAVEL & TRAINING FUND	3,477	0	0	0	-
38114	DIST. 4-TRAVEL & TRAINING FUND	773	0	0	0	-
38115	DIST. 5-TRAVEL & TRAINING FUND	0	0	0	0	-
38116	DIST. 6-TRAVEL & TRAINING FUND	1,685	0	0	0	-
38117	MAYOR TRAVEL & TRAINING FUND	9,100	0	0	0	-
38118	ELECTION EXPENSE	248,556	0	0	0	-
38119	BOARDS & COMMISSIONS	0	5,000	32,800	27,800	556%
38122	FINANCIAL SERVICES	88,739	101,400	106,400	5,000	5%
38123	TAXES & SERVICE FEES	301,551	140,000	123,500	-16,500	-12%
38124	AUDIT SERVICES	195,729	134,000	152,000	18,000	13%
38125	LEGAL SERVICES	109,980	126,500	126,500	0	0%
38126	SERVICE AGREEMENTS	2,116,405	2,645,800	3,599,700	953,900	36%
38128	RECORDING, LICENSE FEES	109,052	119,700	119,600	-100	0%
38129	SOFTWARE LICENSES	354,533	428,200	511,600	83,400	19%
38131	COLLECTION FEES-DELINQ. ACCTS	13	500	500	0	0%
38141	ANIMAL CONTROL SERVICES	384	800	800	0	0%
38142	JAIL SERVICES	728,088	728,000	788,000	60,000	8%
38143	PUBLIC DEFENDER	191,650	194,500	194,500	0	0%
38144	COURT REPORTERS	236	1,000	1,000	0	0%
38145	JURIES	3,205	3,000	3,000	0	0%

Object	Object Description	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
38146	INTERPRETERS	6,584	8,200	10,100	1,900	23%
38147	CODE ENFORCEMENT	33,787	50,000	50,000	0	0%
38149	ANNUAL FF PHYSICALS	77,850	97,500	97,500	0	0%
38162	LANDSCAPE SERVICES	670,809	805,900	865,300	59,400	7%
38183	COMMUNITY RELATIONS SERVICES	258,634	74,400	59,600	-14,800	-20%
38184	ADMISSIONS	61,043	33,100	37,100	4,000	12%
38185	Council Community Outreach	0	0	50,000	50,000	-
38186	Regional Outreach	0	0	10,000	10,000	-
38191	PRE-EMPLOYMENT SERVICES	65,580	53,500	49,000	-4,500	-8%
38192	LAB SERVICES	159,948	144,100	153,600	9,500	7%
38193	FILM SERVICES	3,332	2,700	2,200	-500	-19%
38194	REAL PROPERTY SERVICES	19,760	16,000	16,000	0	0%
38195	GIS SERVICES	28,785	30,000	30,000	0	0%
38196	AERIAL PHOTOGRAPHY	44,890	6,000	6,000	0	0%
38197	SPORTING OFFICIALS	0	244,700	240,300	-4,400	-2%
38198	CLASS INSTRUCTORS	0	83,100	87,500	4,400	5%
38199	PROFESSIONAL AND OUTSIDE SERVICES	3,363,281	3,680,000	4,933,600	1,253,600	34%
38211	WATER	1,500,070	1,613,300	1,727,400	114,100	7%
38212	ELECTRICITY	6,547,523	6,695,400	7,223,100	527,700	8%
38213	PROPANE/NATURAL GAS	79,071	118,500	128,800	10,300	9%
38214	TELEPHONE SERVICE	296,173	325,200	310,700	-14,500	-4%
38216	SANITARY/LANDFILL	1,127,489	1,159,100	1,169,900	10,800	1%
38217	POSTAGE & MAILINGS	127,358	175,800	180,200	4,400	3%
38218	TELEPHONE MAINTENANCE	0	2,000	0	-2,000	-100%
38221	CELL PHONE/PAGERS	201,710	174,800	170,200	-4,600	-3%
38311	BUILDING MAINTENANCE	583,969	422,900	422,000	-900	0%
38312	STREETS MAINTENANCE	214,334	2,204,000	2,204,000	0	0%
38321	RADIO EQUIP. MAINT.	183,739	214,500	383,800	169,300	79%
38322	COMPUTER MAINTENANCE	36,719	55,900	126,300	70,400	126%
38323	OFFICE EQUIPMENT MAINT.	1,476	20,000	19,000	-1,000	-5%
38324	MACHINERY & EQUIPMENT MAINT	525,329	907,200	659,200	-248,000	-27%
38331	VEHICLE MAINTENANCE	387,255	417,900	414,100	-3,800	-1%
38341	TRAFFIC SIGNAL R&M	170	15,000	15,000	0	0%
38351	WELLS/SEWER/LINS/ETC.	454,494	474,100	559,100	85,000	18%
38361	BUILDING CONTRACTORS	111,532	170,300	159,700	-10,600	-6%
38371	JANITORIAL SERVICES	326,165	339,000	323,000	-16,000	-5%
38372	PEST CONTROL SERVICES	97,338	107,400	107,600	200	0%
38381	GROUNDS MAINTENANCE	101,284	166,500	151,200	-15,300	-9%
38382	PARKS MAINTENANCE	0	0	47,700	47,700	-
38391	OTHER REPAIRS/MAINT.	425	0	0	0	-
38411	WATER SERVICE CONTRACT	1,307,782	1,380,000	1,330,000	-50,000	-4%
38412	SEWER SERVICE CONTRACT	456,679	530,000	520,000	-10,000	-2%
38413	TRASH COLLECTION CONTRACT	362,115	410,000	410,000	0	0%
38511	BUILDING & STRUCTURES RENAL	29,822	27,500	51,500	24,000	87%
38521	EQUIPMENT RENTAL	527,558	536,300	508,500	-27,800	-5%
38591	OTHER RENTALS/LEASES	234,839	279,700	260,200	-19,500	-7%
38911	UNEMPLOYMENT CONTRIBUTION	56,118	132,000	132,000	0	0%
38912	GENERAL INSURANCE	1,438,065	1,600,000	1,600,000	0	0%
38913	CLAIM SETTLEMENT	6,025,315	7,587,500	8,061,400	473,900	6%
38914	COBRA INSURANCE	14,131	15,700	15,700	0	0%
38915	MEDICAL INSURANCE PREMIUM	803,942	882,300	927,800	45,500	5%
38916	EVENT GENERAL INSURANCE	0	68,900	3,300	-65,600	-95%
38917	GENERAL INSURANCE ADMIN	0	0	1,000,000	1,000,000	-
38921	TUITION REIMBURSEMENT	120,913	91,000	89,600	-1,400	-2%
38922	TRAVEL & TRAINING	341,937	341,500	400,500	59,000	17%

Object	Object Description	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
38924	DUES & MEMBERSHIPS	259,039	272,700	273,400	700	0%
38925	FEDERAL MILEAGE ALLOWANCE	13,428	17,700	17,000	-700	-4%
38926	EMPLOYEE ORIENTATION	374	1,500	500	-1,000	-67%
38927	EMPLOYEE CERTS AND LICENSING	4,160	34,900	42,500	7,600	22%
38928	COUNCIL TRAVEL & TRAINING	0	46,000	46,000	0	0%
38931	ADVERTISING	253,069	233,700	234,200	500	0%
38942	RADIO DISPATCH SERVICE	520,372	570,800	615,400	44,600	8%
38951	PRINTING	177,957	235,300	267,600	32,300	14%
38991	UNIFORM/LAUNDRY SERVICES	62,463	52,100	59,700	7,600	15%
38993	USER FEES	0	0	13,000	13,000	-
38999	OTHER PROFESSIONAL SERVICES	69,559	35,400	391,200	355,800	1005%
Services Subtotal		**35,242,730**	**41,118,900**	**46,230,700**	**5,111,800**	**12%**
Capital						
39111	LAND PURCHASES	18,515	0	628,100	628,100	-
39210	BUILDING & STRUCTURES	0	0	0	0	-
39211	BUILDING & STRUCTURE PURCHASES	4,144,611	3,270,500	14,828,600	11,558,100	353%
39212	IMPROVEMENTS TO BUILDINGS	99,198	400,300	0	-400,300	-100%
39220	STREETS/INFRASTRUCTURE	0	0	0	0	-
39221	STREETS PURCHASES	0	956,000	0	-956,000	-100%
39222	STREET IMPROVEMENTS	1,050,830	2,941,600	0	-2,941,600	-100%
39223	INFRASTRUCTURE PURCHASES	0	2,524,100	0	-2,524,100	-100%
39224	INFRASTRUCTURE IMPROVEMENTS	102,109	1,105,400	15,000	-1,090,400	-99%
39310	IMP.'S OTR THAN BLDG. & LAND	0	0	0	0	-
39311	IMP.'S OTR THAN BLDG. & LAND	809,393	1,779,600	584,000	-1,195,600	-67%
39411	FURN., FIXTURES & OFC EQUIPMT	350,182	20,000	767,000	747,000	3735%
39420	VEHICLES	0	0	0	0	-
39421	VEHICLES	2,456,254	2,063,500	3,932,300	1,868,800	91%
39422	IMPROVEMENTS TO VEHICLES	47,628	0	0	0	-
39430	MACH. & EQUIPMENT	0	0	0	0	-
39431	MACH. & EQUIPMENT	305,855	140,000	88,000	-52,000	-37%
39432	IMP'S TO MACH. & EQUIPMENT	0	767,000	0	-767,000	-100%
39511	RIGHTS	0	154,000	0	-154,000	-100%
39521	EASEMENTS	9,160	0	0	0	-
39600	CAPITAL INTEREST	0	0	0	0	-
39610	CAPITAL INTEREST EXPENSE	0	0	0	0	-
39813	OTHER LEASES	9,000	6,600	6,600	0	0%
Capital Subtotal		**9,402,735**	**16,128,600**	**20,849,600**	**4,721,000**	**29%**
Depreciation						
39711	BUILDINGS & STRUCTURES DEPREC.	0	0	0	0	-
39713	EQUIPMENT DEPREC.	0	0	0	0	-
Depreciation Subtotal		**0**	**0**	**0**	**0**	**-**
Debt Service						
39821	PRINCIPAL BONDS	3,430,000	3,681,000	8,400,000	4,719,000	128%
39822	INTEREST BONDS	4,465,808	4,268,800	4,166,100	-102,700	-2%
39823	OTHER BONDS	1,000	0	0	0	-
39824	AMORITIZATION BONDS	0	0	0	0	-
39831	PRINCIPAL NOTES	0	1,270,000	0	-1,270,000	-100%
39832	INTEREST NOTES	6,569	30,000	0	-30,000	-100%
39833	OTHER NOTES	19,706	0	0	0	-
39834	AMORITIZATION NOTES	0	0	0	0	-
39841	INTERFUND LOAN INTEREST	0	3,401,100	0	-3,401,100	-100%
39861	BAD DEBT EXPENSE	30,056	0	0	0	-

Object	Object Description	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Debt Service Subtotal		**7,953,138**	**12,650,900**	**12,566,100**	**-84,800**	**-1%**
Contingency						
39996	GRANT MATCH CONTINGENCY	0	70,000	70,000	0	0%
39998	PROJECT CONTINGENCY	0	87,800	0	-87,800	-100%
39999	CONTINGENCY	0	21,757,000	45,831,200	24,074,200	111%
Contingency Subtotal		**0**	**21,914,800**	**45,901,200**	**23,986,400**	**109%**
Transfer Out						
34011	COS WTR IN LIEU FRANCH. TR OUT	216,818	213,600	200,400	-13,200	-6%
34012	COS SWR IN LIEU FRANCH. TR OUT	304,409	309,800	314,300	4,500	1%
34013	COS SANI. HAULER'S LIC. TR OUT	25,000	25,000	24,000	-1,000	-4%
34021	WATER INDIRECT COSTS TR OUT	1,453,900	1,453,900	1,244,100	-209,800	-14%
34022	SEWER INDIRECT COSTS TR OUT	1,349,000	1,349,000	1,552,400	203,400	15%
34023	SANI. INDIRECT COSTS TR OUT	857,800	857,800	1,886,400	1,028,600	120%
34031	WTR PYMT ILO PROP TAX TRAN OUT	122,480	96,400	153,900	57,500	60%
34032	SWR PYMT ILO PROP TAX TRAN OUT	293,470	376,000	388,200	12,200	3%
34033	SANI PYMT ILO PROPTAX TRAN OUT	5,967	7,500	8,600	1,100	15%
34041	MPC03 RENT PAYMENTS	4,825,448	4,823,300	4,819,200	-4,100	0%
34047	MPC07 RENT PAYMENTS	2,401,733	2,397,700	7,072,700	4,675,000	195%
34999	TRF TO OTHER FUNDS	1,823,629	1,650,000	73,700	-1,576,300	-96%
Transfer Out Subtotal		**13,679,653**	**13,560,000**	**17,737,900**	**4,177,900**	**31%**
Targeted Savings						
39997	TARGETED SAVINGS	0	-935,500	0	935,500	-100%
Targeted Savings Subtotal		**0**	**-935,500**	**0**	**935,500**	**-100%**
ED Contingency						
39995	ECONOMIC DEVELOPMENT CONTINGENCY	0	780,000	1,000,000	220,000	28%
ED Contingency Subtotal		**0**	**780,000**	**1,000,000**	**220,000**	**28%**
Development Agr						
38127	ECONOMIC DEVELOPMENT	1,529,816	2,892,900	1,666,100	-1,226,800	-42%
38994	DEVELOPER REIMBURSMENT	2,258,334	1,150,000	2,987,600	1,837,600	160%
Development Agreements Subtotal		**3,788,150**	**4,042,900**	**4,653,700**	**610,800**	**15%**
Other Financing U						
39851	INTERFUND LOAN ISSUANCE	0	2,267,800	0	-2,267,800	-100%
Other Financing Use Subtotal		**0**	**2,267,800**	**0**	**-2,267,800**	**-100%**
Grand Total		**143,866,300**	**184,198,200**	**223,712,800**	**39,514,600**	**21%**

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City of Surprise All Funds - Detail by Category

Object Category	FY2012 Actual	FY2013 Amended	FY2014 Budget	$ Change	% Change
Personnel	64,122,488	63,621,000	66,182,300	2,561,300	4%
Supplies	9,677,404	9,048,800	8,591,300	-457,500	-5%
Services	35,242,730	41,118,900	46,230,700	5,111,800	12%
Capital	9,402,735	16,128,600	20,849,600	4,721,000	29%
Depreciation	0	0	0	0	-
Debt Service	7,953,138	12,650,900	12,566,100	-84,800	-1%
Contingency	0	21,914,800	45,901,200	23,986,400	109%
Transfer Out	13,679,653	13,560,000	17,737,900	4,177,900	31%
Targeted Savings	0	-935,500	0	935,500	-100%
ED Contingency	0	780,000	1,000,000	220,000	28%
Development Agreements	3,788,150	4,042,900	4,653,700	610,800	15%
Other Financing Use	0	2,267,800	0	-2,267,800	-100%
Grand Total	**143,866,300**	**184,198,200**	**223,712,800**	**39,514,600**	**21%**

General Government

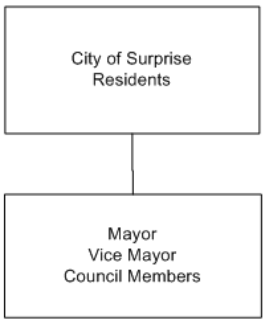
- Mayor & City Council
- City Manager's Office
- City Attorney's Office
- City Clerk's Office
- Finance
- Donations Fund
- Grants and Contingencies
- Street Light Improvement District Fund
- Human Resources
- Risk Management Fund
- Healthcare Self Insurance Fund
- Employee Dependent Fund
- Information Technology
- General Operations

Mayor and City Council

Department Description

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

Organizational Chart



Primary Functions

- Set policy for the city of Surprise

Major Budget Changes

The FY2014 budget is 6% higher than the FY2013 amended budget.

Personnel expenditures are impacted by a 6% increase in the employer contribution for the Arizona Elected Officials Retirement Plan and a 2.2% increase for a cost of living adjustment.

Non-personnel expenditures increase by 5% over FY2013 due to an increase in funding for Council discretionary expenditures.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	343,519	353,384	289,600	307,200	6%
Supplies	23,758	25,095	18,000	18,000	0%
Services	64,747	73,648	102,100	107,100	5%
Total	432,023	452,126	409,700	432,300	6%
By division					
General Ops	432,023	452,126	409,700	432,300	6%
Total	432,023	452,126	409,700	432,300	6%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Mayor	1.0	1.0	1.0	1.0	0.0
Vice Mayor	1.0	1.0	1.0	1.0	0.0
City Council	5.0	5.0	5.0	5.0	0.0
Executive Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Total	8.0	8.0	7.0	7.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Youth Leadership Summit
- Community Pride Day
- Walmart development agreement

Major Initiatives and Policy Issues

- **Transportation:** Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region, ease of movement into, within, and out of Surprise, and supports a high standard of community life
- **Sustainability:** Provide a vibrant and sustainable community for a green Surprise today and tomorrow
- **Economic Development:** Create a robust business environment that attracts employment, wealth, capital investment, and enhanced opportunities for investors and residents
- **Community Lifestyle:** Enhance community lifestyle for the current and the future residents of Surprise
- **Tourism:** Infuse tourism dollars into Surprise's economy by diversifying the events, programs, and partnerships offered that make Surprise an attractive destination for a wide variety of interests
- **Public Safety:** Public safety departments will work cooperatively with the community to provide a safe and secure city
- **Higher Education:** Strive to develop world class education in Surprise by seeking and enhancing educational opportunities that support initiatives, programs, projects, and lifelong learning opportunities throughout the community

City Manager's Office

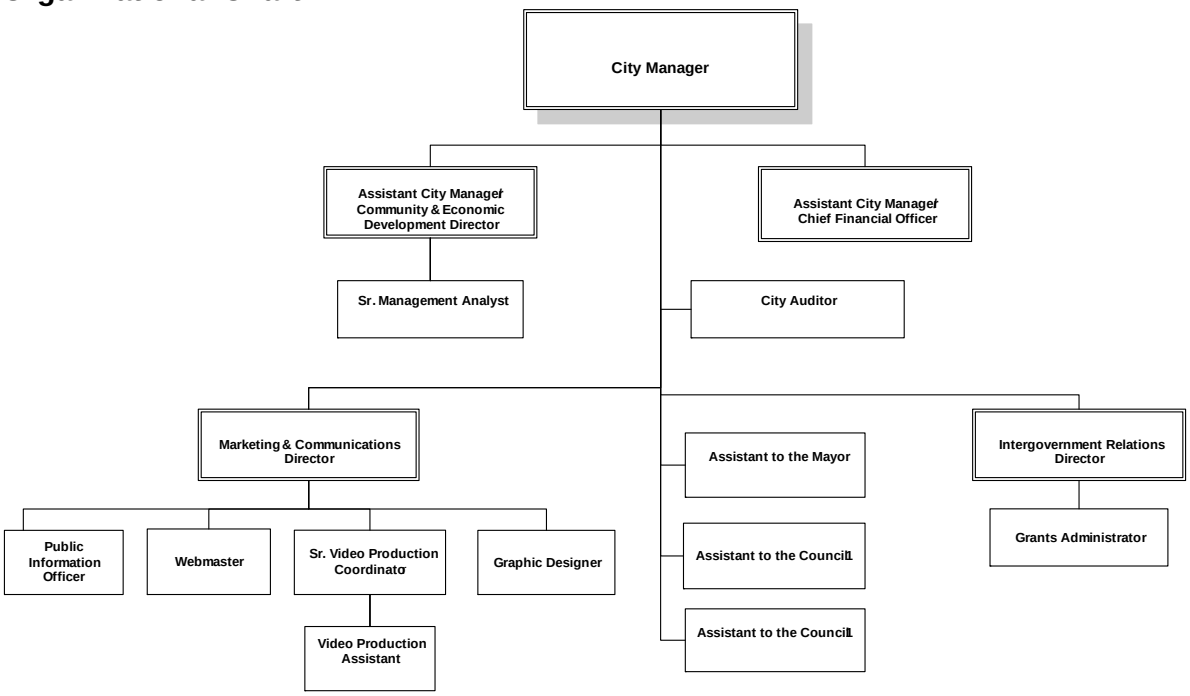
Department Description

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

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

The city has two Assistant City Managers (ACM) who report to the City Manager. The ACM's oversee the output and budgets of various city departments, assuring high quality work, and facilitating inter-departmental cooperation on important issues.

Organizational Chart



Primary Functions

- Support the Mayor and City Council
- Provide financial guidance to maintain the city of Surprise as a fiscally sustainable organization
- Provide leadership and direction to staff
- Ensure an enhanced quality of life to citizens
- Design and implement strategies to engage and inform the community on important issues
- Design and implement strategies to maximize residents' ease of access to city service and information
- Create, operate, and/or strategically direct city of Surprise official communications such as:
    - News releases, official statements, media remarks
    - The city's internet site www.surpriseaz.gov
    - The city's intranet site "Inside Surprise"
    - The city's social media sites: multiple Twitter and Facebook accounts/pages
    - The city's government access TV station, Surprise 11

- The quarterly magazine, *Progress*
- Event planning and management such as ground breaking and ribbon cutting ceremonies, news conferences, and other special events
- The creation (design, writing, and printing) of brochures, programs, fliers, maps, logos, informational signage, advertising, and other public relations collateral
- The photography required to execute these functions

- Strategically coordinates the communications needs of individual city departments, provides material support, promotion, and publicity of programs, events, and activities
- Strategically coordinates employee communication and facilitates employee participation so that city employees are informed and engaged
- Liaison to the Mayor, Council, and the City Manager's office on legislative issues at the local, state and federal level
- Monitor and discuss state and federal legislation impacting the city
- Strengthen relationships and partnerships with major regional public policy organizations
- Seek funding opportunities through grants and federal appropriations
- Monitor grants contractual obligations to ensure compliance
- Strengthen relationships and partnerships with local municipalities, non-profits, and private organizations through coordinated efforts that maximize resources and funding leverage

Divisions

Administration - Responsible for ensuring operations are running effectively throughout the entire organization and focuses on funding programs to achieve the Mayor and Council's goals through strategic planning, process improvement assessments, and improving internal and external customer service

Marketing and Communications - Engage and inform Surprise residents on activities and issues; achieve a positive image of Surprise as a responsive, open government, and a community of connection and opportunity; promote the advancement of the city of Surprise Strategic Plan; assist and advise city departments and management in their communication needs; and supervise internal employee communications

Intergovernmental Relations - Develop, represent, and advocate the interests of the city of Surprise by fostering and maintaining the city's relationships with other governmental entities and the community organizations

Major Budget Changes

The FY2014 budget is 14% higher than the FY2013 amended budget.

Personnel expenditures increased overall by 15%. This increase was impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. In addition, the city auditor position was moved from the Finance Department. FY2014 includes a nominal increase in part-time salaries to accommodate an increased need in the Marketing and Communications Division. Deferred compensation was decreased to more accurately reflect the actual expenditures.

A senior communications specialist position was added to develop communications outreach and coordinate media appearances/interviews on behalf of the Mayor and Council. In addition, the position will prepare and issue news releases and public statements by the Mayor and individual council members, and coordinate media contacts.

Services net increased by 13% overall. This was due to an increase in funding for lobbying consultant contracts and funding for boards and commissions.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	507,780	586,207	1,390,300	1,595,100	15%
Supplies	6,518	3,125	31,700	33,100	4%
Services	137,946	98,251	393,900	445,200	13%
Grant Match Contingency	0	0	70,000	70,000	0%
Total	652,244	687,582	1,885,900	2,143,400	14%
By division					
Administration	652,244	687,582	667,800	760,300	14%
Communications	0	0	799,600	912,500	14%
Intergovernmental	0	0	418,500	470,600	12%
Total	652,244	687,582	1,885,900	2,143,400	14%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Assistant City Manager	1.0	1.0	0.0	0.0	0.0
Assistant to the Council I	0.0	0.0	1.0	1.0	0.0
Assistant to the Council II	0.0	0.0	1.0	1.0	0.0
City Manager	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.0	2.0	2.0	0.0
Executive Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	1.0	1.0	0.0
Senior Communications Specialist	0.0	0.0	4.0	5.0	1.0
Senior Financial Analyst	0.0	0.0	1.0	1.0	0.0
Program Manager	0.0	0.0	0.0	1.0	1.0
Part Time	0.0	0.0	2.2	2.2	0.0
Total	4.0	4.0	13.2	15.2	2.0

Accomplishments, Enhancements, and Efficiencies

- Conducted a financial audit to review financial policies and processes
- Directed implementation and reporting of the National Citizen Survey
- Initiated community information strategy and transparency plan regarding city audit findings and subsequent budget adjustments and additional audits
- Implemented web site, communications outreach/community input strategy regarding redistricting
- Enhanced and expanded citizen involvement in state, regional, and federal issues

Major Initiatives and Policy Issues

- Implement educational campaign to inform residents of new voting district boundaries with first election pending in 2013
- Secure external funding sources to augment the city of Surprise's capacity to provide quality services
- Create a community and government network that will maintain regional stability through the effective use of local resources, state shared revenue, and construction sales tax
- Increase city presence in the community and at the state/federal levels

City of Surprise, Arizona

SURPRISE

ARIZONA

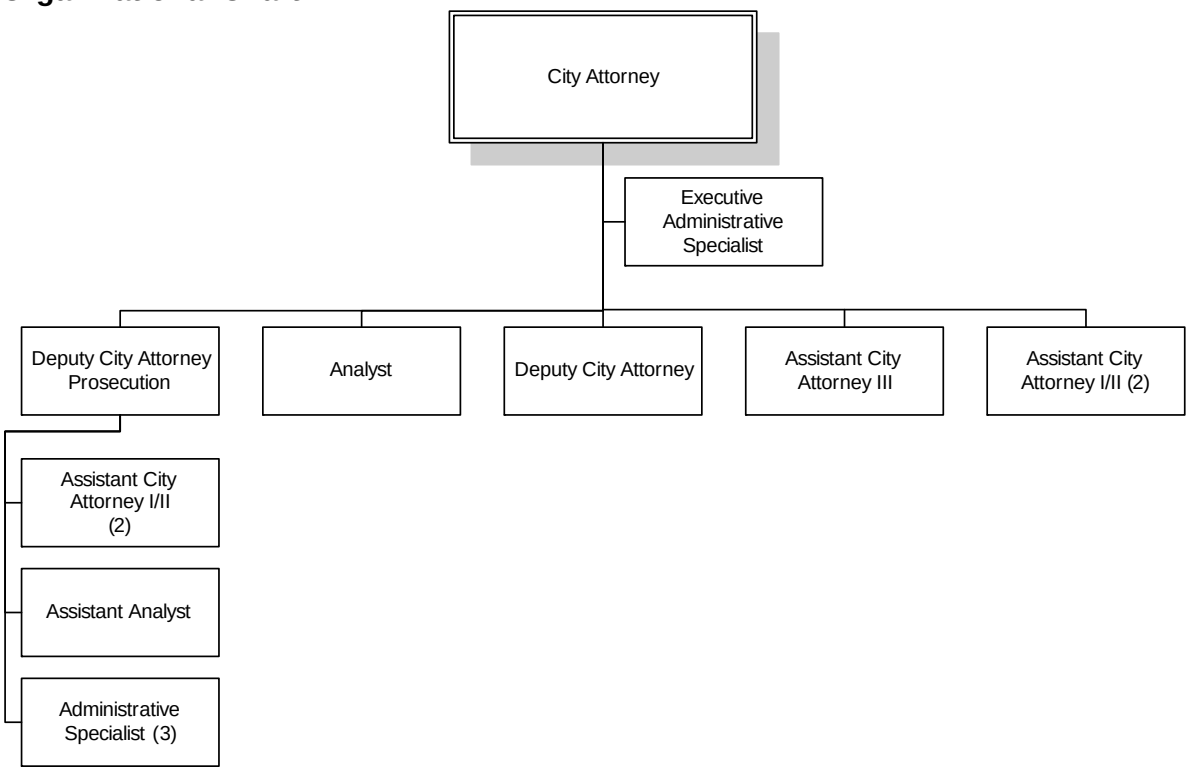
FY2014 Adopted Budget

City Attorney's Office

Department Description

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

Organizational Chart



Primary Functions

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

Divisions

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

Criminal- The Criminal Division of the City Attorney's Office is responsible for prosecuting all misdemeanors and civil offenses that occur within the city. The division also provides support and notification services to crime victims and witnesses as well as on-going support and training to the City's Police Department and other departments as needed.

Major Budget Changes

The FY2014 budget increased by 3% from the FY2013 amended budget in personnel expenditures only. Personnel expenditures were impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. Additionally, the conversion of two contracted attorney positions to assistant city attorney I and II positions had no budgetary impact.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	1,406,440	1,530,760	1,561,600	1,609,200	3%
Supplies	25,320	14,251	27,400	27,400	0%
Services	114,146	106,889	160,100	160,100	0%
Total	1,545,905	1,651,900	1,749,100	1,796,700	3%
By division					
Criminal	642,431	651,958	693,800	716,900	3%
General Ops	903,475	999,942	1,055,300	1,079,800	2%
Total	1,545,905	1,651,900	1,749,100	1,796,700	3%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Administrative Specialist	3.0	3.0	3.0	3.0	0.0
Analyst	1.0	1.0	1.0	1.0	0.0
Assistant Analyst	1.0	1.0	1.0	1.0	0.0
Assistant City Attorney I & II	1.0	2.0	2.0	4.0	2.0
Assistant City Attorney (Contract)	2.0	2.0	2.0	0.0	-2.0
Assistant City Attorney III	1.0	1.0	1.0	1.0	0.0
City Attorney	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.0	0.0	0.0	0.0
Deputy City Attorney	2.0	2.0	2.0	2.0	0.0
Executive Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total	13.0	14.0	14.0	14.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Continued partnership with Phoenix School of Law, accepting one legal intern in the fall and spring semesters
- Participated in a series of Legal Files trainings to make more efficient use of the system to meet the growing needs of the department
- Continued participation in the West Valley Domestic Violence Fatality Review Team which was established under the National Domestic Violence Fatality Review Initiative (NDVFRI) spearheaded by Professor Neil Websdale from Northern Arizona University
- Update the Request for Legal Services software to better serve our customers
- Participated with consultants and auditors regarding development agreement review for accuracy of recording of information

Major Initiatives and Policy Issues

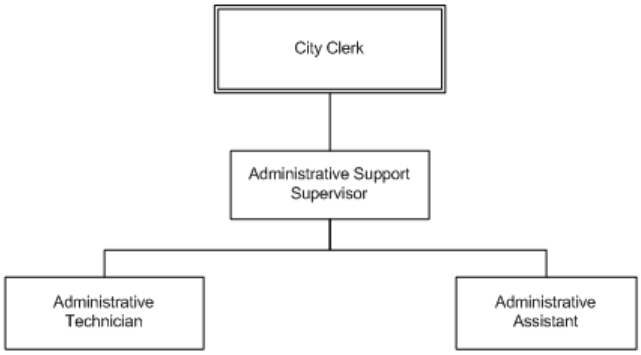
- Working with the Human Resources Department to overhaul the Employee Policy Manual
- Verifying that all departments are in compliance with the Federal Labor Standards Act (FLSA)

City Clerk's Office

Department Description

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

Organizational Chart



Primary Functions

- Official Records Custodian
- Chief Elections Officer
- City Historian
- Administration of Mayor and City Council meetings
- Posting of meeting notices and advertisement of public hearings

Major Budget Changes

The FY2014 budget is a 63% increase over the FY2013 amended budget.

Personnel expenditures increased 3% overall. This increase was impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies increased 14% and services 473% over the FY2013 amended budget. These increases were primarily due to the costs related to the bi-annual election process, markers for the women's heritage trail, and a potential citywide election for the general plan programmed for FY2014.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	347,906	345,276	352,500	362,500	3%
Supplies	6,582	5,667	7,000	8,000	14%
Services	51,311	284,531	52,200	299,300	473%
Total	405,799	635,474	411,700	669,800	63%
By division					
General Ops	405,799	635,474	411,700	669,800	63%
Total	405,799	635,474	411,700	669,800	63%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
City Clerk	1.0	1.0	1.0	1.0	0.0
Total	4.0	4.0	4.0	4.0	0.0

Accomplishments, Enhancements and Efficiencies

- Organized and completed the launch of the Surprise Women's Heritage Trail and ceremony on April 13, 2013
- Completed on-the-road historical presentations and book sales through various communities and city events
- Completed a special election in November 2012 for the Arizona Public Service franchise ballot issue
- Started preparing for the upcoming 2013 primary and general elections for Districts 1, 5, and 6

Major Initiatives and Policy Issues

- Continue working on archiving historical documents collected from research for the history book
- Continue to stay current with the city records retention changes through Arizona State Library and Archives
- Establish a centralized, up-to-date City Records Management program, incorporating archived materials retrievable by staff within the City Clerk's Office. This is going to be a two-year project at minimum
- Create and implement a City Clerk's Office procedures manual by the end of 2013

Goals, Objectives, and Performance Measures

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

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Estimate**	**FY2014 Target**
Mayor and City Council agendas	65	50	50	48	50
Posting of all City agendas including all Mayor and Council, boards and commissions	150	130	130	125	140
Number of city code updates	2	4	4	4	4
Number of requests for public records	700	740	740	703	700
Percent of public records requests completed in 3-5 days*	75%	85%	90%	90%	90%

* Some requests require document retrieval from storage.

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

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Estimate**	**FY2014 Target**
Number of registered voters	60,000	58,000	59,000	59,700	60,000
Number of ballots cast in election	30,000	35,181	27,000	27,560	20,000
Percent of votes cast in city-wide election	31%	26%	30%	30%	30%

- **Department Goal:** Continue to memorialize and archive the city's history
  - **Objective:** Increase historical documentation collection and educate citizens

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Estimate**	**FY2014 Target**
Collecting historic photos (annually)	450	600	250	200	150
Collection of city historic documents (cumulative)	600	1,000	1,500	1,700	1,800
On-the-road history presentations *	10	10	5	4	4

*Totals include presentations at local schools and various neighborhoods throughout Surprise

City of Surprise, Arizona

SURPRISE

ARIZONA

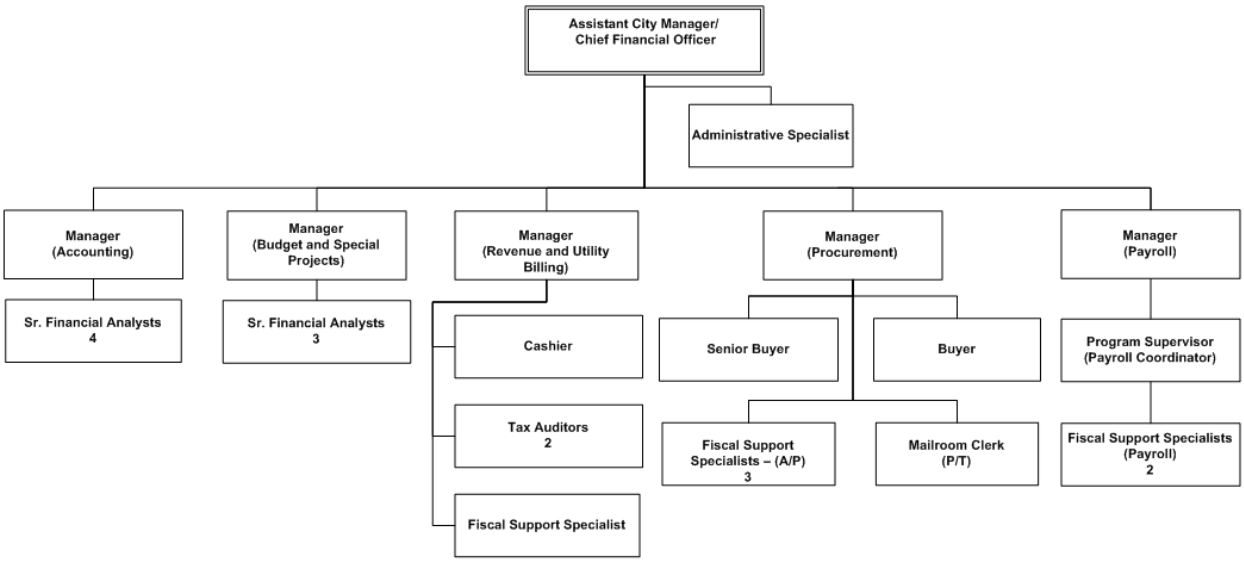
FY2014 Adopted Budget

Finance Department

Mission Statement

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

Organizational Chart



Primary Functions

- Financial analysis and general ledger accounting and reporting
- Preparing and monitoring operating and capital budgets to comply with financial policies and legal requirements
- Bi-weekly payroll processing
- Contract and purchasing services and support
- Business license processing, sales tax audits, and city cashiering
- Processing and distribution of city payments
- Fiscal management of city grants

Divisions

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

Accounting - The Accounting Division is responsible for the city's comprehensive annual financial report (CAFR), assistance with development agreement preparation and tracking, construction project expense tracking, and fixed assets.

Budget - The Budget Division provides research, budget, and special projects services. The division is responsible for delivering accurate, reliable, and timely information and advice that will assist in making informed budgetary decisions.

Payroll - The Payroll Division is responsible for processing all city employees payroll.

Procurement - The Procurement Division is responsible for processing all city payments and managing the contract and procurement services of the city.

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

Major Budget Changes

The FY2014 budget is 11% higher than the FY2013 amended budget.

Personnel expenditures were 5% higher than the FY2013 amended budget. The net increase was due to the transfer of the internal auditor position to the City Manager's Office which was offset by the addition of a senior financial analyst in the budget division to maintain current levels of services. Part-time funding for 0.5 FTE was also added to maintain levels of service in the mail room that is staffed by procurement. This position was formerly funded by a federal Title V grant worker.

Two other positions formerly funded directly by water, wastewater, and solid waste operations were moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan.

Further offsets include a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Non-personnel expenditures were 16% higher than the FY2013 amended budget. The increase was primarily due to the addition of $50,000 for the purchase of a budget preparation and monitoring system and $30,000 was added for fiduciary oversight and vendor selection related to the optional 457 plan.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,377,226	2,319,694	2,170,500	2,287,400	5%
Supplies	30,030	33,955	28,400	32,100	13%
Services	485,395	512,531	470,300	547,800	16%
Capital	0	0	0	25,000	0%
Contingency	0	0	0	80,000	0%
Total	2,892,651	2,866,179	2,669,200	2,972,300	11%
By division					
Accounting	276	0	0	0	0%
Administration	362,831	406,041	379,300	326,000	-14%
Budget & Accounting	1,183,684	1,066,811	958,700	1,375,200	43%
Internal Audit	81,314	140,247	113,400	0	-100%
Management & Budget	907	0	0	0	0%
Revenue	555,497	569,389	474,300	496,000	5%
Procurement & Payroll	708,142	683,691	743,500	775,100	4%
Purchasing	0	0	0	0	0%
Total	2,892,651	2,866,179	2,669,200	2,972,300	11%
Revenues					
By fund source					
Local Sales Tax	195,099	389,496	300,000	400,000	33%
Business License	625,705	625,919	662,000	680,000	3%
Charges for Svcs/Oth	40,284	43,520	46,100	46,100	0%
Total	861,088	1,058,935	1,008,100	1,126,100	12%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Accountant/Tax Auditor	3.0	3.0	2.0	2.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Assistant Department Director	1.0	1.0	1.0	0.0	-1.0
Budget/Accounting Manager	0.0	0.0	2.0	0.0	-2.0
Buyer	1.0	1.0	1.0	1.0	0.0
Cashier	1.0	1.0	1.0	1.0	0.0
Asst. City Manager/Dept Director	1.0	1.0	1.0	1.0	0.0
Fiscal Support Assistant	0.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	7.0	7.0	6.0	6.0	0.0
Manager	3.0	3.0	1.0	4.0	3.0
Program Manager	2.0	2.0	2.0	0.0	-2.0
Program Supervisor	0.0	0.0	1.0	1.0	0.0
Senior Buyer/Contract Officer	1.0	1.0	1.0	1.0	0.0
Senior Financial Analyst	6.0	6.0	4.0	8.0	4.0
Part Time	0.0	0.0	0.0	0.5	0.5
Total	27.0	27.0	24.0	26.5	2.5

Accomplishments, Enhancements, and Efficiencies

- Modified and enhanced the “It’s Your Money” transparency portal to be more informative and efficient. The site is now compliant with updated Arizona Revised Statutes, Laws 2011, Chapter 119 (HB 2572)
- Facilitated completion of the post audit work commissioned by the city to assure all records were reviewed and corrected where necessary
- Continued to steer progression of the city toward restoration of the targeted reserve levels
- Began update of employee policy manual to enhance the procurement process descriptions and procedures
- Began re-implementation of the vendor registration weblink and allowed greater access for vendors participating in informal procurements

Major Initiatives and Policy Issues

- Implement new budget software for the efficient and effective preparation and reporting of the annual budget
- Identify current citywide financial related policies and procedures. Prepare, update, and enhance policies and procedures to ensure financial accountability and sound practices
- Work with departments to collect and analyze data to prepare an Infrastructure Improvement Plan for the updated development impact fee study

Goals, Objectives, and Performance Measures

- **Goal:** Effectively administer the stewardship of public resources through responsible fiscal management and planning
    - **Objective:** Achieve an optimal rate of return on investments

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Rate of return on portfolio	1.6%	0.9%	0.8%	0.4%	0.8%

- **Objective:** Accurately forecast operating revenues

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Adopted to Actuals	-1.2%	5.2%	±5.0%	-7.3%	±5.0%
Estimated to Actuals	-4.6%	-4.7%	±5.0%	-9.0%	±5.0%

Donations Fund

Fund Description

The donations fund is established to temporarily hold and collect assets that have been donated to the city for a specific department or purpose. These assets are expended according to the designated use of the donation. The establishment of a separate fund allows these donations to be carried forward. These funds will be monitored to ensure adequate revenue is available prior to expenditures being approved.

Major Budget Changes

The FY2014 budget represents a 73% increase from the FY2013 amended budget. In FY2014, revenue has been estimated based on historical trends and programmed in contingency. This will provide adequate budget authority if needed. Requests for budget authority will be brought before the Mayor and City Council for approval as a transfer from contingency.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	0	105	0	0	0%
Supplies	162,203	63,543	800	296,600	36975%
Services	50,818	133,947	0	0	0%
Capital	0	0	0	0	0%
Transfer Out	316,403	100,300	0	0	0%
Contingency	0	0	363,500	334,400	-8%
Total	529,425	297,896	364,300	631,000	73%
By department					
Arts Commission	0	128,323	0	0	0%
Community Development	68	0	0	0	0%
Community and Rec Svcs	517,379	144,426	180,200	267,300	48%
Fire-Emergency Services	2,209	10,898	1,500	15,000	900%
General Operations	0	0	170,800	334,400	96%
Police	9,769	14,249	11,800	14,300	21%
Total	529,425	297,896	364,300	631,000	73%

Revenues					
By fund source					
Charges for Svcs/Oth	328,281	233,379	1,900	210,100	10958%
Total	328,281	233,379	1,900	210,100	10958%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

SURPRISE
ARIZONA

Grants and Contingency Fund

Fund Description

The grants and contingency fund is used to centralize budget appropriation authority for budget contingencies and future grant awards. This budget authority allows the city flexibility to address unplanned expenses and participate in new grant funding opportunities without exceeding the annually established maximum authorized expenditure limit.

Use of this budget appropriation authority requires Mayor and City Council approval of a budget transfer for the specific authorized purpose. For example, as grants are awarded to the city and approved by the City Council, budget transfers from unforeseen revenue and expenses into grant project line items are processed. Previously, these activities were recorded on project line items within the general fund budget under the respective department managing the grant award.

Major Budget Changes

The FY2014 budget is 61% less FY2013. The FY2014 budget includes programming for grants and contingency for unplanned operating and capital expenses. For FY2014, contingency programming has been reduced to more accurately reflect estimated needs and historical trends. In addition, programming for grants is reduced due to a reduction in the number and amount of grants awarded at the time the budget was prepared. Grants funding is estimated at a reduced level due to federal budget cuts.

Expenditures	Actual	Actual	Amended	Budget	Budget
By category					
Personnel	88,214	158,819	249,800	201,500	-19%
Supplies	398,275	86,740	30,200	26,300	-13%
Services	0	11,306	125,400	0	-100%
Capital	522,961	551,739	54,500	0	-100%
Contingency	0	0	13,109,800	5,000,000	-62%
Total	1,009,450	808,604	13,569,700	5,227,800	-61%
By department					
Community and Rec Svcs	50,000	41,724	50,000	50,000	0%
Fire-Emergency Services	318,793	33,968	53,800	0	-100%
General Operations	0	0	13,109,800	5,000,000	-62%
Mayor & Council	0	5,000	0	0	0%
Police	535,116	592,122	223,200	177,800	-20%
Public Works	105,541	135,790	132,900	0	-100%
Total	1,009,450	808,604	13,569,700	5,227,800	-61%

Revenues					
By fund source					
Charges for Svcs/Oth	1,009,450	790,540	13,709,200	5,227,800	-62%
Total	1,009,450	790,540	13,709,200	5,227,800	-62%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

SURPRISE
ARIZONA

Street Light Improvement District Funds

Description

Street light improvement district (SLID) funds are established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the district. These proceeds are legally restricted to expenditures for a specified purpose (including the payment for electricity to operate the streetlights within the district). The Mayor and City Council serve as the governing board for each of the districts. The city has the authority to levy taxes on properties included in the district.

Major Budget Changes

Currently there are 96 SLIDs operated by the city. Additional districts will be added as new subdivisions open. All street light operational costs are paid for through a special district property tax assessment. The City of Surprise assesses up to the maximum levy of $1.20 per hundred dollars of assessed valuation for each district and has established a separate fund for each district. Actual assessment is based upon estimated expenditures.

Expenditures	Actual	Actual	Amended	Budget	Budget
By category					
Services	2,331,732	2,379,396	2,659,500	2,624,500	-1%
Debt Service	0	30,056	0	0	0%
Contingency	0	0	0	32,600	0%
Total	2,331,732	2,409,452	2,659,500	2,657,100	0%
By department					
Public Works	2,331,732	2,409,452	2,659,500	2,657,100	0%
Total	2,331,732	2,409,452	2,659,500	2,657,100	0%

Revenues					
By fund source					
Charges for Svcs/Oth	8,717	8,848	5,900	0	-100%
Property Tax	148,727	2,168,216	2,653,600	2,235,600	-16%
Total	157,444	2,177,065	2,659,500	2,235,600	-16%

As homes are constructed and sold within the SLID, the property tax levy should reach a point wherein the funds raised are adequate to cover the operating costs of the street lights. Currently, several districts have negative fund balances. The maximum tax rate is being charged to property owners within each district to the extent warranted by the expenditures of the SLID. As assessed valuation of the district increases, the SLID tax levy rate will generally decrease.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Human Resources
Department Overview

Department Description

The Human Resources Department provides service and support to city departments in recruitment/ selection, compensation/classification, benefits, employee organizational planning/development and an interactive employee relations component.

Additional services are risk management to include general liability and worker's compensation insurance, Americans with Disability Act (ADA) compliance for employees and citizens.

The focus of the department budget is the development and revision of effective personnel policies and procedures, effective programs in recruitment/selection, compensation/classification, self-insured medical, dental and vision benefits, and supervisory/management employee relations development and training. Staff will focus activities and provide guidance to management, supervisors, and employees in these target areas to facilitate operational consistency and excellence, legal compliance, and accurate employee data.

Department-Wide

The Human Resources department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the employee healthcare self insurance fund, and risk management fund.

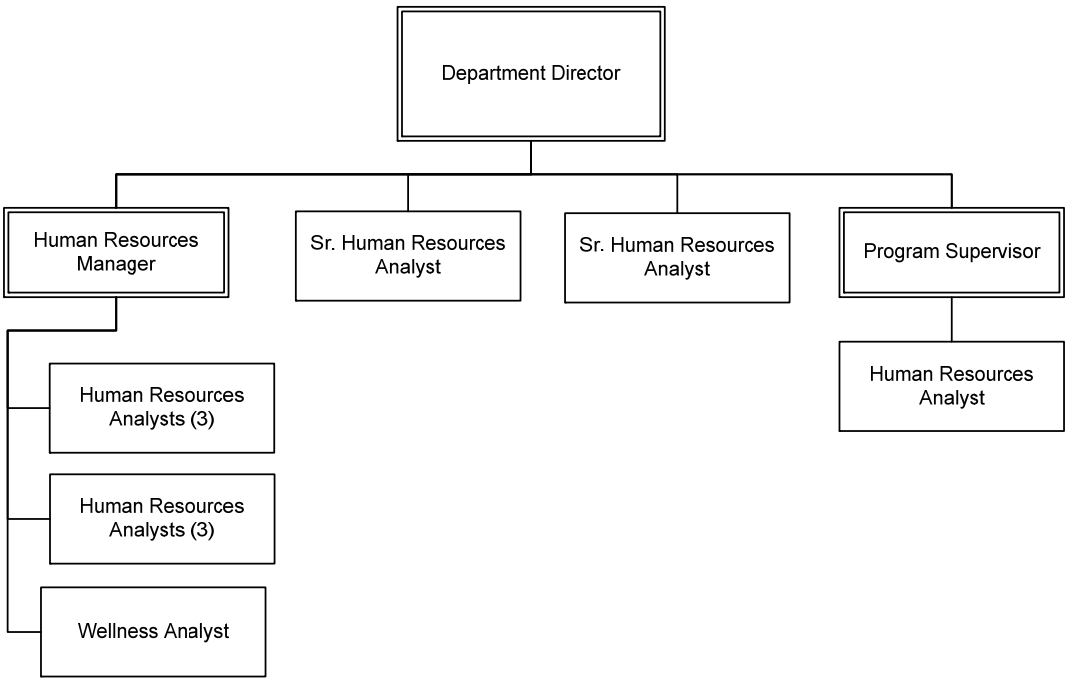
Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	1,216,840	1,441,955	1,567,300	1,659,000	6%
Employee Healthcare Fund	7,614,231	7,004,899	10,310,100	11,235,900	9%
Risk Management Fund	20,000	1,402,497	3,309,700	3,839,200	16%
Total	8,851,071	9,849,352	15,187,100	16,734,100	10%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	10.0	11.0	10.0	10.0	0.0
Healthcare Self Insurance Fund	1.0	1.0	1.0	1.0	0.0
Risk Management Fund	1.0	2.0	2.0	2.0	0.0
Total	12.0	14.0	13.0	13.0	0.0

Organizational Chart

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



Primary Functions

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

Accomplishments, Enhancements, and Efficiencies

- Increased employee investigations that are conducted in-house
- Administrator for five boards and commissions:
    1. Public Safety Retirement Board - Police
    2. Public Safety Retirement Board - Fire
    3. Personnel Appeals Board
    4. Judicial Selection Advisory Commission
    5. Disability Advisory Board
- Enhanced city-wide training program to include supervisor academy, additional skill-based, and compliance curriculum
- Implemented department-wide workforce planning to assist departments in identifying required staffing and employee skill sets to ensure departmental goals and objectives are achieved

- Contributing participants in the Health and Wellness Committee and the Employee Appreciation Committee and serve as ex officio member on the Loss Trust Fund Board
- Effectively conducted executive recruitments for Chief Financial Officer and Presiding Judge

Major Initiatives and Policy Issues

- Continued enhancement to existing human resource information systems to leverage self-service efficiencies and automated interfacing with other support software
- Continued enhancement to employee development with city-wide training programs
- City-wide volunteer program policy and administration to continue to augment existing staff's ability to provide quality service to citizens
- Creation and implementation of new Employee Policy Manual
- Creation and effective application of departmental standard operating procedures (SOP)
- Development and implementation of Memorandum of Understanding for Police and Fire departments
- Administration of whistleblower program
- Developed Fire Department salary transition step plan for future implementation
- Executive recruitment for Public Works Director

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of HR customer service contact	2,695	3,551	3,400	3,809	3,450
Customer overall satisfaction rating with HR excellent or good	99%	97%	95%	98%	95%

- **Department Goal:** Provide employee and organizational training and development opportunities
  - **Objective:** Present city-wide training programs in three categories: compliance, skill based, and employee engagement

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of compliance trainings offered/number of attendees	7/150	31/529	40/540	97/1,824	50/1,500
Number of skill based trainings offered/number of attendees	8/150	8/145	10/165	43/412	36/360
Number of employee engagement trainings offered/number of attendees	*	10/63	15/80	24/111	20/100

**New measure, data not available.*

- **Department Goal:** Comply with Arizona Records Retention law
  - **Objective:** Define and implement department strategy for effective document storage and records retention

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of Standard Operating Procedures (SOP) developed	*	*	*	*	5
Percentage of HR staff trained on department SOPs	*	*	*	*	100%
Number of duplicate records eliminated	*	*	*	*	15,000

**New measure, data not available.*

- **Department Goal:** Effective management of employee relations and compliance matters
  - **Objective:** To successfully and appropriately apply policies and maintain legal compliance with Equal Employment Opportunity (EEO) related to employee matters and legislative requirements

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of elevated employee matters	18	74	50	53	45

Human Resources Department
General Fund Summary

Major Budget Changes

The FY2014 budget increased by 6% from the FY2013 amended budget. Personnel expenditures were impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Non-personnel costs increased primarily due to the software licenses for SuccessFactors. The increase was partially offset by transfer of the service agreement expenditure for the flexible spending account administration to the Employee Healthcare fund.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	765,303	874,112	884,900	948,500	7%
Supplies	42,082	67,088	127,600	50,100	-61%
Services	409,455	500,756	554,800	660,400	19%
Total	1,216,840	1,441,955	1,567,300	1,659,000	6%
By division					
Administration	632,405	1,441,955	1,567,300	1,659,000	6%
People Development	213,340	0	0	0	0%
People Employment	371,095	0	0	0	0%
Total	1,216,840	1,441,955	1,567,300	1,659,000	6%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Administrative Specialist	0.0	0.0	0.0	0.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Human Resources Consultant	5.0	5.0	0.0	0.0	0.0
Human Resources Specialist	3.0	3.0	3.0	3.0	0.0
Human Resources Analyst	0.0	0.0	4.0	2.0	-2.0
Manager	0.0	0.0	1.0	2.0	1.0
Senior Human Resources Analyst	0.0	0.0	1.0	2.0	1.0
Senior HR Consultant	1.0	2.0	0.0	0.0	0.0
Total	10.0	11.0	10.0	10.0	0.0

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Human Resources
Risk Management Fund

Fund Description

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

Primary Functions

- Research and analysis on exposure to losses
- Assist in procuring insurance coverage for such loss exposures
- Investigate claims made against the city
- Assist the insurance administrator in resolving claims
- Provide on-going safety related training to city employees and citizens and develop city policies
- Ensure compliance with current and future Americans with Disabilities (ADA) standards to both internal and external customers
- Provide ADA training and ensure continuing support of the city's Disability Advisory Commission

Major Budget Changes

The FY2014 budget increased 6% over the FY2013 amended budget.

Personnel costs decreased 36% overall. The decrease was due to the expiration of temporary employment contracts associated with the city's post audit work. The decrease was partially offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies decreased 100% and services increased 254% over FY2013. This was due to the reclassification of insurance coverage and claims settlement fees as a service rather than a supply.

Contingency increased 32% over the FY2013 amended budget. Fund balance and remaining available revenue is programmed as contingency at $2,269,000.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	137,929	158,492	270,700	172,300	-36%
Supplies	1,043,037	1,038,763	1,253,700	3,700	-100%
Services	139,670	274,812	394,200	1,394,200	254%
Capital	54,419	0	0	0	0%
Contingency	0	0	1,713,300	2,269,000	32%
Total	1,375,056	1,472,067	3,631,900	3,839,200	6%
By department					
Community Development	0	9,657	15,100	0	-100%
Finance	1,355,056	59,913	307,100	0	-100%
Human Resources	20,000	1,402,497	3,309,700	3,839,200	16%
Management & Budget	0	0	0	0	0%
Total	1,375,056	1,472,067	3,631,900	3,839,200	6%

Revenues					
By fund source					
Charges for Svcs/Oth	1,182,054	1,558,410	1,609,500	1,647,100	2%
Total	1,182,054	1,558,410	1,609,500	1,647,100	2%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Manager	0.0	1.0	0.0	0.0	0.0
Program Supervisor	1.0	1.0	1.0	1.0	0.0
Senior Human Resources Analyst	0.0	0.0	1.0	0.0	-1.0
Human Resources Analyst	0.0	0.0	0.0	1.0	1.0
Total	1.0	2.0	2.0	2.0	0.0

There is one human resources analyst and one program supervisor assigned to the risk management fund in FY2014. These positions are shown on the Human Resources Department organizational chart.

Accomplishments, Enhancements, and Efficiencies

- Continued interaction between Risk Management and city departments concerning Occupational Safety and Health Administration (OSHA), ADA, worker's compensation, and Family and Medical Leave Act (FMLA) issues
- Assisted in having the Disability Advisory Commission monthly meetings become televised on Channel 11
- Corrected recording process of recordable injury cases
- Developed safety reporting program Employees Yielding Effective Safety (EYES) and the Circle of Safety – Safe Backing Program supporting the awareness initiatives
- Initiated safety breakfast program for Public Works Departments including Water/Waste Water, Streets and Solid Waste
- Enhanced investigatory forms and related documents to better assist all departments' management staff in conducting administrative investigations

Major Initiatives and Policy Issues

- Implement pro-active safety/ADA audit program to mitigate potential workplace hazards and safety issues, and comply with regulations
- Provide OSHA required safety training to employees
- Reduce worker's compensation injury and lost day rates for FY2014 by the following: Incident Rate from 4.02 to 3.8, Frequency Rate from 2.06 to 1.8, and Severity Rate from 66.42 to 62.0
- Continue to expand safety awareness throughout the city and capitalize on the current programs
- Work with new medical providers to control time loss from work, and tighten the Return to Work Program to reduce the time loss from work and restricted duty days from 1,243 days lost to 1,120

Goals, Objectives, and Performance Measures

- **Department Goal:** Reduce accident and injury days
  - **Objective:** Encouraging employees to act and be safe both on and off the job

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of Safety Breakfast no accident injury days (all city departments)	0	565	565	565	600
Number of Disability Advisory Commission meetings and work study sessions	12	18	12	12	12
Number of ADA citizen inquires	0	24	12	12	12
Number of ADA accommodation requests	0	2	0	0	0

- **Department Goal:** Continue interaction between Risk Management and Human Resources concerning OSHA, ADA, and FMLA issues
  - **Objective:** Provide a safe work place for all city employees

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Estimate**	**FY2014 Target**
Reduce Experience Modifier rate (Emod)	.09	1.07	1.01	1.01	1.0
Reduce recordable injury/illness rate	5.37	6.72	6.0	6.0	5.5
Reduce lost workday incident rate	4.23	4.75	4.5	4.5	4.25

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Human Resources
Healthcare Self Insurance Fund

Fund Description

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

Major Budget Changes

The FY2014 general fund budget represents a 9% increase from the FY2013 amended budget.

Personnel costs increased 11% overall. The increase was due to a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. There is one senior human resources analyst assigned to the healthcare self insurance fund. This position is shown on the Human Resources Department organizational chart.

Supplies increased 84% over FY2013 due to increases in books/subscriptions and wellness programs.

Services increased 4% due to additional amounts programmed for administration of the citywide flexible spending account contract formerly budgeted in the general fund.

Contingency increased 32% over the FY2013 amended budget. Fund balance and remaining available revenue is programmed as contingency at $2,192,200.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	68,059	85,779	86,500	96,300	11%
Supplies	11,623	15,242	25,000	46,000	84%
Services	7,534,549	6,903,878	8,533,500	8,901,400	4%
Contingency	0	0	1,665,100	2,192,200	32%
Total	7,614,231	7,004,899	10,310,100	11,235,900	9%
By department					
Human Resources	7,614,231	7,004,899	10,310,100	11,235,900	9%
Total	7,614,231	7,004,899	10,310,100	11,235,900	9%

Revenues					
By fund source					
Charges for Svcs/Oth	7,571,450	8,227,342	9,033,700	8,971,900	-1%
Total	7,571,450	8,227,342	9,033,700	8,971,900	-1%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Human Resources Consultant	1.0	1.0	0.0	0.0	0.0
Human Resources Analyst	0.0	0.0	1.0	0.0	-1.0
Senior Human Resources Analyst	0.0	0.0	0.0	1.0	1.0
Total	1.0	1.0	1.0	1.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Reduced employees' risk factors from high to low/moderate by 8.6% as identified by the annual health risk assessment through wellness programs
- Attained 50% participation in Health Risk Assessments for the third year in a row from overall employee population
- The city's Wellness Program has been recognized as a Fit Friendly Organization for the second year in a row by American Heart Association. The city is one of 2,776 organizations that have earned this recognition out of the 7.7 million employers nationwide
- Increased awareness resulted in a shift of employees' behavior change towards health improvement by 11.9% from the previous year. The city offered 50 Wellness events
- Provided Stress Management programs averaging 12% participation from total employee population with a goal of improving work/life balance
    - Lunchtime onsite Fitness Classes, including Yoga, Bootcamp, Nutritional/Cooking Workshops, Workshops on Parenting, Caring for Older Adults, Work/Life Balance, as well as Hiking Club on weekends
- Launched Surprise Community Garden and increased employee's aptitude in nutrition, physical fitness, and reducing stress while improving the environment

Major Initiatives and Policy Issues

- Continued development of city-wide wellness program with the goal of containing costs through health, education, and training of city employees
- Oversight of city's healthcare plans to ensure continued compliance with federal healthcare reform to prevent potential penalties
- Development of city-wide wellness program to include Dental Wellness for employees and their dependents
- Continue development of Fitness Classes by adding evening classes for employees with the goal of lowering risk of chronic disease
    - Studies indicate that physical inactivity costs employers 15% of total healthcare expenditures
- Develop Nutritional Counseling Program to assist employees in strengthening long-term behavior change to attain health goals

Goals, Objectives, and Performance Measures

- **Department Goal:** Contribute to cost containment measures by continuing wellness program initiatives
    - **Objective:** Provide custom wellness programs to educate, empower, and support better health among employees and family members and comply with $10,000 incentive provided by Blue Cross Blue Shield

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of medical wellness programs	12	9	9	15	12
Percentage of participants of total employee benefit population at medical wellness programs	17%	18%	18%	18%	19%
Percentage of employees who complete medical Health Risk Assessment (HRA)	50%	50%	50%	52%	50%

- **Department Goal:** Oversight of city's healthcare plan to ensure continued compliance with healthcare reform through 2018
  - **Objective:** Apply applicable compliance laws to city's health plan to avoid costly penalties

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Complete employer reporting of health coverage on form W-2	*	*	100% complete	100% complete	----
Limit of health care flexible spending account (FSA) contribution to $2,500	*	*	100% complete	100% complete	---
Employer distribution of uniform summary of benefits to participants	*	*	*	*	100% distributed by 7/1/13
Federal Insurance Exchange information distributed to participants	*	*	*	*	100% distributed by 1/1/14*

*New measure, data not available
**Date subject to change, pending Federal Exchange completion

- **Department Goal:** Develop Dental Wellness Program for employees and dependents
  - **Objective:** Increase education and awareness for dental wellness to contain dental healthcare costs to city's plan

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Implementation of HRA for dental wellness	*	*	*	*	1
Percentage of participants in dental HRA	*	*	*	*	5%
Dental wellness information distributed to participants	*	*	*	*	100%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Employee Dependent Scholarship Fund

Fund Description

The employee dependant scholarship fund is established to temporarily hold and collect assets for a third party (employees). These assets are then awarded as scholarships to dependants of employees who are attending or plan to attend college. Two scholarships are planned for award to city of Surprise employee dependants on a merit basis prior to the commencement of fall 2013 classes.

Major Budget Changes

For FY2014, the employee dependent scholarship fund has been programmed with expenditures equal to the anticipated amounts of the two scholarships to be awarded. Additional fund balance is programmed as contingency. Resources for this fund are comprised of a beginning fund balance, investment earnings and revenues from a portion of the vending machine concessions at City Hall. All expenditures are dedicated to scholarships.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	3,000	6,000	6,000	6,000	0%
Contingency	0	0	3,300	100	-97%
Total	3,000	6,000	9,300	6,100	-34%
By department					
General Operations	3,000	6,000	9,300	6,100	-34%
Total	3,000	6,000	9,300	6,100	-34%
Revenues					
By fund source					
Charges for Svcs/Oth	1,894	1,379	1,300	1,400	8%
Total	1,894	1,379	1,300	1,400	8%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

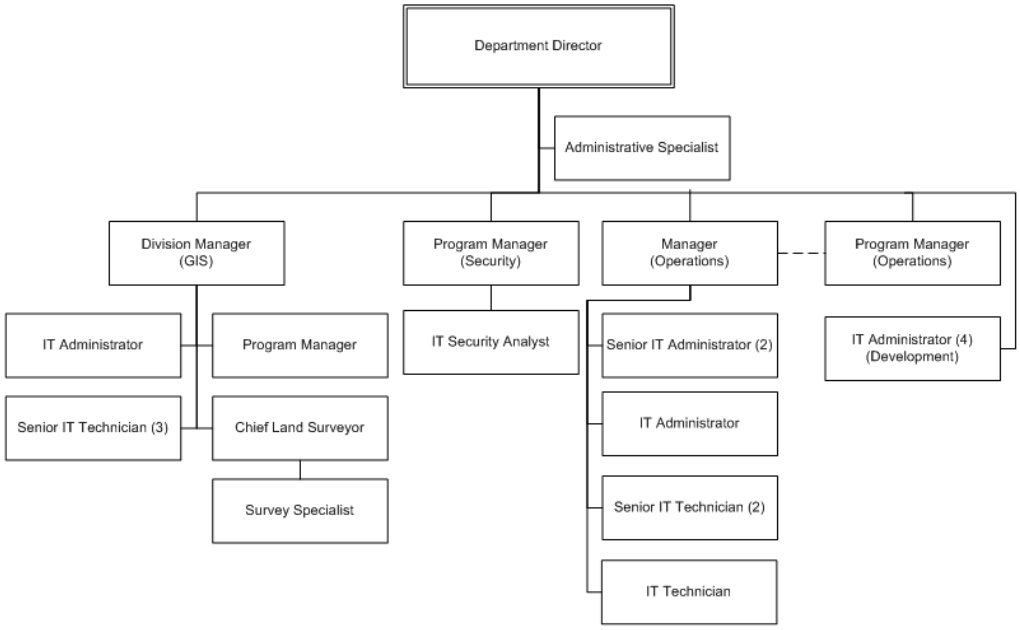
FY2014 Adopted Budget

Information Technology Department

Department Description

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

Organizational Chart



Primary Functions

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

Divisions

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

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

Major Budget Changes

The FY2014 budget increased by 6% from the FY2013 amended budget. The increases in personnel are due to a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. These increases were offset by a position change downgrading a manager position to a program manager position.

Supplies expenditures increased 3% for additional costs of repair and maintenance of security equipment.

Services expenditures increased by 13% which includes the transfer of service agreement management from the Police Department, new service agreements and bandwidth costs from an intergovernmental agreement with the city of El Mirage for dispatch services, software licenses, and computer maintenance. The services increases are offset by a reduction in telephone/internet service expenditures.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,122,616	2,189,442	2,307,200	2,338,100	1%
Supplies	163,773	144,003	97,800	100,700	3%
Services	1,235,638	1,158,576	1,455,300	1,650,300	13%
Capital	106,368	78,890	20,000	20,000	0%
Total	3,628,395	3,570,910	3,880,300	4,109,100	6%
By division					
GIS	938,111	929,117	959,800	974,100	1%
Info. Technology	2,690,284	2,641,793	2,920,500	3,135,000	7%
Total	3,628,395	3,570,910	3,880,300	4,109,100	6%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Chief Land Surveyor	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
IT Administrator	4.0	5.0	6.0	6.0	0.0
IT Security Analyst	1.0	1.0	1.0	1.0	0.0
IT Supervisor	1.0	1.0	0.0	0.0	0.0
IT Technician	1.0	2.0	1.0	1.0	0.0
Manager	2.0	2.0	2.0	1.0	-1.0
Program Manager	1.0	1.0	2.0	3.0	1.0
Senior IT Administrator	2.0	3.0	2.0	2.0	0.0
Senior IT Technician	6.0	6.0	5.0	5.0	0.0
Survey Specialist	0.0	0.0	1.0	1.0	0.0
Survey Technician	1.0	1.0	0.0	0.0	0.0
Total	23.0	26.0	24.0	24.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Upgraded enterprise asset management/customer service/work order system allowing for personalization, integration and mobility in the field
- Administration of the El Mirage Police Records Management System
- Storage Area Network (SAN) Replacement and server consolidation
- Exchange (mail) server and voice mail server upgrades
- Enhanced safety and security at multiple city facilities

Major Initiatives and Policy Issues

- Data integration and data warehousing of existing systems to provide improved business analytics
- Identify data backup and recovery options for business continuity
- Continue asset replacement and technology refresh
- Continue to analyze and identify data security compliance
- Analyze and identify an enterprise document management solution

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide effective and efficient information technology support and improve city services by maintaining reliable up to date technology ensuring those technologies are highly available, recoverable, and the integrity of data is maintained
  - **Objective:** Integrate new technologies and replace obsolete equipment/services and financial systems to meet an ever-changing environment. Limit risks and any negative impacts to existing systems

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
End user devices supported	*	2,664	2,731	2,694	2,731
Network devices supported	*	221	230	252	252
Security devices supported	*	431	549	553	566
Applications supported	*	*	59	59	63

*New measure, data not available

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of vertical and horizontal survey controls	127	127	127	147	160

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
GIS data layers maintained	159	159	162	162	162
New GIS applications developed	10	10	11	11	11

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

General Operations

Description

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

Budget Summary

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

The FY2014 general fund budget of $1,533,400 represents a net decrease of 67% from the FY2013 budget of $4,652,500, due primarily to removing transfers out for capital and debt service as the city determined that $2,267,800 for new interfund loans was not required. In addition, items that were considered transfers were moved to revenue due there classification. For FY2014, the targeted savings will not be included.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Debt Service	22,640	0	200,000	0	-100%
Supplies	0	0	0	0	0%
Services	0	0	0	0	0%
Targeted Savings	0	0	-1,000,000	0	-100%
Transfer Out	8,121,550	3,220,546	3,184,700	1,533,400	-52%
Other Financing Use	0	0	2,267,800	0	-100%
Total	8,144,190	3,220,546	4,652,500	1,533,400	-67%
By division					
General Ops	8,144,190	3,320,929	4,652,500	1,533,400	-67%
Total	8,144,190	3,320,929	4,652,500	1,533,400	-67%

Revenues					
By fund source					
Charges for Svcs/Oth	1,107,429	572,179	635,800	660,200	4%
Franchise Fees	3,864,959	3,960,702	4,017,300	3,999,500	0%
Local Sales Tax	27,367,316	30,498,196	32,426,800	33,015,500	2%
Property Tax	7,023,619	6,214,161	6,281,000	6,406,700	2%
State Shared	18,680,061	23,090,098	25,585,600	27,182,600	6%
Transfers In	4,630,831	4,729,148	4,729,700	5,772,300	22%
Total	30,334,511	34,033,407	36,596,300	39,361,600	8%

Transfers

For FY2014, $1,533,700 is budgeted as a transfer to the 2000-2003 debt service funds for the general fund's share of MPC rental payments. The transfer from enterprise funds (i.e., water, wastewater, and sanitation) into the general fund totals $5.8 million.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Community Development

- Community and Economic Development Department
- Neighborhood Revitalization Fund

Community and Economic Development Department Overview

Department Description

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

Department-Wide

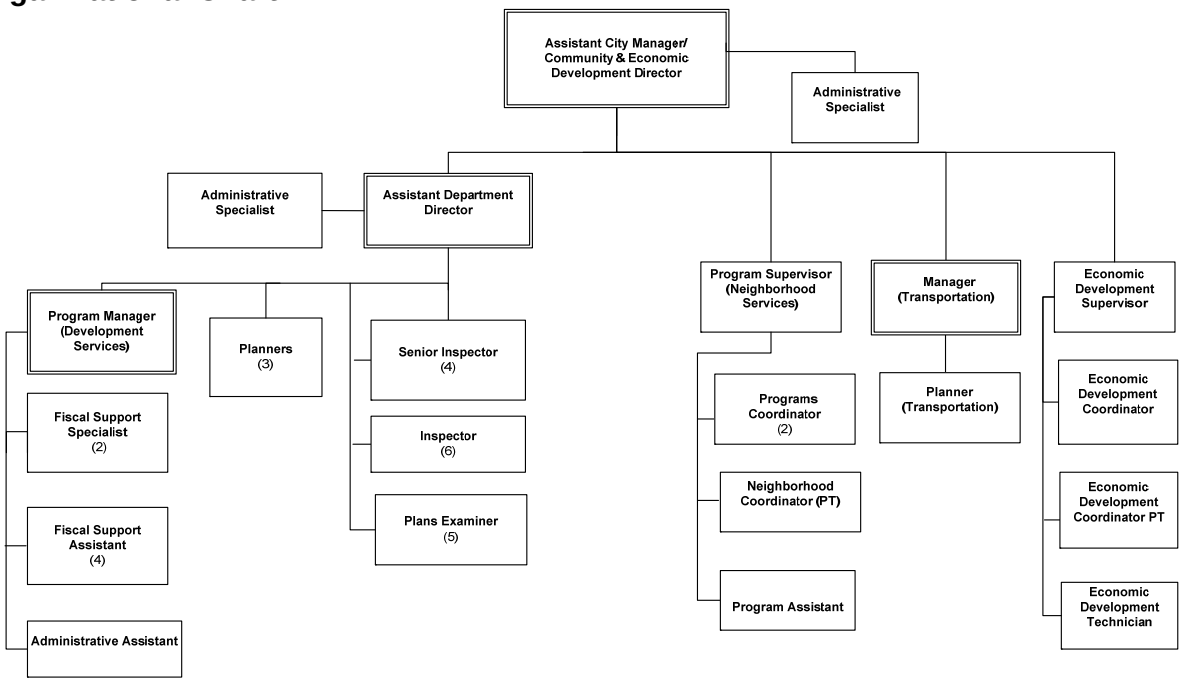
The Community and Economic Development department is primarily funded by the general fund. In addition, it has a special revenue funds that provide restricted-use funding to support the neighborhood revitalization program. Expenditures and personnel related to the special revenue fund are included in the tables below.

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	4,243,604	6,205,505	6,890,500	7,305,300	6%
Donations Fund	68	0	0	0	0%
General Capital Fund	194,804	0	1,100,000	1,100,000	0%
Neighborhood Revit.	965,271	745,552	699,000	692,400	-1%
Risk Management Fund	0	9,657	15,100	0	-100%
Wastewater Fund	0	349,383	10,000	251,000	2410%
Wastewater Dev Fund	0	0	0	25,000	0%
Transportation Improve.	29,516	51,549	300,000	260,000	-13%
Water Dev Fund	0	0	0	450,000	0%
Water Fund	1,770	20,692	40,000	30,000	-25%
Total	5,435,032	7,382,337	9,054,600	10,113,700	12%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	34.2	34.8	34.1	38.6	4.5
Neighborhood Revitalization Fund	1.0	1.0	1.4	1.4	0.0
Total	35.2	35.8	35.5	40.0	4.5

Organizational Chart



Primary Functions

- Building plan review and approval
- Inspections
- Code enforcement
- Business attraction
- Development center – one stop shop
- Development coordination
- Code administration
- General plan development and implementation
- Development review
- Business retention
- AZ TechCelerator
- Economic development higher education
- Long range transportation planning
- Community clean up
- Revitalization planning and implementation
- Block party trailer
- Welcome Center
- Design development – in house
- Civic education
- Business outreach

Divisions

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

Building Safety - The Building Safety Division reviews, approves, and inspects new developments, tenant improvements, and restorations.

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

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

Economic Development - The Economic Development Division provides services for business attraction, retention, and expansion. The division also provides small business assistance and administers the city's business innovation center, the AZ TechCelerator. The Economic Development Division was shown as a separate department in fiscal year 2010.

Neighborhood Services - Neighborhood Services is committed to improving the condition of neighborhoods through reinvestment. Staff works closely with community members in implementing revitalization programs that include homeownership, housing rehabilitation, social service assistance, community education, and event coordination.

Planning & Zoning - The Planning Division ensures projects are developed in accordance with city standards to promote a vibrant community. The division fosters long range planning through the creation and implementation of the general plan, village planning, and long-range transportation planning.

Accomplishments, Enhancements, and Efficiencies

- Successful integration of Transportation Planning into Community and Economic Development
- Initiation of Surprise Transportation Plan Update
- Completion of the Summer Youth Employment Program with 19 participants throughout program
- Initiation of the Neighborhood Stabilization Program 3 to include the purchase of five homes to be re-sold
- Created an online no-fee permit application process which allows residents and contractors the ability to apply for all water heater, water softener, and solar photovoltaic permits 24 hours per day, 7 days per week from their home or office
- Allow online inspection requests and status inquiries for all permit types
- AZ TechCelerator tenant winner of statewide $250,000 innovation grant
- Agreement with developer to build largest building in Surprise

Major Initiatives and Policy Issues

- Completion of travel demand forecasts and needs assessment for Surprise Transportation Plan Update
- Completion of Bell Road/Grand Avenue Design Concept Report and Environmental Assessment, and selection of Preferred Alternative for intersection improvements
- Expend the full initial allocation amount of the Neighborhood Stabilization Program 3 grant
- Completion of village 5 plan
- Implement Council's Strategic Framework initiatives including medical, renewable energy, economic development and recruitment of a new four year residential college or university
- Completion and adoption of the General Plan 2035
- Adoption of 2012 International Building Codes
- Implementation of Self Certification Building Permit process

Goals, Objectives, and Performance Measures

- **Department Goal:** Provide accurate planning and development information to customers so they can make knowledgeable development decisions and receive timely delivery of property based services
  - **Objective:** Assist 95% of development center customers within 15 minutes of sign-in

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of customers anticipated	7,500	8,000	8,500	8,591	8,900
Number of customers assisted	7,639	8,385	8,500	8,591	8,900
Average time spent per customer	11 minutes	25 minutes	20 minutes	21 minutes	20 minutes
Percent of customers assisted within 15 minutes of sign in	95%	81%	95%	89%	90%

- **Department Goal:** The Code Enforcement Division ensures the health and safety of residents as it relates to property maintenance, zoning regulations, education and enforcement
  - **Objective:** The number of cases opened, resolved, and inspections completed directly reflects the primary work by the Code Enforcement Division to meet the department goal

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of new cases opened	4,001	4,879	4,700	4,163	4,300
Number of cases resolved	4,000	4,346	4,620	3,992	4,000
Number of inspections	9,006	12,027	12,050	11,651	12,000
Proactive inspections	1,812	2,675	3,000	2,829	3,150

- **Department Goal:** The Building Safety Division reviews, approves, and inspects new development, tenant improvements and restoration
  - **Objective:** The number of plan sheets reviewed and inspections completed demonstrates the output to meet the department goal

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Average number of inspections performed (per inspector per day)	14	16	14	20	15
Number of building permit inspections performed	11,106	13,280	12,200	20,150	21,840
Number of building plan sheets reviewed	27,561	39,802	40,000	40,119	44,000
Number of building reviews completed	2,786	4,358	4,400	6,628	5,050

- **Department Goal:** The Economic Development Division will assist small companies, increase large employment and retail opportunities, and aid AZ TechCelerator program tenants
  - **Objective:** Help 20+ new small businesses, 4 large businesses, and 15 program tenants

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Small business start-up successes	20	22	25	33	28
Large business and retail successes	5	4	3	3	4
AZ TechCelerator program tenants	14	15	16	13	15
AZ TechCelerator events/programs	4	5	4	8	8

Community and Economic Development
General Fund Summary

Major Budget Changes

The FY2014 budget increased by 6% from the FY2013 amended budget. The increases in personnel are due to added positions of a fiscal support assistant, an inspector, and two plans examiner positions. The department is experiencing increasing workloads due to growth; therefore, these positions were added to maintain the current level of service. In addition, the conversion of a contracted part time position to a full time economic development coordinator was programmed due to the city's efforts to decrease the use of employment contracts. Personnel expenditures were also impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures increased by 14% for new code cycle books and subscriptions, General Plan marketing and meetings, and fuel.

Services expenditures increased by 1% due to increases in travel/training and dues/memberships for added staff, printing charges, electricity rate changes, and the transfer of the TechCelerator operating budget from Public Works, Facilities Management Division. The increases were offset by a reduction in outside services for the General Plan, contractual reimbursement of tenant electricity charges, and developer agreements.

Development agreements primarily represent payments to developers for sales tax incentive agreements. Additional development agreements include expenditure authority for the payment of permit fees on behalf of job-growth related agreements.

Economic development contingency of $1,000,000 is available for expenditure authority.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,708,436	2,726,704	2,948,800	3,156,400	7%
Supplies	84,806	92,936	77,900	88,900	14%
Services	416,840	500,092	490,900	497,300	1%
Capital	2,057	0	0	0	0%
Targeted Savings	0	0	0	0	0%
Dev. Agreements	1,031,464	2,885,772	2,592,900	2,562,700	-1%
ED Contingency	0	0	780,000	1,000,000	28%
Total	4,243,604	6,205,505	6,890,500	7,305,300	6%
By division					
Administration	192,438	262,985	223,700	229,900	3%
Building Safety	785,686	794,756	784,400	1,049,600	34%
Code Enforcement	525,273	528,065	551,800	569,700	3%
Development Services	480,376	524,462	484,100	491,900	2%
Economic Development	1,489,472	3,412,984	3,899,200	4,157,500	7%
Neighborhood Svcs	186,827	138,856	302,300	196,100	-35%
Planning and Zoning	583,532	543,397	645,000	610,600	-5%
Total	4,243,604	6,205,505	6,890,500	7,305,300	6%

Revenues					
By fund source					
Charges for Svcs/Oth	1,516,786	1,661,241	1,985,800	2,052,500	3%
Total	1,516,786	1,661,241	1,985,800	2,052,500	3%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Administrative Support Supervisor	0.0	0.0	0.0	0.0	0.0
Asst. City Manager/Dept Director	0.0	0.0	1.0	1.0	0.0
Assistant Department Director	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	1.0	0.0	0.0	0.0
Economic Dev. Coordinator	1.0	0.0	0.0	1.0	1.0
Economic Dev. Supervisor	0.0	0.0	1.0	1.0	0.0
Fiscal Support Assistant	2.0	2.0	3.0	4.0	1.0
Fiscal Support Specialist	3.0	3.0	2.0	2.0	0.0
Inspector	5.0	5.0	5.0	6.0	1.0
Manager	1.0	1.0	1.0	1.0	0.0
Planner	5.0	5.0	3.0	3.0	0.0
Plans Examiner	3.0	3.0	3.0	5.0	2.0
Program Assistant	0.0	0.0	0.6	0.6	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	1.0	1.0	1.0	0.0
Program Supervisor	1.0	1.0	1.0	1.0	0.0
Senior Inspector	4.0	4.0	4.0	4.0	0.0
Senior Planner	0.0	1.0	1.0	1.0	0.0
Part Time	2.2	2.8	2.5	2.0	-0.5
Total	34.2	34.8	34.1	38.6	4.5

Community and Economic Development
Neighborhood Revitalization Fund

Description

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

Accomplishments, Enhancements, and Efficiencies

- Assisted 20 buyers with home purchase assistance
- Purchased five properties to be sold under the Neighborhood Stabilization Program (NSP)
- Assisted 35 qualified families under the Emergency Rehabilitation Assistance
- Implemented a Summer Youth Employment Program that consisted of 19 qualified youths

Major Budget Changes

The FY2014 budget is a 1% decrease from the FY2013 amended budget.

All personnel charges are budgeted in this fund and will be transferred using labor distribution charges and represent approximately 1.4 full time equivalent positions.

The FY2014 budget shows personnel expenditures slightly higher and services slightly lower than the FY2013 budget. The amounts and type of work varies from year to year and the numbers below reflect the estimate for FY2014.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	137,482	220,027	141,100	242,400	72%
Supplies	1	2,120	0	0	0%
Services	450,616	523,405	557,900	450,000	-19%
Capital	377,172	0	0	0	0%
Total	965,271	745,552	699,000	692,400	-1%
By department					
Community Development	965,271	745,552	699,000	692,400	-1%
Community Initiatives	0	0	0	0	0%
Total	965,271	745,552	699,000	692,400	-1%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Program Assistant	0.0	0.0	0.4	0.4	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Total	1.0	1.0	1.4	1.4	0.0

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Public Safety

- Fire Department
- Firefighter's Pension Fund
- HALO
- Wildland Fire
- Ambulance Contract
- Police Department
- Police Department DEA Fund
- Police Department RICO Fund
- Police Department Tow Fund
- Police Department SB 1398 Fund
- City Court
- Municipal Court Enhancement Fund
- City Court FARE Fund
- City Court JCEF Fund
- City Court MFTG Fund

Fire Department
Department Overview

Department Description

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

Department-Wide

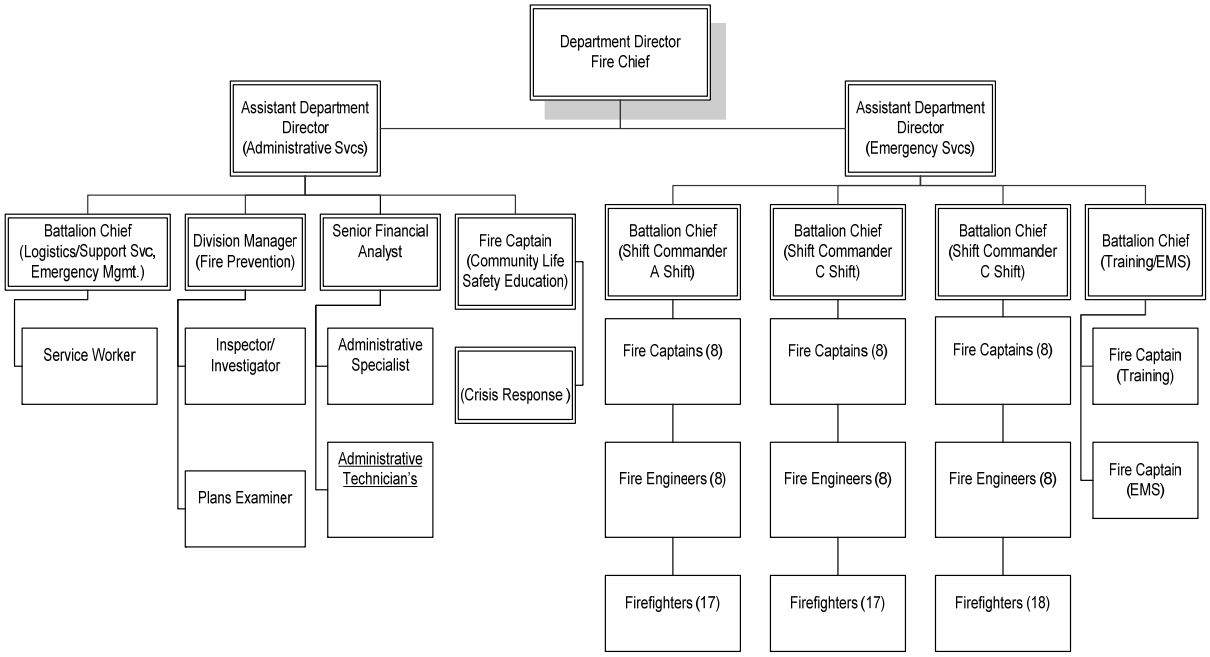
The fire department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the fire fighter's pension fund, the helicopter air-medical logistics operations (HALO) fund, the ambulance contract fund, and the wildland fire fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	13,719,122	14,324,860	14,526,500	15,072,200	4%
Donations Fund	2,209	10,898	1,500	15,000	900%
Fire & EMS Dev Fee Fund	167,203	121,601	414,200	121,500	-71%
General Capital Fund	47,245	637,052	0	475,000	0%
Grants Fund	318,793	33,968	30,500	0	-100%
HALO	0	0	0	132,000	0%
Wildland Fire	0	0	0	140,000	0%
Ambulance Contract	0	0	0	278,700	0%
Total	14,254,574	15,128,379	14,972,700	16,234,400	8%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	122.0	122.0	118.0	118.0	0.0
Total	122.0	122.0	118.0	118.0	0.0

Organizational Chart



Primary Functions

- Administrative services
- All hazard emergency response
- Automatic aid consortium participant
- Crisis Response volunteer program
- Community Life Safety Education
- Emergency Operations Center (EOC)
- Emergency Medical Services (EMS)
- Facility and Apparatus management
- Fire inspections and investigations
- Lockbox Program management
- Personal Protective Equipment (PPE) inspections
- Records management
- Self-Contained Breathing Apparatus (SCBA) maintenance and replacement
- Smoke detector installs/replacement
- Training Division management

Divisions

Administration - Provides leadership, fiscal management, long-range planning, budget development, grant management, payroll, interdepartmental coordination, and administrative support to all divisions

Community Life Safety Education - Identifies, develops, and provides a variety of needed public education and life safety programs to the citizens of Surprise

Crisis Response - The division provides a support system to the citizens of Surprise 24 hours a day, seven days a week. Incidents are turned over to Crisis Response putting essential resources back in service, thus decreasing fire and police on scene times

Emergency Medical Services - Provides basic and advanced life support services to the community 24 hours a day, seven days a week while maintaining compliance with the Arizona Department of Health Services mandates for personnel and equipment resources

Operations - Responsible for maintaining an all hazards response to the city, its citizens, and all regional aid partners while ensuring the safety of operational staff at all times

Fire Prevention - Supports programs designed to reduce the loss of life and property through education, prevention, and code enforcement.

Support Services - Provides oversight for all fire facilities, apparatus, and safety equipment maintenance ensuring compliance with federal and state mandates while maintaining the continuity of critical service delivery

Training - Coordinates training programs, inter-agency and multi-company drills, and develops training academy curriculum while maintaining compliance with safety mandates

Accomplishments, Enhancements, and Efficiencies

- The Fire Department successfully procured and implemented the 800 MHz radio conversion project
- Fire received Assistance to Firefighter's Grant (AFG), for fire prevention and safety, to conduct a community wide risk assessment for approximately $36,000. The grant allowed the Fire Department to conduct a risk assessment on 550 structures within the city of Surprise. In addition, the department received two grants from the Arizona Department of Homeland Security in conjunction with the Urban Area Security Initiative (UASI). Fire received $17,000 for meter enhancements plus $33,000 from the Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) program for satellite enhancements.
- The department replaced nine outdated thermal imaging cameras with new equipment.
- The department has procured a new pumper to replace one of the aging units in the fleet. This new pumper will be outfitted with a 1500 gallon per minute (gpm) pump, new advanced life support equipment, and all equipment needed for fire suppression activities. Fire is expecting delivery of the truck sometime in late August of 2013.
- The Fire department participated in and prepared a comprehensive workforce analysis.

Major Initiatives and Policy Issues

- A new company officer tactical training program is under development for larger complex incidents. Phase 1 has been initiated with companies conducting building walk- throughs on big box structures. Phase 2 and 3 will involve the development of table top exercises and tactical simulation evaluations using tactical simulation software.
- Enhance FireView GIS software to optimize and enhance response standards, resource allocation, and deployment strategies within the department
- Review the 2012 Fire Code for adoption in FY2014

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of target training hours per firefighter	292	238	250	297	250
Number of training hours	31,518	25,783	27,000	32,112	27,000
Percent of target hours attained	116%	95%	100%	118%	100%

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
ISO rating	3	3	3	3	3

- **Department Goal:** Maintain efficient and timely inspections/plan reviews to Surprise businesses and citizens
  - **Objective:** Inspect all commercial structures annually
  - **Objective:** Conduct plan reviews according to department standards (20 days for new plans and 10 days for tenant improvements)
  - **Objective:** Inspect new construction in a timely efficient manner

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of inspections completed	700	944	800	701	800
Number of plans reviewed	361	348	250	288	250
Percent of plan review compliance	N/A	N/A	100%	100%	100%
Number of new construction inspections	N/A	568	350	416	450

- **Department Goal:** Improve department emergency response times to better serve the needs of the residents and citizens living and working in Surprise
  - **Objective:** Review incident response data monthly to identify the nature of delays in incident responses and appropriate remedies for improvement

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Total incidents	11,176	12,304	12,500	13,649	14,000
Percent of time 5 minute response attained*	36.7%	36.3%	41.0%	38.1%	41.0%
90th percentile response time**	8:37	8:26	8:17	8:24	8:17
Average response time	5:53	5:49	5:40	5:51	5:40

*% of total calls where an emergency response unit arrived in 5 minutes or less, 1 minute for turnout and 4 minutes for travel
**90% of all calls had an emergency response unit on-scene within the stated time frame
Note: Response times are an aggregate of all fire, emergency medical and special operations calls (Omega, FireView 2013)

SURPRISE
ARIZONA

Fire Department
General Fund Summary

Major Budget Changes

The FY2014 budget increased by 4% from the FY2013 amended budget.

Personnel expenditures were impacted by a 3% increase in the employer contribution for the Public Safety Retirement System and a 2.2% increase for a cost of living adjustment. In addition, the allowance for uniforms increased by $200 per employee. The personnel increase was partially offset by a transfer of overtime to two new special revenue funds.

Non-personnel costs increased 11.6%. This was primarily due to increases in service agreements to complete mandatory testing and maintenance, which was previously performed by a position eliminated in FY2013; increases necessary due to mandatory regional wireless conversion maintenance; and additional maintenance required on three aging cascade systems.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	12,116,849	12,645,499	12,754,600	13,095,400	3%
Supplies	371,143	389,713	392,300	445,900	14%
Services	1,195,920	1,289,647	1,364,600	1,530,900	12%
Capital	35,210	0	15,000	0	-100%
Total	13,719,122	14,324,860	14,526,500	15,072,200	4%
By division					
Administration	1,559,875	1,747,947	1,808,100	1,940,700	7%
Community Svcs	63,462	109,031	91,400	94,500	3%
Community Life Safety Ed.	0	0	0	27,400	0%
Crisis Response	106,305	115,947	26,400	30,300	15%
EMS	126,129	205,266	230,800	244,600	6%
Fire Ops	10,854,412	11,219,146	11,572,600	11,885,800	3%
Prevention	411,387	408,036	354,400	344,100	-3%
Support Svcs	417,451	340,301	268,200	314,300	17%
Training	180,101	179,185	174,600	190,500	9%
Total	13,719,122	14,324,860	14,526,500	15,072,200	4%

Revenues					
By fund source					
Charges for Svcs/Oth	684,647	881,135	731,100	754,100	3%
Total	684,647	881,135	731,100	754,100	3%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	0.0	0.0	1.0	1.0	0.0
Administrative Technician	2.0	2.0	1.0	1.0	0.0
Assistant Department Director	2.0	2.0	2.0	2.0	0.0
Battalion Chief	5.0	5.0	5.0	5.0	0.0
Department Director - Fire Chief	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Fire Captain	27.0	27.0	27.0	27.0	0.0
Fire Engineer	24.0	24.0	24.0	24.0	0.0
Firefighter	52.0	52.0	52.0	52.0	0.0
Inspector	2.0	2.0	1.0	1.0	0.0
Maintenance & Operations Tech	1.0	1.0	0.0	0.0	0.0
Plans Examiner	1.0	1.0	1.0	1.0	0.0
Program Coordinator	1.0	1.0	0.0	0.0	0.0
Program Supervisor	1.0	1.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	0.0	0.0	0.0
Senior Financial Analyst	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	1.0	1.0	1.0	1.0	0.0
Total	122.0	122.0	118.0	118.0	0.0

Fire Department
Firefighter's Pension Fund

Description

The firefighter's pension fund was established to temporarily hold or collect resources on behalf of a third party (firefighters). However, the city no longer has volunteer firefighters. Per Arizona Revised Statutes § 9-981, the city may use the monies in the firefighter pension fund to pay alternative pension and benefits to firefighters not covered by Arizona State Retirement System (ASRS) or Public Safety Personnel Retirement System (PSPRS). Employees who are not eligible for ASRS, PSPRS, and are not participating in the PSPRS Drop program are eligible for an alternative pension benefit contribution. Accordingly, the city passed Resolution 09-87 in order to expend the remainder of the fund with alternative pension benefit contributions.

Major Budget Changes

The firefighter's pension fund has been programmed with estimated expenditures in the fire department for alternative pension contributions. Remaining fund balance has been programmed in contingency. Revenues for this fund are comprised of a beginning fund balance and investment earnings.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Contingency	0	0	100,900	7,600	-92%
Total	0	0	100,900	7,600	-92%
By department					
General Operations	0	0	100,900	7,600	-92%
Total	0	0	100,900	7,600	-92%
Revenues					
By fund source					
Charges for Svcs/Oth	786	763	600	100	-83%
Total	786	763	600	100	-83%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Fire Department
HALO Fund

Fund Description

The city is a participating partner in an intergovernmental agreement (IGA), with the city of Glendale, to cooperatively provide necessary firefighter paramedics, emergency medical services, and special operations personnel services in support of the Helicopter Air-Medical Logistics Operations (HALO) program. The Fire Department is reimbursed for the costs associated with providing these services. A new special revenue fund was established during FY2013 to manage these funds.

Major Budget Changes

The HALO fund was established after the adoption of the FY2013 budget. The FY2014 budget consists of labor charges, which occur when the city provides staffing for the HALO program. The wages incurred are fully reimbursable under the HALO contract. The FY2014 budget includes an increase to allow the city to staff additional shifts on the HALO flights.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	0	0	0	132,000	0%
Total	0	0	0	132,000	0%
By department					
Fire-Emergency Services	0	0	0	132,000	0%
Total	0	0	0	132,000	0%
Revenues					
By fund source					
Charges for Svcs/Oth	0	0	0	132,000	0%
Total	0	0	0	132,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Fire Department
Wildland Fire Fund

Fund Description

The wildland fire fund was set up during FY2013, as a special revenue fund, to separately manage funds related to the city's deployment on wildland fire operations. The city is reimbursed for overtime and back-fill costs incurred when Surprise Fire deploys red card certified firefighters on state or federal fires. In addition, the Fire Department recovers costs for the use of fire apparatus resources deployed on those fires.

Major Budget Changes

The FY2014 budget consists of overtime, which allows the city to deploy to wildland fire operations. The overtime incurred is fully reimbursable by the state of Arizona. The FY2014 budget includes an increase in reimbursable overtime to allow the city to deploy on additional wildland fires, as necessary.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	0	0	0	118,800	0%
Supplies	0	0	0	21,200	0%
Total	0	0	0	140,000	0%
By department					
Fire-Emergency Services	0	0	0	140,000	0%
Total	0	0	0	140,000	0%
Revenues					
By fund source					
Charges for Svcs/Oth	0	0	0	140,000	0%
Total	0	0	0	140,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Fire Department
Ambulance Contract Fund

Fund Description

The city is planning to enter into a contract with an ambulance company to establish and house an ambulance at one of the fire stations during peak activity times. The Fire Department will provide some staffing for the ambulance and will be reimbursed for the overtime and all other costs associated with this contract. A new special revenue fund is being established to manage these funds.

Major Budget Changes

The ambulance contract fund was established after the adoption of the FY2013 budget. The FY2014 budget includes overtime, computer and computer automated dispatch (CAD) equipment, dispatch fees, and technical fees. All expenditures related to this contract are fully reimbursable.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	0	0	0	185,100	0%
Services	0	0	0	40,000	0%
Supplies	0	0	0	53,600	0%
Total	0	0	0	278,700	0%
By department					
Fire-Emergency Services	0	0	0	278,700	0%
Total	0	0	0	278,700	0%
Revenues					
By fund source					
Charges for Svcs/Oth	0	0	0	278,700	0%
Total	0	0	0	278,700	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Police Department
Department Overview

Department Description

The Surprise Police Department, in partnership with the community, provides the delivery of progressive services, including, but not limited to, community-based policing, proactive and responsive patrol, criminal investigations, traffic enforcement and safety, and crime prevention and protection. The department provides proactive patrols and responds to police-related calls for service. These calls for service, from 9-1-1 emergencies and non-emergencies, are dispatched through the Communications Unit. Criminal investigations are conducted for crimes against persons and for property crimes. Traffic enforcement and safety is provided through enforcement and education programs. Crime prevention is provided through multiple programs involving communities, business, and schools. The department also provides victim support services and sex offender notices to the community.

Mission Statement

The Surprise Police Department is committed to maintaining a safe community by providing extraordinary law enforcement service with an emphasis on professionalism, accountability, and respect.

Department-Wide

The Police Department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the Drug Enforcement Agency (DEA) fund, the Racketeer Influenced and Corrupt Organizations (RICO) fund, the tow fund, and the SB1398 fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

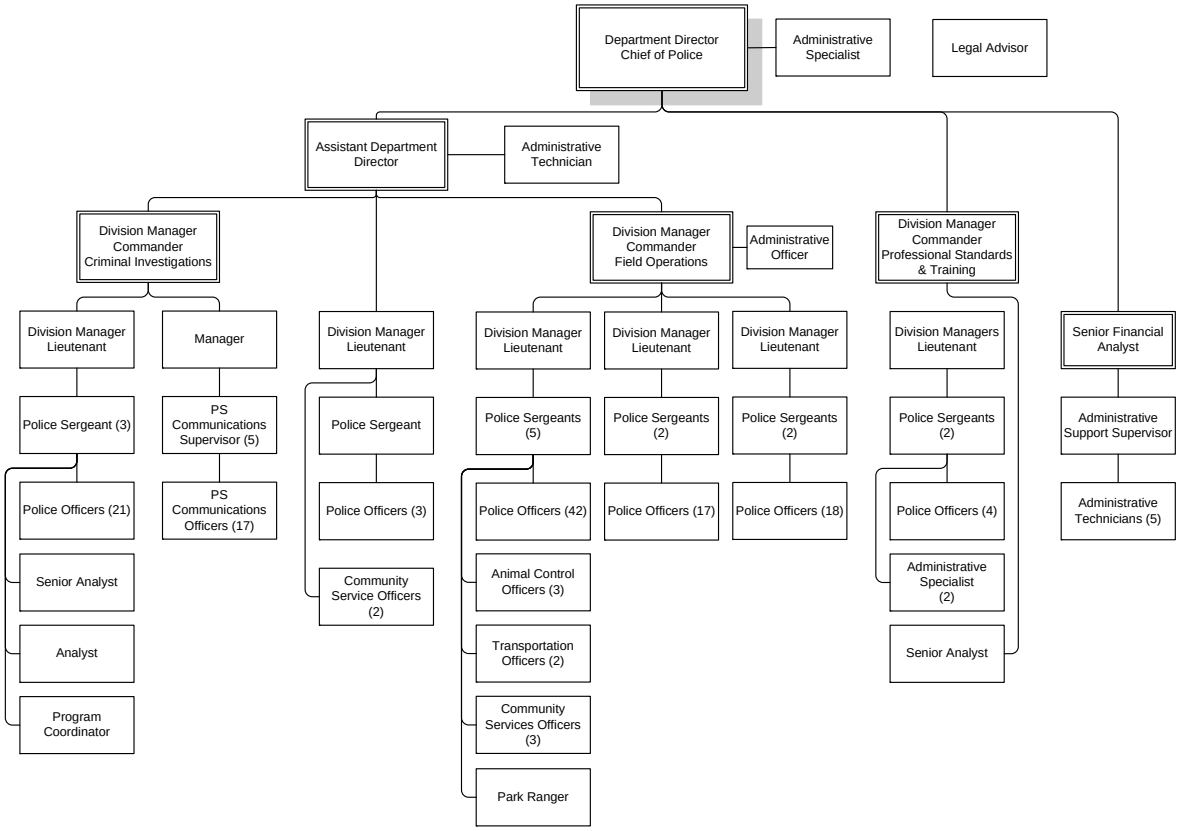
Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	18,459,291	18,722,035	19,004,800	20,129,900	6%
Donations Fund	9,769	14,249	11,800	14,300	21%
Police Dev Fee Fund	245,400	246,098	246,000	1,224,600	398%
SPD DEA Fund	128,685	66,457	230,900	154,400	-33%
SPD RICO Fund	35,159	220,140	513,200	806,000	57%
SPD Towing Fund	67,680	66,067	372,900	532,000	43%
Grants Fund	535,116	592,122	223,200	177,800	-20%
Total	19,481,101	19,927,168	20,602,800	23,111,000	12%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	188.0	183.0	179.9	180.9	1.0
Vehicle Impound Fund	1.0	1.0	0.5	0.5	0.0
Grants and Contigency Fund	1.0	0.0	0.6	0.6	0.0
Total	190.0	184.0	181.0	182.0	1.0

Organizational Chart

The Surprise Police Department's organization chart is below. Please note that the legal advisor position is funded by the City Attorney's Office. In addition, a portion of two positions are partially funded by either a grant or special revenue fund.



Primary Functions

- Administration/professional standards
- Animal control
- Communications
- Community services
- Information to the media and public
- Internal audits and inspections
- Internal Investigations
- Jail transport
- Court transportation and jail booking
- Notifications and referrals
- Park ranger services
- Patrol services-proactive
- Patrol services-responsive
- Police accreditation management
- Policy management
- Property and evidence management
- Public information and notification
- Crime analysis
- Crime prevention
- Criminal Investigations
- Law enforcement and education
- Quality management
- Records management
- Recruitment
- School resource services
- Sex offender registration/notification
- Special assignments
- Strategic planning and management
- Traffic enforcement
- Training
- Victim advocacy

Divisions

Office of the Chief - This division is responsible for the performance of the Police department and its commanding officers. The professional standards unit is also a component of this office. Additional functions of the division are internal financial review, strategic planning, quality management, criminal history records management, property and evidence management, crime prevention, and the citizen patrol.

Professional Standards - This division is responsible for recruiting, training, departmental accreditation, policy management, internal audits, inspections, investigations, and the vehicle impound program.

Criminal Investigations - This division is the investigative arm of the department and performs criminal investigations related to property and person crimes. Also included in the division are dispatch and 9-1-1 service, crime and intelligence analysis, and victim services.

Field Operations - This division is responsible for providing patrol and police response services to the community utilizing community-based policing methods, beat team programs, traffic enforcement, the school resource officer program, animal control services, the K-9 program, jail transportation, front desk services, and other directed community policing activities.

Accomplishments, Enhancements, and Efficiencies

- Completed new mission and vision statements, which align with the city of Surprise values, mission, and vision.
- Completed facility security enhancements and a full inventory of the property and evidence facility. In addition, two community service officers achieved certification as property custodians. Updated and documented all core business processes and achieved a 100% success rate on the 2012 inventory audit.
- Created a neighborhood response unit, from existing staff, to proactively investigate and aggressively pursue those prolific offenders driving our crime rates. The unit focuses on reducing Part 1 Uniform Crime Report (UCR) property crime, assisting the Criminal Investigations Division with violent crime stringers, high-profile cases, and addressing and resolving identified property crime trends.
- Police Department policies became available online in 2012, which eliminated the need to print thousands of pages of materials annually and created a more effective, efficient, and timely method to research policy related information.

Major Initiatives and Policy Issues

- Develop and communicate the new SPD Policing Plan (2-year strategic plan). The plan includes new values, mission, and vision statements, as well as alignment with the new city of Surprise values and Strategic Plan
- Award a contract for the purchase of on-officer cameras and related technology.
- Achieve ISO 9001:2008 international management certification for the Property and Evidence Unit's Quality Management System
- Propose to the Mayor and City Council and the community a false alarm ordinance designed to reduce the frequency of commercial and residential false alarm calls requiring patrol officer response

Goals, Objectives, and Performance Measures

- **Department Goal:** Achieve agency reaccreditation for the international law enforcement standards developed and maintained by the Commission on the Accreditation for Law Enforcement Agencies
  - **Objective:** Review and revise policies in accordance with CALEA standards and provide sufficient evidence of SPD compliance and institutional use

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Reviewed/revised policies	35	88	15	21	50+*
Completed AQA	August	August	August	April	N/A
Successful reaccreditation**	N/A	N/A	N/A	N/A	August

*Reviews/Revisions during FY2014 will not commence until after Reaccreditation process; thereafter, a complete review of approximately 150 Policies will begin in November 2013
**Formal CALEA reaccreditation process begins in August 2013 and will conclude by November 2013

- **Department Goal:** Provide rapid response to service calls, maintain high visibility in neighborhoods and business locations, and enforce traffic safety laws throughout the city.
  - **Objective:** Respond quickly (under 5min) to police calls for service, increase proactive patrol volume, and continue to enforce traffic safety.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Calls for service	40,779	42,007	44,000	39,857	41,000
Number of report actions*	17,908	19,066	25,000	17,324	25,000
Priority 1 average response times	4min 52sec	4min 50sec	4min 55sec	4min 23sec	4min 40sec
Officer initiated call volume	66,943	84,278	90,000	71,810	90,000

*Arrests, incident reports, accident reports, and citations

- **Department Goal:** Prevent, reduce, and disrupt crime
  - **Objective:** Increase arrest volume and maintain or reduce UCR Part 1 Violent and Property Crimes

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of arrests	3,640	3,872	4,000	3,732	3,800
UCR Part 1 crimes	2,255	2,956	3,000	2,340	2,500
UCR Part 1 crimes per 1,000	19.27	24.80	26.00	19.64	26.00

Police Department
General Fund Summary

Major Budget Changes

The FY2014 budget increased 6% over the FY2013 amended budget.

Personnel expenditures were impacted by a 3% increase in the employer contribution for the Public Safety Retirement System and a 2.2% increase for a cost of living adjustment. The total personnel increase was primarily due to the addition of $339,000 in overtime, which was added to bring the department's overtime budget into line with historical trends and estimated needs. In addition, one animal control officer position was added to satisfy the requirements of an intergovernmental agreement with the city of El Mirage to provide animal control services. The department is reimbursed for the position. The addition of shift differential and an increase in the animal control officer salary range has been added to the budget for FY2014.

Non-personnel costs increased 5% over the FY2013 budget. This increase was primarily due to increased costs related to the federally mandated regional wireless conversion and increased booking and housing fees at Maricopa County Sheriff's Office jails. The increase was offset by the transfer of IT-managed service agreements to the Information Technology Department.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	16,338,499	16,442,270	16,871,700	17,890,400	6%
Supplies	628,993	652,536	544,600	566,500	4%
Services	1,491,789	1,626,919	1,588,500	1,673,000	5%
Capital	10	310	-	-	0%
Total	18,459,291	18,722,035	19,004,800	20,129,900	6%
By division					
Administration	3,769,066	3,347,295	3,620,900	2,680,500	-26%
Communications	1,886,165	1,970,523	1,832,300	2,181,400	19%
Investigations	2,681,638	2,835,407	2,729,100	2,862,700	5%
Patrol	9,548,964	10,280,390	10,495,700	12,209,300	16%
Tech Svcs	573,458	288,420	326,800	196,000	-40%
Total	18,459,291	18,722,035	19,004,800	20,129,900	6%

Revenues					
By fund source					
Charges for Svcs/Oth	645,284	659,972	655,200	655,200	0%
Total	645,284	659,972	655,200	655,200	0%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	1.0	1.0	2.5	2.5	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Administrative Technician	6.0	6.0	6.0	6.0	0.0
Analyst	1.0	1.0	1.0	1.0	0.0
Animal Control Officer	3.0	3.0	3.0	4.0	1.0
Assistant City Attorney I & II	1.0	0.0	0.0	0.0	0.0
Assistant Department Director	2.0	2.0	1.0	1.0	0.0
Community Services Officer	6.0	6.0	6.0	6.0	0.0
Department Director - Police Chief	1.0	1.0	1.0	1.0	0.0
Division Manager (Commander)	2.0	2.0	3.0	3.0	0.0
Division Manager (Lieutenant)	6.0	6.0	6.0	6.0	0.0
Forensic Technician	1.0	1.0	0.0	0.0	0.0
IT Administrator	1.0	0.0	0.0	0.0	0.0
IT Technician	1.0	0.0	0.0	0.0	0.0
Manager	1.0	1.0	1.0	1.0	0.0
Police Officer	106.0	106.0	106.0	105.0	-1.0
Police Sergeant	15.0	15.0	15.0	16.0	1.0
Program Coordinator	1.0	1.0	0.4	0.4	0.0
Public Safety Comm. Officer	19.0	19.0	17.0	17.0	0.0
Public Safety Comm. Supervisor	5.0	5.0	5.0	5.0	0.0
Senior Analyst	2.0	2.0	2.0	2.0	0.0
Senior Financial Analyst	1.0	1.0	1.0	1.0	0.0
Senior HR Consultant	1.0	0.0	0.0	0.0	0.0
Senior IT Administrator	1.0	0.0	0.0	0.0	0.0
Training Coordinator	1.0	1.0	0.0	0.0	0.0
Transportation Officer	2.0	2.0	2.0	2.0	0.0
Total	188.0	183.0	179.9	180.9	1.0

Police Department
DEA Fund Summary

Fund Description

The Drug Enforcement Agency (DEA) fund is a special revenue fund established in September 2010 to account for revenue from the sale of seized assets, which is shared among all participating agencies. The Police Department is able to use this revenue to supplement services and supplies necessary to support operations.

Major Budget Changes

The FY2014 budget decreased 33% from the FY2013 budget. The total FY2014 budget includes planned expenditures of $116,000 for fitness facility upgrades. Fund balance and remaining available revenue is programmed as contingency at $38,400.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	62,476	0	0	0	0%
Supplies	54,951	57,940	0	16,000	0%
Services	11,258	8,517	0	100,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	230,900	38,400	-83%
Total	128,685	66,457	230,900	154,400	-33%
By department					
Police	128,685	66,457	230,900	154,400	-33%
Total	128,685	66,457	230,900	154,400	-33%

Revenues					
By fund source					
Charges for Svcs/Oth	107,496	1,519	1,100	120,000	10809%
Transfer In	0	0	0	0	0%
Total	107,496	1,519	1,100	120,000	10809%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Police Department
RICO Fund Summary

Fund Description

The Racketeer Influenced and Corrupt Organizations (RICO) fund is a special revenue fund established in September 2010 to account for revenue from the sale of seized assets, which is shared among all participating agencies. The Surprise Police Department is able to use this revenue to supplement services and supplies necessary to support operations.

Major Budget Changes

The FY2014 budget increased 57% from the FY2013 budget. The total FY2014 budget includes $280,000 for department improvements and $120,000 for the purchase of on-officer cameras. Fund balance and remaining available revenue is programmed as contingency at $406,000.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	30,835	35,482	200,000	400,000	100%
Services	4,324	9,795	0	0	0%
Capital	0	174,863	0	0	0%
Contingency	0	0	313,200	406,000	30%
Total	35,159	220,140	513,200	806,000	57%
By department					
Police	35,159	220,140	513,200	806,000	57%
Total	35,159	220,140	513,200	806,000	57%

Revenues					
By fund source					
Charges for Svcs/Oth	357,179	360,362	2,800	360,000	12757%
Transfer In	0	0	0	0	0%
Total	357,179	360,362	2,800	360,000	12757%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Police Department
Tow Fund Summary

Fund Description

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

Major Budget Changes

The FY2014 budget increased 43% from the FY2013 budget.

The total FY2014 budget includes $32,500 in labor. Funding for a portion of the administrative specialist position that manages this program is budgeted in this fund. Actual expenditures will be transferred to the fund using labor distribution charges. Fund balance and remaining available revenue is programmed as contingency at $499,500.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	67,600	66,007	32,500	32,500	0%
Supplies	0	0	0	0	0%
Services	80	60	0	0	0%
Contingency	0	0	340,400	499,500	47%
Total	67,680	66,067	372,900	532,000	43%
By department					
Police	67,680	66,067	372,900	532,000	43%
Total	67,680	66,067	372,900	532,000	43%

Revenues					
By fund source					
Charges for Svcs/Oth	105,800	116,241	34,600	117,000	238%
Transfer In	0	0	0	0	0%
Total	105,800	116,241	34,600	117,000	238%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Administrative Specialist	1.0	1.0	0.5	0.5	0.0
Total	1.0	1.0	0.5	0.5	0.0

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Police Department
SB 1398 Fund

Fund Description

The city receives funds from the state of Arizona pursuant to SB 1398, which established funding to pay for the purchase of officer safety equipment. SB 1398 entitles the city to receive four dollars of the penalties assessed for each criminal offense, civil traffic violation, violation of the motor vehicle statues, violation of any vehicle-related local ordinance, or the game and fish statutes in Title 17. In October 2012, a new special revenue fund was established to manage these funds.

Major Budget Changes

The total FY2014 is a 2% increase over FY2013. Funding varies from year to year based on the penalties assessed. The FY2014 budget includes planned expenditures of $40,100.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	0	0	39,200	40,100	2%
Total	0	0	39,200	40,100	2%
By department					
Police	0	0	39,200	40,100	2%
Total	0	0	39,200	40,100	2%
Revenues					
By fund source					
Charges for Svcs/Oth	0	0	0	17,000	0%
Total	0	0	0	17,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Surprise City Court
Department Overview

Department Description

The Surprise City 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 order, as prescribed by the Code of Judicial Conduct and all other standards as set by the Arizona Supreme Court. Court staff answers questions from the public and provides assistance to those having business at the court and also ensures accounting for both judicial and financial activities.

Department-Wide

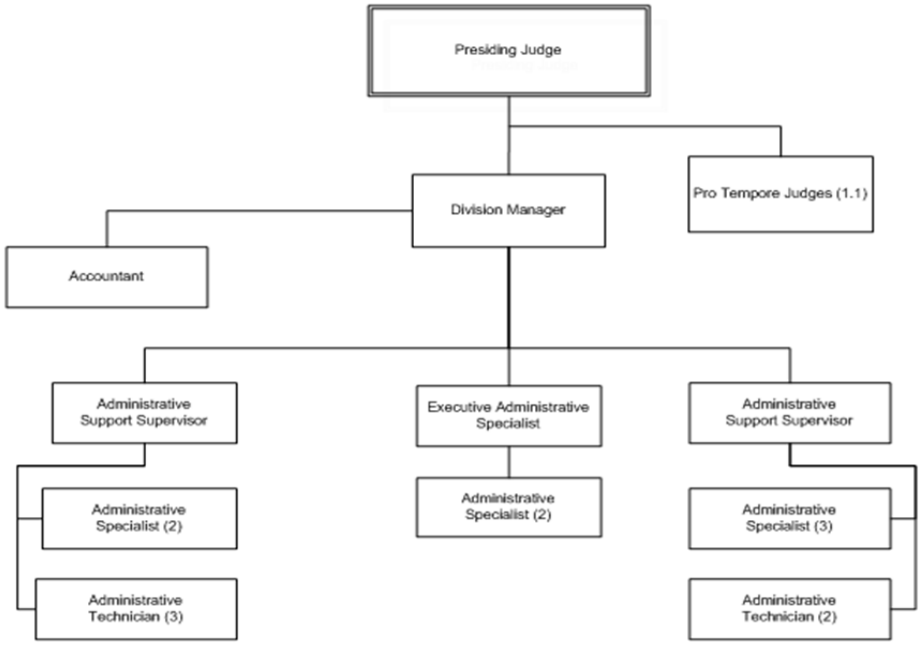
The Surprise City Court is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the municipal count enhancement fund, the fines/fees and restitution enforcement (FARE) fund, the judicial collection enhancement fund (JCEF), and the municipal fill the gap (MFTG) fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	1,992,241	2,029,839	1,886,500	1,942,100	3%
Municipal Court Enhance	82,301	78,790	451,100	491,800	9%
Municipal Court FARE	10,069	0	18,500	14,700	-21%
Municipal Court JCEF	53,945	0	95,800	130,600	36%
Municipal Court MFTG	0	37,765	59,600	20,200	-66%
Total	2,138,556	2,146,394	2,511,500	2,599,400	3%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	22.1	22.1	19.1	19.1	0.0
Total	22.1	22.1	19.1	19.1	0.0

Organizational Chart



Primary Functions

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

Accomplishments, Enhancements, and Efficiencies

Working to implement an online payment program which will increase efficiency and provide a convenience to the public; implementation is expected the summer of 2013.

Major Initiatives and Policy Issues

- Implement state legislative changes
- Implement federal and state rule and policy Initiatives
- Implement new city ordinances

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of court visitors	48,412	48,393	46,800	46,530	47,000
Number of surveys distributed	500	0*	**	**	300
Number of surveys returned	351	303	**	**	200
Percent of court users surveyed with a positive experience	65%	63%	**	**	75%

**Number actually distributed was not counted*
***Survey will not be conducted in FY2013; the Court is in the process of retooling the survey and plans to launch new survey in FY2014*

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Total number of filings	17,057	16,167	18,872	16,708	17,000
Number of cases audited	2,000	2,000	2,000	2,000	2,000
Percent of cases meeting conformance criteria for timely retrieval	85%	87%	88%	94%	98%
Percent of cases accurate and complete	85%	86%	90%	98%	98%

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of criminal cases filed	3,108	3,182	3,100	3,241	3,100
Number of criminal cases resolved	4,305	4,067	3,900	4,049	3,900
Percent of criminal cases resolved	139%	128%	126%	125%	126%
Percent of DUI's resolved within 120 days	86%	79%	85%	76%	85%
Percent of DUI's resolved within 180 days	96%	92%	93%	91%	93%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City Court
General Fund Summary

Major Budget Changes

The FY2014 budget increased by 3% from the FY2013 amended budget.

Personnel expenditures increased 4% overall. This increase was impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	1,682,843	1,741,818	1,585,600	1,641,200	4%
Supplies	28,241	29,336	28,900	28,900	0%
Services	281,157	258,685	272,000	272,000	0%
Total	1,992,241	2,029,839	1,886,500	1,942,100	3%
By division					
General Ops	1,992,241	2,029,839	1,886,500	1,942,100	3%
Total	1,992,241	2,029,839	1,886,500	1,942,100	3%

Revenues					
By fund source					
Charges for Svcs/Oth	1,266,929	1,275,954	1,256,200	1,256,200	0%
Total	1,266,929	1,275,954	1,256,200	1,256,200	0%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Accountant/Tax Auditor	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	8.0	8.0	7.0	7.0	0.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0	0.0
Administrative Technician	6.0	6.0	5.0	5.0	0.0
Assistant Analyst	0.0	0.0	0.0	0.0	0.0
Associate Judge	0.0	0.0	0.0	0.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Executive Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Presiding Judge	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	1.0	0.0	0.0	0.0
Part Time	1.1	1.1	1.1	1.1	0.0
Total	22.1	22.1	19.1	19.1	0.0

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City Court
Municipal Court Enhancement Fund

Fund Description

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

Major Budget Changes

The FY2014 budget increased 9% over the FY2013 budget. The total FY2014 budget includes planned expenditures of $85,000. The planned expenditures will be used to pay for x-ray machine registration and computer and security service agreements. Fund balance and remaining available revenue is programmed as contingency at $406,800.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	0	0	0	0	0%
Services	82,301	78,790	100,000	85,000	-15%
Capital	0	0	0	0	0%
Contingency	0	0	351,100	406,800	16%
Total	82,301	78,790	451,100	491,800	9%
By department					
City Court	82,301	78,790	451,100	491,800	9%
Information Services	0	0	0	0	0%
Total	82,301	78,790	451,100	491,800	9%

Revenues					
By fund source					
Charges for Svcs/Oth	110,161	108,075	106,900	113,000	6%
Total	110,161	108,075	106,900	113,000	6%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City Court
FARE Fund

Fund Description

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

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

Major Budget Changes

The FY2014 budget decreased 21% over the FY2013 budget. There are no planned expenditures. Fund balance and remaining available revenue is programmed as contingency at $14,700.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	0	0	9,000	0	-100%
Capital	10,069	0	0	0	0%
Contingency	0	0	9,500	14,700	55%
Total	10,069	0	18,500	14,700	-21%
By department					
City Court	10,069	0	18,500	14,700	-21%
Total	10,069	0	18,500	14,700	-21%

Revenues					
By fund source					
Charges for Svcs/Oth	6,646	94	9,100	4,400	-52%
Total	6,646	94	9,100	4,400	-52%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City Court
JCEF Fund

Fund Description

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

Major Budget Changes

The FY2014 budget increased 36% over the FY2013 budget. The FY2014 budget includes planned expenditures of $53,300. The planned expenditures will be used to pay for travel and training, as well as computer maintenance for the courtroom computer system. Fund balance and remaining available revenue is programmed as contingency at $77,300.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	18,945	0	0	0	0%
Services	35,000	0	13,300	53,300	301%
Contingency	0	0	82,500	77,300	-6%
Total	53,945	0	95,800	130,600	36%
By department					
City Court	53,945	0	95,800	130,600	36%
Total	53,945	0	95,800	130,600	36%

Revenues					
By fund source					
Charges for Svcs/Oth	22,064	22,947	500	23,000	4500%
Total	22,064	22,947	500	23,000	4500%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City Court
MFTG Fund

Fund Description

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

Major Budget Changes

The FY2014 budget decreased 66% over the FY2013 budget. There are no planned expenditures. Fund balance and remaining available revenue is programmed as contingency at $20,200.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	0	37,765	31,000	0	-100%
Contingency	0	0	28,600	20,200	-29%
Total	0	37,765	59,600	20,200	-66%
By department					
City Court	0	37765	59,600	20,200	-66%
Total	0	37,765	59,600	20,200	-66%
Revenues					
By fund source					
Charges for Svcs/Oth	20,653	8,779	31,200	8,900	-71%
Total	20,653	8,779	31,200	8,900	-71%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Community and Recreation Services

- Community and Recreation Services Department
- Tourism Fund
- Net Premium Seating Surcharge
- Spring Training Ticket Surcharge

Community and Recreation Services
Department Overview

Department Description

The city of Surprise Community and Recreation Services (CRS) Department is responsible for recreational programming, sports tourism events, signature and community special events, recreational facility operations, and ground maintenance of city parks. Recreation programming includes aquatics, youth and adult sports, tennis programming, library services, senior programs, teen programming, and adaptive programming. Special event and sports tourism includes spring training, regional and national tennis tournaments, as well as community and signature events such as annual surprise party event and performances in the park.

Mission Statement

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

Department-Wide

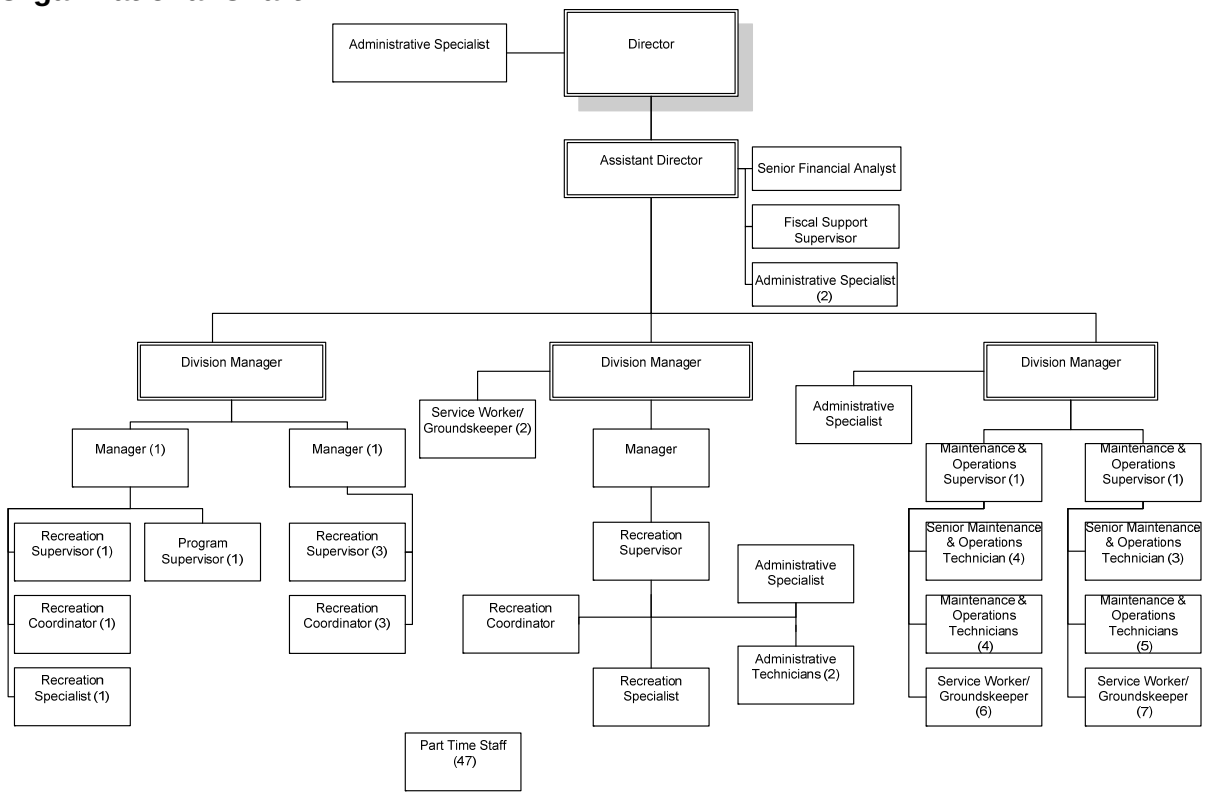
The Community and Recreation Services Department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the tourism fund, the net premium seating fund, and the spring training ticket surcharge fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	12,136,761	13,196,598	12,564,800	14,689,000	17%
Donations Fund	517,379	119,123	180,200	267,300	48%
General Capital Fund	144,062	0	0	670,000	0%
Library Dev Fee Fund	0	0	0	4,589,800	0%
Parks and Rec Dev Fund	833,896	795,234	795,000	4,348,200	447%
Tourism Fund	0	15,000	100,000	0	-100%
Grants Fund	50,000	41,724	50,000	50,000	0%
Net Premium Seating	0	26,721	0	77,400	0%
Spring Training Ticket Sur	0	0	100,300	301,500	201%
Total	13,682,098	14,194,400	13,790,300	24,993,200	81%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	97.4	100.5	96.8	110.0	13.3
Total	97.4	100.5	96.8	110.0	13.3

Organizational Chart



Primary Functions

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

Divisions

Administration - The Administration Division provides leadership and overall department oversight for Community and Recreation Services, including 63 full time employees and 47 full time equivalents (FTE) in part time employee support, and five boards and commissions. The division provides fiscal oversight for an operating budget of $14.7 million and ensures revenue recovery of at least $4.5 million.

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

Campus & Park Maintenance - The Campus and Park Maintenance Division oversee turf and ground maintenance of the 140-acre Surprise Recreation Campus and 400 acres

within 15 parks and recreation center grounds. Parks Maintenance supports a variety of recreational activities and provides an overall aesthetically pleasing appearance for the community. Activity includes ramada/private rental support, aquatics and splash pad maintenance, lake quality, special event support, CRS recreation sports and practice leagues support, routine grounds maintenance, maintain parks playground units, dog park, graffiti/ vandalism/storm reports and repairs, and capital improvement support.

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

Recreation - The Recreation Division manages programming that includes youth and adult sports, adaptive recreation, tennis, senior programs, special interest classes, summer camp, tot time, and teens totaling over 1,500 programs.

Sports Tourism & Events - The Sports Tourism and Events Division is responsible for sports tourism and events as well as the operation and facility maintenance of the 145-acre Surprise Recreation Campus, specifically stadium operations. This division markets, plans, and implements events, as well as acquires sponsorships/donations for the entire department. The primary focus is to bring forward activities and events that provide an economic impact to the city which attracts local, regional, and national participants. Regular activities include Spring Training, year round Major League Baseball (MLB) training operations, Arizona Fall League, six National United States Tennis Association (USTA) events, the Cancer Treatment Centers of America (CTCA) Tennis Championships, Surprise Party, Performances in the Park, Memorial Day, Spring Eggstravaganza, and the annual 4th of July celebration.

Support Services Support Services provides human resources support, internal and external customer service, procurement and contractual services, bookkeeping and departmental support to all divisions of the Community and Recreation Services Department. This activity supports the recreation department as a whole.

Recreation Centers Sierra Montana and Countryside Recreation Centers offer quality, cost-effective, safe, and enjoyable recreational programs and facilities to Surprise residents of all ages and abilities so they can recreate, learn a variety of new skills, improve health and/or self-esteem, and socialize. Activities include facility operations and maintenance, drop-in recreation for youth and teens, special events such as father daughter dance, a variety of special interest classes, preschool programs, and teen dances. Countryside Elementary uses the gym for physical education classes and sports programs as well.

Teens Teen programs provide quality, cost-effective, safe, and enjoyable teen programs to Surprise residents age 13 – 17 so they can learn lifelong skills, have a voice in their community, gain leadership skills, showcase their skills, and socialize at teen events and activities. Activities include a 15 member teen advisory commission, a youth leadership summit and program for 160 youth, art competitions such as battle of the bands and teen talent, and tournaments.

Accomplishments, Enhancements, and Efficiencies

- The Community and Recreation Services Department delivered over 1,600 recreation and special events programs, servicing nearly 450,000 participants. Additionally, CRS assisted with over (20) unforeseen 3rd party events/activities during the year bringing in $200,000 in additional general fund revenue.

- The 5th Annual Cancer Treatment Centers of America Tennis Championships returned to Surprise. The players that competed for the title in this leg of the Powershares Series were Tracy Austin, Martina Navratilova, Jimmy Connors, John McEnroe, Jim Courier, and Todd Martin.
- All of the advisory commissions completed an annual work plan and presented an update to Council. Highlights for commissions included the selection of an all new Surprise Youth Advisory commission after updates to the bylaws and creation of a commission handbook, which now consists of 15 youth from the various schools in Surprise. Also the Surprise Tourism Commission recommended funds through the transient lodging tax (bed tax) to assist with costs of the CTCA event and the Thunderbird Artists Fine Art and Wine Festival Event.
- The Surprise Stadium hosted three Korean professional baseball teams one in the fall and two for spring training; the Kia Tigers, SK Wyverns, and the Nexen Heroes. The Kia Tigers and Nexen Heroes contend in the Korean Baseball Organization which is the highest level of baseball in South Korea.
- Surprise hosted a record number of Sports Tournaments at the Surprise Recreation Campus. A total of 6 State Baseball tournaments featuring 53 teams. A total of 17 teams competed for the chance to advance to their respective World Series. Two American Amateur Baseball Congress World Series capped off the summer tournament season with teams competing for a National Championship in the Gil Hodges (11 year olds) and Ken Griffey Jr. (15 year olds) divisions. A total of 16 teams between the two events generated over 450 room nights.

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Number of programs offered	1,600	1,604	1,690	1,700	1,700
Number of participants	178,832	185,232	187,331	190,000	190,000
Revenue	$1,702,301	$1,702,949	$1,612,800	$1,868,900	$1,739,800
Revenue recovery (net revenue less expenses)	63%	63%	64%	65%	65%

- **Department Goal:** To provide Cactus League Spring Training Major League Baseball in the city of Surprise generating an economic impact of over $30 million dollars
  - **Objective:** Surprise Stadium to have annual attendance of at least 180,000 and generate gross revenue of 4.4 million

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Gross revenue	$4,141,945	$4,799,507	$4,400,000	$4,984,400	$4,400,000
Attendance	176,407	180,681	180,000	190,991	180,000
Number of games	31	29	29	35	29

-

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

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Total park acres	392.5	392.5	392.5	392.5	392.5
Actual hours of parks maintenance	66,600	66,600	68,900	65,500	68,900
Maintenance cost per acre	$10,015	$10,015	$9,913	$9,500	$10,000

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Community and Recreation Services
General Fund Summary

Major Budget Changes

The FY2014 budget increased by 17% from the FY2013 amended budget. The increases in personnel are due to the added positions of maintenance and operations technician and three service workers for the maintenance of Asante Park, the conversion of a manager position to an administrative specialist and recreation specialist for sports tourism and special events, and increased part time positions to maintain current service levels. Personnel expenditures were also impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures increased by 10% to maintain current service levels and operational supplies for Asante Park.

Services expenditures increased by 23% to maintain current service levels, stadium build out for CTCA tournament, library operating agreement, services for Asante Park, Spring Training team agreements, water rate changes, and electricity rate changes.

Under capital, equipment is programmed for the maintenance and operations of Asante Park.

Community and Recreation Services

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	5,948,957	6,231,834	5,663,600	6,312,100	11%
Supplies	1,805,795	1,973,556	1,721,400	1,901,100	10%
Services	4,326,740	4,960,249	5,179,800	6,376,800	23%
Capital	0	0	0	99,000	0%
Targeted Savings	0	0	0	0	0%
Transfer Out	55,269	30,960	0	0	0%
Total	12,136,761	13,196,598	12,564,800	14,689,000	17%
By division					
Administration	431,654	476,076	610,900	585,900	-4%
Aquatics	473,706	515,778	557,400	10,700	-98%
Campus Operations	3,188,140	4,101,804	3,338,900	4,210,300	26%
Community Promo	170,314	37,858	129,400	137,700	6%
Countryside Rec	0	220,277	183,700	234,000	27%
Hollyhock Comm. Pool	0	0	0	109,600	0%
Library	119,318	122,871	587,300	1,064,600	81%
Park Maintenance	2,274,374	2,528,405	2,212,100	2,512,800	14%
Recreation	3,763,587	3,374,881	3,208,500	3,317,400	3%
Sierra Montana Rec	0	290,417	246,900	289,900	17%
Special Events	494,821	537,831	525,700	557,400	6%
Surprise Aquatic Center	0	0	0	614,400	0%
Tennis	1,220,847	990,400	964,000	1,044,300	8%
Total	12,136,761	13,196,598	12,564,800	14,689,000	17%

Revenues					
By fund source					
Charges for Svcs/Oth	4,073,203	4,732,333	4,452,800	4,487,800	1%
Total	4,073,203	4,732,333	4,452,800	4,487,800	1%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Community and Recreation Services
Tourism Fund

Description

The tourism fund is established to track expenses and revenue associated with the dedicated 1.52% transient lodging tax (bed tax). The fund was a newly established special revenue fund for FY2010. The city of Surprise Tourism Board recommended on January 5, 2010, as part of the on-going strategic plan development, a 1.52% increase to the transient lodging tax. The Mayor and City Council approved the increase on January 28, 2010 with Ordinance No. 2010-04. Its use is restricted to promoting and marketing tourism for the city of Surprise.

Major Budget Changes

Fund balance and estimated revenues are programmed as Contingency at $506,400 and is available for expenditure authority if an eligible program is brought before the Tourism Board for consideration and recommendation to the Mayor and City Council.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Contingency	0	0	158,900	506,400	219%
Transfer Out	0	0	0	0	0%
Total	0	0	158,900	506,400	219%
By department					
General Operations	0	0	158,900	506,400	219%
Total	0	0	158,900	506,400	219%
Revenues					
By fund source					
Local Sales Tax	152,605	167,852	0	172,000	0%
Charges for Svcs/Oth	820	1,896	1,300	1,800	38%
Total	153,425	169,748	1,300	173,800	13269%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Community and Recreation Services
Net Premium Seating Surcharge Fund

Fund Description

The net premium seating surcharge fund is a special revenue fund established in June 2012 to account for revenue and expenditures related to a ticket surcharge on the sale of spring training tickets in premium seating areas. These premium seating areas are located in the upper deck sections 201-206. The Community and Recreation Services Department is able to use this revenue to offset expenditures related to requests made by the Texas Rangers or Kansas City Royals.

Major Budget Changes

The Net Premium Seating Surcharge fund was established after the adoption of the FY2013 budget. A contingency was established as no expenditures were expected. The FY2014 budget includes $10,400 programmed for supplies, and the fund balance and remaining available revenue is programmed as contingency of $67,000. Requests to spend these funds will be brought before the Mayor and City Council for a transfer from the fund contingency.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	0	26,721	0	0	0%
Supplies	0	0	0	10,400	0%
Contingency	0	0	0	67,000	0%
Total	0	26,721	0	77,400	0%
By department					
Community and Rec Svcs	0	26,721	0	77,400	0%
Total	0	26,721	0	77,400	0%
Revenues					
By fund source					
Charges for Svcs/Oth	0	25,419	0	25,500	0%
Transfers In	0	30,960	0	0	0%
Total	0	56,379	0	25,500	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Community and Recreation Services
Spring Training Ticket Surcharge Fund

Fund Description

The Spring Training Ticket Surcharge fund is a special revenue fund established in June 2012 to account for revenue from a $1 per ticket surcharge on the sale of spring training tickets. The Community and Recreation Services Department is able to use this revenue to address future facility operational improvements at the stadium.

Major Budget Changes

The spring training ticket surcharge fund was established after the adoption of the FY2013 budget. A contingency was established as no expenditures were expected. The FY2014 budget request did not include a specific request for expenditures, so all fund balance and projected revenues were programmed as contingency. Requests to spend these funds will be brought before the Mayor and City Council for a transfer from the fund contingency.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Capital	0	0	100,300	0	-100%
Contingency	0	0	0	301,500	0%
Total	0	0	100,300	301,500	201%
By department					0
Community and Rec Svcs	0	0	100,300	301,500	201%
Total	0	0	100,300	301,500	201%

Revenues					
By fund source					
Charges for Svcs/Oth	0	100,266	0	100,600	0%
Total	0	100,266	0	100,600	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Public Works

- Public Works Department – General Fund
- Public Works Department – Highway User Revenue Fund
- LTAF II Fund
- Proposition 400 Fund

Public Works
Department Overview

Department Description

The Public Works Department includes internal city operations for vehicle maintenance and facilities management, as well as engineering, traffic engineering functions, and streets maintenance functions, and the management of the city's water, wastewater and solid waste enterprises.

Department-Wide

The Public Works department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the highway user revenue fund (HURF), the local transportation assistance fund II (LTAF II), the proposition 400 fund, the transportation improvement fund, the water enterprise fund, the wastewater enterprise fund, and solid waste enterprise fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

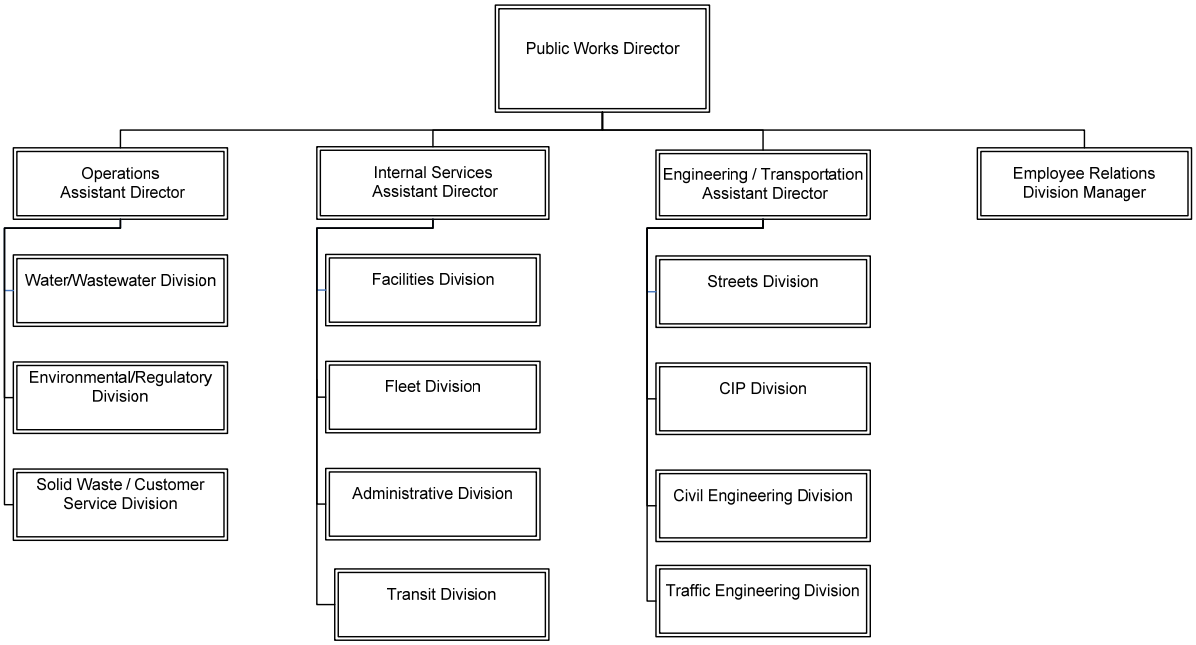
Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By fund					
General Fund	5,370,953	6,372,017	5,808,000	6,188,400	7%
General Capital Fund	2,013,028	1,158,409	4,406,400	2,906,100	-34%
Public Works Dev Fee	266,764	335,559	626,991	9,798,700	1463%
Transportation Improve.	2,765,638	1,291,490	4,145,100	5,043,100	22%
General Govt Dev Fee	665,466	667,359	667,000	666,500	0%
HURF	7,667,142	5,776,602	5,790,900	7,730,600	33%
Street Lighting Districts	2,331,732	2,409,452	2,659,500	2,657,100	0%
Sanitation Fund	4,739,214	7,001,503	5,656,858	8,829,700	56%
Water Fund	10,046,877	9,162,519	9,162,519	9,839,500	7%
Water Dev Fund	279,138	890,939	890,939	8,889,400	898%
Wastewater Fund	13,200,219	12,685,521	12,685,521	14,909,100	18%
Wastewater Dev Fund	6,526,239	3,872,889	3,872,889	9,803,500	153%
Vehicle Replacement	726,680	835,650	0	1,998,000	0%
LTAF II	0	0	0	350,000	0%
Proposition 400	0	0	0	19,600	0%
Transit	1,085,998	0	0	0	0%
Grants Fund	105,541	135,790	132,900	0	-100%
Total	57,790,630	52,595,701	56,505,517	89,629,300	59%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
By fund					
General Fund	45.2	51.9	45.7	43.0	-2.7
HURF	45.0	44.6	40.3	39.0	-1.3
Transportation Improvement Fund	0.0	0.0	1.0	1.0	0.0
Water Enterprise Fund	32.7	32.6	29.4	25.0	-3.2
Wastewater Enterprise Fund	38.7	36.5	36.3	36.2	-0.1
Santation Enterprise Fund	32.7	33.8	33.6	31.0	-2.6
Total	204.3	199.3	186.3	175.2	-13.0

Organizational Chart

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



Primary Functions

- Civil plan review, permitting, assurance, acceptance and inspections for infrastructure to be added to city asset base built by developers
- City fleet maintenance and operations including all motorized equipment
- City Facilities Maintenance and Operations related to HVAC, electrical, general maintenance and custodial services
- Civil infrastructure and capital projects for city including city funded and other agency funded projects
- Administration of the city transit services and represent city on regional boards and commissions
- Administration of city's MS4 permit addressing storm water pollution prevention program
- Regional representation involving storm water management to monitor changes and updates in federal, state, and county regulations

Divisions

Engineering Services - The Engineering Development Services Division provides engineering development review, civil engineering plan review, permit issuance, and construction inspection within the public right of way.

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

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

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

Transit - Administers city transit services and represents city on regional boards and commissions.

The departmental operating structure may vary from the budgeted division structure due to current constraints in the budgetary system.

Accomplishments, Enhancements, and Efficiencies

- Received the Job Access and Reverse Commute (JARC) award for Federal offset to the 571 Express Route which will allow the city to add a fourth trip in each direction beginning in July 2013, without increasing cost of service
- Fleet and Solid Waste completed evaluation of super single operations for improved mileage and loads
- Completed transition to regionalized Dial-a-Ride service
- Connected Chamber of Commerce to central utility plant chilled water lines, thus removing air cooled chiller
- Installed two new scroll air compressors and completed new air piping for fleet maintenance shop

Major Initiatives and Policy Issues

- Determine if city intends to pursue a circulator route and identify funding options
- Review the engineering development standards for minor edits or updates
- Work with City Manager's Office to complete a Facility Use Policy
- Analyze Fleet operations based on passed growth and future needs
- Continue development of an asset management program

Goals, Objectives, and Performance Measures

- **Facilities Management Division Goal:** Ensure all city facilities are properly maintained and functional in the most efficient and effective manner
  - **Objective:** Emergency maintenance requests (i.e., air conditioning down, loss of power, elevator malfunction, smoke/fire alarm, continuous leak, broken window, door that can't be secured) to be addressed within 30 minutes
  - **Objective:** Perform all maintenance work order requests within 30 day time frame
  - **Objective:** Perform custodial services within 95% of industry standard

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Percentage of emergency response – on time completion	99%	98%	98%	96%	98%
Percentage of maintenance – on time completion	97%	95%	98%	94%	95%
Custodial expenditures per sq' for administrative/office facilities as compared to ICMA mean (In-house services)	98%	98%	99%	97%	98%
Custodial Expenditures per sq' for administrative/office facilities as compared to ICMA Mean (Contracted services)	100%	100%	100%	100%	100%

- **Engineering Services Division Goal:** Improve the public's knowledge of the review process and maintain staff presence on active construction sites
  - **Objective:** Reduce the number of "third and subsequent submittals approved" by increasing approvals in the "initial submittal approval"
  - **Objective:** Maintain percentage of inspector time on site at 45% despite expected increase in permit load

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Plan review – number of sheets reviewed	1,332	619	1,800	1,894	1,650
Plan review – percent of submittals approved on first or second review	*	*	*	92%	85%
Inspections – number of permits issued for civil inspection	174	302	400	354	350
Inspection – percent of time on site	*	48%	*	36%	45%

** New measure, data not available*

- **Vehicle Maintenance Division Goal:** Perform preventive maintenance, scheduled and unscheduled vehicle repairs and diagnostic services
  - **Objective:** Maintain service level by completing all preventative maintenance (PM) in four hours for heavy vehicles and one hour for light vehicles
  - **Objective:** Maintain standard using American Public Works Association (APWA) data of 1,415 billable hours for each mechanic annually
  - **Objective:** Maintain current cost of providing services
  - **Objective:** Set and maintain a fleet miles per gallon (MPG) standard of 70%

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Percentage of PM's completed in allowable time	94%	68%	100%	100%	100%
Percentage of billable hours for each mechanic	98%	60%	88%	91%	95%
Percentage of budget for maintenance of police and fire vehicles	49%	52%	56%	77%	60%
Percentage of fleet vehicles meeting MPG standards	*	*	*	40%	70%

** New measure, data not available*

Public Works
General Fund Summary

Major Budget Changes

The FY2014 budget increased by 7% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. In addition, the regionalization of the Dial-A-Ride program resulted in the elimination of over ten full time equivalent positions during FY2013. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures decreased by 21% due to the regionalization of Dial-A-Ride, and reductions in operating equipment and safety/first aid supplies. The decrease is offset by the increase in repairs and maintenance.

Services expenditures increased by 33% for the Valley Metro Transit contract that replaced the Dial-A-Ride program, water rate changes, electricity rate changes, and increase in lease payments for Fire Station 304. The increases were offset by the decreases in software licenses, propane/natural gas, radio equipment maintenance, generator inspection and compliance testing, and contracted janitorial services.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	3,478,571	3,652,681	3,285,800	3,236,800	-1%
Supplies	634,030	710,692	734,000	579,100	-21%
Services	1,251,900	1,909,447	1,788,200	2,372,500	33%
Capital	6,451	99,198	0	0	0%
Total	5,370,953	6,372,017	5,808,000	6,188,400	7%
By division					
Development Engineering	913,230	1,026,937	906,700	1,566,700	73%
Facilities Management	2,880,907	2,707,853	2,499,900	2,732,300	9%
Vehicle Maintenance	1,484,833	1,557,758	1,405,900	1,562,200	11%
Storm Water	90,617	118,718	23,600	22,400	-5%
Transportation	1,365	960,751	971,900	304,800	-69%
Total	5,370,953	6,372,017	5,808,000	6,188,400	7%
Revenues					
By fund source					
Charges for Svcs/Oth	437,397	457,765	699,400	837,500	20%
Total	437,397	457,765	699,400	837,500	20%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	3.0	3.0	3.0	4.0	1.0
Administrative Technician	0.0	0.0	0.0	1.0	1.0
Assistant Department Director	0.0	0.2	0.4	1.0	0.6
Associate Civil Engineer	1.0	1.0	1.0	1.0	0.0
Civil Engineer	2.0	2.0	1.0	1.0	0.0
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	0.2	0.2	1.0	0.8
Division Manager	4.0	1.8	0.0	0.0	0.0
Fiscal Support Specialist	1.0	1.0	1.0	1.0	0.0
IT Administrator	1.0	1.2	1.2	2.0	0.8
Inspector	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Spec'l.	9.0	9.0	9.0	9.0	0.0
Maintenance & Operations Sup.	2.0	3.0	0.0	0.0	0.0
Maintenance & Operations Tech.	1.0	1.0	1.0	1.0	0.0
Manager	0.0	0.0	2.3	5.0	2.7
Program Assistant	0.0	8.0	8.0	0.0	-8.0
Program Supervisor	0.0	1.0	1.0	0.0	-1.0
Project Manager	1.0	1.0	0.0	0.0	0.0
Senior Civil Engineer	1.0	0.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	1.0	0.8
Senior Inspector	1.0	1.0	1.0	1.0	0.0
Senior Maintenance & Ops. Tech.	8.0	7.0	7.0	7.0	0.0
Service Worker/Groundskeeper	6.0	6.0	5.0	5.0	0.0
Utilities Analyst	1.0	1.0	0.0	0.0	0.0
Part Time	0.2	1.3	1.3	0.0	-1.3
Total	45.2	51.9	45.7	43.0	-2.7

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,997,476	3,158,277	2,939,200	2,901,500	-1%
Supplies	831,379	862,533	858,800	912,600	6%
Services	1,717,078	1,755,792	1,992,900	2,182,500	10%
Capital	49,409	0	0	0	0%
Contingency	0	0	0	1,734,000	0%
Transfer Out	2,071,800	0	0	0	0%
Total	7,667,142	5,776,602	5,790,900	7,730,600	33%
By department					
Public Works	7,667,142	5,776,602	5,790,900	7,730,600	33%
Total	7,667,142	5,776,602	5,790,900	7,730,600	33%

Revenues					
By fund source					
State Shared	5,275,645	5,906,800	6,613,600	6,617,500	0%
Charges for Svcs/Oth	119,679	25,377	11,400	11,600	2%
Transfer In	0	0	0	0	0%
Total	5,395,324	5,932,177	6,625,000	6,629,100	0%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Administrative Specialist	3.0	2.4	2.4	2.0	-0.4
Assistant Department Director	1.0	0.6	0.8	1.0	0.2
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	1.9	0.0	0.0	0.0
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Spec'l.	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Sup.	4.0	3.0	1.0	1.0	0.0
Maintenance & Operations Tech.	14.0	14.0	14.0	14.0	0.0
Manager	0.0	0.0	1.5	1.0	-0.5
Program Coordinator	2.0	2.0	3.0	3.0	0.0
Program Supervisor	1.0	1.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	8.0	8.0	8.0	8.0	0.0
Senior Planner	1.0	1.0	0.0	0.0	0.0
Service Worker/Groundskeeper	7.0	7.0	6.0	6.0	0.0
Total	45.0	44.6	40.3	39.0	-1.3

Highway User Revenue Fund

Fund Description

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

Primary Functions

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

Divisions

Streets - Responsible for the care and maintenance of dedicated pavement, sidewalks, and rights of way within the city of Surprise

Traffic Engineering - Responsible for the traffic engineering operations, signal operations, signing, marking, traffic control, and Intelligent Transportation Systems for the city

The departmental operating structure may vary from the budgeted division structure due to current constraints in the budgetary system.

Major Budget Changes

The FY2014 budget increased by 33% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by HURF being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be allocated through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures increased by 6% for vehicle maintenance and street repair material.

Services expenditures increased by 10% for landscape services for overseeding on Bell Road, water rate changes and usage for Loop 303 landscaping, electricity rate changes, and landfill fees. The increases were offset by decreases in vehicle maintenance and by changing cell service carrier.

Accomplishments, Enhancements, and Efficiencies

- Developed performance measures for the signing and striping workgroups that track achievements towards goals as recorded in the GPS evaluation program
- Placed surface treatments on 64 lane miles (26 center lane miles) of pavement as part of the annual Pavement Preservation Program at a cost of $12,048/mile
- Retrofitted 35 ramps at 15 arterial intersections to meet ADA requirements
- Created a certified arborist position in the Streets Division to oversee Urban Forestry Activities, including Bell Road, and to participate in the development of a Surprise Urban Forestry Manual
- Enhanced the High Intensity Activated Crosswalk (HAWK) operations at the stadium to increase ease of use by the civilian patrol
- Established a long term signage replacement plan successful at installing 928 new traffic and street name signs in the following neighborhoods: NW Ranch, Royal Ranch, Tash, Veramonte, Orchards, and a portion of Sun City Grand

Major Initiatives and Policy Issues

- Develop a long term striping replacement program in concert with the ongoing Pavement Preservation Program
- Conduct a pilot study on Wireless Solar Radar Speed Displays and analyze data on the effectiveness of slowing traffic through school zones
- Enhance the "Traffic Signal Pre-emption" technology to more effectively clear intersections automatically for approaching emergency vehicles
- Conduct a pilot study on the use of radar detection at signalized intersections as a method of more accurately identifying traffic flows and enhancing traffic flow during peak periods
- Complete redesign of street sweeper routes to increase efficiency and PM10 compliance
- Continue development of an asset management program
- Update the Pavement Condition Assessment Study

Goals, Objectives, and Performance Measures

- **Department Goal:** Ensure regulatory compliance related to PM 10 standards agreed to by the City and Maricopa Association of Governments (MAG)
  - **Objective:** Maintain 100% compliance with PM 10 regulations by providing effective sweeping services matched to targeted efficiency benchmarks

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Lane miles swept/target	*	*	98%	100%	100%
Hours sweeper operation/total hours available	*	*	80%	86%	85%
Sweeping cycles/targeted 20 cycles per year	*	*	90%	100%	95%

** New measure, data not available*

- **Department Goal:** Respond to Street Maintenance Customer Service requests within targeted time frames
  - **Objective:** Complete all work orders within 20 days
  - **Objective:** Complete customer service response requests within the target timeframe of 3 days
  - **Objective:** Maintain streets at satisfactory condition range of 85%-90%
  - **Objective:** Complete all graffiti work orders within 24 hours

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Work orders completed within 20 day target	*	*	98%	99%	98%
Service requests completed within 3 day target	*	*	98%	100%	100%
% streets in satisfactory condition compared with 85% target	*	*	80%	81%	85%
Graffiti work orders completed with 72 hour target period **	*	*	100%	50%	98%

** New measure, data not available*
**Police implemented a new procedure where they review all locations reported prior to removal. This extended the turnaround time to an average of 2 days

- **Department Goal:** Enhance traffic safety and efficiency in the city by focusing on proactive maintenance and by utilizing the latest technology and traffic engineering standards to minimize traffic accidents and maximize traffic flow
  - **Objective:** Maintain traffic signs and markings to ensure 100% compliance with reflectivity and visibility standards
  - **Objective:** Maintain ornamental street lights to ensure 100% operations and monitor APS 'SLID' street lights to ensure 95% operations
  - **Objectives:** Maintain 100% completion of signs/signals/pavement marking and street light maintenance schedules in order to minimize related traffic accidents and to maximize traffic flow within existing street network

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Percent of traffic signs within current reflectivity/visibility standards compared to sign PM schedule	*	*	95%	98%	98%
Percent of pavement marking within current reflectivity/visibility standards compared to pavement marking PM schedule	*	*	95%	98%	98%
Percent of street lights in operation compared to 95% target	*	*	90%	96.8%	95%
Number of accidents/traffic volume compared to target	*	*	90%	90%	80%

** New measure, data not available*

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	3.0	2.4	2.4	2.0	-0.4
Assistant Department Director	1.0	0.6	0.8	1.0	0.2
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	1.9	0.0	0.0	0.0
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Spec'l.	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Sup.	4.0	3.0	1.0	1.0	0.0
Maintenance & Operations Tech.	14.0	14.0	14.0	14.0	0.0
Manager	0.0	0.0	1.5	1.0	-0.5
Program Coordinator	2.0	2.0	3.0	3.0	0.0
Program Supervisor	1.0	1.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	8.0	8.0	8.0	8.0	0.0
Senior Planner	1.0	1.0	0.0	0.0	0.0
Service Worker/Groundskeeper	7.0	7.0	6.0	6.0	0.0
Total	45.0	44.6	40.3	39.0	-1.3

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Public Works
Local Transportation Assistance Fund II
(LTAF II)

Fund Description

The city receives funds from the state of Arizona pursuant to A.R.S. §28-8103, which established the local transportation assistance fund II (LTAF II) fund. The city receives a distribution of lottery money based on population. The funds may be used to fund transit operations, facilities, and equipment purchases. In June 2012, a new special revenue fund was established to manage these funds.

Major Budget Changes

The total FY2013 budget included expenditures of $344,000. The FY2013 budget will be established with a year-end budget amendment. The FY2014 budget includes planned expenditures of $350,000.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	0	0	0	350,000	0%
Total	0	0	0	350,000	0%
By department					
Public Works	0	0	0	350,000	0%
Total	0	0	0	350,000	0%
Revenues					
By fund source					
State Shared	0	0	0	350,000	0%
Total	0	0	0	350,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Proposition 400 Fund

Fund Description

On November 2, 2004, Proposition 400 was passed by the voters of Maricopa County, which authorized the continuation of a countywide, half-cent sales tax for regional transportation improvements *(Maricopa County Transportation Excise Tax).* Proposition 400 is the major funding sources for the Maricopa Association of Governments' (MAG) Regional Transportation Plan (RTP). The city receives funding for capital improvement projects and transportation operations as part of the RTP. In June 2012, a new special revenue fund was established to manage these funds

Major Budget Changes

The total FY2013 budget included expenditures of $357,000. The FY2013 budget will be established with a year-end budget amendment. The FY2014 budget includes planned expenditures of $19,600. The decrease is due to a reduction in the funding allocated to the city, due to the completion of the park and ride capital improvement project.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	0	0	0	19,600	0%
Total	0	0	0	19,600	0%
By department					
Public Works	0	0	0	19,600	0%
Total	0	0	0	19,600	0%
Revenues					
By fund source					
Charges for Svcs/Oth	0	0	0	19,600	0%
Total	0	0	0	19,600	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Utilities

- Water Operations Fund
- Wastewater Operations Fund
- Sanitation Operations Fund

Public Works
Water Operations Fund

Fund Description

The water operations fund is established as an enterprise fund to account for the provision of water services to users. The Public Works Department manages this fund to provide the city and customers water for drinking, irrigation, commercial, and industrial uses in a quantity and quality that meets or exceeds standards. The department also provides water infrastructure that supports a long-term assured water supply and sustainable operations through the planning, implementation, operation, and maintenance of city of Surprise owned water facilities and systems.

The Public Works Department is responsible for oversight of an agreement with Arizona American Water Company for the billing services of city of Surprise water customers. The citizens of Surprise are serviced by several water systems including EPCOR Utilities Inc., the city of El Mirage, the Beardsley Water Company, and the city of Surprise. The city owned system serves about one-third of the total citizens in Surprise.

Primary Functions

- Coordinates and provides centralized administrative and management services including purchasing, budget, information technology, and management support
- Oversees maintenance, operation, process engineering, and administrative support services related to the drinking and reclaimed water systems
- Operates and maintains the drinking and reclaimed water pipeline infrastructure systems
- Participates in development reviews and management and planning of architectural and engineering design and construction of city capital projects
- Operates a centralized call center to provide one location for customer services
- Provides utility locating services to ensure legal compliance with the Arizona Blue Stake laws requiring all facility owners to accurately mark all underground facilities within specified time frames
- Ensures environmental regulatory compliance in such areas as drinking water quality, air quality, cross connection controls, water conservation and water resource management, water quality control and assurance, and data administration

Divisions

Administration -	Maintains all the centralized administrative functions
Operations -	Oversees all the day-to-day operations and maintenance of the production, treatment, and distribution of drinking water
CIP – Utilities -	Responsible for city related water infrastructure construction projects and utility locations
Customer Service -	Responds to customer's water service requests, complaints and customer needs
Utility Locating -	Performs utility locating - blue stake activities
Environmental -	Oversees compliance and reporting aspects of the government regulations regarding reclaimed water quality, drinking water quality and supply, storm water quality, and air quality relating specifically to the city's water facilities

Major Budget Changes

The FY2014 budget decreased by 8% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenses increased by 11% for minor equipment/ tools and auto parts/lubricants. The increases were offset by decreases in training and education supplies.

Services expenses decreased by 6% for professional services, equipment maintenance for water tank repair, water service billing contract relating to a reduction in miscellaneous charge billings. The decreases were offset by increases in water rate changes, electricity rate changes, and infrastructure repairs to rehabilitate two wells and setup permanent drinking water system sample stations.

Under capital, expenditures include a variable frequency drive non-potable pumps, water storage reservoir coating, and site/security improvements are programmed for the FY2014 budget.

Payments to the general fund in the amount of $1,244,100 are programmed in FY2014 to cover the indirect costs associated with general fund personnel provided services and support to the water fund. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments and franchise in lieu payment.

The FY2014 contingency budget of $1,096,000 represents a two-month operating reserve.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,361,414	2,476,574	2,376,400	1,951,400	-18%
Supplies	374,288	633,891	578,800	643,700	11%
Services	4,685,252	4,095,819	4,233,000	3,980,500	-6%
Capital	10,685	163,037	554,000	569,500	3%
Debt Service	5,176	0	0	0	0%
Depreciation	2,381,536	0	0	0	0%
Contingency	0	0	1,161,000	1,096,000	-6%
Transfer Out	1,758,720	1,793,198	1,763,900	1,598,400	-9%
Development Agreements	1,770	20,692	40,000	30,000	-25%
Total	11,578,841	9,183,212	10,707,100	9,869,500	-8%
By department					
Community Development	1,770	20,692	40,000	30,000	-25%
Economic Development	0	0	0	0	0%
Finance	0	0	77,600	0	-100%
General Operations	1,530,195	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	10,046,877	9,162,519	10,589,500	9,839,500	-7%
Total	11,578,841	9,183,212	10,707,100	9,869,500	-8%

Revenues					
By fund source					
Charges for Svcs/Oth	19,992,748	10,008,042	9,942,300	10,087,000	1%
Transfer In	800,363	7,277	0	0	0%
Total	20,793,111	10,015,318	9,942,300	10,087,000	1%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.2	0.2	0.0	-0.2
Administrative Technician	2.0	2.4	1.4	1.0	-0.4
Analyst	0.0	0.0	0.0	0.0	0.0
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	0.0	0.3	0.5	0.0	-0.5
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	2.4	0.5	0.0	-0.5
IT Administrator	1.0	0.2	0.2	0.0	-0.2
Inspector	1.0	1.0	1.0	1.0	0.0
Lead Utility Technician	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Spec'l.	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Sup.	2.0	2.0	1.0	1.0	0.0
Maintenance & Operations Tech.	3.0	3.0	3.0	3.0	0.0
Manager	1.0	1.0	2.9	1.0	-1.9
Program Supervisor	0.0	0.0	1.0	1.0	0.0
Project Manager	2.0	2.0	1.0	1.0	0.0
Senior Financial Analyst	1.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	2.0	1.0	1.0	1.0	0.0
Senior Utilities Technician	4.0	4.0	4.0	4.0	0.0
Utilities Analyst	5.0	5.0	4.0	4.0	0.0
Utilities Supervisor	1.0	1.0	1.0	1.0	0.0
Utilities Technician	3.0	3.0	3.0	3.0	0.0
Total	32.7	32.6	29.4	25.0	-4.4

Accomplishments, Enhancements, and Efficiencies

- Constructed 15 new vadose zone recharge wells
- Completed the first phase of improvements recommended by the Site and Security Master Plan for the city's water facilities
- Completed rehabilitation of the Ashton Ranch well
- Increased permitted volume of Sierra Verde well and Roseview well
- Recoated the interior of the Rancho Gabriela water supply facility 3.5 million gallon storage reservoir
- Abandonment of one agricultural well
- Completed rehabilitation of the Rancho Gabriela water tank

Major Initiatives and Policy Issues

- Work with Finance to update development fees study for compliance with new legislation
- Present to Council update on water resources planning for policy direction
- Rehabilitation of Ashton Ranch tank
- Implement New Drinking Water Rule and OSHA lockout/tag out programs
- Continue development of an asset management program

Goals, Objectives, and Performance Measures

- **Department Goal:** Operate and maintain the drinking water facilities and distribution systems in a safe, efficient, and effective manner according American Water and Wastewater Association (AWWA)
  - **Objective:** Successfully meet the drinking water demand by placing wells in/out of service, treating high arsenic water, maintaining storage tank level, distributing drinking water at needed volumes and pressure, and monitor flow to determine when additional facilities should be constructed
  - **Objective:** Achieve the median value of 61.6% for preventative maintenance of assets as cited in the AWWA Benchmarking Performance Indicators
  - **Objective:** Demonstrates successful implementation of safety programs, training, and work practices
  - **Objective:** Achieve the median value of $272 per active customer to measure the operation and maintenance efficiency for the active customer accounts as cited in the AWWA Benchmarking Performance Indicators

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
SPA1 WRF: Millions of gallons of drinking water produced per day	6.1	6.6	6.5	6.8	6.8
Preventative maintenance to total maintenance ratio (hours)	*	*	*	*	61.6%
OSHA recordable accidents	2	2	*	0	0
Operations and maintenance cost per account	*	*	*	*	$272

** New measure, data not available*

- **Department Goal:** Provide efficient customer service to city's water customers
  - **Objective**: Provide developers prompt response for design submittals
  - **Objective:** Provide prompt response to contractors for utility locating requests
  - **Objective:** Maintain current standard of two minutes for response on all customer service calls
  - **Objective:** New residential water meters installed within standard timeframe of seven days upon completion of contractors requirements

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Percentage of master plans reviewed within allotted time	100%	100%	95%	95%	95%
Percent of utility locating requests completed within 48 hours	97%	97%	98%	98%	98%
Call center average speed of answer	0:32	1:53	2:00	1:48	2:00
Percent of new residential water meters installed within allotted time	*	*	*	*	100%

** New measure, data not available*

- **Department Goal:** Provide high quality drinking water to our customers while complying with local, state, and federal regulations
  - **Objective:** Meet all monitoring and reporting requirements to comply with the Safe Drinking Water Act and Arizona Administrative Code
  - **Objective:** Reduce lost and unaccounted for water through proper documentation of all water uses from the city's water system
  - **Objective:** Purchase Central Arizona Project (CAP) allotment for recharge to build city's long term water bank

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Compliance with federal, state, and local wastewater and water reuse regulations	100%	100%	100%	100%	100%
Lost and unaccounted water percentage	3.2%	5.2%	<5%	6.9%	<5%
Central Arizona Project (CAP) water allotment recharged	100%	51%	51%	51%	50%
Cumulative years of water banked	2.35	2.54	3.5	2.56	2.68

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Public Works
Wastewater Operations Fund

Fund Description

The wastewater operations fund is established as an enterprise fund to account for the provision of wastewater services for the users and to protect the city and its residents from exposure to health related diseases and issues caused by inadequately treated sewage. The fund is used to plan, design, implement, operate, and maintain the city's wastewater infrastructure in a cost effective and efficient manner. The Public Works Department strives to satisfy all federal, state, county, and local agency permits, regulations, and requirements related to the treatment of wastewater and use of the subsequent effluent. The department is also responsible for the planning, implementation, operation, and maintenance of the city's wastewater facilities and pipes.

Primary Functions

- Operation and maintenance of the wastewater collections pipeline infrastructure systems
- Participation in development reviews and management and planning of architectural and engineering design and construction of city capital projects
- Operation of centralized call center to provide efficient customer services
- Provides utility locating services to ensure legal compliance with the Arizona Blue Stake laws requiring facility owners to accurately mark underground facilities within specified time frames
- Ensures environmental regulatory compliance wastewater treatment and aquifer protection, bio-solids, pretreatment, wastewater quality control and assurance, and data administration

Divisions

Administration -	Maintains all the centralized administrative functions
Operations -	Management and operation of city reclaimed water system, management and operation of city wastewater treatment, and sewer collection system.
CIP – Utilities -	Responsible for city related sewer infrastructure construction projects and utility locating and blue stake activities
Customer Service -	Responds to customer's wastewater service requests, complaints and customer needs
Collections -	Responsible for all the day-to-day operations and maintenance activities for the wastewater collection system
Utility Locating -	Performs utility locating - blue stake activities
Environmental -	Assures all regulated PW operations remain in compliance with all federal, state, county and city regulations, and hazardous materials management for all wastewater operations

Major Budget Changes

The FY2014 budget decreased by 12% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. Additionally, a utilities technician position was reclassified as a maintenance and operations technician.

Supplies expenses decreased by 2% for operational supplies, furniture/equipment, and chemical supplies. The decreases were offset by increases in fuel charges and auto parts/lubricants.

Services expenses increased by 9% in professional services for biosolids study, chlorine generation unit, and disinfection byproduct reduction, electricity rate changes, repairs to rehabilitate two wet wells at plants one and two, removal and replacement of manhole at intersection of Citrus and Peoria, travel/training, and developer reimbursements. The increases were offset by decreases in water charges for conversion of SPA 1 to utilize plant water for processes, wastewater billing contract, and equipment crane rental for SPA 2.

Under capital, expenditures include a disinfection byproduct reduction, SPA 1 WRF stabilization and dust control, SPA 1 sludge gate/wet well repairs, wet wells re-coating, site and security improvements, convert thickening centrifuge #1 to dewatering centrifuge, SPA 2 WRF plant water system, and SPA 2 overhead crane are programmed for the FY2014 budget.

Payments to the general fund in the amount of $1,552,400 are programmed in FY2014 to cover the indirect costs associated with general fund personnel provided services and support to the water fund. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments and franchise in lieu payments.

The FY2014 contingency budget of $1,357,400 represents a two-month operating reserve.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,933,209	2,851,461	2,919,400	2,757,900	-6%
Supplies	835,753	1,170,812	1,321,800	1,296,000	-2%
Services	2,836,506	3,547,284	3,753,000	4,090,100	9%
Capital	31,655	3,169,086	5,154,500	3,152,800	-39%
Debt Service	-56,288	0	735,900	0	-100%
Depreciation	6,305,168	0	0	0	0%
Development Agreements	0	349,383	10,000	251,000	2410%
Contingency	0	0	1,333,000	1,357,400	2%
Transfer Out	1,959,971	1,946,879	2,034,800	2,254,900	11%
Targeted Savings	0	0	64,500	0	-100%
Total	14,845,974	13,034,904	17,326,900	15,160,100	-13%
By department					
Economic Development	0	349,383	10,000	251,000	2410%
Finance	0	0	79,800	0	-100%
General Operations	1,645,755	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	13,200,219	12,685,521	17,237,100	14,909,100	-14%
Total	14,845,974	13,034,904	17,326,900	15,160,100	-13%

Revenues					
By fund source					
Charges for Svcs/Oth	14,994,264	16,364,869	17,906,800	16,046,900	-10%
Transfer In	2,628,287	0	0	0	0%
Total	17,622,551	16,364,869	17,906,800	16,046,900	-10%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.2	1.2	1.0	-0.2
Administrative Technician	3.0	2.4	2.4	2.0	-0.4
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	1.0	0.5	0.7	1.0	0.3
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	3.0	2.1	0.5	1.0	0.5
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Lead Utility Technician	2.0	2.0	3.0	3.0	0.0
Maintenance & Operations Spec'l.	3.0	3.0	3.0	3.0	0.0
Maintenance & Operations Sup.	3.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech.	2.0	1.0	1.0	2.0	1.0
Manager	1.0	1.0	2.5	2.0	-0.5
Project Manager	1.0	1.0	1.0	1.0	0.0
Senior Financial Analyst	0.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	5.0	5.0	5.0	5.0	0.0
Senior Project Manager	1.0	1.0	1.0	1.0	0.0
Senior Utilities Technician	3.0	3.0	2.0	2.0	0.0
Service Worker/Groundskeeper	2.0	2.0	2.0	2.0	0.0
Utilities Analyst	1.0	1.0	1.0	1.0	0.0
Utilities Supervisor	1.0	2.0	2.0	2.0	0.0
Utilities Technician	5.0	5.0	5.0	4.0	-1.0
Part Time	0.0	0.0	0.0	1.2	1.2
Total	38.7	36.5	36.3	36.2	-0.1

Accomplishments, Enhancements, and Efficiencies

- Completed the construction of 15 additional vadose zone recharge wells at the SPA1 WRF
- Completed the first phase of improvements recommended by the Site and Security Master Plan for the city's wastewater facilities
- Completed annual refurbishment of a centrifuge
- At SPA1 WRF, removed plant 4 from service for cleaning and placed plant 5 in service

Major Initiatives and Policy Issues

- Install TTHM reduction methods at SPA1 WRF
- Initiate mobile solutions for utilizing tablets to collect field data and access computer programs from the field
- Public Works Safety Committee to implement a working safely recognition program
- Implement OSHA lockout/tag out program
- Continue development of an asset management program

Goals, Objectives, and Performance Measures

- **Department Goal:** Operate and maintain the SPA 1 and SPA2 water reclamation facilities (WRF) and wastewater collection systems in an effective manner
  - **Objective:** Successfully treat all of the wastewater received at the WRF and monitor influent flow to determine when additional facilities should be placed in service or constructed
  - **Objective:** Achieve the median value of 66.5% for investing in preventative maintenance of assets as cited in the AWWA benchmarking performance indicators
  - **Objective:** Clean 100 miles of the City's sewer system annually so that the entire system is cleaned in a 5 year period by following the EPA's capacity, management, operations, and maintenance (CMOM) program to prevent sanitary sewer overflows (SSOs)

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
SPA1 WRF: percentage of millions of gallons of wastewater treated per day vs. capacity	40%	41%	44%	48.8%	44%
SPA2 WRF: percentage of millions of gallons of wastewater treated per day vs. capacity	3%	5%	6%	5.3%	6%
Preventative maintenance to total maintenance ratio (hours)	*	*	*	*	66.5%
Percentage of 100 miles of wastewater collection system cleaned	61%	98%	100%	33%	100%

** New measure, data not available*

- **Department Goal:** Maximize use of effluent from water reclamation facilities (WRF) through various applications
  - **Objective:** Recharge 80% of wastewater treatment facility effluent per day
  - **Objective:** Provide customers with reclaimed water
  - **Objective:** Produce grade A+ reclaimed water quality

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Percentage of effluent recharged vs. wastewater treated	*	66%	79%	71.8%	80%
Percentage of effluent recharged vs. groundwater withdrawal	54%	66%	75%	104.1%	80%
Percentage of reclaimed water provided to customers	*	34%	21%	28.2%	20%
Percentage of days at grade rating	*	*	*	99.3%	99%

** New measure, data not available*

- **Department Goal:** Protect the city's groundwater, reclaimed water, environment and public health through programs designed to achieve regulatory compliance with local, state, and federal regulations associated with the city's wastewater systems.
  - **Objective:** Meet all monitoring and reporting requirements to comply with wastewater regulations
  - **Objective:** Demonstrate compliant operation and maintenance of facilities with permit conditions and regulatory requirements to avoid agency issued violations and penalties
  - **Objective:** Achieve the median value of 2.73 when operating and maintaining the wastewater collection system to minimize blockages and pipe breaks that result in a report of a sanitary sewer overflow to the governing agency as cited in the AWWA benchmarking performance indicators

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
Compliance with federal, state, and local wastewater and water reuse regulatory reporting	100%	100%	100%	100%	100%
Wastewater Effluent Compliance Rate of No Violations Issued (% Days)	0	0	*	0	0
Sanitary Sewer Overflow Rate	*	*	*	0.31	2.73

** New measure, data not available*

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Public Works
Sanitation Operations Fund

Fund Description

The sanitation operations fund is established as an enterprise fund to account for the collection of trash and recyclable materials. The Solid Waste Division of the Public Works Department manages this fund to provide solid waste and recycling services within Surprise. Commercial solid waste services and residential service to non-city customers is provided by private companies.

The city provides curbside collections twice per week, once per week for trash and once per week for recyclable materials. Each customer is provided with a 95 gallon trash and recycle container. Customers also receive on-demand curbside bulk trash pickup of up to 20 cubic-yards per year. The city household hazardous waste collection program and recycle drop-off programs are available to all city residents. The Solid Waste Division also provides trash, recycle, and roll-off services to city departments and weekly recycle service to public schools within the city.

Organizational Chart

The Solid Waste Division is managed by the Public Works Department as a division under the assistant director of operations. A division level organizational chart can be viewed on the Public Works Department general fund budget section of this document. The personnel who are directly funded by the sanitation operations fund are detailed in the personnel table within the Major Budget Changes.

Primary Functions

- Residential curbside trash and recycle collection services
- Residential curbside brush and bulk collection services
- Trash, recycle, and roll-off collection services for city departments
- Recycle drop-off centers and residential household hazardous waste drop-off services

Divisions

Operations - Conducts the residential curbside 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 education and waste inspection program for the city as well as the household hazardous waste events

Major Budget Changes

The FY2014 budget increased by 37% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenses increased by 1% for safety/first aid supplies and auto parts/lubricants. The increases are offset by decreases in sanitation and recycle containers replacements.

Services expenses increased by 3% for Maricopa County solid waste hauler's fee, county contract for radio equipment maintenance, vehicle maintenance, dues and memberships, and uniform/laundry services.

Under capital, expenditures include six new sanitation vehicles and diesel exhaust fluid dispenser are programmed for the FY2014 budget.

Payments to the general fund in the amount of $1,886,400 are programmed in FY2014 to cover the indirect costs associated with general fund personnel provided services and support to the sanitation fund. Additionally, an annual sanitation hauler's license fee of $1,000 per sanitation vehicle is assessed on all sanitation companies providing service in the city of Surprise, including the Surprise sanitation operations. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments.

The FY2014 contingency budget of $753,000 represents a two-month operating reserve.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,052,559	2,441,395	2,421,200	2,099,800	-13%
Supplies	836,254	885,589	882,400	893,900	1%
Services	1,418,986	1,441,106	1,477,000	1,524,000	3%
Capital	0	1,344,646	0	1,640,000	0%
Depreciation	431,416	0	0	0	0%
Contingency	0	0	792,000	753,000	-5%
Transfer Out	888,827	888,767	890,300	1,919,000	116%
Total	5,628,041	7,001,503	6,462,900	8,829,700	37%
By department					
Finance	0	0	77,600	0	-100%
General Operations	888,827	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	4,739,214	7,001,503	6,385,300	8,829,700	38%
Total	5,628,041	7,001,503	6,462,900	8,829,700	37%

Revenues					
By fund source					
Charges for Svcs/Oth	6,704,530	6,693,448	6,835,800	6,958,100	2%
Transfer In	0	0	0	0	0%
Total	6,704,530	6,693,448	6,835,800	6,958,100	2%

Personnel	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.2	0.2	0.0	-0.2
Administrative Technician	2.0	1.2	1.2	1.0	-0.2
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	0.0	0.3	0.5	0.0	-0.5
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	2.0	1.8	0.0	0.0	0.0
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Sup.	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech.	20.0	21.0	21.0	21.0	0.0
Manager	0.0	0.0	1.8	1.0	-0.8
Senior Financial Analyst	0.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	3.0	3.0	3.0	3.0	0.0
Service Worker/Groundskeeper	3.0	3.0	3.0	3.0	0.0
Total	32.7	33.8	33.6	31.0	-2.6

Accomplishments, Enhancements, and Efficiencies

- Increased availability of residential bulk collection
- Surprise residents ranked garbage collection 8th out of 353 communities surveyed according to the National Citizens Survey
- Surprise residents ranked recycling collection 12th out of 333 communities surveyed according to the Nation Citizens Survey
- Garbage collection received the highest ranking in service quality by Surprise residents according to the National Citizens Survey Report.

Major Initiatives and Policy Issues

- Improve recycling outreach
- Evaluate equipment options to improve capacity for better efficiency
- Continue providing exceptional customer service to our residents
- Increase bulk trash efficiency through improved routing
- Continue analysis for same day collection service

Goals, Objectives, and Performance Measures

- **Department Goal:** Improve recycling collection, outreach, and education
  - **Objective:** Increase residential and roll-off recycling participation

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Recycling tons collected	6,903	7,200	7,567	7,643	7,730
Recycling diversion	18.4%	19.9%	20.4%	21.8%	22.0%
Roll-off recycling collected	347	412	424	494	500
Education outreach events	5	8	10	8	15

- **Department Goal:** Provide value added services to customers
  - **Objective:** Promote and provide Christmas tree drop off services
  - **Objective:** Promote and provide household hazardous waste events
  - **Objective:** Promote and provide fall and spring cleaning events with the landfill
  - **Objective:** Promote and provide an annual Ewaste event with AZStRUT and APS

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target
Christmas tree drop off (rees)	1872	2103	1900	1550	2000
Household hazardous waste participation (tons)	39.8	64.8	45	54.8	50
Fall and spring cleaning events at landfill participation (tons)	88.8	92.4	100	115	130
AZ StRUT E-Waste participation (tons)	3.7	2.5	3.0	3.0	3.5

- **Department Goal:** Maintain a high level of customer service
  - **Objective:** Continue scoring high on the National Citizens Survey
  - **Objective:** Minimize customer complaints
  - **Objective:** Schedule on demand bulk services within 10 days on average

Performance Measures	**FY2011 Actual**	**FY2012 Actual**	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**
National Citizen Survey garbage collection service quality score (good or excellent)	87%	88%	80%	91%	80%
National Citizen Survey recycling service quality score (good or excellent)	80%	87%	80%	No survey data	80%
Annual missed pickups*	16	25	20	6	20
Maintain a 10 day annual average service level for on demand bulk trash collection	4	5	10	10	10

* For reference, the Solid Waste Division interacts with customers over 3,500,000 times annually

Marley Park CFD

- Summary
- State Forms

Community Facilities District Fund

Description

Community facilities district (CFD) funds are established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the district. These proceeds are legally restricted to expenditures associated with the construction, development, and ongoing maintenance of infrastructure within the district and the repayment of general obligation bonds. The Mayor and City 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, Marley Park CFD, operated by the city with the possibility of additional districts to be added as the city continues to grow. The city of Surprise assesses a levy of $4.25 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. Of the total rate, $0.30 may be used for operational expenditures including maintenance and administrative costs, the remaining $3.95 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. This fund represents the operational expenditures associated with the Marley Park CFD. The debt service portion is represented in the Debt Service Fund.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	71,460	3,000	0	47,700	0%
Capital	0	0	0	0	0%
Debt Service	674,068	674,645	0	674,600	0%
Total	745,527	677,645	0	722,300	0%
By department					
Debt Service	672,068	673,645	0	674,600	0%
General Operations	73,460	4,000	0	47,700	0%
Public Works	0	0	0	0	0%
Total	745,527	677,645	0	722,300	0%

Revenues					
By fund source					
Charges for Svcs/Oth	463	-800	0	0	0%
Property Tax	808,060	613,149	0	675,300	0%
Total	808,523	612,349	0	675,300	0%

The CFD has been authorized by the board to issue up to $80.0 million of bonds. A total of $85,000 has been set aside for the purpose of supporting the operations of the CFD. The estimated assessed value of this district is detailed in the appendix of this document.

MARLEY PARK COMMUNITY FACILITES DISTRICT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2013	ACTUAL EXPENDITURES/ EXPENSES** 2013	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/ EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund			$	Primary: $		$	$	$	$	$	
2. Special Revenue Funds	48,400	46,500		Secondary: 48,900						48,900	47,700
3. Debt Service Funds Available	674,700	674,500	70,500	626,400						696,900	674,600
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	674,700	674,500	70,500	626,400						696,900	674,600
6. Capital Projects Funds											
7. Permanent Funds											
8. Enterprise Funds Available											
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds											
11. Internal Service Funds											
12. TOTAL ALL FUNDS	$ 723,100	$ 721,000	$ 70,500	$ 675,300	$	$	$	$	$	$ 745,800	$ 722,300

EXPENDITURE LIMITATION COMPARISON	2013	2014
1. Budgeted expenditures/expenses	$ 723,100	$ 722,300
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	723,100	722,300
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 723,100	$ 722,300
6. EEC or voter-approved alternative expenditure limitation	$	$

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

MARLEY PARK COMMUNITY FACILITES DISTRICT
Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$	$
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$	$
B. Secondary property taxes	626,900	675,300
C. Total property tax levy amounts	$ 626,900	$ 675,300
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total primary property taxes	$	
B. Secondary property taxes		
(1) **Current** year's levy	$ 626,900	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 626,900	
C. Total property taxes collected	$ 626,900	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate		
(2) Secondary property tax rate	4.0500	4.2500
(3) Total city/town tax rate	4.0500	4.2500

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 1 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

MARLEY PARK COMMUNITY FACILITES DISTRICT
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
CAPITAL PROJECTS FUNDS			
Marley Park Community Facility District Fund Operations			
Charges for Services/Other	$	$	$
	$	$	$
Total Capital Projects Funds	$	$	$

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

MARLEY PARK COMMUNITY FACILITES DISTRICT
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014 SOURCES	OTHER FINANCING 2014 <USES>	INTERFUND TRANSFERS 2014 IN	INTERFUND TRANSFERS 2014 <OUT>
GENERAL FUND				
	$	$	$	$
Total General Fund	$	$	$	$
SPECIAL REVENUE FUNDS				
	$	$	$	$
Total Special Revenue Funds	$	$	$	$
DEBT SERVICE FUNDS				
	$	$	$	$
Total Debt Service Funds	$	$	$	$
CAPITAL PROJECTS FUNDS				
	$	$	$	$
Total Capital Projects Funds	$	$	$	$
ENTERPRISE FUNDS				
	$	$	$	$
Total Enterprise Funds	$	$	$	$
TOTAL ALL FUNDS	$	$	$	$

MARLEY PARK COMMUNITY FACILITES DISTRICT
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
DEBT SERVICE FUNDS				
Marley Park Community Facility District Fund				
Debt Service	$ 674,700	$	$ 674,500	$ 674,600
Total Debt Service Funds	$ 674,700	$	$ 674,500	$ 674,600
SPECIAL REVENUE FUNDS				
Marley Park Community Facility District Fund				
General Operations	$ 48,400	$	$ 46,500	$ 47,700
Total Special Revenue Funds	$ 48,400	$	$ 46,500	$ 47,700
TOTAL ALL FUNDS	$ 723,100	$	$ 721,000	$ 722,300

* 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.

MARLEY PARK COMMUNITY FACILITES DISTRICT
Expenditures/Expenses by Department
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Debt Service				
Marley Park CFD	$ 674,700	$	$ 674,500	$ 674,600
Department Total	$ 674,700	$	$ 674,500	$ 674,600
General Operations				
Marley Park CFD	$ 48,400	$	$ 46,500	$ 47,700
Department Total	$ 48,400	$	$ 46,500	$ 47,700
Total All Departments	$ 723,100	$	$ 721,000	$ 722,300

* 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.

MARLEY PARK COMMUNITY FACILITES DISTRICT
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
CAPITAL PROJECTS FUNDS						
Marley Park CFD		$	$	$	$	= $
Total Capital Projects Funds		$	$	$	$	= $
TOTAL ALL FUNDS		$	$	$	$	= $

Capital Improvement Plan

.

- Capital Improvement Plan Summary
- Summary of Capital Improvement Expenditures by Fund
- General Capital Fund
- Transportation Improvement Fund
- General Government Development Fee Fund
- Vehicle Replacement Fund
- Fire and EMS Development Fee Fund
- Police Development Fee Fund
- Parks and Recreation Development Fee Fund
- Library Development Fee Fund
- Roads of Regional Significance Development Fee Fund
- Public Works Development Fee Fund
- Debt Service Funds
- Water System and Replenishment Development Fee Fund
- Wastewater System Development Fee Funds
- Operating Capital Expenditures

Capital Improvement Plan Summary

FY2014

The city of Surprise has transitioned from a small agricultural community to one of the fastest growing communities in the nation. The 2010 census results show a population of 118,349, more than triple the 2000 census tabulation of approximately 30,000 residents. It is estimated that the population will increase slightly to 121,000 by the end of FY2016.

Much of Surprise's infrastructure was developed with a mix of public and private investment. Large master planned communities like Sun City Grand and Marley Park installed local infrastructure (roads, water, and sewer lines) to service the projects while the city provides police, fire, and wastewater treatment infrastructure and services for new residents expected to be added annually.

Management works with the Mayor and City Council and all departments throughout the Capital Improvement Plan (CIP) process to develop the adopted CIP. The CIP process runs in conjunction with the operating budget process and both culminate with the adoption of the recommended budget and CIP by the Mayor and City Council in June.

The city is working on a comprehensive, multi-year Infrastructure Improvement Plan that outlines projects anticipated to fulfill current and future capital and infrastructure needs. The plan incorporates estimated project costs and associated ongoing operating costs. It addresses both repair and replacement of existing infrastructure, purchase of capital equipment, and construction of new facilities.

The proposed CIP is limited due to minimal growth. During the course of FY2014, staff will be working with the Mayor and City Council to develop an Infrastructure Improvement Plan and CIP funding strategies.

Funding

The CIP is broken down into four major functions:

1. general fund CIP
2. transportation improvement CIP
3. development impact fee funds
4. water and wastewater enterprise funds

1. general capital fund

Projects in this fund are paid for primarily by a portion of construction sales tax and third party funding (e.g. grants, intergovernmental revenue, etc.).

2. transportation improvement fund

Projects in this fund are primarily funded by a 1.5% dedicated construction sales tax and third party funding (e.g. grants, intergovernmental revenue, etc.)

3. water and wastewater enterprise funds

These CIP programs are paid for by a combination of user rates and development impact fees

Capital and 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 impacted the city's operating budget. With each new completed project there are staffing, maintenance, supply, and other service costs that must be funded on an ongoing basis. The funding of these ongoing operational costs must be determined before a project is approved. By examining operational requirements early in the process, the city is assured that when a public building is completed, there is funding to open and operate the facility without negatively affecting other city services.

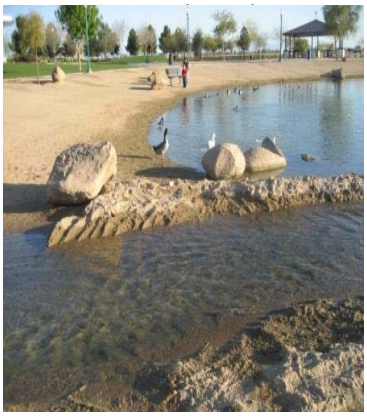
The majority of approved capital projects are directly related to maintaining the current level of service. New residents who move to Surprise will be greeted with a high level of service and amenities. The Mayor, City Council, and city management have pledged to do what is required to ensure this level of service is sustainable. For FY2014, the majority of CIP projects are repairs or improvements of existing facilities or assets. Therefore, there are fewer operational costs listed in the city's operational expense summary report.

CIP Development

The following section provides information that served as the background for the development of the Infrastructure Improvement Plan.

What should be addressed in this planning effort?

- financial responsibility
- improved transportation
- expansion of public safety facilities
- coordination with utilities
- allocation of funding for advanced organizational planning
- maintaining the necessary "tools" to provide quality customer service
- expansion of parks and recreation facilities
- economic development implications
- environmental issues
- community aesthetics and image
- public input
- sustainability for Surprise



Capital Project Definition
In order to distinguish between true capital items and operating items, the following capital project definition was developed:

Projects included in the Surprise CIP will be those with a cost of at least $100,000 with a useful life of at least three years. All other projects shall be included in departmental operating budgets.

The CIP is to be used as a guide in decision-making. The CIP is intentionally developed in the most a-political environment possible with the full knowledge that the final decisions will be made in the political arena. The CIP is an objective basis for making decisions in a very subjective environment.

The process for the CIP's development is divided into three key components, culminating in the presentation of a Capital Improvement Plan to the Mayor and City Council for approval.

1. Needs Assessment. Future needs are outlined utilizing the General Plan, department master plans, and growth pattern studies.
2. Financial Analysis. Examination of the city's recent revenues, expenditures, current debt, and bonding capacity are included in the financial analysis.
3. Capital Improvement Plan Policies. The plan document includes policies, an implementation section, and outlines how the CIP will be updated on an annual basis.

1. Needs Assessment
The needs assessment encompasses all of the anticipated needs for the community within the definition of capital projects.

During the plan development process, an inclusive capital project list is created. However, additional needs will be identified on a continuing basis and will be included in the annual update process. Some unanticipated needs will occur during the budget year and will be weighed against needs already identified in the annually adopted CIP.

2. Financial Analysis
When attempting to determine what resources are available to fund capital improvements, it is important to carefully examine the current financial condition of the city as well as possible funding alternatives. Like most communities, the city of Surprise will always have more needs than financial resources.

In developing the CIP, a complete financial analysis is conducted. Funding options, current revenue trends, the community's borrowing capacity, and current debt are reviewed.

Funding Options
The city of Surprise has been funding capital improvement projects for many years. The key to implementing the CIP is consistent, systematic funding. This is becoming more and more difficult with today's political climate, recent legislative changes, shrinking revenue sources, and the demands presented by Surprise's growth potential. The following options were considered when analyzing potential funding sources for CIP Projects.

- **Pay-As-You-Go from current revenues:** The city currently receives the bulk of its revenues through local sales taxes, state sales tax, and state income tax. A component of the local sales tax is construction related taxes. The city also receives funding from state fuel taxes and the Arizona Lottery. These funds are committed for transportation related expenditures.
- **Municipal bonds:** The city can issue bonds for capital projects. Municipal bonds are paid back over a period of time with interest. The city's ability to use bond financing is discussed in more detail in the bonding capacity section. The issuance of municipal bonds must be approved by the voters.
- **Certificates of participation/municipal property corporations:** These are funding mechanisms used by many municipal governments that allow the municipality to borrow funds without voter approval. The debt is paid back much like a bond – over time with interest. The city of Surprise qualifies as having municipal property corporation status, so this option is available.
- **Lease-purchase agreements:** A method of financing capital projects that lessens the up-front costs to the municipality. While interest is paid, the payoff period is typically a shorter period than bonds and the municipality will own the project at the termination of the agreement.

- **Improvement districts:** This financing method is used to raise capital for projects in which the residents, who benefit from the improvements, pay for them over time (e.g. street light improvement district).
- **Development impact fees:** Fees imposed on new development to defray the impact and additional costs the development places on municipal infrastructure. The city currently has an impact fee ordinance that applies fees to new development.
- **Development agreements:** Developers construct infrastructure and convey the asset to the city. According to the terms of the agreement, developers are reimbursed for the infrastructure by the city through collections of development impact fees, permit fees, water and wastewater fees, and/or sales tax revenue.
- **Grants:** Federal, state, and county grants are available to finance capital projects. Many of these grants require the municipality to participate either financially or through "in kind" matches. The city is the recipient of various federal, state, and county grants and pursues grant funding as opportunities arise.
- **User fees:** Fees paid by service users to maintain existing facilities and meet regulatory requirements. Utilities such as water, sewer and sanitation fall under this category.

Borrowing Capacity

While it is the desired goal of any organization to finance purchases without borrowing (pay-as-you-go), sometimes financing is used to leverage opportunities. Surprise has used various financing methods in the past to purchase vehicles and equipment and finance the development of other municipal services.

The most commonly utilized large project municipal financing method in the United States of America is the general obligation bond (G.O. bond). This is the most inexpensive way to finance projects because the bond's repayment is based on the full taxing authority of the municipality and backed up by real property. Voters have to approve the property taxes (secondary) instituted to pay for the issuance of G.O. bonds.

The state of Arizona places limits on this type of financing. Under Arizona Law, Article IX, Section 8, municipalities may issue G.O. bonds for purposes of water, wastewater, artificial light, open space preserves, parks and recreational facilities, public safety, law enforcement, fire and emergency services facilities, streets, and transportation facilities up to an amount not exceeding 20 percent of the secondary assessed value. Based on Surprise's secondary assessed valuation of $854,683,673, a total of $170,936,735 could be borrowed utilizing G.O. Bonds. The city currently has no outstanding G.O. Bonds debt in the 20 percent category.

In addition, Arizona law allows municipalities to issue G.O. Bonds for all other purposes not listed above up to an amount not exceeding six percent of the valuation. This would allow Surprise to bond for $51,281,020 under this category. The city currently has no outstanding G.O. Bonded debt in the six percent category.

Surprise's other debt does not count against these limits; although, the overall financial position of the city would be considered by lending institutions.

Outstanding Debt

As of June 30, 2013, the city of Surprise held the following outstanding long-term debt obligations. The total amount of outstanding debt and year of debt retirement are indicated:

Outstanding Debt	Debt Retirement Date	Oustanding Balance as of June, 30 2013
Municipal Property Corporation Bonds: 2000-2003 Issuance	7/1/2020	$ 31,870,000
Municipal Property Corporation Bonds: 2007 Issuance	4/1/2032	50,675,000
	Total	$ 82,545,000

3. Capital Improvement Plan Policies

Policies

When implementing a plan of this complexity and magnitude, it is important to adhere to operating policies and procedures to ensure success. The following policies have been adopted as part of the Surprise Capital Improvement Plan.

- Regional considerations and intergovernmental relationships will be evaluated as projects are developed
- Legal mandates will be monitored and projects to satisfy the mandates will be developed
- The CIP will be updated annually
- Pay-as-you-go financing will be the preferred funding mechanism of the CIP
- Should borrowing be necessary, dedicated revenue streams will jeopardize the long-term implementation of the CIP
- Efforts will be continuously made to maintain and improve the city's credit rating
- Capital project and improvement districts financed through debt instruments shall not be financed for more than the anticipated useful life of the project
- Department Directors and Managers will meet with the Chief Information Officer as part of the CIP update process to discuss and coordinate purchases in communications equipment and systems and computer hardware and software to ensure citywide compatibility
- The city shall periodically review user fees and adjust accordingly to ensure that the fees adequately cover the cost of operation, maintenance, and future expansion
- The city shall periodically review development impact fees and adjust accordingly to ensure new growth continues to pay its fair share of impact on the community
- The city shall work aggressively with developers to ensure future development pays for itself and is not a burden on existing residents
- Projects will be developed to accommodate coordination with economic development efforts

Implementation

The success of a plan or a planning process is measured by the degree of its implementation. Since resources are limited, it is crucial for the city of Surprise to follow a consistent, objective path to allocate funding for future capital improvements needs.

The following implementation program outlines the specific steps necessary to implement the CIP and perform the annual update.

Trenching

General Implementation Guidelines

- The Surprise CIP is adopted by the Mayor and City Council and is published and widely distributed. The CIP is updated annually and reviewed and adopted by the Mayor and City Council along with the operating budget each year
- Department directors are responsible for preparing monthly reports on the status of current year capital projects. The reports are posted monthly on the city's website www.surpriseaz.gov
- Citizen input is sought periodically to determine the desires of the public. Attitudes and circumstances change and informed decision making requires that the city have an up-to-date awareness of what the public's attitudes are toward community facilities and services and how to pay for them

Update Process

Updating the CIP takes place annually along with the development of the city's annual budget. The annual update includes projects by funding source for presentation to the Mayor and City Council.

The prior year process is reviewed annually to discuss the plan's process and implementation. Project worksheets are updated in the budget database by the responsible department. The project information includes: project name and department, description, council district location, funding source(s), cost detail by category and year, and estimated ongoing operational costs.

Projects are evaluated and prioritized using three funding categories.

1. Prioritized Funding Category: Projects competing for general fund and certain dedicated funding sources. The majority of projects are in this category.
2. Enterprise Fund Category: Utility Projects funded from a dedicated funding source, which are not able to compete for general fund monies.
3. Developer Funded: Projects funded and constructed by developers that do not compete for general fund monies. These projects are included in the 5-year CIP to recognize the vast amount of infrastructure that is being put into the ground which the city will assume responsibility for upon completion.

City Hall

City of Surprise
FY2014
Summary of Capital Improvement Expenditures by Fund

Fund Number	Fund Name	FY2014
21112	General Capital Fund	$5,166,100
21418	Transportation Improvement Fund	4,917,700
22511	Water Operations	599,500
22512 - 22516	Water Development Fee Funds	2,403,000
22522	Water Replenishment Development Fee Funds	3,364,100
22531	Sewer Operations	3,354,900
22532 - 22537	Sewer Development Fee Funds	1,000,000
Total - All Funds		**$20,805,300**

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

General Capital Fund

Description

The general capital fund is established to provide a centralized location for the acquisition of capital with resources that are not restricted such as a development impact fees. The intent is to remove capital costs from department operating budgets to better analyze the cost of departmental operations as well as the need for capital and infrastructure.

At the direction of the Mayor and City Council, the city of Surprise dedicates the first $1,250,000 of construction related sales tax collections to operating expenses. The remaining construction sales tax is considered a one-time revenue source and is dedicated for capital expenses in this fund. The dedicated sales tax amount for FY2014 is estimated at $1,950,000.

Major Budget Changes

The expenditures are primarily for capital projects that include asset replacements, multiple transportation projects, data disaster recovery project, CRS master plan, process to replace the financial system, and SWAT equipment are programmed for the FY2014 budget. The FY2014 budget also includes $2,255,600 in contingency programming.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	12,091	2,149	0	0	0%
Supplies	25,692	637,052	0	0	0%
Services	329,442	300,217	611,800	901,400	47%
Capital	1,879,796	886,028	4,544,600	4,386,700	-3%
Debt Service	23,759	0	0	0	0%
Contingency	0	0	0	2,255,600	0%
Transfer Out	0	0	0	0	0%
Development Agreements	194,804	0	1,100,000	1,100,000	0%
Total	2,465,585	1,825,446	6,256,400	8,643,700	38%
By department					
City Manager	0	0	0	50,000	0%
Community and Rec Svcs	144,062	0	0	670,000	0%
Community Development	194,804	0	1,100,000	1,100,000	0%
Fire-Emergency Services	47,245	637,052	0	475,000	0%
Finance	0	0	0	0	0%
General Operations	23,759	0	750,000	2,255,600	201%
Information Services	42,686	29,985	0	1,115,000	0%
Police	0	0	0	72,000	0%
Public Works	2,013,028	1,158,409	4,406,400	2,906,100	-34%
Total	2,465,585	1,825,446	6,256,400	8,643,700	38%
Revenues					
By fund source					
Charges for Svcs/Oth	1,455,085	222,336	2,465,300	1,950,000	-21%
Transfer In	1,050,837	1,685,089	1,650,000	0	-100%
Total	2,505,922	1,907,425	4,115,300	1,950,000	-53%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Transportation Improvement Fund

Description

The transportation improvement fund is established to provide for the collection and expenditure of the dedicated 1.5% local construction transaction tax adopted by the Mayor and Council through ordinance 05-13. This tax is dedicated for the improvement of existing roadway corridors and the related costs of the construction of new roadways.

Major Budget Changes

The FY2014 budget increased by 19% from the FY2013 amended budget. Personnel expenditures are impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

The increases for supplies and services are directly related to the new and ongoing programmed capital improvement projects.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	29,335	0	117,500	122,900	5%
Supplies	115	0	1,100	1,000	-9%
Services	1,151,942	59,523	2,226,500	2,366,500	6%
Capital	1,584,446	1,239,784	1,800,000	2,552,700	42%
Transfer Out	0	0	0	0	0%
Development Agreemen	274,934	260,003	300,000	260,000	-13%
Total	3,040,772	1,559,309	4,445,100	5,303,100	19%
By department					
Community Development	29,516	51,549	300,000	260,000	-13%
Economic Development	0	0	0	0	0%
Finance	245,619	216,271	0	0	0%
General Operations	0	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	2,765,638	1,291,490	4,145,100	5,043,100	22%
Total	3,040,772	1,559,309	4,445,100	5,303,100	19%

Revenues					
By fund source					
Local Sales Tax	1,569,724	2,001,197	1,981,400	2,181,800	10%
State Shared	0	0	0	0	0%
Charges for Svcs/Oth	1,126,801	801,943	1,463,300	46,500	-97%
Transfer In	0	0	0	0	0%
Total	2,696,525	2,803,140	3,444,700	2,228,300	-35%

	FY2011 Final	FY2012 Budget	FY2013 Budget	FY2014 Budget	Adopted to Budget
Personnel					
Civil Engineer	0.0	0.0	1.0	1.0	0.0
Total	0.0	0.0	1.0	1.0	0.0

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

General Government
Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The general government development fee for single family residential permits was revised from $46 to $661 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditures are for the impact fee study and rental payments. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	0	0	0	0	0%
Services	13,861	12,731	20,000	20,000	0%
Capital	0	0	0	0	0%
Debt Service	128,947	0	1,837,000	0	-100%
Contingency	0	0	8,500	0	-100%
Transfer Out	665,466	667,359	667,000	666,500	0%
Total	808,274	680,091	2,532,500	686,500	-73%
By department					
Communications	0	0	0	0	0%
Finance	13,861	12,731	28,500	20,000	-30%
General Operations	0	0	0	0	0%
Public Works	665,466	667,359	667,000	666,500	0%
Development Fee New Cap	128,947	0	1,837,000	0	-100%
Total	808,274	680,091	2,532,500	686,500	-73%

Revenues					
By fund source					
Charges for Svcs/Oth	468,620	265,544	2,430,100	537,400	-78%
Total	468,620	265,544	2,430,100	537,400	-78%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Vehicle Replacement

Description

Vehicle replacement funding was established to allow the city to replace vehicles and equipment as they reach the end of useful life. The Fleet Management Division of the Public Works Department administers the fleet replacement program. The city's capital asset policy is the guideline for the replacement timeline with minor exceptions for reserve vehicles. The fleet manager and department director evaluate vehicles during the budget process and adjustments in the replacement schedule may be made. All vehicles are replaced turn key. Adjustments are made annually for inflation. Replacement funds are not used to upgrade or enhance vehicles.

Major Budget Changes

The programed capital expenditures are for motorized vehicle and equipment that have been through the evaluation process and are being recommended for replacement. Fund balance and remaining available revenue is programmed as contingency at $1,998,000.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Capital	726,680	835,650	2,051,000	2,281,300	11%
Transfer Out	0	0	0	0	0%
Contingency	0	0	0	1,998,000	0%
Total	726,680	835,650	2,051,000	4,279,300	109%
By department					
General Operations	0	0	2,051,000	2,281,300	11%
Public Works	726,680	835,650	0	1,998,000	0%
Total	726,680	835,650	2,051,000	4,279,300	109%

Revenues					
By fund source					
Charges for Svcs/Oth	2,782	100,614	221,700	65,800	-70%
Transfer In	7,325,896	0	0	0	0%
Total	7,325,896	0	0	0	0%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Fire and EMS Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The fire and EMS development fee for single family residential permits was revised from $706 to $688 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditures are for the impact fee study and rental payments. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	0	0	0	0	0%
Services	13,861	8,599	20,000	20,000	0%
Capital	45,947	0	0	0	0%
Debt Service	14,407	0	292,600	0	-100%
Contingency	0	0	8,500	0	-100%
Transfer Out	121,256	121,601	121,600	121,500	0%
Development Agreements	0	3,894	0	0	0%
Total	195,472	134,094	442,700	141,500	-68%
By department					
Finance	13,861	8,599	28,500	20,000	-30%
Fire-Emergency Services	167,203	121,601	414,200	121,500	-71%
General Operations	14,407	3,894	0	0	0%
Total	195,472	134,094	442,700	141,500	-68%

Revenues					
By fund source					
Charges for Svcs/Oth	542,968	295,641	312,600	760,100	143%
Transfer In	0	0	0	0	0%
Total	542,968	295,641	312,600	760,100	143%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Police Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The police development fee for single family residential permits was revised from $372 to $371 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditures are for the impact fee study and rental payments. Fund balance and remaining available revenue is programmed as contingency at $978,800. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	13,861	8,599	20,000	20,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	8,500	978,800	11415%
Transfer Out	245,400	246,098	246,000	245,800	0%
Total	259,261	254,697	274,500	1,244,600	353%
By department					
Finance	13,861	8,599	28,500	20,000	-30%
General Operations	0	0	0	0	0%
Police	245,400	246,098	246,000	1,224,600	398%
Total	259,261	254,697	274,500	1,244,600	353%

Revenues					
By fund source					
Charges for Svcs/Oth	215,053	127,158	107,300	240,700	124%
Transfer In	0	0	0	0	0%
Total	215,053	127,158	107,300	240,700	124%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

SURPRISE
ARIZONA

Parks and Recreation Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The parks and recreation development fee for single family residential permits was revised from $2,114 to $785 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditures are for the impact fee study and rental payments. Fund balance and remaining available revenue is programmed as contingency at $3,554,000. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	0	0	0	0	0%
Services	13,861	8,599	20,000	20,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	8,500	3,554,000	41712%
Transfer Out	792,978	795,234	795,000	794,200	0%
Development Agreements	40,918	0	0	0	0%
Total	847,757	803,833	823,500	4,368,200	430%
By department					
Community and Rec Svcs	833,896	795,234	795,000	4,348,200	447%
Finance	13,861	8,599	28,500	20,000	-30%
General Operations	0	0	0	0	0%
Total	847,757	803,833	823,500	4,368,200	430%

Revenues					
By fund source					
Charges for Svcs/Oth	448,517	372,129	220,700	533,600	142%
Transfer In	0	0	0	0	0%
Total	448,517	372,129	220,700	533,600	142%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Library Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The library development fee for single family residential permits was revised from $467 to $133 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditure is for the impact fee study. Fund balance and remaining available revenue is programmed as contingency at $4,589,800. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	13,861	8,599	20,000	20,000	0%
Contingency	0	0	8,500	4,589,800	53898%
Total	13,861	8,599	28,500	4,609,800	16075%
By department					
Finance	13,861	8,599	28,500	20,000	-30%
Community and Rec Svcs	0	0	0	4,589,800	0%
Total	13,861	8,599	28,500	4,609,800	16075%

Revenues					
By fund source					
Charges for Svcs/Oth	142,137	104,745	56,900	136,500	140%
Total	142,137	104,745	56,900	136,500	140%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Roads of Regional Significance Development Fee Funds

Description

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

Revenues are based upon an estimated issuance of single family residential permits and estimated square feet of non-single family residential permits in FY2014. The roads of regional significance development fees remains unchanged from FY2008 $5,396 in SPA 3 and 5 per single family residential permit and FY2008 at $5,715 in Special Planning Area (SPA) 2, 4, and 6 as established July 1, 2007.

Major Budget Changes

With no forecasted development revenue for the funds, the only programed expenditures are for the impact fee study. Fund balance and remaining available revenue is programmed as contingency at $2,130,900. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	13,972	2,022	20,000	20,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	9800	2,130,900	21644%
Total	13,972	2,022	29,800	2,150,900	7118%
By department					
Finance	13,972	2,022	29,800	20,000	-33%
General Operations	0	0	0	2,130,900	0%
Total	13,972	2,022	29,800	2,150,900	7118%

Revenues					
By fund source					
Charges for Svcs/Oth	258,570	23,746	11,600	27,400	136%
Total	258,570	23,746	11,600	27,400	136%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Public Works Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The public works development fee for single family residential permits was revised from $998 to $109 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditures are for the impact fee study and purchase of sanitation and recycle containers for new solid waste customers. Fund balance and remaining available revenue is programmed as contingency at $9,734,700. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel					
Supplies	15,668	18,391	20,000	64,000	220%
Services	26,076	44,863	41,000	20,000	-51%
Capital	238,881	273,087	587,600	0	-100%
Contingency	0	0	8,500	9,734,700	114426%
Total	280,625	336,341	657,100	9,818,700	1394%
By department					
Finance	13,861	782	28,500	20,000	-30%
Public Works	266,764	335,559	628,600	9,798,700	1459%
Total	280,625	336,341	657,100	9,818,700	1394%

Revenues					
By fund source					
Charges for Svcs/Oth	583,670	191,018	90,100	255,100	183%
Transfer In	0	0	0	0	0%
Total	583,670	191,018	90,100	255,100	183%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

SURPRISE
ARIZONA

Debt Service Funds

Description

Municipal property corporation (MPC) debt service funds:
The MPC governmental debt service 2000-03 fund, MPC proprietary debt service 2000-03 fund and MPC proprietary debt service 2007 fund were established to account for projects funded through the proceeds of the municipal property corporation (MPC) bond sales of 2000, 2003 (2000 refunding), and 2007. Bond proceeds are to be used for the acquisition or construction of capital assets for general government, public safety facilities, sewer facilities, and recreation facilities.

Debt service funds have been created for each municipal property corporation issue. The charts below summarize each fund.

MPC Governmental Debt Service 2000-03 Fund

	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Cash Balance	$ 2,825,823	$ 2,837,323	$ 2,856,623	$ 2,868,523	$ 2,876,423
Sources					
Rental payments	$ 3,364,300	$ 3,364,300	$ 3,364,300	$ 3,364,300	$ 3,364,300
Interest Earnings	10,200	10,500	10,800	11,100	11,400
Total Sources	$ 3,374,500	$ 3,374,800	$ 3,375,100	$ 3,375,400	$ 3,375,700
Uses					
Agency fees	$ (1,800)	$ (1,800)	$ (1,800)	$ (1,800)	$ (1,800)
Debt:					
MPC Payment	(3,361,200)	(3,353,700)	(3,361,400)	(3,365,700)	(3,366,600)
Total Uses	$ (3,363,000)	$ (3,355,500)	$ (3,363,200)	$ (3,367,500)	$ (3,368,400)
Ending Cash Balance	$ 2,837,323	$ 2,856,623	$ 2,868,523	$ 2,876,423	$ 2,883,723

MPC Proprietary Debt Service 2000-03 Fund

	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Cash Balance	$ 1,226,112	$ 1,231,712	$ 1,240,712	$ 1,246,612	$ 1,250,812
Sources					
Rental payments	$ 1,459,000	$ 1,459,000	$ 1,459,000	$ 1,459,000	$ 1,459,000
Interest Earnings	5,100	5,300	5,500	5,700	5,900
Total Sources	$ 1,464,100	$ 1,464,300	$ 1,464,500	$ 1,464,700	$ 1,464,900
Uses					
Agency fees	$ (800)	$ (800)	$ (800)	$ (800)	$ (800)
Debt:					
MPC Payment	(1,457,700)	(1,454,500)	(1,457,800)	(1,459,700)	(1,460,100)
Total Uses	$ (1,458,500)	$ (1,455,300)	$ (1,458,600)	$ (1,460,500)	$ (1,460,900)
Ending Cash Balance	$ 1,231,712	$ 1,240,712	$ 1,246,612	$ 1,250,812	$ 1,254,812

MPC Proprietary Debt Service 2007 Fund

	FY2014	FY2015	FY2016	FY2017	FY2017
Beginning Cash Balance	$ 1,077,434	$ 1,077,634	$ 1,077,834	$ 1,078,034	$ 1,078,234
Sources					
Rental payments	$ 7,068,700	$ 2,203,000	$ 2,203,000	$ 8,703,000	$ 1,910,500
Interest Earnings	200	200	200	200	200
Total Sources	$ 7,068,900	$ 2,203,200	$ 2,203,200	$ 8,703,200	$ 1,910,700
Uses					
Agency fees	$ (4,000)	$ (4,000)	$ (4,000)	$ (4,000)	$ (4,000)
Debt:					
MPC Payment	(7,064,700)	(2,199,000)	(2,199,000)	(8,699,000)	(1,906,500)
Total Uses	$ (7,068,700)	$ (2,203,000)	$ (2,203,000)	$ (8,703,000)	$ (1,910,500)
Ending Cash Balance	$ 1,077,634	$ 1,077,834	$ 1,078,034	$ 1,078,234	$ 1,078,434

Water System and Replenishment Development Fee Funds

Description

The water system and replenishment development fee funds are established to account for the inflow of water system and replenishment development fees levied on new construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on the water system caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of single family residential permits and the estimated square feet of non-single family residential permits in FY2014. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The water system development fee that was established July 1, 2007, remains unchanged at $3,895 for drinking water and $3,923 for dual water per single family residential permit. The water replenishment system development fee that was established July 1, 2007, remains unchanged at $2,100 in Special Planning Area (SPA) 1 per single family residential permit and $796 in Special Planning Area (SPA) 2-6 per single family residential permit.

Major Budget Changes

The expenditures are primarily for capital projects that include CAP water allocation, Mountain Vista Ranch well #2, Desert Oasis WSF arsenic treatment, Greenway Road improvments – reclaimed line, SPA 1 effluent storage reservoir covers, and developer reimbursements. Fund balance and remaining available revenue is programmed as contingency at $3,122,300. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Services	27,722	17,634	90,800	716,900	690%
Capital	-518,188	575,387	1,240,500	5,091,000	310%
Contingency	0	0	18,000	3,122,300	17246%
Debt Service	1550.9	26,274	1,300,000	0	-100%
Transfer Out	800,363	7,280	0	0	0%
Development Agreements	103,002	268,406	0	450,000	0%
Total	414,450	894,982	2,649,300	9,380,200	254%
By department					
Community Development	0	0	0	450,000	0%
Finance	27,722	4,043	58,800	40,800	-31%
Not Used City of Surprise	107,589	0	0	0	0%
Public Works	279,138	890,939	2,590,500	8,889,400	243%
Total	414,450	894,982	2,649,300	9,380,200	254%
Revenues				0	
By fund source					
Charges for Svcs/Oth	573,647	738,758	438,300	1,700,700	288%
Transfer In	0	0	0	0	0%
Total	573,647	738,758	438,300	1,700,700	288%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Wastewater System
Development Fee Funds

Description

The wastewater system development fee funds are established to account for the inflow of wastewater service development fees levied on new residential, commercial, and industrial development. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on wastewater services caused by growth. Development fees cannot be used to subsidize operational needs. The city provides these services to the entire city.

Revenues are based upon an estimated issuance of single family residential permits and the estimated square feet of non-single family residential permits in FY2014. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The wastewater system development fees that were established July 1, 2007, remain unchanged at $3,853 in Special Planning Area (SPA) 1 per single family residential permit and at $3,039 in Special Planning Area (SPA) 2-6 per single family residential permit.

Major Budget Changes

The expenditures are for the Greenway Road improvements-wastewater line capital project, rental payments, and developer reimbursements, and debt service. Fund balance and remaining available revenue is programmed as contingency at $273,000. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Supplies	0	0	0	0	0%
Services	13,861	8,948	170,400	20,400	-88%
Capital	0	4,531	0	1,025,000	0%
Debt Service	37,551	0	1,071,500	0	-100%
Contingency	0	0	9,000	273,000	2933%
Transfer Out	6,485,532	3,861,431	3856700	8,530,500	121%
Development Agreements	3,156	0	0	0	0%
Total	6,540,100	3,874,911	5,107,600	9,848,900	93%
By department					
Finance	13,861	2,022	29,400	20,400	-31%
General Operations	0	0	0	0	0%
Public Works	6,526,239	3,872,889	5,078,200	9,803,500	93%
Community Development	0	0	0	25,000	0%
Total	6,540,100	3,874,911	5,107,600	9,848,900	93%

Revenues					
By fund source					
Charges for Svcs/Oth	4,219,212	2,017,507	1,051,800	2,356,100	124%
Transfer In	0	0	0	0	0%
Total	4,219,212	2,017,507	1,051,800	2,356,100	124%

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City of Surprise
FY2014
Capital Improvement Plan

Name	FMS ID	FY2014	Total Proj Cost
21112 General Capital Fund			
Community and Recreation Services Master Plan	21414	$50,000	$0
Heritage Park Improvements	21315	$520,000	$620,000
LifePak Cardiac Monitors (5)	21401	$175,000	$175,000
Temporary Relocation Fire Station #304	21407	$300,000	$300,000
107th Avenue & Union Hills Drainage Project	21204	$250,000	$2,500,000
Bell Road Sidewalks (East of Grand Avenue)	21103	$1,433,100	$2,025,000
Dove Valley Parkway Improvements	21105	$285,300	$1,395,000
Fiber Optics - Loop 303 (Peoria Avenue to Bell Road) (non-growth)	21108	$101,400	$1,196,300
Irrigation Line Loop 303 & Peoria for Landscaping	21212	$250,000	$250,000
Martin Acres Flood Control	21106	$100,000	$910,000
NWC 163rd Ave and Pat Tillman Blvd. Stormwater Mitigation	21301	$165,000	$170,000
Pave Dirt Shoulders	21205	$46,300	$686,300
Pavement Preservation (Parking Lots and Streets - Civic Center)	21405	$100,000	$100,000
SPA 1 Booster Station Upgrades @ Bell Road Lake	21410	$125,000	$1,750,000
SR303 Peoria Avenue to Mt. View Enhancements	21206	$50,000	$500,000
Data Backup Systems	21403	$300,000	$300,000
Disaster Recovery	21409	$315,000	$0
Replace Financial and LIS Software	21408	$500,000	$0
Community Park Playground Repair/Replacement	21404	$100,000	$100,000
Total - General Capital Fund		**$5,166,100**	**$12,977,600**
21418 Transportation Improvement Fund			
Cactus Road (175th Avenue to Cotton Lane)	21304	$295,000	$870,000
Dysart Road Improvements @ Grand Avenue	20509	$90,000	$50,000
El Mirage Road (Northern Avenue to Bell Road)	21109	$500,000	$6,310,500
Greenway Road (Litchfield Road to Bullard Avenue)	20815	$922,700	$2,726,700
Mountain View Boulevard (West of Grand Avenue)	21303	$600,000	$1,200,000
Peoria Avenue (Sarival Avenue to Reems Road)	21210	$510,000	$1,600,000
Street Preservation and Maintenance Program	28019	$2,000,000	$2,000,000
Total - Transportation Improvement Fund		**$4,917,700**	**$14,757,200**
22511 Water Operations			
Ashton Ranch Water Storage Reservoir Coating	21413	$340,000	$340,000
Site & Security Improvements - Water	21110	$85,000	$2,300,000
SPA 1 Variable Frequency Drives for Plant 4 & 5 Non-Potable Pumps	21213	$137,000	$150,000
SPA 2 Desert Oasis WSF - Arsenic Treatment (non-growth)	20671	$37,500	$2,200,000
Total - Water Operations		**$599,500**	**$4,990,000**

City of Surprise
FY2014
Capital Improvement Plan

Name	FMS ID	FY2014	Total Proj Cost
22512 Water Development Fee SPA 1			
CAP Allocation	29999	$154,000	$770,000
SPA 1 Mountain Vista Well #2	21111	$2,136,500	$2,200,100
Total - Water Development Fee SPA 1		**$2,290,500**	**$2,970,100**
22513 Water Development Fee SPA 2			
SPA 2 Desert Oasis WSF - Arsenic Treatment	20671	$112,500	$2,200,000
Total - Water Development Fee SPA 2		**$112,500**	**$2,200,000**
22522 Water Replenishment Development Fee SPA 1			
Greenway Road Improvements - Reclaimed Line	20911	$769,100	$769,100
SPA 1 Effluent Storage Reservoir Covers	21308	$2,595,000	$2,600,000
Total - Water Replenishment Development Fee SPA 1		**$3,364,100**	**$3,369,100**
22531 Sewer Operations			
Additional Chlorine Generation Unit	21216	$850,000	$850,000
Convert Thickening Centrifuge #1 to Dewatering Centrifuge	21412	$400,000	$400,000
Cortessa Wet Well Re-Coating	21306	$100,000	$100,000
Disinfection Byproduct Reduction	21114	$935,000	$1,050,000
Site & Security Improvements - Sewer	21110	$17,700	$2,300,000
SPA 1 Recharge Wells @ South Plant	21113	$15,600	$9,552,600
SPA 1 South WRF Stabilization, Dust Control & Landscape	21215	$245,100	$250,000
SPA1 WRF Sludge Gate/ Wet Well Repairs	21411	$325,000	$325,000
SPA 2 WRF Overhead Crane for Membrane Removal	21305	$278,900	$300,000
SPA 2 WRF Plant Water System	21307	$187,600	$200,000
Total - Sewer Operations		**$3,354,900**	**$15,327,600**
22532 Sewer Development Fee SPA 1			
Greenway Road Improvements - Sewer Line	20911	$1,000,000	$1,000,000
Total - Sewer Development Fee SPA 1		**$1,000,000**	**$1,000,000**
Total FY2014		**$20,805,300**	**$57,591,600**

Capital Improvement Operating Costs

FY2015 - FY2019

GENERAL CAPITAL FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
Hertiage Park Improvements	21202	34,100	34,100	34,100	34,100	34,100
Dove Valley Parkway Improvements	21105	0	0	58,600	58,600	58,600
Irrigation Line Loop 303 & Peoria for Landscaping	21212	0	0	61,100	61,100	61,100
Replace Financial and LIS Software	21408	0	0	0	0	500,000
Total - GENERAL CAPITAL FUND		**34,100**	**34,100**	**153,800**	**153,800**	**653,800**

TRANSPORTATION IMPROVEMENT

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
El Mirage Road (Northern Avenue to Bell Road)	21109	0	0	0	75,000	75,000
Greenway Road (Litchfield Road to Bullard Avenue)	20815	0	0	0	53,300	53,300
Peoria Avenue (Sarival Avenue to Reems Road)	21210	0	137,500	137,500	137,500	137,500
Total - TRANSPORTATION IMPROVEMENT		**0**	**137,500**	**137,500**	**265,800**	**265,800**

WATER FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
Site & Security Improvements - Water	21110	0	0	0	0	33,400
SPA 1 Variable Frequency Drives for Plant 4 & 5 Non-Potable Pumps	21213	0	0	5,000	5,000	5,000
SPA 2 Desert Oasis WSF - Arsenic Treatment (non-growth)	20671	0	0	0	0	257,000
Total - WATER FUND		**0**	**0**	**5,000**	**5,000**	**295,400**

WATER SYSTEM DEV FEE FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
SPA 1 Mountain Vista Well #2	21111	0	0	248,900	248,900	248,900
Total - WATER SYSTEM DEV FEE FUND		**0**	**0**	**248,900**	**248,900**	**248,900**

Capital Improvement Operating Costs

FY2015 - FY2019

WATER SYSTEM DEV FEE FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
SPA 2 Desert Oasis WSF - Arsenic Treatment	20671	0	0	0	170,800	170,800
Total - WATER SYSTEM DEV FEE FUND		**0**	**0**	**0**	**170,800**	**170,800**

WATER SYSTEM DEV FEE FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
SPA 1 Effluent Storage Reservoir Covers	21308	0	0	4,600	4,600	4,600
Total - WATER SYSTEM DEV FEE FUND		**0**	**0**	**4,600**	**4,600**	**4,600**

SEWER FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
Additional Chlorine Generation Unit	21216	0	0	17,400	17,400	17,400
Disinfection Byproduct Reduction	21114	0	0	107,000	107,000	107,000
Site & Security Improvements - Sewer	21110	0	0	0	0	26,300
SPA 1 Recharge Wells @ South Plant	21113	0	0	118,300	118,300	118,300
SPA 1 South WRF Stabilization, Dust Control & Landscape	21215	0	0	800	800	800
Total - SEWER FUND		**0**	**0**	**243,500**	**243,500**	**269,800**

SEWER SYSTEM DEV FEE FUND

Project Name	FMS ID	FY2015	FY2016	FY2017	FY2018	FY2019
Greenway Road Improvements - Sewer Line	20911	0	0	600	600	600
Total - SEWER SYSTEM DEV FEE FUND		**0**	**0**	**600**	**600**	**600**

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Appendix

- Budget Adoption Resolution
- Property Tax Resolution
- State Forms
- Budget Transfer Policies and Procedures
- Street Light Improvement District (SLID) Tax Levy Resolution
- SLIDs
- Comprehensive Financial Management Policies
- Summary of Major Revenues and Expenditures
- Schedule of Personnel
- Glossary

RESOLUTION 2013-13

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA ADOPTING THE BUDGET FOR FISCAL YEAR 2014.

WHEREAS, in accordance with the provisions of Arizona Revised Statute, Sections §42-17101 *et. seq.*, the Council of the City of Surprise (the "City Council") did, on May 28, 2013, 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 11 and June 18, 2013, at City Hall, City Council Chambers for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and;

WHEREAS, in accordance with state law and following due public notice, the City Council met on May 28, 2013. Taxpayers were 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 do not in the aggregate amount exceed that amount as computed according to Arizona Revised Statute § 42-17051 (A).

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Surprise, Arizona, as follows:

Section 1. That the statements and schedules attached hereto as Exhibit A and incorporated herein by reference are hereby adopted as the budget of the City of Surprise, Arizona for the fiscal year July 1, 2013 through June 30, 2014.

[SIGNATURES ON FOLLOWING PAGE]

APPROVED AND ADOPTED this 18 day of June, 2013.

Sharon R. Wolcott, Mayor

ATTEST:

Sherry A. Aguilar, City Clerk

APPROVED AS TO FORM:

Misty Leslie, Interim City Attorney

Yeas: Mayor Wolcott, Vice Mayor Biundo, Council Members; Alton, Williams, Villanueva, Mankiewicz and Hall

Nays:

Resolution #2013-13
RFLS 3497

EXHIBIT “A”

Fiscal Year 2014 Budget Statements and Schedules

RESOLUTION 2013-15

A RESOLUTION OF THE MAYOR AND 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 2013-2014 TO BE ASSESSED AGAINST THE VALUATION OF REAL AND PERSONAL 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 assessed valuation of property within the City, and;

WHEREAS, the primary and secondary tax levy for Fiscal Year 2013-2014 beginning July 1, 2013 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 18, 2013, at least fourteen days prior to the hearing date for this Resolution 2013-15, and;

WHEREAS, the City has computed tax rates per One Hundred Dollars ($100.00) of assessed valuation to be levied and collected, at $0.7783 per primary taxes,

NOW, THEREFORE, BE IT RESOLVED by the City 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, at $0.7783 per primary taxes, 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 six million, four hundred six thousand, seven hundred dollars ($6,406,700.00) for the fiscal year ending on June 30, 2014.

Section 2. 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 2 day of July, 2013.

Sharon R. Wolcott, Mayor

Attest:

Sherry Aguilar, City Clerk

Approved as to form:

Misty Leslie, City Attorney

Yeas: Mayor Wolcott, Vice Mayor Biundo, Council Members; Alton, Villanueva, Mankiewicz and Hall. (Absent – Williams)

Nays: _____

Resolution #2013-15
RFLS 3530

CITY OF SURPRISE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2013	ACTUAL EXPENDITURES/ EXPENSES** 2013	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/ EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 74,722,100	$ 73,237,500	$ 14,434,800	Primary: $ 6,406,700	$ 76,027,800	$	$	$ 5,772,300	$ 1,533,400	$ 101,108,200	$ 79,109,500
2. Special Revenue Funds	25,256,400	11,886,700	3,960,500	Secondary: 2,235,600	14,744,300					20,940,400	20,940,400
3. Debt Service Funds Available	7,220,500	7,220,500			143,900			11,965,600	73,700	12,035,800	11,898,100
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	7,220,500	7,220,500			143,900			11,965,600	73,700	12,035,800	11,898,100
6. Capital Projects Funds	19,611,700	8,648,900	45,037,900		10,791,700				10,358,500	45,471,100	50,116,900
7. Fiduciary Fund	100,900	18,000	25,500		100					25,600	25,600
8. Enterprise Funds Available	29,807,900	28,162,600	32,830,800		33,092,000				5,772,300	60,150,500	28,087,000
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	29,807,900	28,162,600	32,830,800		33,092,000				5,772,300	60,150,500	28,087,000
11. Internal Service Funds	13,942,000	10,361,200	4,717,200		10,619,000					15,336,200	15,075,100
12. TOTAL ALL FUNDS	$ 170,661,500	$ 139,535,400	$ 101,006,700	$ 8,642,300	$ 145,418,800	$	$	$ 17,737,900	$ 17,737,900	$ 255,067,800	$ 205,252,600

EXPENDITURE LIMITATION COMPARISON	2013	2014
1. Budgeted expenditures/expenses	$ 170,661,500	$ 205,252,600
2. Add/subtract: estimated net reconciling items	(7,190,000)	(7,190,000)
3. Budgeted expenditures/expenses adjusted for reconciling items	163,471,500	198,062,600
4. Less: estimated exclusions	12,100,000	12,100,000
5. Amount subject to the expenditure limitation	$ 151,371,500	$ 185,962,600
6. EEC or voter-approved alternative expenditure limitation	$ 888,445,600	$ 912,481,200

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

CITY OF SURPRISE
Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 7,974,599	$ 8,285,245
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 6,290,000	$ 6,406,700
B. Secondary property taxes	2,408,000	2,235,600
C. Total property tax levy amounts	$ 8,698,000	$ 8,642,300
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 6,147,100	
(2) Prior years' levies	133,900	
(3) Total primary property taxes	$ 6,281,000	
B. Secondary property taxes		
(1) **Current** year's levy	$ 2,408,000	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 2,408,000	
C. Total property taxes collected	$ 8,689,000	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.7383	0.7783
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.7383	0.7783

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 105 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
Local sales tax	$ 32,295,000	$ 32,619,800	$ 33,301,500
Bed tax	101,500	107,000	114,000
Licenses and permits			
Electric Franchise Fee	2,179,800	2,230,800	2,186,500
Cable Franchise Fee	1,085,200	990,400	990,400
Business Licenses	657,000	662,000	680,000
Natural Gas Franchise Fee	325,400	292,000	292,000
Water Franchise Fee	357,600	465,200	490,600
Sanitation Hauler's License	43,600	38,900	40,000
Intergovernmental			
State Shared Income Tax	12,003,000	12,003,000	13,111,000
State Shared Sales Tax	9,826,800	9,671,700	10,154,400
Vehicle License Tax	3,895,900	3,910,900	3,917,200
LTAF II	330,000		
Fines and foreits			
Court	1,290,400	1,256,200	1,256,200
Charges for services			
Parks & Recreation	3,817,500	4,452,800	4,487,800
Fire	838,600	731,100	754,100
Police	679,600	655,200	655,200
Community Development	944,700	1,985,800	2,052,500
All other	750,000	495,200	500,000
Interest Income			14,000
Public Works Fees	215,600	451,000	633,100
Facilities	303,200	385,700	397,300
Transit Fees	28,300	50,000	
Total General Fund	$ 71,968,700	$ 73,454,700	$ 76,027,800

* 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
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
State Shared	$ 6,613,600	$ 6,522,800	$ 6,617,500
Charges for Services/Other	11,400	11,400	11,600
	$ 6,625,000	$ 6,534,200	$ 6,629,100
Employee Dep Scholarship			
Charges for Services/Other	$ 1,300	$ 1,400	$ 1,400
	1,300	$ 1,400	$ 1,400
Donations Fund			
Charges for Services/Other	$ 1,900	$ 223,500	$ 210,100
	$ 1,900	$ 223,500	$ 210,100
Municipal Court Enhancement			
Charges for Services/Other	$ 106,900	$ 112,000	$ 113,000
	$ 106,900	$ 112,000	$ 113,000
Neighborhood Revitalization			
Charges for Services/Other	$ 699,000	$ 449,000	$ 692,400
	$ 699,000	$ 449,000	$ 692,400
Tourism			
Charges for Services/Other	$ 1,300	$ 1,800	$ 1,800
Local Sales Tax		162,600	172,000
	$ 1,300	$ 164,400	$ 173,800
Unforeseen Grants			
Charges for Services/Other	$ 13,709,200	$	$ 5,227,800
	$ 13,709,200	$	$ 5,227,800
SPD RICO Fund			
Charges for Services/Other	$ 2,800	$ 2,000	$ 360,000
	$ 2,800	$ 2,000	$ 360,000
SPD Towing Fund			
Charges for Services/Other	$ 34,600	$ 117,000	$ 117,000
	$ 34,600	$ 117,000	$ 117,000
SPD DEA Fund			
Charges for Services/Other	$ 1,100	$ 13,000	$ 120,000
	$ 1,100	$ 13,000	$ 120,000
Municipal Court JCEF			
Charges for Services/Other	$ 500	$ 22,500	$ 23,000
	$ 500	$ 22,500	$ 23,000
Municipal Court MFTG			
Charges for Services/Other	$ 31,200	$ 9,000	$ 8,900
	$ 31,200	$ 9,000	$ 8,900
Municipal Court FARE			
Charges for Services/Other	$ 9,100	$ 900	$ 4,400
	$ 9,100	$ 900	$ 4,400
Net Premium Seating			
Charges for Services/Other	$	$ 22,200	$ 25,500
	$	$ 22,200	$ 25,500
Spring Training Ticket Surcharge			
Charges for Services/Other	$	$ 100,600	$ 100,600
	$	$ 100,600	$ 100,600
SB1398 Fines			
Charges for Services/Other	$	$ 19,000	$ 17,000
	$	$ 19,000	$ 17,000

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
LTAF II			
State Shared	$	$ 345,000	$ 350,000
	$	$ 345,000	$ 350,000
Proposition 400			
Charges for Services/Other	$	$	$ 19,600
	$	$	$ 19,600
Wildland Fire			
Charges for Services/Other	$	$ 100,000	$ 140,000
	$	$ 100,000	$ 140,000
HALO			
Charges for Services/Other	$	$ 125,000	$ 132,000
	$	$ 125,000	$ 132,000
Ambulance Contract			
Charges for Services/Other	$	$	$ 278,700
	$	$	$ 278,700
Total Special Revenue Funds	$ 21,223,900	$ 8,360,700	$ 14,744,300

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
2000-03 Government Debt Service Fund			
Charges for Services/Other	$ 19,500	$ 48,800	$ 48,800
	$ 19,500	$ 48,800	$ 48,800
2000-03 Proprietary Debt Service Fund			
Charges for Services/Other	$ 8,500	$ 21,200	$ 21,200
	$ 8,500	$ 21,200	$ 21,200
Prop Reserve 2007			
Charges for Services/Other		30,500	73,700
	$	$ 30,500	$ 73,700
Prop Debt Service 2000-2003			
Charges for Services/Other		100	100
	$	$ 100	$ 100
Gov Debt Service 2000-2003			
Charges for Services/Other		100	100
	$	$ 100	$ 100
Total Debt Service Funds	$ 28,000	$ 100,700	$ 143,900
FIDUCIARY FUNDS			
Firefighters Pension Fund			
Charges for Services/Other	$ 600	$ 300	$ 100
	$ 600	$ 300	$ 100
Total Fiduciary Funds	600	$ 300	$ 100
CAPITAL PROJECTS FUNDS			
General Capital Fund			
Charges for Services/Other	$ 2,465,300	$ 400,000	$
Local Sales Tax		2,913,000	1,950,000
	$ 2,465,300	$ 3,313,000	$ 1,950,000
Transportation Improvement Fund			
Charges for Services/Other	$ 1,463,300	$ 46,500	$ 46,500
Local Sales Tax	1,981,400	2,838,400	2,181,800
	$ 3,444,700	$ 2,884,900	$ 2,228,300
Vehicle Replacement Fund			
Charges for Services/Other	$ 221,700	$ 3,806,100	$ 65,800
	$ 221,700	$ 3,806,100	$ 65,800
General Government Development Fund			
Charges for Services/Other	$ 227,100	$ 559,300	$ 537,400
	$ 227,100	$ 559,300	$ 537,400
Roads of Regional Signficiance Development Fund			
Charges for Services/Other	$ 11,600	$ 27,400	$ 27,400
	$ 11,600	$ 27,400	$ 27,400
Police Development Fee Fund			
Charges for Services/Other	$ 107,300	$ 278,800	$ 240,700
	$ 107,300	$ 278,800	$ 240,700
Parks and Recreation Development Fee Fund			
Charges for Services/Other	$ 220,700	$ 84,100	$ 533,600
	$ 220,700	$ 84,100	$ 533,600

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Fire and EMS Development Fee Fund			
Charges for Services/Other	$ 247,800	$ 737,100	$ 760,100
	$ 247,800	$ 737,100	$ 760,100
Library Development Fee Fund			
Charges for Services/Other	$ 56,900	$ 116,900	$ 136,500
	$ 56,900	$ 116,900	$ 136,500
Public Works Development Fee Fund			
Charges for Services/Other	$ 90,100	$ 260,400	$ 255,100
	$ 90,100	$ 260,400	$ 255,100
Sewer Development Fee Fund			
Charges for Services/Other	$ 1,051,800	$ 2,240,100	$ 2,356,100
	$ 1,051,800	$ 2,240,100	$ 2,356,100
Water Development Fee Fund			
Charges for Services/Other	$ 438,300	$ 1,022,300	$ 1,700,700
	$ 438,300	$ 1,022,300	$ 1,700,700
Total Capital Projects Funds	$ 8,583,300	$ 15,330,400	$ 10,791,700

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
ENTERPRISE FUNDS			
Water Fund			
Charges for Services/Other	$ 9,942,300	$ 10,114,800	$ 10,087,000
	$ 9,942,300	$ 10,114,800	$ 10,087,000
Wastewater Fund			
Charges for Services/Other	$ 17,906,800	$ 15,953,900	$ 16,046,900
	$ 17,906,800	$ 15,953,900	$ 16,046,900
Sanitation Fund			
Charges for Services/Other	$ 6,835,800	$ 6,420,000	$ 6,958,100
	$ 6,835,800	$ 6,420,000	$ 6,958,100
Total Enterprise Funds	$ 34,684,900	$ 32,488,700	$ 33,092,000
INTERNAL SERVICE FUNDS			
Risk Management Fund			
Charges for Services/Other	$ 1,609,500	$ 1,632,300	$ 1,647,100
	$ 1,609,500	$ 1,632,300	$ 1,647,100
Employee Healthcare Fund			
Charges for Services/Other	$ 9,033,700	$ 9,541,000	$ 8,971,900
	$ 9,033,700	$ 9,541,000	$ 8,971,900
Total Internal Service Funds	$ 10,643,200	$ 11,173,300	$ 10,619,000
TOTAL ALL FUNDS	$ 147,132,600	$ 140,908,800	$ 145,418,800

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

CITY OF SURPRISE
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014 SOURCES	OTHER FINANCING 2014 <USES>	INTERFUND TRANSFERS 2014 IN	INTERFUND TRANSFERS 2014 <OUT>
GENERAL FUND				
2003 MPC Rental Payments	$	$	$	$ 1,533,400
Sanitation Hauler's License			24,000	
Franchise Fees			514,700	
Indirect Cost Allocation			4,682,900	
Payments in Lieu of Property Taxes			550,700	
Total General Fund	$	$	$ 5,772,300	$ 1,533,400
DEBT SERVICE FUNDS				
2000-03 Government Debt Service	$	$	$ 3,361,300	$
2000-03 Proprietary Debt Service			7,072,700	
2007 Debt Service			1,457,900	
Prop Reserve 2007				73,700
Prop Debt Service 2007			73,700	
Total Debt Service Funds	$	$	$ 11,965,600	$ 73,700
CAPITAL PROJECTS FUNDS				
Police Development Fee	$	$	$	$ 245,800
Parks and Recreation Development Fee				794,200
General Government Development Fee				666,500
Fire and EMS Development Fee				121,500
Wastewater Development Fee				8,530,500
Total Capital Projects Funds	$	$	$	$ 10,358,500
ENTERPRISE FUNDS				
Water	$	$	$	$ 1,598,400
Wastewater				2,254,900
Sanitation				1,919,000
Total Enterprise Funds	$	$	$	$ 5,772,300
TOTAL ALL FUNDS	$	$	$ 17,737,900	$ 17,737,900

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
City Clerk	$ 411,700	$	$ 409,500	$ 669,800
City Court	1,886,500		1,837,900	1,942,100
City Manager	1,815,900		1,707,500	2,073,400
Community and Rec Services	12,564,800		13,913,700	14,689,000
Community Development	5,890,500	(220,000)	6,209,500	6,305,300
Finance	2,669,200		2,521,800	2,892,300
Fire-Emergency Services	14,526,500		14,067,800	15,072,200
General Operations	2,467,800			
Human Resources	1,567,300		1,627,200	1,659,000
Information Services	3,880,300		3,921,500	4,109,100
Legal	1,749,100		1,766,600	1,796,700
Mayor & Council	409,700		428,300	432,300
Police	19,004,800		19,382,500	20,129,900
Public Works	5,808,000		5,443,700	6,188,400
Contingency	70,000	220,000		1,150,000
Total General Fund	$ 74,722,100	$	$ 73,237,500	$ 79,109,500
SPECIAL REVENUE FUNDS				
Employee Dep Scholarship Fund				
General Operations	$ 6,000	$	$ 6,000	$ 6,000
Contingency	3,300			100
Donations Fund				
General Operations				
Community and Rec Services	800		108,800	267,300
Fire-Emergency Services			100	15,000
Police			11,000	14,300
Contingency	363,500			334,400
Municipal Court Enhancement				
City Court	100,000		85,000	85,000
Information Services				
Contingency	351,100			406,800
Neighborhood Revitalization				
Community Development	699,000		581,200	692,400
Community Initiatives				
Contingency				
Tourism				
Community and Rec Services	100,000		158,500	
General Operations				
Contingency	158,900			506,400
Grants				
Community and Rec Services	50,000		26,300	50,000
Fire-Emergency Services		(30,500)	20,500	
Police	141,000	(82,200)	41,200	177,800
Public Works	132,900		132,900	
Contingency	13,385,300	275,500		5,000,000
SPD RICO				
Police	200,000		200,000	400,000
Contingency	313,200			406,000
SPD DEA				
Police			150,000	116,000
Contingency	230,900			38,400
SPD Towing				
Police	32,500		39,300	32,500
Contingency	340,400			499,500
Municipal Court JCEF				
City Court		(13,300)	13,300	53,300
Contingency	95,800	13,300		77,300
Municipal Court MFTG				
City Court	31,000		31,000	
Contingency	28,600			20,200
Municipal Court FARE				
City Court	9,000			
Contingency	9,500			14,700
Net Premium Seating				
Community and Rec Services				10,400
Contingency				67,000
Spring Training Ticket Surcharge				
Community and Rec Services		(100,300)		
Contingency				301,500
SB1398 Fines				
Police		(39,200)	12,800	40,100
Contingency				

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
LTAFII				
Public Works				350,000
Contingency				
Proposition 400				
Public Works				19,600
Contingency				
Wildland Fire				
Fire-Emergency Services			100,000	140,000
Contingency				
HALO				
Fire-Emergency Services			125,000	132,000
Contingency				
Ambulance Contract				
Fire-Emergency Services				278,700
Contingency				
Highway User Revenue Fund				
Public Works	5,790,900		5,819,700	5,996,600
Contingency			1,764,600	1,734,000
Street Lights Improvement District				
Public Works	2,659,500		2,459,500	2,624,500
Contingency				32,600
Total Special Revenue Funds	$ 25,233,100	$ 23,300	$ 11,886,700	$ 20,940,400
DEBT SERVICE FUNDS				
2000-03 Government Debt Service Fund				
General Operations	$ 3,361,100	$	$ 3,361,100	$ 3,362,900
2000-03 Proprietary Debt Service Fund				
General Operations	2,401,700		2,401,700	7,076,700
2007 Proprietary Debt Service Fund				
General Operations	1,457,700		1,457,700	1,458,500
Total Debt Service Funds	$ 7,220,500	$	$ 7,220,500	$ 11,898,100
CAPITAL PROJECTS FUNDS				
General Capital Fund				
Community Development	$ 1,100,000	$	$	$ 1,100,000
City Manager				50,000
Community and Rec Services			30,000	670,000
Fire-Emergency Services				475,000
Information Services				1,115,000
Police			100	72,000
Finance				
General Operations	750,000			
Public Works	4,406,400		538,200	2,906,100
Contingency				2,255,600
Transportation Improvement Fund				
Community Development	300,000		260,000	260,000
Public Works	4,145,100		2,124,300	5,043,100
Contingency				
Vehicle Replacement Fund				
General Operations	2,051,000		2,055,000	2,281,300
Public Works				
Contingency				1,998,000
Roads of Regional Significance SPA 2, 4, 6				
Finance	10,000		10,000	10,000
General Operations				
Contingency	4,900			2,126,000
Roads of Regional Significance SPA 3, 5				
Finance	10,000		10,000	10,000
Contingency	4,900			4,900
General Government Development Fee				
General Operations	1,837,000			
Finance	20,000		20,000	20,000
Public Works				
Contingency	8,500			
Police Development Fee				
Police				
Finance	20,000		20,000	20,000
Contingency	8,500			978,800
Parks and Recreation Development Fee				
Community and Rec Services				
Finance	20,000		20,000	20,000
Contingency	8,500			3,554,000
Public Works Development Fee				
Public Works	628,600		719,100	64,000
Finance	20,000		20,000	20,000
Contingency	8,500			9,734,700

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Fire & EMS Development Fee				
Fire-Emergency Services	292,600			
Finance	20,000		20,000	20,000
General Operations				
Contingency	8,500			
Library Development Fee				
Community and Rec Services				
Finance	20,000		20,000	20,000
Contingency	8,500			4,589,800
Water Development Fee				
Community Development				450,000
Finance	20,400		20,400	20,400
Public Works	1,190,500		1,394,500	2,403,000
Contingency	9,000			2,199,000
Water Replenishment Development Fee				
Finance	20,400		20,400	20,400
Public Works	1,400,000		105,000	3,364,100
Contingency	9,000			923,300
Sewer Development Fee				
Community Development				25,000
Finance	20,400		20,400	20,400
Public Works	1,221,500		1,221,500	1,000,000
Contingency	9,000			273,000
Total Capital Projects Funds	$ 19,611,700	$	$ 8,648,900	$ 50,116,900
FIDUCIARY FUNDS				
Firefighters Pension Fund				
Fire-Emergency Services	$	$	$ 18,000	$ 18,000
Contingency	100,900			7,600
Total Fiduciary Funds	$ 100,900	$	$ 18,000	$ 25,600
ENTERPRISE FUNDS				
Water Fund				
Community Development	$ 40,000	$	$ 40,000	$ 30,000
Finance	77,600		28,100	
Public Works	7,664,600		7,919,400	7,145,100
Contingency	1,161,000			1,096,000
Wastewater Fund				
Community Development	10,000		220,000	251,000
Finance	79,800		28,800	
Public Works	13,869,300	64,500	15,134,400	11,296,800
Contingency	1,333,000	(64,500)		1,357,400
Sanitation				
Finance	77,600		28,100	
Public Works	4,703,000		4,763,800	6,157,700
Contingency	792,000			753,000
Total Enterprise Funds	$ 29,807,900	$	$ 28,162,600	$ 28,087,000
INTERNAL SERVICE FUNDS				
Risk Management Fund				
Community Development	$ 15,100	$	$ 31,500	$
Finance	307,100		375,000	
Human Resources	1,596,400		1,488,900	1,570,200
Contingency	1,713,300			2,269,000
Employee Healthcare Fund				
Human Resources	8,645,000		8,465,800	9,043,700
Contingency	1,665,100			2,192,200
Total Internal Service Funds	$ 13,942,000	$	$ 10,361,200	$ 15,075,100
TOTAL ALL FUNDS	$ 170,638,200	$ 23,300	$ 139,535,400	$ 205,252,600

* 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
Expenditures/Expenses by Department
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
City Clerk				
General Fund	$ 411,700	$	$ 409,500	$ 669,800
Department Total	$ 411,700	$	$ 409,500	$ 669,800
Mayor & Council				
General Fund	$ 409,700	$	$ 428,300	$ 432,300
Department Total	$ 409,700	$	$ 428,300	$ 432,300
City Court				
General Fund	$ 1,886,500	$	$ 1,837,900	$ 1,942,100
Municipal Court Enhancement	451,100		85,000	491,800
Municipal Court FARE	18,500			14,700
Municipal Court JCEF	95,800		13,300	130,600
Municipal Court MFTG	59,600		31,000	20,200
Department Total	$ 2,511,500	$	$ 1,967,200	$ 2,599,400
City Manager				
General Fund	$ 1,885,900	$	$ 1,707,500	$ 2,143,400
General Capital Fund				50,000
Department Total	$ 1,885,900	$	$ 1,707,500	$ 2,193,400
Community Development				
General Fund	$ 6,890,500	$	$ 6,209,500	$ 7,305,300
General Capital Fund	1,100,000			1,100,000
Neighborhood Revitalization	699,000		581,200	692,400
Risk Management Fund	15,100		31,500	
Sewer Fund	10,000		220,000	251,000
Sewer System Dev Fee Fund				25,000
Transportation Improvement	300,000		260,000	260,000
Water Fund	40,000		40,000	30,000
Water System Dev Fee Fund				450,000
Department Total	$ 9,054,600	$	$ 7,342,200	$ 10,113,700
Finance				
General Fund	$ 2,669,200	$	$ 2,521,800	$ 2,972,300
Fire & EMS Dev Fee Fund	28,500		20,000	20,000
General Capital Fund				
General Govt Dev Fee Fund	28,500		20,000	20,000
Library Dev Fee Fund	28,500		20,000	20,000
Parks & Recreation Dev Fee Fund	28,500		20,000	20,000
Police Dev Fee Fund	28,500		20,000	20,000
Public Works Dev Fee Fund	28,500		20,000	20,000
Risk Management Fund	307,100		375,000	
Roads Of Regional Dev Fee Fund	29,800		20,000	20,000
Sanitation Fund	77,600		28,100	
Sewer Fund	79,800		28,800	
Sewer System Dev Fee Fund	29,400		20,400	20,400
Transportation Improvement				
Water Fund	77,600		28,100	
Water System Dev Fee Fund	58,800		40,800	40,800
Department Total	$ 3,500,300	$	$ 3,183,000	$ 3,173,500

Fire				
General Fund	$ 14,526,500	$	$ 14,067,800	$ 15,072,200
Ambulance Contract				278,700
Donations Fund	1,500		100	15,000
Fire & EMS Dev Fee Fund	292,600			
General Capital Fund				475,000
HALO			125,000	132,000
Unforeseen Grants		(30,500)	20,500	
Wildland Fire			100,000	140,000
Firefighters Pension Fund			18,000	18,000
Department Total	$ 14,820,600	$ (30,500)	$ 14,331,400	$ 16,130,900
General Operations				
General Fund	$ 1,467,800	$	$	$
Donations Fund	170,800			334,400
Employee Dep Scholarship	9,300		6,000	6,100
General Capital Fund	750,000			2,255,600
Gov Debt Service 2000-2003	3,361,100		3,361,100	3,362,900
Prop Debt Service 2000-2003	1,457,700		1,457,700	1,458,500
Prop Debt Service 2007	2,401,700		2,401,700	7,076,700
Roads Of Regional Dev Fee Fund				2,130,900
Tourism	158,900			506,400
Unforeseen Grants	13,385,300	275,500		5,000,000
Vehicle Replacement Fund	2,051,000		2,055,000	2,281,300
Firefighters Pension Fund	100,900			7,600
General Govt Dev Fee Fund	1,837,000			
Department Total	$ 27,151,500	$ 275,500	$ 9,281,500	$ 24,420,400
Human Resources				
General Fund	$ 1,567,300	$	$ 1,627,200	$ 1,659,000
Employee Healthcare Fund	10,310,100		8,465,800	11,235,900
Risk Management Fund	3,309,700		1,488,900	3,839,200
Department Total	$ 15,187,100	$	$ 11,581,900	$ 16,734,100
Information Services				
General Fund	$ 3,880,300	$	$ 3,921,500	$ 4,109,100
General Capital Fund				1,115,000
Department Total	$ 3,880,300	$	$ 3,921,500	$ 5,224,100
Legal				
General Fund	$ 1,749,100	$	$ 1,766,600	$ 1,796,700
Department Total	$ 1,749,100	$	$ 1,766,600	$ 1,796,700
Community and Recreation Services				
General Fund	$ 12,564,800	$	$ 13,913,700	$ 14,689,000
Donations Fund	180,200		108,800	267,300
General Capital Fund			30,000	670,000
Library Dev Fee Fund				4,589,800
Net Premium Seating				77,400
Parks & Recreation Dev Fee Fund				3,554,000
Spring Training Ticket Surcharge		(100,300)		301,500
Tourism	100,000		158,500	
Unforeseen Grants	50,000		26,300	50,000
Department Total	$ 12,895,000	$ (100,300)	$ 14,237,300	$ 24,199,000
Police				
General Fund	$ 19,004,800	$	$ 19,382,500	$ 20,129,900
Donations Fund	11,800		11,000	14,300
General Capital Fund			100	72,000
Police Dev Fee Fund				978,800
SB1398 Fines		(39,200)	12,800	40,100
SPD DEA Fund	230,900		150,000	154,400
SPD RICO Fund	513,200		200,000	806,000
SPD Towing Fund	372,900		39,300	532,000
Unforeseen Grants	141,000	(82,200)	41,200	177,800
Department Total	$ 20,274,600	$ (121,400)	$ 19,836,900	$ 22,905,300

Public Works				
General Fund	$ 5,808,000	$	$ 5,443,700	$ 6,188,400
General Capital Fund	4,406,400		538,200	2,906,100
Public Works Dev Fee Fund	628,600		719,100	9,798,700
Transportation Improvement	4,145,100		2,124,300	5,043,100
General Govt Dev Fee Fund				
Water System Dev Fee Fund	2,590,500		1,499,500	8,889,400
Sanitation Fund	5,495,000		4,763,800	6,910,700
Sewer Fund	15,202,300		15,134,400	12,654,200
Sewer System Dev Fee Fund	1,221,500		1,221,500	1,273,000
Highway User Revenue Fund	5,790,900		7,584,300	7,730,600
Marley Park CFD				
Street Lighting Districts	2,659,500		2,459,500	2,657,100
LTAF II				350,000
Proposition 400				19,600
Transit				
Unforeseen Grants	132,900		132,900	
Vehicle Replacement Fund				1,998,000
Water Fund	8,825,600		7,919,400	8,241,100
Department Total	$ 56,906,300	$	$ 49,540,600	$ 74,660,000
Total All Departments	$ 170,638,200	$ 23,300	$ 139,535,400	$ 205,252,600

* 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
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	610.3	$ 39,755,500	$ 5,425,800	$ 6,270,500	$ 3,328,500	= $ 54,780,300
SPECIAL REVENUE FUNDS						
Neighborhood Revitalization	1.4	$ 242,400	$	$	$	= $ 242,400
SPD Towing Fund	0.5	32,500				32,500
Highway User Revenue Fund	39.0	1,955,400	225,700	466,900	253,500	2,901,500
Unforeseen Grants	0.6	173,300	17,800		10,400	201,500
HALO		132,000				132,000
LTAF II		350,000				350,000
Proposition 400		19,600				19,600
Wildland Fire		100,000	14,700		4,100	118,800
Ambulance Contract		185,100				185,100
Total Special Revenue Funds	41.5	$ 3,190,300	$ 258,200	$ 466,900	$ 268,000	= $ 4,183,400
FIDUCIARY FUNDS						
Firefighters Pension Fund	0	$ 18,000	$	$	$	= $ 18,000
Total Fiduciary Funds		$ 18,000	$	$	$	= $ 18,000
CAPITAL PROJECTS FUNDS						
Transportation Improvement	1.0	$ 88,900	$ 10,300	$ 15,400	$ 8,300	= $ 122,900
Total Capital Projects Funds	1.0	$ 88,900	$ 10,300	$ 15,400	$ 8,300	= $ 122,900
INTERNAL SERVICE FUNDS						
Employee Healthcare Fund	1.0	$ 67,500	$ 7,800	$ 15,400	$ 5,600	= $ 96,300
Risk Management Fund	2.0	137,500	15,900	7,600	11,300	172,300
Total Permanent Funds	3.0	$ 205,000	$ 23,700	$ 23,000	$ 16,900	= $ 268,600
ENTERPRISE FUNDS						
Water Fund	25.0	$ 1,392,300	$ 160,600	$ 258,300	$ 140,200	= $ 1,951,400
Wastewater Fund	36.2	1,977,300	228,300	351,100	201,200	2,757,900
Sanitation Fund	31.0	1,420,200	163,900	339,600	176,100	2,099,800
Total Enterprise Funds	92.2	$ 4,789,800	$ 552,800	$ 949,000	$ 517,500	= $ 6,809,100
TOTAL ALL FUNDS	748.0	$ 48,047,500	$ 6,270,800	$ 7,724,800	$ 4,139,200	= $ 66,182,300

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

Budget Transfer Policies and Procedures

A. Purpose

The following policy and procedures are established to implement a consistent and efficient process by which the adopted city budget may be amended.

B. Policy

Throughout the course of the fiscal year, amendments to the budget are necessary to address new issues, increased prices, and changes in scope of existing projects. This policy applies to all budget amendments initiated by the Mayor and City Council, the City Manager's Office, and/or departments. The Finance Department will process budget amendments in the financial management system, following appropriate authorization by the Mayor and City Council, the City Manager, or a Department Director.

Adopted Level of Budgetary Control

The budget is appropriated by department in the general fund. All other funds are appropriated in total; and the Capital Improvement Plan (CIP) is appropriated by project.

C. Procedure

1. The requesting department shall prepare and submit to the Budget Manager with a copy to the respective budget liaison in the Finance Department:
   a. The Budget Amendment Request form (must include the department director signature) including the description/background, budget amendment type, Council action information, and financial impact statement,
   b. The draft Budget Amendment Resolution, and
   c. The Budget Amendment Entry form.
2. The budget liaison shall review the request for availability of budget to be amended, appropriate authorization level, accuracy, and general reasonableness. The budget liaison shall communicate any questions or comments to the department and recommend revisions as necessary. The budget liaison shall then advance the request to the Budget Manager if approved.
3. The Budget Manager shall review and approve the request by signing the Budget Amendment Request form. The form shall then be advanced for the next approval as appropriate.
   a. Requests requiring Chief Financial Officer approval shall be reviewed and approved by signing the Budget Amendment Request and returning to the Budget Manager.
   b. Requests requiring City Manager approval shall be reviewed and approved by signing the Budget Amendment Request form and returning such form to Finance.
   c. Amendments requiring Mayor and City Council approval shall be returned to the submitting department to initiate a Request for Legal Services and City Council agenda item.
4. Upon approval of the budget amendment request, the Finance Department shall execute the amendment in the financial management system and notify the requesting department of completion.

D. Authorization Levels:

Type of Amendment	Category	Sub-Category	Authorization
Between Funds	All	All	Mayor and City Council
Between Departments (in general fund)	All	All	Mayor and City Council
Grants	Revenue Expense	Establishment of a grant budget	Mayor and City Council
Personnel	Full Time Personnel	Between divisions	Department Director
		Between part time and full time (no change in total FTE)	City Manager
		To/from any other category (Change in total FTE)	Mayor and City Council
Commodities/Supplies Contractual Services	Within a Department	Between divisions or within a division	Department Director
Capital	Non-CIP or minor CIP	Between divisions	City Manager
	Major CIP (including change in total amount and/or change in scope)	All	Mayor and City Council
Contingency	All	All	Mayor and City Council
Targeted Savings	All	All	Chief Financial Officer

E. Relationship to Previously Established Policy

No qualifying statement, previously established rules or procedures shall be used to negate the spirit or intent of this statement of policy.

RESOLUTION 2013-14

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF SURPRISE, ARIZONA, TO SET FORTH THE LEVY OF PROPERTY TAX RATES FOR STREET LIGHTING IMPROVEMENT DISTRICTS.

WHEREAS, the provisions of A.R.S. §48-616 require the governing body to levy taxes upon all property in municipal street lighting improvement districts necessary to pay the annual expenses of said districts, and;

WHEREAS, the City Council is required by Arizona Revised Statutes ARS §42-17103 et seq. to hold a public hearing on or before the fourteenth day before the day on which it levies taxes, and the City council held such hearing on June 18, 2013, and;

WHEREAS, the City has computed tax rates for Street Lighting Improvement Districts up to the maximum rate of $1.20 for each One Hundred Dollars ($100.00) of assessed valuation, as set forth on *Exhibit A* attached hereto;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Surprise, Arizona, as follows.

Section 1. For each Street Lighting Improvement District as set forth in *Exhibit A*, attached and incorporated herein, there is hereby levied an amount not to exceed the maximum rate of $1.20 on each One Hundred Dollars ($100.00) of assessed valuation, to be collected as provided by law for the purpose provided by law.

APPROVED AND ADOPTED this 2 day of July, 2013.

Sharon R. Wolcott, Mayor

Attest:

Sherry Aguilar, City Clerk

Approved as to form:

Misty Leslie, City Attorney

Resolution #2013-14
RFLS 3378

Yeas: Mayor Wolcott, Vice Mayor Biundo, Council Members; Alton, Villanueva, Mankiewicz and Hall. (Absent – Williams)

Nays: _____

Resolution #2013-14
RFLS 3378

EXHIBIT “A”

Fiscal Year 2014

Street Light Improvement Districts – (SLIDS)

Property Tax Levy Requirements and

Equal Apportionment Districts’ Assessor Parcel Numbers

City of Surprise, Arizona
Street Light Improvement Districts
Property Tax Levy Requirements
Fiscal Year 2014

City District Name By Assessment Type	Assessed Value	Levy Amount	Levy Rate[1]
Ad Valorem Assessments			
Asante Parcel 1.16	$ 34,080	$ 400	$ 1.1737
Asante Phase 1	$ 2,585,160	$ 31,000	$ 1.1992
Ashton Ranch I	$ 2,014,097	$ 3,900	$ 0.1936
Ashton Ranch II	$ 2,330,848	$ 12,500	$ 0.5363
Ashton Ranch III	$ 2,129,809	$ 12,700	$ 0.5963
Ashton Ranch IV	$ 2,117,768	$ 9,500	$ 0.4486
Autoshow East 1 #126 (Coulter Nissan)	$ -	$ -	$ -
Autoshow East 2 #127 (L Miller Dodge)	$ -	$ -	$ -
Autoshow East 3 #132 (Toyota)	$ -	$ -	$ -
Autoshow NW #114 SLID (New Slid)	$ 3,090,008	$ -	$ -
Bell Pointe I	$ 3,532,376	$ 17,100	$ 0.4841
Bell West Ranch	$ 1,438,941	$ 5,600	$ 0.3892
Bell West Ranch 1A	$ 1,929,597	$ 8,800	$ 0.4561
Bell West Ranch 1B	$ 1,192,310	$ 5,800	$ 0.4865
Bell West Ranch II	$ 2,097,209	$ 7,800	$ 0.3719
Bell West Ranch III	$ 1,943,619	$ 8,500	$ 0.4373
Cactus Ward LDS NONTAX	$ -	$ -	$ -
Canyon Ridge West	$ 7,593,394	$ 10,700	$ 0.1409
City @ Surprise Ph 1	$ 2,271,859	$ 7,600	$ 0.3345
Continental at Kingswood Parke	$ 3,220,982	$ 8,600	$ 0.2670
Cotton Gin	$ 2,339,728	$ 12,200	$ 0.5214
Countryside	$ 6,154,433	$ 25,800	$ 0.4192
Desert Oasis Lancer 5 A5B14A	$ 2,347,040	$ 22,500	$ 0.9587
Desert Oasis No. 1	$ 4,360,839	$ 17,500	$ 0.4013
Desert Oasis Pcl 13A	$ -	$ -	$ -
Desert Oasis Pcl 14C	$ -	$ -	$ -
Greenway Parc #1	$ 2,466,974	$ 17,000	$ 0.6891
Greenway Parc #2	$ 2,170,820	$ 13,900	$ 0.6403
Greenway Parc #3	$ 576,279	$ 5,300	$ 0.9197
Greer Ranch North Ph1	$ 2,821,176	$ 9,200	$ 0.3261
Greer Ranch North PH2	$ 818,857	$ 5,300	$ 0.6472
Greer Ranch South	$ 8,605,628	$ 36,300	$ 0.4218
Johnson Townhomes	$ 299,850	$ 900	$ 0.3002
Kenly Farms	$ 2,544,590	$ 9,200	$ 0.3616
Kingswood Parke	$ 7,643,509	$ 28,100	$ 0.3676
Legacy Parc	$ 4,614,509	$ 21,900	$ 0.4746
Legacy Parc G,H,I	$ 1,975,469	$ 13,000	$ 0.6581
Legacy Parc Parcels e, f, & j	$ 2,328,248	$ 8,000	$ 0.3436
Litchfield Manor	$ 10,534,791	$ 38,900	$ 0.3693
Marley Park I, p 1-4	$ 4,762,988	$ 22,400	$ 0.4703
Marley Park Ph 1, P 5, 6	$ 2,423,027	$ 7,900	$ 0.3260
Marley Park Ph 1, P 7, 8	$ 1,568,692	$ 400	$ 0.0255
Marley Park Ph 2, 9,11,12	$ 1,670,730	$ 11,300	$ 0.6764
Mountain Vista	$ 5,633,017	$ 14,700	$ 0.2610
Mountain Vista II	$ 5,361,162	$ 9,200	$ 0.1716
Mountain Vista III	$ 3,905,084	$ 21,200	$ 0.5429
Northwest Ranch #1	$ 3,073,058	$ 4,500	$ 0.1464
Northwest Ranch II	$ 3,964,327	$ 23,300	$ 0.5877
Orchards 1,2,3,4,5	$ 5,837,837	$ 21,900	$ 0.3751
Paradise #117 NONTAX	$ 925	$ -	$ -
Parke Row	$ 586,729	$ 2,500	$ 0.4261
Prasada Streetlight Service Agreement (Not a SLID)	$ -	$ -	$ -
Quick Trip # 410	$ 287,766	$ 500	$ 0.1738
Rancho Gabriella - Phase I	$ 6,698,388	$ 23,800	$ 0.3553
Rancho Gabriella 2,3,4A-B	$ 14,540,841	$ 46,800	$ 0.3219
Rancho Gabriella Ph 2 pcl 11	$ 838,210	$ 3,500	$ 0.4176
Rancho Gabriella PH 3 pcl 17	$ 937,180	$ 3,400	$ 0.3628

City of Surprise, Arizona
Street Light Improvement Districts
Property Tax Levy Requirements
Fiscal Year 2014

City District Name By Assessment Type	Assessed Value	Levy Amount	Levy Rate[1]
Roseview Units 1-6	$ 6,336,398	$ 30,400	$ 0.4798
Roseview Units 5, 5a, 7, 8	$ 3,914,595	$ 16,600	$ 0.4241
Royal Ranch Unit 2, P7	$ 1,509,290	$ 200	$ 0.0133
Royal Ranch Unit 2, pcl 8	$ 976,694	$ 6,100	$ 0.6246
Royal Ranch Unit II, pcl 5,6,9	$ 4,839,921	$ 20,300	$ 0.4194
Santa Fe Ave #111	$ 501,320	$ 1,200	$ 0.2394
Sarah Ann Ranch	$ 10,548,801	$ 48,500	$ 0.4598
Sierra Montana Parcel 12	$ 1,021,560	$ 7,000	$ 0.6852
Sierra Montana Parcel 14	$ 1,670,290	$ 5,500	$ 0.3293
Sierra Montana Parcel 7	$ 569,320	$ 400	$ 0.0703
Sierra Montana Phase II	$ 9,547,644	$ 33,700	$ 0.3530
Sierra Verde Parcel 4	$ 1,050,830	$ 2,900	$ 0.2760
Sierra Verde Ph I	$ 6,278,640	$ 31,000	$ 0.4937
Summerfield @ Litchfields	$ 953,718	$ 4,200	$ 0.4404
Sun City Grand (DW)	$ 36,603,219	$ 243,600	$ 0.6655
Sun City Grand II	$ 102,873,721	$ 487,300	$ 0.4737
Sun City Grand III	$ 4,995,020	$ 28,500	$ 0.5706
Sun City Grand IV	$ 69,911,492	$ 143,300	$ 0.2050
Surprise Farms 1A	$ 9,332,124	$ 32,800	$ 0.3515
Surprise Farms 1B	$ 10,403,473	$ 50,700	$ 0.4873
Surprise Farms Ph 2	$ 8,043,500	$ 38,300	$ 0.4762
Surprise Farms Ph 3	$ 4,884,151	$ 32,800	$ 0.6716
Surprise Farms PH 4, Par 1-6	$ 5,733,849	$ 25,700	$ 0.4482
Surprise Farms Phase 5	$ 2,512,087	$ 9,200	$ 0.3662
Surprise Medical Plaza SLID (New Slid)	$ 1,453,476	$ 7,800	$ 0.5366
Surprise Pointe Comml Subdivision	$ 9,659,157	$ 14,900	$ 0.1543
Surprise Valley Station (Trader Joe's)	$ 731,169	$ 600	$ 0.0821
Sycamore Estates Par 13	$ 2,988,559	$ 21,500	$ 0.7194
Tash/Western Meadows	$ 2,451,750	$ 11,900	$ 0.4854
Veramonte	$ 3,718,730	$ 21,800	$ 0.5862
Westfield Commons	$ 1,687,236	$ -	$ -
WestPoint Towne Center	$ 12,580,275	$ 63,800	$ 0.5071
Equal Apportionment Assessments			
Commerce Park East #109 SLID	$ 2,709,031	$ -	$ -
Coyote Lakes #95 SLID	$ 9,955,049	$ 32,600	$ 42.95
Crescent Crown #82	$ 3,213,867	$ 1,900	$ 950.00
Kingswood Parke #105 SLID	$ 313,920	$ 1,200	$ 25.53
Marley Park Parcel 12	$ 559,354	$ 6,700	$ 42.68
Marley Park Plaza #91	$ 2,048,894	$ -	$ -
OTS Commercial B #123	$ -	$ -	$ -
OTS Market Street #121	$ 37,023	$ 400	$ 400.00
Parkview Place #112	$ 879,247	$ 3,900	$ 650.00
Royal Ranch Unit I	$ 4,950,238	$ 16,500	$ 30.22
Sierra Montana Phase 1a	$ 13,229,505	$ 53,100	$ 36.55
Skyway Business Park #92	$ 11,153,146	$ 15,100	$ 171.59
Stadium Village Small A #107	$ 4,685,227	$ 8,100	$ 1,157.14
Stonebrook #103	$ 1,214,650	$ 300	$ 1.83
Westgate #122	$ 195,432	$ 500	$ 500.00
Grand Totals	**$ 559,641,350**	**$ 2,235,600**	

[1] Levy rate per $100 of assessed value for Ad Valorem assessments. Dollar levy per parcel for Equal Apportionment assessments.

City of Surprise, Arizona
Equal Apportionment Districts
Assessor Parcel Numbers (APN)

City of Surprise, Arizona
Commerce Park East # 109 Street Light Improvement District
Assessor Parcel Numbers (APN)

50366019	50366811
50366596	50366812
50366599	50366813
50366600	50366814
50366601	50366815
50366773	50366816
50366774	50366817
50366775	50366818
50366776	50366819
50366780	50366820
50366781	50366821
50366783	50366822
50366784	50366823
50366785	50366824
50366786	50366825
50366787	50366826
50366788	50366827
50366789	50366828
50366790	50366829
50366791	50366830
50366792	50366831
50366793	50366832
50366794	
50366795	
50366796	
50366797	
50366798	
50366799	
50366800	
50366801	
50366802	
50366803	
50366804	
50366805	
50366806	
50366807	
50366808	
50366809	
50366810	

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705001	50705039	50705077	50705115	50705250	50705374
50705002	50705040	50705078	50705116	50705251	50705375
50705003	50705041	50705079	50705117	50705252	50705376
50705004	50705042	50705080	50705214	50705253	50705377
50705005	50705043	50705081	50705215	50705254	50705378
50705006	50705044	50705082	50705216	50705255	50705379
50705007	50705045	50705083	50705217	50705256	50705380
50705008	50705046	50705084	50705218	50705257	50705381
50705009	50705047	50705085	50705219	50705258	50705382
50705010	50705048	50705086	50705220	50705259	50705383
50705011	50705049	50705087	50705221	50705260	50705384
50705012	50705050	50705088	50705222	50705261	50705385
50705013	50705051	50705089	50705223	50705262	50705386
50705014	50705052	50705090	50705224	50705263	50705387
50705015	50705053	50705091	50705225	50705264	50705388
50705016	50705054	50705092	50705226	50705265	50705389
50705017	50705055	50705093	50705227	50705266	50705390
50705018	50705056	50705094	50705228	50705267	50705391
50705019	50705057	50705095	50705229	50705268	50705392
50705020	50705058	50705096	50705230	50705269	50705393
50705021	50705059	50705097	50705231	50705270	50705394
50705022	50705060	50705098	50705232	50705271	50705395
50705023	50705061	50705099	50705233	50705272	50705396
50705024	50705062	50705100	50705234	50705273	50705397
50705025	50705063	50705101	50705235	50705274	50705398
50705026	50705064	50705102	50705237	50705275	50705399
50705027	50705065	50705103	50705238	50705276	50705400
50705028	50705066	50705104	50705239	50705277	50705401
50705029	50705067	50705105	50705240	50705278	50705402
50705030	50705068	50705106	50705241	50705281	50705403
50705031	50705069	50705107	50705242	50705282	50705404
50705032	50705070	50705108	50705243	50705283	50705405
50705033	50705071	50705109	50705244	50705342	50705406
50705034	50705072	50705110	50705245	50705344	50705407
50705035	50705073	50705111	50705246	50705346	50705408
50705036	50705074	50705112	50705247	50705371	50705409
50705037	50705075	50705113	50705248	50705372	50705410
50705038	50705076	50705114	50705249	50705373	50705411

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705412	50705450	50705488	50705526	50705583	50705621
50705413	50705451	50705489	50705527	50705584	50705622
50705414	50705452	50705490	50705528	50705585	50705623
50705415	50705453	50705491	50705529	50705586	50705624
50705416	50705454	50705492	50705530	50705587	50705625
50705417	50705455	50705493	50705531	50705588	50705626
50705418	50705456	50705494	50705532	50705589	50705627
50705419	50705457	50705495	50705552	50705590	50705628
50705420	50705458	50705496	50705553	50705591	50705629
50705421	50705459	50705497	50705554	50705592	50705630
50705422	50705460	50705498	50705555	50705593	50705631
50705423	50705461	50705499	50705556	50705594	50705632
50705424	50705462	50705500	50705557	50705595	50705633
50705425	50705463	50705501	50705558	50705596	50705634
50705426	50705464	50705502	50705559	50705597	50705635
50705427	50705465	50705503	50705560	50705598	50705636
50705428	50705466	50705504	50705561	50705599	50705637
50705429	50705467	50705505	50705562	50705600	50705638
50705430	50705468	50705506	50705563	50705601	50705639
50705431	50705469	50705507	50705564	50705602	50705640
50705432	50705470	50705508	50705565	50705603	50705641
50705433	50705471	50705509	50705566	50705604	50705642
50705434	50705472	50705510	50705567	50705605	50705643
50705435	50705473	50705511	50705568	50705606	50705644
50705436	50705474	50705512	50705569	50705607	50705645
50705437	50705475	50705513	50705570	50705608	50705646
50705438	50705476	50705514	50705571	50705609	50705647
50705439	50705477	50705515	50705572	50705610	50705648
50705440	50705478	50705516	50705573	50705611	50705649
50705441	50705479	50705517	50705574	50705612	50705650
50705442	50705480	50705518	50705575	50705613	50705651
50705443	50705481	50705519	50705576	50705614	50705652
50705444	50705482	50705520	50705577	50705615	50705653
50705445	50705483	50705521	50705578	50705616	50705759
50705446	50705484	50705522	50705579	50705617	50705760
50705447	50705485	50705523	50705580	50705618	50705761
50705448	50705486	50705524	50705581	50705619	50705762
50705449	50705487	50705525	50705582	50705620	50705763

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705764	50705803	50705874	50705912	50705960	50705181
50705765	50705837	50705875	50705913	50705961	50705182
50705766	50705838	50705876	50705914	50705962	50705192
50705767	50705839	50705877	50705915	50705965	50705195
50705768	50705840	50705878	50705922	50705966	50705206
50705769	50705841	50705879	50705923	50705967	50705209
50705770	50705842	50705880	50705924	50705963	50705147
50705771	50705843	50705881	50705925	50705964	50705148
50705772	50705844	50705882	50705926	50705128	50705149
50705773	50705845	50705883	50705927	50705129	50705150
50705774	50705846	50705884	50705928	50705130	50705151
50705775	50705847	50705885	50705929	50705131	50705152
50705776	50705848	50705886	50705930	50705132	50705153
50705777	50705849	50705887	50705931	50705133	50705154
50705778	50705850	50705888	50705932	50705134	50705155
50705779	50705851	50705889	50705933	50705135	50705156
50705780	50705852	50705890	50705934	50705136	50705157
50705781	50705853	50705891	50705935	50705137	50705158
50705782	50705854	50705892	50705936	50705138	50705159
50705783	50705855	50705893	50705937	50705139	50705160
50705784	50705856	50705894	50705938	50705140	50705161
50705785	50705857	50705895	50705940	50705141	50705165
50705786	50705858	50705896	50705942	50705142	50705166
50705787	50705859	50705897	50705943	50705143	50705167
50705788	50705860	50705898	50705944	50705144	50705168
50705789	50705861	50705899	50705945	50705145	50705169
50705790	50705862	50705900	50705946	50705118	50705170A
50705791	50705863	50705901	50705947	50705119	50705171A
50705792	50705864	50705902	50705948	50705120	50705173
50705793	50705865	50705903	50705949	50705121	50705174
50705794	50705866	50705904	50705950	50705122	50705175
50705795	50705867	50705905	50705953	50705123	50705176
50705796A	50705868	50705906	50705954	50705124	50705177
50705796B	50705869	50705907	50705955	50705125	50705178
50705798A	50705870	50705908	50705956	50705126	50705179
50705799	50705871	50705909	50705957	50705127	50705180
50705800A	50705872	50705910	50705958	50705146	50705183
50705802	50705873	50705911	50705959	50705172	50705184

City of Surprise, Arizona
Coyote Lakes # 95 Street Light Improvement District
Assessor Parcel Numbers (APN)

50705185	50705295	50705333
50705186	50705296	50705334
50705187	50705297	50705335
50705188	50705298	50705336
50705189	50705299	50705337
50705190	50705300	50705338
50705191	50705301	50705339
50705193	50705302	50705340
50705194	50705303	50705341
50705196	50705304	50705345
50705197	50705305	50705941
50705198	50705306	
50705199	50705307	
50705200	50705308	
50705201	50705309	
50705202	50705310	
50705203	50705311	
50705204	50705312	
50705205	50705313	
50705207	50705314	
50705208	50705315	
50705210	50705316	
50705211	50705317	
50705212	50705318	
50705213	50705319	
50705279	50705320	
50705280	50705321	
50705284	50705322	
50705285	50705323	
50705286	50705324	
50705287	50705325	
50705288	50705326	
50705289	50705327	
50705290	50705328	
50705291	50705329	
50705292	50705330	
50705293	50705331	
50705294	50705332	

City of Surprise, Arizona
Crescent Crowne #82 Street Light Improvement District
Assessor Parcel Numbers (APN)

50136932A
50136935A

City of Surprise, Arizona
Kingswood Parke # 105 Street Light Improvement District
Assessor Parcel Numbers (APN)

23229374
23229375
23229376
23229377
23229378
23229379
23229405
23229406
23229407
50398055
50398056
50398057
50398058
50398059
50398060
50398061
50398062
50398063
50398064
50398065
50398066
50398067
50398068
50398069
50398070
50398071
50398072
50398073
50398074
50398075
50398076
50398077
50398078
50398079
50398080
50398081
50398082
50398083
50398084
50398085
50398086
50398087
50398088
50398089
50398090
50398091
50398092

City of Surprise, Arizona
Marley Park Parcel #12 Street Light Improvement District
Assessor Parcel Numbers (APN)

50908602	50908642	50908791	50908864	50908696
50908603	50908651	50908792	50908865	50908697
50908604	50908664	50908793	50908866	50908709
50908605	50908669	50908794	50908867	50911732
50908606	50908670	50908795	50908868	50911733
50908607	50908671	50908796	50908869	50911734
50908608	50908672	50908797	50908870	50911735
50908699	50908673	50908798	50908871	50911736
50908708	50908674	50908799	50908872	50911737
50908609	50908694	50908800	50911703	50911738
50908610	50908698	50908801	50911704	50911739
50908611	50908700	50908802	50911705	50911740
50908612	50908701	50908803	50911706	50911741
50908613	50908702	50908804	50911707	50911742
50908614	50908703	50908805	50911708	50911743
50908615	50908675	50908806	50911709	50911744
50908616	50908676	50908807	50911710	50911745
50908617	50908677	50908808	50911711	50911746
50908618	50908678	50908809	50911712	50911747
50908619	50908679	50908845	50911713	50911748
50908620	50908680	50908846	50911714	50911749
50908621	50908681	50908847	50911715	50911750
50908622	50908682	50908848	50911716	50911751
50908623	50908683	50908849	50911717	50911752
50908624	50908684	50908850	50911718	50911753
50908625	50908685	50908851	50911719	50911754
50908626	50908686	50908852	50911720	50911755
50908627	50908687	50908853	50911721	
50908628	50908688	50908854	50911722	
50908629	50908689	50908855	50911723	
50908630	50908690	50908856	50911724	
50908631	50908691	50908857	50911725	
50908632	50908692	50908858	50911726	
50908637	50908693	50908859	50911727	
50908638	50908787	50908860	50911728	
50908639	50908788	50908861	50911729	
50908640	50908789	50908862	50911730	
50908641	50908790	50908863	50911731	

City of Surprise, Arizona
Marley Park Plaza #91 Street Light Improvement District
Assessor Parcel Numbers (APN)

50914980
50914981
50914982
50914983
50914984
50914986
50914987
50914624C
50914624D

City of Surprise, Arizona
Parkview Place # 112 Street Light Improvement District
Assessor Parcel Numbers (APN)

50398964
50398965
50398966
50398967
50398968
50398969

City of Surprise, Arizona
Royal Ranch Unit 1 Street Light Improvement District
Assessor Parcel Numbers (APN)

50903164	50903124	50903188	50903284	50903361	50903004
50903171	50903125	50903189	50903285	50903362	50903005
50903172	50903137	50903190	50903286	50903419	50903006
50903173	50903138	50903191	50903288	50903420	50903007
50903174	50903139	50903192	50903289	50903421	50903008
50903175	50903140	50903193	50903290	50903422	50903009
50903176	50903141	50903213	50903291	50903423	50903011
50903177	50903142	50903214	50903292	50903424	50903012
50903178	50903143	50903215	50903293	50903425	50903013
50903001	50903144	50903216	50903294	50903426	50903014
50903010	50903145	50903217	50903295	50903427	50903015
50903097	50903146	50903218	50903296	50903428	50903016
50903098	50903147	50903219	50903297	50903429	50903017
50903099	50903148	50903220	50903298	50903430	50903018
50903100	50903149	50903221	50903299	50903431	50903019
50903101	50903150	50903222	50903300	50903432	50903020
50903102	50903151	50903223	50903301	50903442	50903021
50903103	50903152	50903224	50903302	50903443	50903022
50903104	50903153	50903225	50903304	50903551	50903023
50903105	50903154	50903226	50903305	50903552	50903024
50903106	50903155	50903252	50903306	50903553	50903028
50903107	50903156	50903262	50903307	50903554	50903029
50903108	50903157	50903263	50903308	50903555	50903030
50903109	50903158	50903264	50903309	50903556	50903031
50903110	50903159	50903265	50903310	50903469	50903032
50903111	50903160	50903266	50903311	50903476	50903033
50903112	50903161	50903267	50903349	50903477	50903034
50903113	50903162	50903268	50903350	50903478	50903035
50903114	50903163	50903272	50903351	50903479	50903036
50903115	50903179	50903273	50903352	50903480	50903037
50903116	50903180	50903274	50903353	50903481	50903038
50903117	50903181	50903275	50903354	50903482	50903039
50903118	50903182	50903276	50903355	50903483	50903040
50903119	50903183	50903277	50903356	50902942	50903041
50903120	50903184	50903280	50903357	50902943	50903044
50903121	50903185	50903281	50903358	50902944	50903045
50903122	50903186	50903282	50903359	50903002	50903048
50903123	50903187	50903283	50903360	50903003	50903049

City of Surprise, Arizona
Royal Ranch Unit 1 Street Light Improvement District
Assessor Parcel Numbers (APN)

50903050	50903088	50903206	50903259	50903348	50903402
50903051	50903089	50903207	50903260	50903363	50903403
50903052	50903090	50903208	50903261	50903364	50903404
50903053	50903091	50903209	50903287	50903365	50903405
50903054	50903092	50903210	50903312	50903366	50903406
50903055	50903093	50903211	50903313	50903367	50903407
50903056	50903094	50903212	50903314	50903368	50903408
50903057	50903095	50903227	50903315	50903369	50903409
50903058	50903096	50903228	50903316	50903370	50903410
50903059	50903126	50903229	50903317	50903371	50903411
50903060	50903127	50903230	50903318	50903372	50903412
50903061	50903128	50903231	50903319	50903373	50903413
50903062	50903129	50903232	50903320	50903374	50903414
50903063	50903130	50903233	50903321	50903375	50903415
50903064	50903131	50903234	50903322	50903376	50903416
50903065	50903132	50903235	50903323	50903377	50903417
50903066	50903133	50903236	50903324	50903378	50903418
50903067	50903134	50903237	50903325	50903379	50903433
50903068	50903135	50903238	50903326	50903380	50903434
50903069	50903136	50903239	50903327	50903381	50903435
50903070	50903165	50903240	50903330	50903382	50903436
50903071	50903166	50903241	50903331	50903383	50903437
50903072	50903167	50903242	50903332	50903384	50903438
50903073	50903168	50903243	50903333	50903385	50903439
50903074	50903169	50903244	50903334	50903386	50903440
50903075	50903170	50903245	50903335	50903387	50903441
50903076	50903194	50903246	50903336	50903388	50903444
50903077	50903195	50903247	50903337	50903389	50903445
50903078	50903196	50903248	50903338	50903390	50903446
50903079	50903197	50903249	50903339	50903391	50903447
50903080	50903198	50903250	50903340	50903392	50903448
50903081	50903199	50903251	50903341	50903393	50903449
50903082	50903200	50903253	50903342	50903394	50903450
50903083	50903201	50903254	50903343	50903395	50903451
50903084	50903202	50903255	50903344	50903396	50903452
50903085	50903203	50903256	50903345	50903397	50903453
50903086	50903204	50903257	50903346	50903398	50903454
50903087	50903205	50903258	50903347	50903401	50903455

City of Surprise, Arizona
Royal Ranch Unit 1 Street Light Improvement District
Assessor Parcel Numbers (APN)

50903456	50903515	50903528
50903457	50903516	50903529
50903458	50903517	50903530
50903459	50903518	50903531
50903460	50903519	50903532
50903461	50903520	50903533
50903462	50903521	50903534
50903463	50903522	50903535
50903464	50903523	50903536
50903465	50903524	50903537
50903466	50903525	50903538
50903467	50903526	50903539
50903468	50903527	50903540
50903484	50903541	50903545
50903485	50903542	
50903486	50903543	
50903487	50903544	
50903488	50903546	
50903489	50903547	
50903490	50903548	
50903491	50903549	
50903492	50903550	
50903493	50903557	
50903494	50903558	
50903495	50903559	
50903496	50903560	
50903497	50903470	
50903498	50903471	
50903499	50903472	
50903506	50903473	
50903507	50903474	
50903508	50903475	
50903509	50903500	
50903510	50903501	
50903511	50903502	
50903512	50903503	
50903513	50903504	
50903514	50903505	

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287131	50287124	50287171	50288413	50288465	50288516
50287132	50287125	50287172	50288414	50288466	50288517
50287133	50287126	50287173	50288415	50288467	50288518
50287134	50287127	50287174	50288416	50288468	50288519
50287135	50287128	50287175	50288417	50288469	50288520
50287136	50287129	50287176	50288418	50288470	50288521
50287137	50287130	50287177	50288419	50288471	50288522
50287138	50287140	50287178	50288420	50288472	50288523
50287139	50287141	50287179	50288421	50288473	50288524
50287024	50287142	50287180	50288422	50288487	50288525
50287047	50287143	50287181	50288423	50288488	50288545
50287072	50287144	50287182	50288438	50288489	50288546
50287073	50287145	50287183	50288439	50288490	50288547
50287074	50287146	50287184	50288440	50288491	50288548
50287075	50287147	50287185	50288441	50288492	50288549
50287101	50287148	50287186	50288442	50288493	50288560
50287102	50287149	50287187	50288443	50288494	50288564
50287103	50287150	50287188	50288444	50288495	50288565
50287104	50287151	50287189	50288445	50288496	50288567
50287105	50287152	50287190	50288446	50288497	50288568
50287106	50287153	50287191	50288447	50288498	50287025
50287107	50287154	50287192	50288448	50288499	50287026
50287108	50287155	50287195	50288449	50288500	50287027
50287109	50287156	50287196	50288450	50288501	50287028
50287110	50287157	50288383	50288451	50288502	50287029
50287111	50287158	50288384	50288452	50288503	50287030
50287112	50287159	50288401	50288453	50288504	50287031
50287113	50287160	50288402	50288454	50288505	50287032
50287114	50287161	50288403	50288455	50288506	50287033
50287115	50287162	50288404	50288456	50288507	50287034
50287116	50287163	50288405	50288457	50288508	50287035
50287117	50287164	50288406	50288458	50288509	50287036
50287118	50287165	50288407	50288459	50288510	50287037
50287119	50287166	50288408	50288460	50288511	50287038
50287120	50287167	50288409	50288461	50288512	50287039
50287121	50287168	50288410	50288462	50288513	50287040
50287122	50287169	50288411	50288463	50288514	50287041
50287123	50287170	50288412	50288464	50288515	50287042

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287043	50287086	50287239	50287366	50287476	50287574
50287044	50287087	50287240	50287367	50287477	50287575
50287045	50287088	50287241	50287368	50287478	50287577
50287046	50287089	50287242	50287369	50287479	50287578
50287048	50287090	50287243	50287370	50287480	50287579
50287049	50287091	50287244	50287371	50287481	50287580
50287050	50287092	50287245	50287372	50287516	50287581
50287051	50287093	50287246	50287373	50287517	50287582
50287052	50287094	50287287	50287374	50287518	50287583
50287053	50287095	50287288	50287375	50287519	50287586
50287054	50287096	50287289	50287380	50287520	50287587
50287055	50287097	50287290	50287381	50287521	50288157
50287056	50287098	50287291	50287382	50287522	50288158
50287057	50287099	50287292	50287383	50287523	50288177
50287058	50287100	50287293	50287384	50287524	50288178
50287059	50287193	50287294	50287385	50287525	50288179
50287060	50287194	50287295	50287386	50287526	50288180
50287061	50287197	50287296	50287387	50287553	50288181
50287062	50287198	50287297	50287388	50287554	50288182
50287063	50287199	50287298	50287422	50287555	50288183
50287064	50287200	50287299	50287423	50287556	50288184
50287065	50287201	50287300	50287424	50287557	50288185
50287066	50287202	50287343	50287425	50287558	50288186
50287067	50287203	50287344	50287426	50287559	50288187
50287068	50287204	50287345	50287427	50287560	50288216
50287069	50287205	50287346	50287428	50287561	50288373
50287070	50287206	50287347	50287429	50287562	50288374
50287071	50287207	50287348	50287430	50287563	50288375
50287076	50287208	50287349	50287431	50287564	50288376
50287077	50287209	50287350	50287432	50287565	50288377
50287078	50287210	50287351	50287433	50287566	50288378
50287079	50287211	50287352	50287434	50287567	50288379
50287080	50287233	50287353	50287435	50287568	50288380
50287081	50287234	50287354	50287436	50287569	50288381
50287082	50287235	50287355	50287472	50287570	50288382
50287083	50287236	50287356	50287473	50287571	50288385
50287084	50287237	50287357	50287474	50287572	50288386
50287085	50287238	50287358	50287475	50287573	50288387

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50288388	50288485	50287215	50287267	50287319	50287392
50288389	50288486	50287216	50287268	50287320	50287393
50288390	50288526	50287217	50287269	50287321	50287394
50288391	50288527	50287218	50287270	50287322	50287395
50288392	50288528	50287219	50287271	50287323	50287396
50288393	50288529	50287220	50287272	50287324	50287397
50288394	50288530	50287221	50287273	50287325	50287398
50288395	50288531	50287222	50287274	50287326	50287399
50288396	50288532	50287223	50287275	50287327	50287400
50288397	50288533	50287224	50287276	50287328	50287401
50288398	50288534	50287225	50287277	50287329	50287402
50288399	50288535	50287226	50287278	50287330	50287403
50288400	50288536	50287227	50287279	50287331	50287404
50288424	50288537	50287228	50287280	50287332	50287405
50288425	50288538	50287229	50287281	50287333	50287406
50288426	50288539	50287230	50287282	50287334	50287407
50288427	50288540	50287231	50287283	50287335	50287408
50288428	50288541	50287232	50287284	50287336	50287409
50288429	50288542	50287247	50287285	50287337	50287410
50288430	50288543	50287248	50287286	50287338	50287411
50288431	50288544	50287249	50287301	50287339	50287412
50288432	50288550	50287250	50287302	50287340	50287413
50288433	50288551	50287251	50287303	50287341	50287414
50288434	50288552	50287252	50287304	50287342	50287415
50288435	50288553	50287253	50287305	50287359	50287416
50288436	50288554	50287254	50287306	50287360	50287417
50288437	50288555	50287255	50287307	50287361	50287418
50288474	50288556	50287256	50287308	50287362	50287419
50288475	50288557	50287257	50287309	50287363	50287420
50288476	50288558	50287258	50287310	50287364	50287421
50288477	50288559	50287259	50287311	50287365	50287437
50288478	50288561	50287260	50287312	50287376	50287438
50288479	50288562	50287261	50287313	50287377	50287439
50288480	50288563	50287262	50287314	50287378	50287440
50288481	50288566	50287263	50287315	50287379	50287441
50288482	50287212	50287264	50287316	50287389	50287442
50288483	50287213	50287265	50287317	50287390	50287443
50288484	50287214	50287266	50287318	50287391	50287444

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287445	50287493	50287542	50287612	50287650	50287688
50287446	50287494	50287543	50287613	50287651	50287689
50287447	50287495	50287544	50287614	50287652	50287690
50287448	50287496	50287545	50287615	50287653	50287691
50287449	50287497	50287546	50287616	50287654	50287692
50287450	50287498	50287547	50287617	50287655	50287693
50287451	50287499	50287548	50287618	50287656	50287694
50287452	50287500	50287549	50287619	50287657	50287695
50287453	50287501	50287550	50287620	50287658	50287696
50287454	50287502	50287551	50287621	50287659	50287697
50287455	50287503	50287552	50287622	50287660	50287698
50287456	50287504	50287576	50287623	50287661	50287699
50287457	50287505	50287584	50287624	50287662	50287700
50287458	50287506	50287585	50287625	50287663	50287701
50287459	50287507	50287588	50287626	50287664	50287702
50287460	50287508	50287589	50287627	50287665	50287703
50287461	50287509	50287590	50287628	50287666	50287704
50287462	50287510	50287591	50287629	50287667	50287705
50287463	50287511	50287592	50287630	50287668	50287706
50287464	50287512	50287593	50287631	50287669	50287707
50287465	50287513	50287594	50287632	50287670	50287708
50287466	50287514	50287595	50287633	50287671	50287709
50287467	50287515	50287596	50287634	50287672	50287710
50287468	50287527	50287597	50287635	50287673	50287711
50287469	50287528	50287598	50287636	50287674	50287712
50287470	50287529	50287599	50287637	50287675	50287713
50287471	50287530	50287600	50287638	50287676	50287714
50287482	50287531	50287601	50287639	50287677	50287715
50287483	50287532	50287602	50287640	50287678	50287716
50287484	50287533	50287603	50287641	50287679	50287717
50287485	50287534	50287604	50287642	50287680	50287718
50287486	50287535	50287605	50287643	50287681	50287719
50287487	50287536	50287606	50287644	50287682	50287720
50287488	50287537	50287607	50287645	50287683	50287721
50287489	50287538	50287608	50287646	50287684	50287722
50287490	50287539	50287609	50287647	50287685	50287723
50287491	50287540	50287610	50287648	50287686	50287724
50287492	50287541	50287611	50287649	50287687	50287725

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50287726	50287766	50287840	50287755	50287855	50288012
50287727	50287767	50287841	50287756	50287856	50288013
50287728	50287768	50287842	50287757	50287857	50288014
50287729	50287769	50287843	50287758	50287858	50288015
50287730	50287770	50287844	50287759	50287859	50288016
50287731	50287771	50287846	50287760	50287860	50288017
50287732	50287772	50287847	50287761	50287861	50288018
50287733	50287773	50287848	50287778	50287862	50288019
50287734	50287774	50287849	50287779	50287863	50288020
50287735	50287775	50287864	50287780	50287874	50288021
50287736	50287776	50287865	50287781	50287875	50288022
50287737	50287777	50287866	50287782	50287876	50288023
50287738	50287792	50287867	50287783	50287882	50288024
50287739	50287793	50287868	50287784	50287883	50288025
50287740	50287794	50287869	50287785	50287884	50288026
50287741	50287795	50287870	50287786	50287885	50288027
50287742	50287796	50287871	50287787	50287886	50288028
50287743	50287797	50287872	50287788	50287887	50288029
50287744	50287798	50287873	50287789	50287888	50288034
50287745	50287799	50287902	50287814	50287889	50288035
50287746	50287800	50287903	50287815	50287890	50288036
50287747	50287801	50287904	50287816	50287899	50288037
50287748	50287802	50287905	50287817	50287900	50288038
50287845	50287803	50287790	50287818	50287901	50288039
50287850	50287804	50287791	50287819	50287891	50288040
50287877	50287805	50287807	50287820	50287892	50288041
50287878	50287806	50287808	50287821	50287893	50288042
50287879	50287829	50287809	50287822	50287894	50288043
50287880	50287830	50287810	50287823	50287895	50288044
50287881	50287831	50287811	50287824	50287896	50288045
50287906	50287832	50287812	50287825	50287897	50288046
50287907	50287833	50287813	50287826	50287898	50288047
50287908	50287834	50287749	50287827	50288001	50288048
50288176	50287835	50287750	50287828	50288002	50288049
50287762	50287836	50287751	50287851	50288003	50288050
50287763	50287837	50287752	50287852	50288004	50288051
50287764	50287838	50287753	50287853	50288005	50288052
50287765	50287839	50287754	50287854	50288006	50288053

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50288054	50288097	50288116	50288154	50288211	50288250
50288055	50288098	50288117	50288155	50288212	50288251
50288056	50288099	50288118	50288156	50288213	50288252
50288057	50288100	50288119	50288159	50288214	50288253
50288058	50288101	50288120	50288160	50288215	50288254
50288059	50288167	50288121	50288161	50288217	50288255
50288060	50288168	50288122	50288162	50288218	50288256
50288061	50288169	50288123	50288163	50288219	50288257
50288062	50288170	50288124	50288164	50288220	50288258
50288068	50288171	50288125	50288165	50288221	50288259
50288069	50288007	50288126	50288166	50288222	50288260
50288070	50288008	50288127	50288172	50288223	50288261
50288071	50288009	50288128	50288173	50288224	50288262
50288072	50288010	50288129	50288174	50288225	50288263
50288073	50288011	50288130	50288175	50288226	50288264
50288074	50288030	50288131	50288188	50288227	50288265
50288075	50288031	50288132	50288189	50288228	50288266
50288076	50288032	50288133	50288190	50288229	50288267
50288077	50288033	50288134	50288191	50288230	50288268
50288078	50288063	50288135	50288192	50288231	50288269
50288079	50288064	50288136	50288193	50288232	50288270
50288080	50288065	50288137	50288194	50288233	50288271
50288081	50288066	50288138	50288195	50288234	50288272
50288082	50288067	50288139	50288196	50288235	50288273
50288083	50288102	50288140	50288197	50288236	50288274
50288084	50288103	50288141	50288198	50288237	50288275
50288085	50288104	50288142	50288199	50288238	50288276
50288086	50288105	50288143	50288200	50288239	50288277
50288087	50288106	50288144	50288201	50288240	50288278
50288088	50288107	50288145	50288202	50288241	50288279
50288089	50288108	50288146	50288203	50288242	50288280
50288090	50288109	50288147	50288204	50288243	50288281
50288091	50288110	50288148	50288205	50288244	50288282
50288092	50288111	50288149	50288206	50288245	50288283
50288093	50288112	50288150	50288207	50288246	50288284
50288094	50288113	50288151	50288208	50288247	50288285
50288095	50288114	50288152	50288209	50288248	50288286
50288096	50288115	50288153	50288210	50288249	50288287

City of Surprise, Arizona
Sierra Montana Phase 1a Street Light Improvement District
Assessor Parcel Numbers (APN)

50288288	50288332	50288324
50288292	50288333	50288339
50288293	50288334	50288340
50288294	50288335	50288341
50288295	50288336	50288342
50288296	50288337	50288355
50288297	50288338	50288356
50288298	50288343	50288357
50288299	50288344	50288358
50288300	50288345	
50288301	50288346	
50288302	50288347	
50288303	50288348	
50288304	50288349	
50288305	50288350	
50288306	50288351	
50288307	50288352	
50288308	50288353	
50288309	50288354	
50288310	50288359	
50288311	50288360	
50288312	50288361	
50288313	50288362	
50288314	50288363	
50288315	50288364	
50288316	50288365	
50288317	50288366	
50288318	50288367	
50288319	50288368	
50288320	50288369	
50288321	50288370	
50288325	50288371	
50288326	50288372	
50288327	50288289	
50288328	50288290	
50288329	50288291	
50288330	50288322	
50288331	50288323	

City of Surprise, Arizona
Skyway Business Park #92 Street Light Improvement District
Assessor Parcel Numbers (APN)

50915966	50145912	51003756
50915979	50145913	51003757
50915993	50145914	50918964
50915994	50145915	50918962
50143002N	50145916	50918963
50145882	50145917	50918965
50918958	50915967	50145943
50918961	50915971	50145940
50143002T	50915972	50145941
50145883	50915973	50145939
50145884	50915974	50145938
50145885	50915975	50145942
50145886	50915976	
50145887	50915977	
50145888	50915978	
50145889	50915981	
50145890	50915982	
50145891	50915983	
50145892	50915984	
50145893	50915986	
50145894	50915987	
50145895	50915989	
50145896	50915995	
50145897	50915996	
50145898	50915997	
50145899	50918952	
50145900	50918954	
50145901	50918955	
50145902	50918959	
50145903	50918960	
50145904	51003748	
50145905	51003749	
50145906	51003750	
50145907	51003751	
50145908	51003752	
50145909	51003753	
50145910	51003754	
50145911	51003755	

City of Surprise, Arizona
Stadium Village Small A # 107 Street Light Improvement District
Assessor Parcel Numbers (APN)

50912739
50912741
50912806
50912807
50912742B
50912744A
50912744B

City of Surprise, Arizona
Stonebrook # 103 Street Light Improvement District
Assessor Parcel Numbers (APN)

23228001	23228030	23228151	23228074	23228128
23228002	23228031	23228152	23228075	23228129
23228094	23228032	23228153	23228076	23228130
23228095	23228033	23228154	23228077	23228131
23228100	23228034	23228155	23228078	23228132
23228101	23228035	23228156	23228079	23228133
23228102	23228036	23228157	23228080	23228160
23228103	23228037	23228158	23228081	23228161
23228104	23228038	23228159	23228082	23228162
23228105	23228039	23228045	23228083	23228163
23228106	23228040	23228046	23228084	23228164
23228003	23228041	23228047	23228085	23228165
23228004	23228042	23228048	23228086	
23228005	23228043	23228049	23228087	
23228006	23228044	23228050	23228088	
23228007	23228096	23228051	23228090	
23228008	23228097	23228052	23228091	
23228009	23228098	23228053	23228092	
23228010	23228099	23228054	23228093	
23228011	23228122	23228055	23228107	
23228012	23228123	23228056	23228108	
23228013	23228134	23228057	23228109	
23228014	23228135	23228058	23228110	
23228015	23228136	23228059	23228111	
23228016	23228137	23228060	23228112	
23228017	23228138	23228061	23228113	
23228018	23228139	23228062	23228114	
23228019	23228140	23228063	23228115	
23228020	23228141	23228064	23228116	
23228021	23228142	23228065	23228117	
23228022	23228143	23228066	23228118	
23228023	23228144	23228067	23228119	
23228024	23228145	23228068	23228120	
23228025	23228146	23228069	23228121	
23228026	23228147	23228070	23228124	
23228027	23228148	23228071	23228125	
23228028	23228149	23228072	23228126	
23228029	23228150	23228073	23228127	

City of Surprise, Arizona
OTS Market Street #121 Street Light Improvement District
Assessor Parcel Numbers (APN)

50122011B

City of Surprise, Arizona
Westgate #122 Street Light Improvement District
Assessor Parcel Numbers (APN)

5036698

City of Surprise, Arizona

SURPRISE

ARIZONA

FY2014 Adopted Budget

City of Surprise, Arizona
Comprehensive Financial Management Policies
Effective June 25, 2013

Introduction

The City Council's Strategic Plan Framework, goals and objectives provide the foundation for the comprehensive financial management policies. The City's comprehensive financial policies provide the roadmap to achieve financial resiliency and demonstrate the City's commitment to sound financial management practices. As defined by the Government Finance Officers Association (GFOA), the City Council strives to build a financially resilient government through financial policies and long-term financial planning. The GFOA has identified eight characteristics of a financially resilient government:

1. Diversity: Avoid reliance on a single solution.
2. Redundancy: Avoid having only one path of rescue.
3. Decentralization: Centralized systems look strong, but failure is catastrophic.
4. Transparency: Make it easier to figure out where a problem may lie. Share plans and listen when people point out flaws.
5. Collaboration: Working together to become stronger.
6. Fail Gracefully: Failure happens. Make sure failure won't make things worse.
7. Flexibility: Be ready to change when plans aren't working. Don't expect stability.
8. Foresight. Think and prepare.

Financial policies contribute to increased public confidence and trust as well as provide clear direction to City staff concerning the diligence and stewardship with which public monies are to be managed. Adopted financial policies show our citizens, the credit rating industry, and prospective investors (bond buyers) the City's commitment to financial resiliency. These policies are presented in the following five areas:

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

Operating Management Policies

1. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial resiliency.

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

3. The City Budget is adopted by department within the General Fund, by project in the capital funds, and by fund in total for all other funds.

4. The full time equivalent (FTE) position count is adopted by department within the General Fund and by fund in total for all other funds.

5. Long-range financial plans will be prepared to guide the City and ensure the delivery of needed services due to changes in the economy, service demands, and capital improvements.

6. Regional considerations and intergovernmental relationships will be evaluated to fund both operating services and capital projects.

7. The City Council will consider citizen input and review the operating and capital budget recommendations from an outcome and goals perspective.

8. A diversified revenue system will be developed to protect City services.

9. The City Council will set the amount to be received from primary property taxes annually. The amount is limited to 102% of the prior fiscal year's maximum allowable levy plus new construction and reimbursement for the prior calendar year's tort liability payments.

10. To ensure that the City does not become overly reliant on "one-time" revenues for operating needs, the first $1.25 million received in revenues from the 2.2% transaction privilege tax on construction will be retained in the General Fund. Any additional amount will be recorded in General Capital Fund and will be used to fund the Capital Improvement Plan.

11. The City currently imposes an additional 1.5% transaction privilege tax on construction dedicated to the construction of new roadways and to refurbishing existing transportation corridors. The revenue is recorded in the Transportation Improvement Fund and will be used to fund transportation projects in the Capital Improvement Plan.

12. The City currently imposes a 2.52% transaction privilege tax on transient lodging. The 2.52% tax rate is then split, with 1.52% recorded in the Tourism Fund to be used for promoting tourism and 1.0% recorded in the General Fund. Of the 1.52% recorded in the Tourism Fund, 0.52% is restricted by A.R.S. §9-500.06 and 1.0% has been committed by City Council to be used for promoting tourism. Of the amount recorded in the Tourism Fund the Tourism Advisory Board has designated that 60% is spent for special events and 40% is spent for marketing, planning and capital.

13. Water, Wastewater, and Solid Waste user fees and charges will be examined annually to ensure they recover all direct and indirect costs of service and will be approved by the City Council.

14. All user fees (excluding water, wastewater, and solid waste) will be examined periodically to determine the direct and indirect cost of service recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.

15. Grant funding will be considered to leverage City funds and requires City Council approval prior to acceptance. In situations where the timing does not permit City Council approval prior to acceptance, the grant funding will be approved by the City Manager.

16. Cash and investment programs will be maintained in accordance with the State law and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

17. Employee compensation and benefits will be administered in accordance with the policy given by the City Council. Healthcare costs will be shared between the City and employees and this allocation will be evaluated annually.

18. The Healthcare Self-Insurance Trust Fund was created under the authority of Arizona Revised Statute Section 11-981. The Board of Trustees is charged to administer the trust fund and "make recommendations to the City Council regarding trust fund programs, including amount of appropriations to assure stability and security of the trust fund.

19. An actuarial evaluation will be performed annually to determine the Incurred but Not Reported (IBNR) claim liability. This amount is required by accounting practices and represents the cost of unpaid claims (claims run-out), assuming the City stops being self-insured.

20. The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.

21. The City will maintain a methodology for allocating the City's indirect costs to service departments. A consultant will be hired to update the plan periodically.

22. All cash transfers between funds must be approved by City Council. Transfers to record capital assets within operating funds are not presented to the City Council as these are administrative in nature.

23. All initial interfund loans must be approved by City Council.

24. All use of budgetary contingency accounts must be approved by City Council prior to being expended.

Capital Management Policies

25. The City shall use an integrated approach to capital planning and financing in preparing a five-year Capital Improvement Plan. Only the first year of the plan will be adopted by the City Council.

26. The Capital Improvement Plan will include funding to support repair and replacement of capital equipment and infrastructure. A high priority should be placed on those items where deferring maintenance will result in greater cost to restore or replace.

27. Proposed capital projects will be prioritized based on the City Council's goals and objectives, the General Plan, and master plans.

28. Future operating, maintenance and replacement costs associated with new capital improvements will be included as a schedule within the annual budget document. Capital project will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.

29. The first $1.25 million received in revenues from the 2.2% transaction privilege tax on construction will be retained in the General Fund. Any additional amount will be recorded in General Capital Fund and will be used to fund the Capital Improvement Plan.

30. The City currently imposes an additional 1.5% transaction privilege tax on construction dedicated to the construction of new roadways and to refurbishing existing transportation corridors. The revenue is recorded in the Transportation Improvement Fund and will be used to fund transportation projects in the Capital Improvement Plan.

31. As permitted by State law, the City shall maintain a financial structure to ensure future development pays for itself and is not a burden on existing residents (i.e. "growth pays for growth"). Elements of this financial structure include impact fees, development agreements, Improvement Districts (IDs) and Community Facility Districts (CFDs).

32. Impact fees for infrastructure attributable to new development will be reviewed at least every other year to ensure that fees recover all direct and indirect development-related expenses, as permitted by state law and will be approved by the City Council.

Debt Management Policies

33. The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.

34. An analysis showing how a new debt issue combined with current outstanding debt impacts the City's debt capacity and conformance with City debt policies will accompany every proposal.

35. General Obligation debt, which is supported by property tax revenues, will be utilized as authorized by voters. Other types of voter-approved debt (e.g. water and wastewater) may also be utilized when they are supported by dedicated revenue sources (e.g. fees and user charges).

36. Municipal Property Corporation, trust agreements and contractual debt, all of which are non-voter approved, will be utilized only when approved by City Council.

37. Improvement District (ID) and Community Facility District (CFD) bonds shall be permitted only when there is a general City benefit as defined and approved by the City Council.

38. Utility rates will be established to ensure the ratio of revenue to debt service meets bond indenture requirements.

Minimum Fund Balance Policies

39. Minimum fund balances are not intended to be spent. The purpose of the minimum fund balance is to ensure the City has adequate resources to meet its needs. If the necessity arises to draw down a fund balance below the minimum requirements that have been set, a plan to replenish the minimum fund balance will be presented to the Council for approval.

40. Minimum fund balance requirements will be evaluated annually for long-term adequacy and use requirements.

41. There is no affect on the presentation of fund balance on the face of the financial statements within the Comprehensive Annual Financial Report (CAFR). The minimum fund balance policy will be disclosed within the notes of the CAFR.

42. The City has formally adopted a minimum fund balance policy for the following governmental funds:
    a. The minimum spendable fund balance in the General Fund is updated annually by calculating an average of budgeted personnel, supplies and services expenses over a two month period for that year's Council Adopted Budget.
    b. General Capital Fund of $1.0M
    c. Transportation Improvement Fund of $0.5M
    d. Street Light Improvement Districts (SLIDs). SLIDs have a maximum levy limit of $1.20 per $100 of assessed valuation in accordance with A.R.S. 48-616. To the extent that the levy limit has not been exceeded, taxes will be levied at a rate that will approach an individual ending fund balance reserve of 5% of its budgeted annual expenses.
    e. Tourism Fund of $5,000.

43. Minimum spendable net asset balances for the proprietary funds:
    a. Within the Water, Waste water, and Solid Waste Funds, spendable net assets are to be maintained at an amount equal to the average budgeted personnel, supplies and services expenses over a two month period for that year's Council Adopted Budget.
    b. Within the Water, Waste water, and Solid Waste Funds, an amount will be maintained for repair and replacement at a minimum of 2% of all tangible capital assets of the system.
    c. The Risk Management Fund will maintain spendable net assets at an amount that, together with purchased insurance policies, will adequately indemnify the City. An actuarial evaluation will be performed periodically to recommend appropriate funding levels, which will be approved by the City Council.
    d. The Healthcare Self-Insurance Trust Fund will maintain net assets at a level which, together with purchased insurance policies (individual and aggregate stop loss), will adequately indemnify the City. The City has established an Adverse Times Reserve. The purpose of this reserve is to address cash flow needs caused by periods in which claim payments exceed projections. The target amount of this reserve is at least ten percent of expected annual claims.

Financial Reporting Policies

44. The City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and the standards of the Governmental Accounting Standards Board (GASB).

45. An annual audit will be performed by an independent public accounting firm. The City will prepare a Comprehensive Annual Financial Report (CAFR) with the objective of receiving an unqualified ("clean") audit opinion. The independent auditor will present and discuss audit findings regarding internal controls and operational issues at a public meeting.

CAFR Fund Balance Reporting

1. The hierarchy from least spendable to most spendable fund balance for governmental funds of the City shall be: nonspendable, restricted, committed, assigned and unassigned. When funds are available from multiple classifications of fund balance to meet the City's obligations, it is the City's policy to charge the least spendable fund balance available.
2. Nonspendable and restricted fund balances are determined solely by the nature of the fund balance itself.
3. Committed fund balance represents amounts that have been constrained to a specific use by the formal action of the City's highest level of decision-making authority, the City Council. A majority vote of the City Council is necessary to establish, modify or rescind a fund balance commitment.
4. The City has elected the following commitments of fund balance to be standardized from year to year.
    a. A commitment for repair and replacement of general government vehicles and other rolling stock will be maintained based upon lifecycle replacement plans prepared annually. This commitment shall be maintained in the Vehicle Replacement Fund.
    b. A commitment of a 1.5% construction sales tax to be used solely for the purposes of paying costs related to new roadways and to refurbish existing transportation corridors, to be maintained in the Transportation Improvement Fund (Ordinance No. 05-13).

c. In addition to the 0.52% transient lodging tax restricted by state statute a commitment of a 1.0% transient lodging tax will be used to promote tourism and be maintained in the Tourism Fund (Ordinance No. 2010-04).

5. In order to be reported as committed fund balance in the CAFR the City Council must approve the commitments prior to June 30th. However, the amount of the commitment may be determined after June 30th.

6. Amounts that have been constrained by the City's intent to be used for a specific purpose and are neither restricted nor committed are reported as assigned fund balance. The City Council has designated the authority to assign amounts to be used for specific purposes to the Chief Financial Officer (CFO).

46. The City's CAFR will be submitted to the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting program.

47. The City's Budget will be submitted to the Government Finance Officers Association (GFOA) Distinguished Budget Presentation program.

48. A monthly financial report will be presented to the City Council.

Summary of Major* Revenues and Expenditures

	General Fund			Special Revenue Funds less HURF & Contingency			Special Revenue Funds HURF		
	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget
Revenue/Other Sources									
Sales Tax	30,887,692	32,726,800	33,415,500	167,852	162,600	172,000	0	0	0
State Shared	23,090,098	25,585,600	27,182,600	344,813	345,000	350,000	5,906,800	6,522,800	6,617,500
Charges for Services/Other	10,284,906	10,463,000	10,750,200	1,691,283	1,274,000	2,365,400	25,727	11,400	11,600
Property Tax	6,214,161	6,281,000	6,406,700	2,223,957	1,448,300	2,284,500	0	0	0
Franchise Fees	4,586,621	4,679,300	4,679,500	0	0	0	0	0	0
Transfer In	4,729,148	4,729,700	5,772,300	30,960	0	0	0	0	0
Total Revenue	79,792,626	84,465,400	88,206,800	4,458,864	3,229,900	5,171,900	5,932,527	6,534,200	6,629,100
Expenditures/Other Uses									
Current									
Community and Recreation	13,163,106	13,244,700	14,590,000	160,844	208,800	277,700	0	0	0
Community Development	6,204,947	6,173,400	6,305,300	733,930	536,300	692,400	0	0	0
General Government	12,240,911	11,646,800	13,587,600	28,023	0	0	0	0	0
Non-Departmental	100,383	0	0	9,000	52,500	53,700	0	0	0
Public Safety	35,072,874	35,000,600	37,144,200	319,504	765,100	1,306,900	0	0	0
Public Works	6,272,621	5,357,000	6,188,400	2,379,396	2,457,000	2,994,100	5,775,610	5,720,500	5,996,600
Utilities	0	0	0	0	0	0	0	0	0
Capital and Depreciation	178,397	47,500	144,000	174,863	0	0	0	0	0
Debt Service	0	0	0	31,056	0	0	0	0	0
Contingency	0	0	1,150,000	0	0	2,704,900	0	1,764,600	1,734,000
Transfer Out	3,251,506	1,534,700	1,533,400	100,300	0	0	0	0	0
Total Expenditures	76,484,745	73,004,700	80,642,900	3,936,916	4,019,700	8,029,700	5,775,610	7,485,100	7,730,600

* Any fund constituting greater than 10% of the total revenues or expenditures is detailed separately

Summary of Major* Revenues and Expenditures

	Special Revenue Fund Contingency			Debt Service Funds			Capital Project Funds		
	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget
Revenue/Other Sources									
Sales Tax	0	0	0	0	0	0	2,001,197	5,751,400	4,131,800
State Shared	0	0	0	0	0	0	0	0	0
Charges for Services/Other	795,540	0	5,227,800	81,453	100,700	143,900	5,992,830	9,442,800	6,659,900
Property Tax	0	0	0	556,968	578,000	626,400	0	0	0
Franchise Fees	0	0	0	0	0	0	0	0	0
Transfer In	0	0	0	7,227,181	7,294,700	11,965,600	1,685,089	0	0
Total Revenue	795,540	0	5,227,800	7,865,601	7,973,400	12,735,900	9,679,116	15,194,200	10,791,700
Expenditures/Other Uses									
Current									
Community and Recreation	41,724	26,300	50,000	0	0	0	0	0	50,000
Community Development	0	0	0	0	0	0	51,549	260,000	1,810,000
General Government	0	0	0	0	0	0	272,266	201,200	701,200
Non-Departmental	0	0	0	46	0	0	3,894	0	0
Public Safety	209,442	16,200	177,800	0	0	0	637,052	0	0
Public Works	699	120,400	0	0	0	0	398,153	2,490,600	2,841,800
Utilities	0	0	0	0	0	0	307,315	225,000	740,100
Capital and Depreciation	551,739	37,500	0	0	0	0	3,811,967	4,195,900	15,336,700
Debt Service	0	0	0	7,902,308	7,895,000	12,572,700	28,775	1,071,500	0
Contingency	0	0	5,000,000	0	0	0	0	0	28,637,100
Transfer Out	0	0	0	0	73,700	73,700	5,691,727	5,686,300	10,358,500
Total Expenditures	803,604	200,400	5,227,800	7,902,353	7,968,700	12,646,400	11,202,697	14,130,500	60,475,400

* Any fund constituting greater than 10% of the total revenues or expenditures is detailed separately

Summary of Major* Revenues and Expenditures

	Fiduciary Funds			Enterprise Funds less Wastewater Operations			Enterprise Fund Wastewater Operations		
	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget
Revenue/Other Sources									
Sales Tax	0	0	0	0	0	0	0	0	0
State Shared	0	0	0	0	0	0	0	0	0
Charges for Services/Other	763	300	100	16,701,491	16,534,800	17,045,100	16,364,869	15,953,900	16,046,900
Property Tax	0	0	0	0	0	0	0	0	0
Franchise Fees	0	0	0	0	0	0	0	0	0
Transfer In	0	0	0	7,277	0	0	0	0	0
Total Revenue	763	300	100	16,708,768	16,534,800	17,045,100	16,364,869	15,953,900	16,046,900
Expenditures/Other Uses									
Current									
Community and Recreation	0	0	0	0	0	0	0	0	0
Community Development	0	0	0	20,692	40,000	30,000	349,383	220,000	251,000
General Government	0	0	0	0	56,200	0	0	28,800	0
Non-Departmental	0	0	0	0	0	0	0	0	0
Public Safety	0	18,000	18,000	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	0	0	0
Utilities	0	0	0	11,973,873	11,634,900	9,744,300	7,569,428	8,018,100	9,493,000
Capital and Depreciation	0	0	0	1,507,683	993,000	2,209,500	3,169,086	6,132,700	3,152,800
Debt Service	0	0	0	0	0	0	0	735,900	0
Contingency	0	0	7,600	0	0	1,849,000	0	0	1,357,400
Transfer Out	0	0	0	2,689,242	2,691,100	3,517,400	1,946,879	2,038,600	2,254,900
Total Expenditures	0	18,000	25,600	16,191,490	15,415,200	17,350,200	13,034,775	17,174,100	16,509,100

* Any fund constituting greater than 10% of the total revenues or expenditures is detailed separately

Summary of Major* Revenues and Expenditures

	Internal Service Funds			Total - All Funds		
	FY2012 Actual	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Estimate	FY2014 Budget
Revenue/Other Sources						
Sales Tax	0	0	0	33,056,741	38,640,800	37,719,300
State Shared	0	0	0	29,341,711	32,453,400	34,150,100
Charges for Services/Other	9,785,752	11,173,300	10,619,000	61,724,614	64,954,200	68,869,900
Property Tax	0	0	0	8,995,086	8,307,300	9,317,600
Franchise Fees	0	0	0	4,586,621	4,679,300	4,679,500
Transfer In	0	0	0	13,679,653	12,024,400	17,737,900
Total Revenue	9,785,752	11,173,300	10,619,000	151,384,427	161,059,400	172,474,300
Expenditures/Other Uses						
Current						
Community and Recreation	0	0	0	13,365,674	13,479,800	14,967,700
Community Development	9,657	31,500	0	7,370,158	7,261,200	9,088,700
General Government	8,467,310	10,308,400	10,613,900	21,008,509	22,241,400	24,902,700
Non-Departmental	0	0	0	113,322	52,500	53,700
Public Safety	0	0	0	36,238,872	35,799,900	38,646,900
Public Works	0	0	0	14,826,479	16,145,500	18,020,900
Utilities	0	0	0	19,850,615	19,878,000	19,977,400
Capital and Depreciation	0	0	0	9,393,735	11,406,600	20,843,000
Debt Service	0	0	0	7,962,138	9,702,400	12,572,700
Contingency	0	0	4,461,200	0	1,764,600	46,901,200
Transfer Out	0	0	0	13,679,653	12,024,400	17,737,900
Total Expenditures	8,476,966	10,339,900	15,075,100	143,809,156	149,756,300	223,712,800

* Any fund constituting greater than 10% of the total revenues or expenditures is detailed separately

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Mayor and City Council					
Mayor	1.0	1.0	1.0	1.0	0.0
Vice Mayor	1.0	1.0	1.0	1.0	0.0
City Council	5.0	5.0	5.0	5.0	0.0
Executive Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Total	8.0	8.0	7.0	7.0	0.0
City Manager's Office					
Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Assistant City Manager	1.0	1.0	0.0	0.0	0.0
Assistant to the Council I	0.0	0.0	1.0	1.0	0.0
Assistant to the Council II	0.0	0.0	1.0	1.0	0.0
City Manager	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.0	2.0	2.0	0.0
Executive Administrative Specialist	1.0	1.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	1.0	1.0	0.0
Senior Communications Specialist	0.0	0.0	4.0	5.0	1.0
Senior Financial Analyst	0.0	0.0	1.0	1.0	0.0
Program Manager	0.0	0.0	0.0	1.0	1.0
Part Time	0.0	0.0	2.2	2.2	0.0
Total	4.0	4.0	13.2	15.2	2.0
Intergovernmental Relations					
Department Director	1.0	1.0	0.0	0.0	0.0
Manager	0.0	0.0	0.0	0.0	0.0
Total	1.0	1.0	0.0	0.0	0.0
Marketing and Communications					
Department Director	1.0	1.0	0.0	0.0	0.0
Senior Communications Specialist	4.0	4.0	0.0	0.0	0.0
Part Time	2.2	2.2	0.0	0.0	0.0
Total	7.2	7.2	0.0	0.0	0.0
City Attorney's Office					
Administrative Specialist	3.0	3.0	3.0	3.0	0.0
Analyst	1.0	1.0	1.0	1.0	0.0
Assistant Analyst	1.0	1.0	1.0	1.0	0.0
Assistant City Attorney I & II	1.0	2.0	2.0	4.0	2.0
Assistant City Attorney (Contract)	2.0	2.0	2.0	0.0	-2.0
Assistant City Attorney III	1.0	1.0	1.0	1.0	0.0
City Attorney	1.0	1.0	1.0	1.0	0.0
Deputy City Attorney	2.0	2.0	2.0	2.0	0.0
Executive Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Total	13.0	14.0	14.0	14.0	0.0
City Clerk's Office					
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Administrative Technician	1.0	1.0	1.0	1.0	0.0
City Clerk	1.0	1.0	1.0	1.0	0.0
Total	4.0	4.0	4.0	4.0	0.0

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Finance					
Accountant/Tax Auditor	3.0	3.0	2.0	2.0	0.0
Accounting Supervisor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Assistant Department Director	1.0	1.0	1.0	0.0	-1.0
Budget/Accounting Manager	0.0	0.0	2.0	0.0	-2.0
Buyer	1.0	1.0	1.0	1.0	0.0
Cashier	1.0	1.0	1.0	1.0	0.0
Assistant City Manager/Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	0.0	0.0	0.0	0.0	0.0
Fiscal Support Assistant	0.0	0.0	0.0	0.0	0.0
Fiscal Support Specialist	7.0	7.0	6.0	6.0	0.0
Manager	3.0	3.0	1.0	4.0	3.0
Program Manager	2.0	2.0	2.0	0.0	-2.0
Program Supervisor	0.0	0.0	1.0	1.0	0.0
Purchasing Supervisor	0.0	0.0	0.0	0.0	0.0
Purchasing Technician	0.0	0.0	0.0	0.0	0.0
Senior Accountant/Senior Tax Auditor	0.0	0.0	0.0	0.0	0.0
Senior Buyer/Contract Officer	1.0	1.0	1.0	1.0	0.0
Senior Financial Analyst	6.0	6.0	4.0	8.0	4.0
Part Time	0.0	0.0	0.0	0.5	0.5
Total	27.0	27.0	24.0	26.5	2.5
Management & Budget					
Analyst	0.0	0.0	0.0	0.0	0.0
Division Manager	0.0	0.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0
Human Resources					
Administrative Specialist	0.0	0.0	0.0	0.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Human Resources Consultant	5.0	5.0	0.0	0.0	0.0
Human Resources Specialist	3.0	3.0	3.0	3.0	0.0
Human Resources Analyst	0.0	0.0	4.0	2.0	-2.0
Manager	0.0	0.0	1.0	2.0	1.0
Senior Human Resources Analyst	0.0	0.0	1.0	2.0	1.0
Senior Human Resources Consultant	1.0	2.0	0.0	0.0	0.0
Total	10.0	11.0	10.0	10.0	0.0
Healthcare Self Insurance					
Human Resources Consultant	1.0	1.0	0.0	0.0	0.0
Human Resources Analyst	0.0	0.0	1.0	0.0	-1.0
Senior Human Resources Analyst	0.0	0.0	0.0	1.0	1.0
Total	1.0	1.0	1.0	1.0	0.0
Risk Management					
Division Manager	0.0	0.0	0.0	0.0	0.0
Manager	0.0	1.0	0.0	0.0	0.0
Program Supervisor	1.0	1.0	1.0	1.0	0.0
Senior Human Resources Analyst	0.0	0.0	1.0	0.0	-1.0
Human Resources Analyst	0.0	0.0	0.0	1.0	1.0
Total	1.0	2.0	2.0	2.0	0.0

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Information Technology					
Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Chief Land Surveyor	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Information Technology Administrator	4.0	5.0	6.0	6.0	0.0
Information Technology Security Analyst	1.0	1.0	1.0	1.0	0.0
Information Technology Supervisor	1.0	1.0	0.0	0.0	0.0
Information Technology Technician	1.0	2.0	1.0	1.0	0.0
Manager	2.0	2.0	2.0	1.0	-1.0
Program Manager	1.0	1.0	2.0	3.0	1.0
Senior IT Administrator	2.0	3.0	2.0	2.0	0.0
Senior IT Technician	6.0	6.0	5.0	5.0	0.0
Survey Specialist	0.0	0.0	1.0	1.0	0.0
Survey Technician	1.0	1.0	0.0	0.0	0.0
Total	23.0	26.0	24.0	24.0	0.0
Community and Economic Development					
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Administrative Support Supervisor	0.0	0.0	0.0	0.0	0.0
Assistant City Manager/Department Director	0.0	0.0	1.0	1.0	0.0
Assistant Department Director	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	1.0	0.0	0.0	0.0
Economic Dev. Coordinator	1.0	0.0	0.0	1.0	1.0
Economic Dev. Supervisor	0.0	0.0	1.0	1.0	0.0
Fiscal Support Assistant	2.0	2.0	3.0	4.0	1.0
Fiscal Support Specialist	3.0	3.0	2.0	2.0	0.0
Inspector	5.0	5.0	5.0	6.0	1.0
Manager	1.0	1.0	1.0	1.0	0.0
Planner	5.0	5.0	3.0	3.0	0.0
Plans Examiner	3.0	3.0	3.0	5.0	2.0
Program Assistant	0.0	0.0	0.6	0.6	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	1.0	1.0	1.0	0.0
Program Supervisor	1.0	1.0	1.0	1.0	0.0
Senior Inspector	4.0	4.0	4.0	4.0	0.0
Senior Planner	0.0	1.0	1.0	1.0	0.0
Part Time	2.2	2.8	2.5	2.0	-0.5
Total	34.2	34.8	34.1	38.6	4.5
Economic Development					
Administrative Specialist	0.0	0.0	0.0	0.0	0.0
Department Director	0.0	0.0	0.0	0.0	0.0
Program Manager	0.0	0.0	0.0	0.0	0.0
Recreation Coordinator	0.0	0.0	0.0	0.0	0.0
Part Time	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0
Neighborhood Revitalization					
Program Assistant	0.0	0.0	0.4	0.4	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Total	1.0	1.0	1.4	1.4	0.0

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Fire					
Administrative Specialist	0.0	0.0	1.0	1.0	0.0
Administrative Technician	2.0	2.0	1.0	1.0	0.0
Assistant Department Director	2.0	2.0	2.0	2.0	0.0
Battalion Chief	5.0	5.0	5.0	5.0	0.0
Department Director - Fire Chief	1.0	1.0	1.0	1.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Fire Captain	27.0	27.0	27.0	27.0	0.0
Fire Engineer	24.0	24.0	24.0	24.0	0.0
Firefighter	52.0	52.0	52.0	52.0	0.0
Inspector	2.0	2.0	1.0	1.0	0.0
Maintenance & Operations Technician	1.0	1.0	0.0	0.0	0.0
Plans Examiner	1.0	1.0	1.0	1.0	0.0
Program Coordinator	1.0	1.0	0.0	0.0	0.0
Program Supervisor	1.0	1.0	0.0	0.0	0.0
Senior Analyst	0.0	0.0	0.0	0.0	0.0
Senior Financial Analyst	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	1.0	1.0	1.0	1.0	0.0
Total	122.0	122.0	118.0	118.0	0.0
Police					
Administrative Specialist	1.0	1.0	2.5	2.5	0.0
Administrative Support Supervisor	1.0	1.0	1.0	1.0	0.0
Administrative Technician	6.0	6.0	6.0	6.0	0.0
Analyst	1.0	1.0	1.0	1.0	0.0
Animal Control Officer	3.0	3.0	3.0	4.0	1.0
Assistant City Attorney I & II	1.0	0.0	0.0	0.0	0.0
Assistant Department Director	2.0	2.0	1.0	1.0	0.0
Community Services Officer	6.0	6.0	6.0	6.0	0.0
Department Director - Police Chief	1.0	1.0	1.0	1.0	0.0
Division Manager (Commander)	2.0	2.0	3.0	3.0	0.0
Division Manager (Lieutenant)	6.0	6.0	6.0	6.0	0.0
Forensic Technician	1.0	1.0	0.0	0.0	0.0
Information Technology Administrator	1.0	0.0	0.0	0.0	0.0
Information Technology Technician	1.0	0.0	0.0	0.0	0.0
Manager	1.0	1.0	1.0	1.0	0.0
Police Officer	106.0	106.0	106.0	105.0	-1.0
Police Sergeant	15.0	15.0	15.0	16.0	1.0
Program Coordinator	1.0	1.0	0.4	0.4	0.0
Public Safety Communications Officer	19.0	19.0	17.0	17.0	0.0
Public Safety Communications Supervisor	5.0	5.0	5.0	5.0	0.0
Senior Analyst	2.0	2.0	2.0	2.0	0.0
Senior Financial Analyst	1.0	1.0	1.0	1.0	0.0
Senior Human Resources Consultant	1.0	0.0	0.0	0.0	0.0
Senior IT Administrator	1.0	0.0	0.0	0.0	0.0
Training Coordinator	1.0	1.0	0.0	0.0	0.0
Transportation Officer	2.0	2.0	2.0	2.0	0.0
Total	188.0	183.0	179.9	180.9	1.0
Police - Vehicle Impound Fund					
Administrative Specialist	1.0	1.0	0.5	0.5	0.0
Total	1.0	1.0	0.5	0.5	0.0
Police - Grants and Contingency Fund					
Administrative Specialist	1.0	0.0	0.6	0.6	0.0
Total	1.0	0.0	0.6	0.6	0.0

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
City Court					
Accountant/Tax Auditor	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	8.0	8.0	7.0	7.0	0.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0	0.0
Administrative Technician	6.0	6.0	5.0	5.0	0.0
Associate Judge	0.0	0.0	0.0	0.0	0.0
Division Manager	1.0	1.0	1.0	1.0	0.0
Executive Administrative Specialist	1.0	1.0	1.0	1.0	0.0
Presiding Judge	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	1.0	0.0	0.0	0.0
Part Time	1.1	1.1	1.1	1.1	0.0
Total	22.1	22.1	19.1	19.1	0.0
Community and Recreation Services					
Administrative Specialist	4.0	4.0	4.0	5.0	1.0
Administrative Technician	2.0	2.0	2.0	2.0	0.0
Analyst	0.0	0.0	0.0	0.0	0.0
Assistant Department Director	0.0	0.0	1.0	1.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	6.0	6.0	3.0	3.0	0.0
Fiscal Support Supervisor	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	14.0	14.0	8.0	9.0	1.0
Manager	2.0	2.0	4.0	3.0	-1.0
Program Supervisor	1.0	1.0	1.0	1.0	0.0
Recreation Aide	0.0	0.0	0.0	0.0	0.0
Recreation Coordinator	6.0	6.0	5.0	5.0	0.0
Recreation Specialist	2.0	2.0	1.0	2.0	1.0
Recreation Supervisor	5.0	5.0	5.0	5.0	0.0
Senior Financial Analyst	1.0	1.0	1.0	1.0	0.0
Senior Maintenance & Operations Technicia	13.0	13.0	7.0	7.0	0.0
Service Worker/Groundskeeper	4.0	4.0	12.0	15.0	3.0
Part Time	33.4	36.5	38.8	47.0	8.3
Total	97.4	100.5	96.8	110.0	13.3

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Public Works - General Fund					
Administrative Specialist	3.0	3.0	3.0	4.0	1.0
Administrative Technician	0.0	0.0	0.0	1.0	1.0
Assistant Department Director	0.0	0.2	0.4	1.0	0.6
Associate Civil Engineer	1.0	1.0	1.0	1.0	0.0
Civil Engineer	2.0	2.0	1.0	1.0	0.0
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	0.2	0.2	1.0	0.8
Division Manager	4.0	1.8	0.0	0.0	0.0
Fiscal Support Specialist	1.0	1.0	1.0	1.0	0.0
Information Technology Administrator	1.0	1.2	1.2	2.0	0.8
Inspector	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Specialist	9.0	9.0	9.0	9.0	0.0
Maintenance & Operations Supervisor	2.0	3.0	0.0	0.0	0.0
Maintenance & Operations Technician	1.0	1.0	1.0	1.0	0.0
Manager	0.0	0.0	2.3	5.0	2.7
Program Assistant	0.0	8.0	8.0	0.0	-8.0
Program Supervisor	0.0	1.0	1.0	0.0	-1.0
Project Manager	1.0	1.0	0.0	0.0	0.0
Senior Civil Engineer	1.0	0.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	1.0	0.8
Senior Inspector	1.0	1.0	1.0	1.0	0.0
Senior Maintenance & Operations Technicia	8.0	7.0	7.0	7.0	0.0
Service Worker/Groundskeeper	6.0	6.0	5.0	5.0	0.0
Utilities Analyst	1.0	1.0	0.0	0.0	0.0
Part Time	0.2	1.3	1.3	0.0	-1.3
Total	45.2	51.9	45.7	43.0	-2.7
Public Works - HURF					
Administrative Specialist	3.0	2.4	2.4	2.0	-0.4
Assistant Department Director	1.0	0.6	0.8	1.0	0.2
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	1.9	0.0	0.0	0.0
Information Technology Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Specialist	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Supervisor	4.0	3.0	1.0	1.0	0.0
Maintenance & Operations Technician	14.0	14.0	14.0	14.0	0.0
Manager	0.0	0.0	1.5	1.0	-0.5
Program Coordinator	2.0	2.0	3.0	3.0	0.0
Program Supervisor	1.0	1.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	0.0	-0.2
Sr Maintenance & Operations Technician	8.0	8.0	8.0	8.0	0.0
Senior Planner	1.0	1.0	0.0	0.0	0.0
Service Worker/Groundskeeper	7.0	7.0	6.0	6.0	0.0
Total	45.0	44.6	40.3	39.0	-1.3
Public Works - Transportation Improvement					
Civil Engineer	0.0	0.0	1.0	1.0	0.0
Total	0.0	0.0	1.0	1.0	1.0
Public Works - Transit					
Program Assistant	8.0	0.0	0.0	0.0	0.0
Program Supervisor	1.0	0.0	0.0	0.0	0.0
Part Time	1.1	0.0	0.0	0.0	0.0
Total	10.1	0.0	0.0	0.0	0.0

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Public Works - Water Operations					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.2	0.2	0.0	-0.2
Administrative Technician	2.0	2.4	1.4	1.0	-0.4
Analyst	0.0	0.0	0.0	0.0	0.0
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	0.0	0.3	0.5	0.0	-0.5
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	2.4	0.5	0.0	-0.5
Information Technology Administrator	1.0	0.2	0.2	0.0	-0.2
Inspector	1.0	1.0	1.0	1.0	0.0
Lead Utility Technician	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Specialist	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Supervisor	2.0	2.0	1.0	1.0	0.0
Maintenance & Operations Technician	3.0	3.0	3.0	3.0	0.0
Manager	1.0	1.0	2.9	1.0	-1.9
Program Supervisor	0.0	0.0	1.0	1.0	0.0
Project Manager	2.0	2.0	1.0	1.0	0.0
Senior Financial Analyst	1.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Operations Technicia	2.0	1.0	1.0	1.0	0.0
Senior Utilities Technician	4.0	4.0	4.0	4.0	0.0
Utilities Analyst	5.0	5.0	4.0	4.0	0.0
Utilities Supervisor	1.0	1.0	1.0	1.0	0.0
Utilities Technician	3.0	3.0	3.0	3.0	0.0
Total	32.7	32.6	29.4	25.0	-4.4
Public Works - Wastewater Operations					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.2	1.2	1.0	-0.2
Administrative Technician	3.0	2.4	2.4	2.0	-0.4
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	1.0	0.5	0.7	1.0	0.3
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	3.0	2.1	0.5	1.0	0.5
Information Technology Administrator	0.0	0.2	0.2	0.0	-0.2
Lead Utility Technician	2.0	2.0	3.0	3.0	0.0
Maintenance & Operations Specialist	3.0	3.0	3.0	3.0	0.0
Maintenance & Operations Supervisor	3.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	2.0	1.0	1.0	2.0	1.0
Manager	1.0	1.0	2.5	2.0	-0.5
Project Manager	1.0	1.0	1.0	1.0	0.0
Senior Financial Analyst	0.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Operations Technicia	5.0	5.0	5.0	5.0	0.0
Senior Project Manager	1.0	1.0	1.0	1.0	0.0
Senior Utilities Technician	3.0	3.0	2.0	2.0	0.0
Service Worker/Groundskeeper	2.0	2.0	2.0	2.0	0.0
Utilities Analyst	1.0	1.0	1.0	1.0	0.0
Utilities Supervisor	1.0	2.0	2.0	2.0	0.0
Utilities Technician	5.0	5.0	5.0	4.0	-1.0
Part Time	0.0	0.0	0.0	1.2	1.2
Total	38.7	36.5	36.3	36.2	-0.1

City of Surprise, Arizona
Personnel Detail

	FY2011 Final Budget	FY2012 Adopted Budget	FY2013 Adopted Budget	FY2014 Base Budget	FY2014 to FY2013
Public Works - Sanitation Operations					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.2	0.2	0.0	-0.2
Administrative Technician	2.0	1.2	1.2	1.0	-0.2
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	0.0	0.3	0.5	0.0	-0.5
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	2.0	1.8	0.0	0.0	0.0
Information Technology Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Supervisor	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Technician	20.0	21.0	21.0	21.0	0.0
Manager	0.0	0.0	1.8	1.0	-0.8
Senior Financial Analyst	0.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Operations Technicia	3.0	3.0	3.0	3.0	0.0
Service Worker/Groundskeeper	3.0	3.0	3.0	3.0	0.0
Total	32.7	33.8	33.6	31.0	-2.6
Total Public Works	204.3	199.3	186.3	175.2	-13.0
Grand Total	**770.2**	**768.9**	**735.8**	**748.0**	12.2

Glossary

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
ADA	Americans with Disabilities Act - A wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability. Disability is defined by the ADA as "a physical or mental impairment that substantially limits a major life activity."
ADOT	Arizona Department of Transportation - An Arizona state government agency charged with facilitating mobility within the state.
Adoption	Formal action by the Mayor and Council that sets the spending limits for the fiscal year.
AOC	Administrative Office of the Courts - The Arizona Constitution authorizes an administrative director and staff to assist the Chief Justice with administrative duties. Under the direction of the Chief Justice, the administrative director and the staff of the AOC provide the necessary support for the supervision and administration of all state courts.
Appropriation	Specific amount of monies authorized by the Mayor and Council for the purposes of incurring obligations and acquiring goods and services.
APS	Arizona Public Service – A utility provider of retail and wholesale electric services primarily in the state of Arizona.
ARRA	American Recovery and Reinvestment Act of 2009 - The primary objective for ARRA was to save and create jobs almost immediately. Secondary objectives were to provide temporary relief programs for those most impacted by the recession and invest in infrastructure, education, health, and ‘green’ energy.
Assessed Valuation	A value set upon real property by the County Assessor for the purpose of levying property taxes.
Automatic Aid	In emergency services, mutual aid (automatic aid) is an agreement among emergency responders to lend assistance across jurisdictional boundaries. Resources are dispatched by the nearest fire apparatus, regardless of which side of the jurisdictional boundary the incident is located.
AWWA	American Water Works Association - The association was established in 1881 and is the oldest and largest nonprofit, scientific and educational association dedicated to safe and sustainable water in the world. With more than 50,000 members worldwide and 43 Sections in North America, AWWA advances public health, safety and welfare by uniting the efforts of the entire water community.
AVL	Automatic Vehicle Locator – A device for automatically determining the geographic location of a vehicle.

AZPDES	Arizona Pollution Discharge Elimination System – A permit program for all facilities that discharge pollutants from any point source into waters of the United States (navigable waters) and requires the facility to obtain or seek coverage under an AZPDES permit.
AZStRUT	Arizona students recycling used technology - Formed in 1997 by founding sponsors Intel & Motorola, Arizona StRUT is a partnership between local schools and businesses, where students learn new skills by refurbishing used computer equipment. The equipment is then donated to schools and other qualified non-profit organizations throughout Arizona. Over 100 companies such as Intel, Avnet and APS currently donate hardware through the program.
AZ TechCelerator	A four building, nearly 60,000 square feet campus, serving as a business incubator. Designed to grow businesses by providing affordable space, tools and resources.
Base Budget	The ongoing expense for personnel, contractual services, commodities, to maintain service levels.
Bonds	Debt instruments that require repayment of a specified principal amount on a certain date (maturity date), along with interest at a stated rate or according to a formula for determining the interest rate.
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.
CALEA	Commission on Accreditation for Law Enforcement Agencies - The purpose of CALEA's programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.
CAP	Central Arizona Project – CAP was designed to bring about 1.5 million acre-feet of Colorado River water per year to Pima, Pinal and Maricopa counties. CAP carries water from Lake Havasu near Parker to the southern boundary of the San Xavier Indian Reservation southwest of Tucson. It is a 336-mile long system of aqueducts, tunnels, pumping plants and pipelines and is the largest single resource of renewable water supplies in the state of Arizona.
Capital Items	Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital item, it must meet all of the following requirements:(1) have an estimated useful life of greater than two years;(2) typically have a unit cost of $10,000 or more; and (3) be a betterment or improvement.
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.

Capital Project Funds	These funds account for resources providing for the acquisition or construction of capital facilities and items.
CAFR	Comprehensive Annual Financial Report - A CAFR is the financial report of a state, municipal or other governmental entity that contains at a minimum, three sections: introductory, financial, and statistical. Additionally, the financial section provides information on each individual fund and component unit.
CAWCD	Central Arizona Water Conservation District - The purpose of the CAWCD is to provide a mechanism for landowners and water providers to demonstrate an assured 100-year water supply.
CCTV	Closed-Circuit Television - The use of video cameras to transmit a signal to a specific place, on a limited set of monitors.
CD-ED	Community and Economic Development Department – The department provides development services, planning and zoning, building safety, code enforcement, neighborhood services, welcome center, and economic development. The department is charged with ensuring responsible planning within the current and future city limits, long-range transportation planning, and that new and existing structures are safe for occupancy.
CDBG	Community Development Block Grant – The grant program is administered by the U.S. Department of Housing and Urban Development and funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
CDBG-R	Community Development Block Grant-Recovery- This is the grant portion of the Title XII of Division A of the American Recovery and Reinvestment Act of 2009 and appropriates $1 billion to carry out the CDBG program under Title I of the Housing and Community Development Act of 1974 on an expedited basis. These funds will be distributed to grantees that received CDBG funding in Fiscal Year 2008 in accordance with the provisions of 42 U.S.C. 5306. The grant program under Title XII is commonly referred to as the CDBG Recovery (CDBG-R) program.
CDR	Community Development and Regulation - The rules and regulations governing the activities of community development programs are broken down into three categories: the Laws as enacted by Congress, the Regulations created by HUD to achieve the result prescribed by the Laws, and the Policy Memoranda that address specific instances and questions.
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 – A plan that identifies: (a) all capital improvements which are proposed to be undertaken during a five fiscal year period; (b) the cost estimate for each improvement; (c) the method of financing each improvement; (d) the recommended time schedule for each project; and (e) the estimated annual operating and maintenance costs.
CMAQ	Congestion Mitigation and Air Quality – The program is a federally funded program of surface transportation improvements designed to improve air quality and mitigate congestion.

COBRA	Consolidated Omnibus Budget Reconciliation Act - COBRA gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events.
Contingency	Monies that have not been allocated to any specific purpose and may only be utilized after receiving Mayor and Council approval. In addition, it is a good budget practice to use this line item as a budget balancing mechanism ensuring that ending fund balance is zero. In accordance with A.R.S.§42-17102(A)(4), an amount must be budgeted for unanticipated contingencies or emergencies.
CTCA	Cancer Treatment Centers of America - CTCA is a private, for-profit operator of cancer treatment hospitals and outpatient clinics which provide both conventional and alternative medical treatments.
CRS	Community and Recreation Services –The department is responsible for recreational programming, sports tourism events, signature and community special events, recreational facility operations and ground maintenance of city parks.
CWA	Clean Water Act – The act establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.
DEA	Drug Enforcement Administration – The DEA's mission is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets.
Debt Service	Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.
Debt Service Funds	Funds that are used to account for the accumulation of resources and the payment of general long-term debt principal and interest.
DUI	Driving Under the Influence – The act of a person driving or being in actual physical control of a vehicle while under the influence of intoxicating liquor, any drug, a vapor releasing substance containing a toxic substance or any combination of liquor, drugs or vapor releasing substances if the person is impaired to the slightest degree.
DVR	Digital Vehicle Repeater – DVR is a radio system component that provides repeater capability between portable subscribers and the RF base station infrastructure. It extends the portable radio coverage in areas where only mobile radio coverage is available and portable radio coverage is either intermittent or nonexistent.

ED7	Electrical District Number Seven- ED7 is an electrical district formed pursuant to Arizona Revised Statutes for the purpose of providing water and electricity to agricultural, municipal and industrial customers throughout Arizona.
Emod	Experience modifier rate - EMOD is a premium modifier that reflects the loss experience of a policyholder compared with payroll exposure during the same time period. The modifier increases or decreases the current premium depending on how the actual exposure and losses, for the past three years, compares with expected losses for the same amount of exposure.
EMS	Emergency Medical Services - Provides basic and advanced life support services to the community 24 hours a day, seven days a week while maintaining compliance with the Arizona Department of Health Services mandates with personnel and equipment resources.
Encumbrance	A reservation of funds to cover purchase orders, contracts, or other funding commitments that are yet to be fulfilled. The budget basis of accounting considers an encumbrance to be the equivalent of an expenditure.
Enterprise Fund	Funds that are established to account for operations, including debt service that are financed and operated similarly to private businesses - where the intent is the service is self-sufficient, with all costs supported predominantly by user charges.
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.
FARE	Fines/Fees and Restitution Enforcement – The program is a statewide initiative of the Arizona Judicial branch. The program was developed in 2003 to assist Arizona courts with the compliance of monetary court orders. Courts are given the ability to assign outstanding debt associated to civil traffic, criminal traffic and criminal violations. The program is a public/private partnership between the Administrative Office of the Courts, the Motor Vehicle Division, Arizona Department of Revenue and a private vendor.
FFE	Furniture, Fixtures, and Equipment – FFE is movable furniture, fixtures or other equipment that have no permanent connection to the structure of a building.
FMS	Financial Management Software – FMS is an information system used for collecting, processing, and reporting data about financial events.

FTE	Full Time Equivalent – Represents a conversion of hours worked to a count of positions. 2,080 hours worked annually equates to 1.0 full time equivalent position. The 2,080 hours may represent a single individual working 40 hours per week or the sum of two part time employees each working 20 hours per week.
Fiscal Year	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the city of Surprise this period begins July 1 and ends June 30.
FMLA	Family and Medical Leave Act – FMLA is a United States federal law requiring covered employers to provide employees job-protected and unpaid leave for qualified medical and family reasons. Qualified medical and family reasons include: personal or family illness, family military leave, pregnancy, adoption, or the foster care placement of a child.
FY	Fiscal Year
Fund	A fiscal and accounting entity with a self–balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	As used in the budget, the excess of resources over expenditures. The beginning fund balance is residual funds brought forward from the previous fiscal year.
GAAP	Generally Accepted Accounting Principles - A collection of rules, procedures, and conventions that define accepted accounting practice; includes broad guidelines as well as detailed procedures.
General Fund	Primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, community and economic development, general administration of the City, and any other activity for which a special fund has not been created.
GFOA	Government Finance Officers Association - The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership.
GIS	Geographic Information Systems - is a system of hardware and software used for storage, retrieval, mapping, and analysis of geographic data.
GL	General Ledger – The central repository of the accounting information in which the summaries of all financial transactions are recorded. The repository tracks assets, liabilities, revenues, and expenditures.
G.O. Bond	General Obligation Bond - A bond that requires voter approval and finance a variety of public capital projects. The bond is backed by the “full faith and credit” of the issuing government.

Goal	A statement of broad direction, purpose, or intent on the needs of the community. A goal is general and timeless.
GPM	Gallons Per Minute - A unit of measurement that indicates the flow capabilities of a hydraulic component.
Grant	A contribution by the state or federal government or other organization to support a particular function.
HOA	Homeowners Association –A common interest organization to which all the owners of lots in a planned community or owners of units in a condominium must belong. The defining characteristics of all HOAs are all owners are automatically members, governing documents create mutual obligations, mandatory fees or assessments are generally levied against owners and used for the operation of the association, and owners share a property interest in the community.
HR	Human Resources – HR is the department that provides service and support to city departments in recruitment and selection, compensation and benefits, employee and organizational development, and employee relations.
HVAC	Heating, Ventilation And Cooling – The systems control the ambient environment (temperature, humidity, air flow, and air filtering)
HURF	Highway Users Revenue Fund - This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purposes.
ICMA CPM	International City/County Management Association, Center for Performance Measurement - A results-oriented system that allows local governments to: 1) set appropriate targets and assess whether they are being met, 2) distinguish success from failure, 3) highlight accomplishments, and 4) demonstrate results to win support.
IDDE	Illicit Discharge Detection Elimination – The process to locate and resolve instances of discharges into a municipal separate storm sewer that are not composed entirely of stormwater.
Infrastructure	The large-scale public systems, services, and facilities that are necessary for economic activity, including water supplies, sewers, public buildings, parks, and roads.
IGA	Intergovernmental Agreement – A contract between governmental entities as authorized by State law.
Intergovernmental Revenue (Shared)	The funds received from federal, state and other local government sources in the form of grants, shared revenue, and payments in lieu of taxes. (e.g., state sales tax, state income tax, gasoline tax, motor vehicle license)
Internal Service Funds	Established 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.

IS	Information Systems – Any combination of information technology and people's activities that support operations, management and decision making.
ISO	Insurance Services Office - ISO collects information on municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data using our Fire Suppression Rating Schedule. ISO then assigns a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria.
IT	Information Technology - The use of computers and telecommunications equipment to store, retrieve, transmit and manipulate data.
ITS	Intelligent Transportation System – ITS is the application of advanced sensor, computer, electronics, and communication technologies and management strategies to improve the safety and efficiency of the surface transportation.
LAN	Local Area Network – A computer network that interconnects computers in a limited area.
LIS	Land Information System - A system that designed specifically to create, visualize, analyze, report and publish land-based data such as parcel information, zoning, land use, ownership and general property information.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
LTAF	Local Transportation Assistance Fund—State lottery funds shared with cities for the purposes of transportation and transit. Also included in this funding source is LTAF II which are grants distributed to cities when and if all other funding requirements of state lottery funds are met.
MAG	Maricopa Association of Governments - An association of governments that represents the bulk of the metropolitan area of Phoenix, Arizona and is responsible for developing policy in the areas of regional development and transportation, air and water quality, and human services.
Maint	Maintenance – The purpose of maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects.
Management Indicators	A measurable means of evaluating impact of budget on achieving stated objects.
MCDOT	Maricopa County Department of Transportation - Plans, designs, constructs, and maintains roadways within the county's unincorporated areas.
MCT	Mobile Computer Terminal – A mobile computer system that provides full system access through wireless mobile data terminals.
Membrane Treatment Process	Membrane technology utilizes a semipermeable membrane for the separation of suspended and dissolved solids from water.

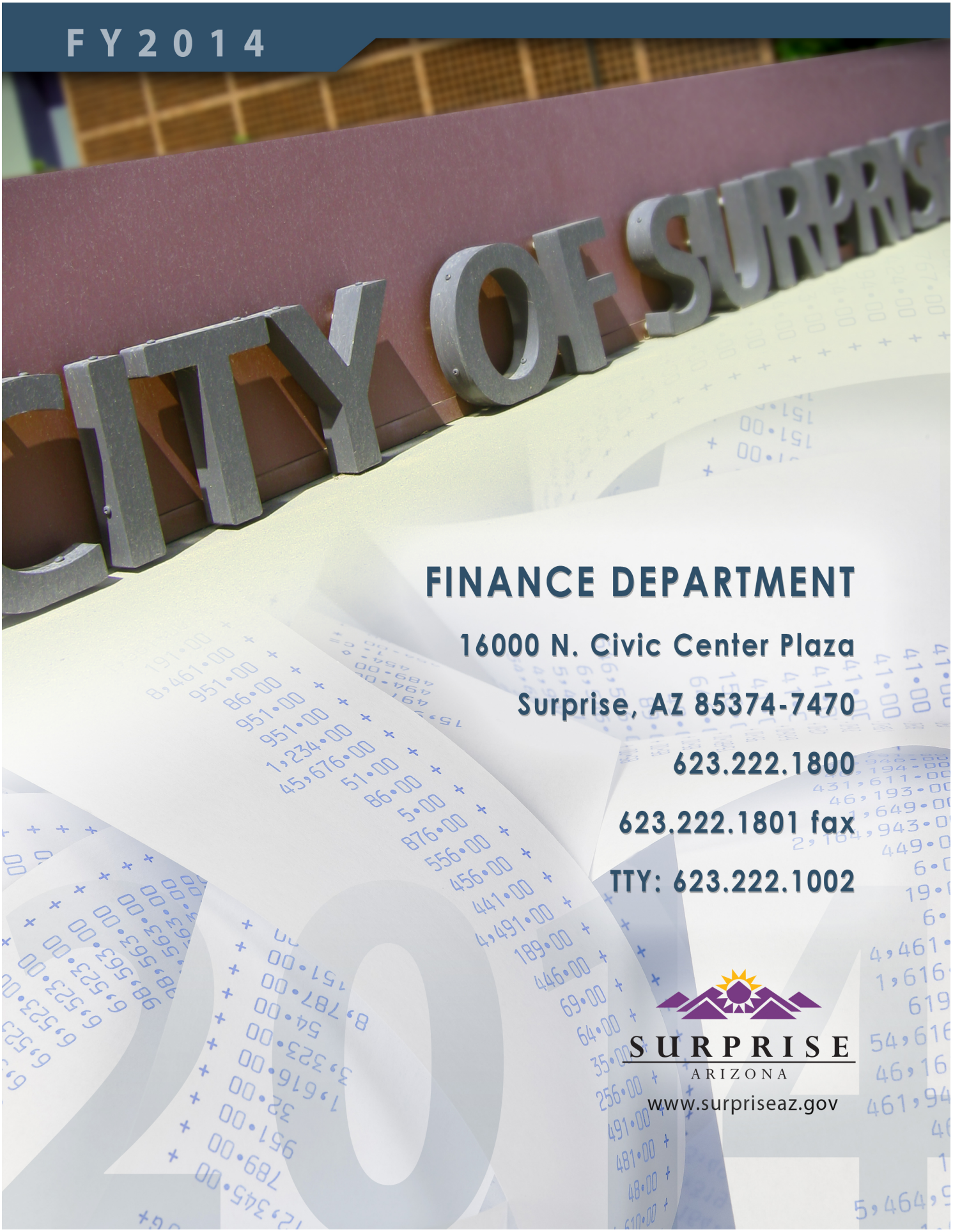
MGD	Millions of Gallons per Day – MGD is a rate of flow of water equal to 133,680.56 cubic feet per day, or 1.5472 cubic feet per second, or 3.0689 acre-feet per day. A flow of one million gallons per day for one year equals 1,120 acre-feet (365 million gallons).
MHZ	Megahertz - A measurement of transmission frequency, either over the airwaves or through a copper wire; also, a measurement of the clock speed on a computer. One megahertz is one million times a second.
MPC	Municipal Property Corporation - A non-profit corporation established for issuing debt to purchase municipal facilities and equipment that it leases to the city.
MS4	Municipal Separate Storm Sewer System – A system of conveyances (including roads with drainage systems, municipal streets, catch basins, curbs, gutters, ditches, man-made channels, or storm drains). An MS4 is owned by a state, city, town, village, or other public entity that discharges to waters of the U.S., designed or used to collect or convey stormwater (including storm drains, pipes, ditches, etc.), not a combined sewer, and is not part of a publicly owned wastewater treatment plant.
MWD	Maricopa Water District - The district was formally organized in 1925, as a political subdivision, and latter an irrigation and water conservation district under Arizona state statutes was successfully completed in 1927. MWD is the only privately financed reclamation project of its kind and provides water and power to service an area of approximately 60 square miles.
O&M	Operation and Maintenance - 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.
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.
OSHA	Occupational Safety and Health Administration - OSHA is an agency of the United States Department of Labor. OSHA's mission is to "assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance.
P&R	Parks and Recreation Development - The parks and recreation development fee fund was established to account for the inflow of parks and recreation development fees levied on new residential construction.
Permanent Adjustment of Expenditure Base	Any city or town can permanently adjust its State imposed expenditure limitation base if a majority of the qualified electors voting on the issue at a regular city/town election vote in favor of the adjustment. A base adjustment may be referred to the voters by an affirmative vote of two-thirds of the members of the city/town council, or qualified electors of the city/town may propose an adjustment through the initiative process.
Performance Measures	Measurable means of evaluating the effectiveness of an activity, department, or division in achieving its objectives, goals, or policy.

PILOT	Payment in Lieu of Taxes – The payments made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property.
PM	Particulate Matter - The small, distinct solids suspended in a liquid or gas.
PPE	Personal Protective Equipment – PPE refers to protective clothing, helmets, goggles, or other garment designed to protect the wearer's body from injury by blunt impacts, electrical hazards, heat, chemicals, and infection, for job-related occupational safety and health purposes.
Primary Property Tax	A limited tax levy used for general government operations. State statute restricts the total levy to a 2% annual increase plus an increase for any new construction and / or annexation.
Pro Tempore (Pro Tem) Judge	A pro tempore judge is a judge who serves or expects to serve once or only sporadically on a part-time basis under a separate appointment for each period of service.
Property Tax Rate	The amount of tax levied for each $100 of assessed valuation.
PW	Public Works - The divisions of the Public Works Department funded by the general fund include: vehicle maintenance, facilities management, sustainability, engineering development, and storm water services. Other divisions and funds managed by the Public Works Department and detailed on separate pages include streets and transportation funded by the highway user revenue fund (HURF), transit funded by the transit fund, and water, wastewater, and sanitation.
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.
RFP	Request for Proposal - A RFP is a formal invitation to a potential respondent to submit a proposal to provide a good or service to fulfill a need that the city has identified.
ROW	Right of Way - A general term denoting land, property, or interest therein, usually in a strip, acquired for or devoted to transportation purposes.
RPTA	Regional Public Transportation Authority - The Arizona Legislature passed a law enabling the citizens of Maricopa County to vote in 1985 on a sales tax increase to fund regional freeway improvements and to provide for the creation of the Regional Public Transportation Authority.

SB 1598	Senate Bill 1598 –This is a “Regulatory Bill of Rights” that grants regulated private parties a series of rights in their dealings with cities, counties, and flood control districts. The bill imposes significant obligations on municipalities regarding applications for permits and licenses, as well as the protocol of compliance inspections.
SCBA	Self-Contained Breathing Apparatus - An atmosphere-supplying respirator for which the breathing air source is designed to be carried by the user.
SPA	Special Planning Area - Designated areas within a city of Surprise planning area designed to ensure that land resources are utilized efficiently and that the community’s long-term development needs are addressed. The goal of each SPA is to ensure a balanced mix of land uses, adequate support resources, proper ratio of people to jobs, and an efficient and effective multi-modal transportation network. There are six SPAs in the city of Surprise.
SPD	Surprise Police Department – The department, in partnership with the community, provides the delivery of progressive crime prevention and protection.
Secondary Property Tax	Voter approved tax levy that can only be used to retire general bonded debt obligations.
Special Revenue Funds	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) which are legally restricted to expenditure for specific purposes.
SLID	Streetlight Improvement District - Special taxing district established to pay the costs of electricity associated with streetlights within a specific sub-division. Tax rate is limited to a maximum of $1.20 per $100 of assessed value.
SPM	Street Preservation and Maintenance Program - Road preservation for all city streets including repair, crack sealing, fog seal with seal master, mill and overlay, and reconstruction.
SR	State Route - A broad highway designed for high-speed traffic.
SWPPP	Stormwater Pollution Prevention Plan - A plan that describes the strategies and steps that will be taken to prevent nonpoint source pollution discharging from a construction/industrial site into a municipal storm sewer system.
Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.
TE	Traffic Engineering – The division is responsible for the operations of the intelligent transportation system, traffic signal service and maintenance, traffic signs and markings service and maintenance, and traffic engineering, planning, management, and control services.

TTHM	Total Trihalomethanes – Is the total concentration of the four chief constituents (chloroform, bromoform, bromodichloromethane, and dibromochloromethane). Trihalomethanes are formed as a by-product predominantly when chlorine is used to disinfect water for drinking. They represent one group of chemicals generally referred to as disinfection by-products. They result from the reaction of chlorine and/or bromine with organic matter present in the water being treated.
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 firefighters' pension boards.
Turn key	Supplied, installed, or purchased in a condition ready for immediate use, occupation, or operation.
UASI	Urban Areas Security Initiative - UASI provides funding support for target-hardening activities to nonprofit organizations that are at high risk of terrorist attack and are located within one of the specific UASI-eligible Urban Areas.
UCR	Uniform Crime Reports – The UCR are official data on crime in the United States, published by the Federal Bureau of Investigation. UCR is a a nationwide, cooperative statistical effort of nearly 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies voluntarily reporting data on crimes brought to their attention.
USTA	United States Tennis Association – The USTA is the national governing body for the sport of tennis and the recognized leader in promoting and developing the sport's growth on every level in the United States, from local communities to the crown jewel of the professional game, the US Open.
VFD	Variable Frequency Drive - a type of adjustable-speed drive used in electro-mechanical drive systems to control alternating current motor speed and torque by varying motor input frequency and voltage.
WRF	Water Reclamation Facility – A facility that utilizes processes to separate, modify, remove, and destroy objectionable, hazardous, and pathogenic substances carried by wastewater in solution or suspension in order to render the water fit and safe for intended uses.
WSF	Water Supply Facility - A facility that provides a source of water for drinking, irrigation, commercial, and industrial uses in a quantity and quality that meets or exceeds standards.

FY2014



FINANCE DEPARTMENT

16000 N. Civic Center Plaza

Surprise, AZ 85374-7470

623.222.1800

623.222.1801 fax

TTY: 623.222.1002

SURPRISE
ARIZONA

www.surpriseaz.gov