SURPRISE
ARIZONA

FY2015 CITY MANAGER'S

RECOMMENDED BUDGET

FY2015

www.surpriseaz.gov

FY2015 City Manager's Recommended Budget

TABLE OF CONTENTS

Description	Page Number
Transmittal Letter	
Budget Overview	
General Information	
Mayor and City Council Member	1
City Council District Map	6
Strategic Plan	7
City Map	9
Special Planning Area Map	10
History of Surprise	11
Statistical Information	12
Citywide Organization Chart	13
Revenue	
Revenue Summary	14
Revenue Forecast	17
Revenue Detail	20
Expense	
Expense Summary	
All Funds Total Expenses Detail by Category	42
All Funds Total Expenses Detail by Department	43
All Funds Total Expenses Detail by Category and Object	44
All Funds Total Expenses Detail by Department and Category	51
All Funds Total Expenses Detail by Object and Department	55
Department Budgets	
Police	96
Fire	108
Community Development	118
Court	125
Human Resources	133
City Attorney's Office	144
Community & Recreation Services	148
Public Works	157
Information Technology	183
Finance	186
City Manager's Office	191
City Clerk	196
Mayor & Council	199

Capital Improvement Plan

Capital Improvement Plan Summary 201
General Capital Fund 206
Transportation Improvement Fund……..... 207
Vehicle Replacement Fund…….. 208
General Government Development Fee Fund .....…… 209
Police Development Fee Fund..... 210
Parks and Recreation Development Fee Fund..... 211
Public Works Development Fee Fund..... 212
Fire and EMS Development Fee Fund 213
Library Development Fee Fund..... 214
Roads of Regional Significance Development Fee Fund 215
163rd Avenue Development Impact Fee Fund 216
Water System and Replenishment Development Fee Fund..... 217
Wastewater System Development Fee Funds..... 218
Gov Construction..... 219
FY2015 Capital Improvement Plan Summary by Fund..... 220
Debt Service Funds 235

Appendix

Budget Transfer Policies and Procedures 237
Comprehensive Financial Management Policies ……..... 239
Glossary ……..... 245
State Forms…… 258
Boards and Commissions Recommendations…….. 278
Marley Park Summary..... 287
Marley Park State Forms 288

SURPRISE
ARIZONA

April 22, 2014

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 2015 Budget** beginning July 1, 2014. Despite limited resources in challenging times, the FY2015 budget continues our commitment to service. It is designed to maintain our safe community, build stronger neighborhoods, and plan for the future. The budget endeavors to maintain existing levels of service and to program public funds in a focused and effective manner based upon desired outcomes identified by the Mayor, City Council, and the community.

I am recommending a broad expansion of Surprise amenities and services including new youth and sports programs, improvements of city parks and major roads, Surprise Stadium improvements, support for Economic Development efforts, employee pay increases, and backing the city's first Boys and Girls Club in a $311 million FY2015 budget presented to the Surprise City Council today.

The recommended budget shows a projected $29.2 million general fund balance by June 30, 2014. $14.9 million of the surplus will constitute the two-month general fund reserve, fulfilling a Council goal to have the reserve restored by June 30th of this year.

Even after budgeting for long-overdue civic improvements in FY2015, the budget includes a projected balance of $26.2 million by June 30, 2015. There are no recommended tax increases.

We have been conservative and careful in projecting our revenues and expenses. We will continue to do so and we are committed to living within our means.

Reserve Funds Restored

The FY2015 budget picture contrasted with the situation two years ago, when the city had just $500,000 in its general fund reserve. The city was forced to reduce staff and put off important maintenance as new civic improvement projects came to a virtual halt.

We very appropriately delayed improvements and maintenance, cut staff and deferred employee pay increases in a planned strategy to regain fiscal health. Mayor Wolcott and the Council set ambitious and sound goals and the result is a strong position today. Now, it's time to move. We are ready to address overdue maintenance and improvements.

Some of the public improvements the budget proposes include:

Surprise Stadium team and public improvements	(financed)	$16,700,000
Skate Park		$500,000
Boys and Girls Club in east Surprise		$2,000,000
Greenway Rd Improvements from Litchfield to Bullard		$4,073,000
Improved Drainage to 107th Avenue and Union Hills		$2,428,000
Linking Mt. View to Grand Ave		$300,000
A competitive youth sports program		$250,000
Median and ROW landscaping		$300,000
Park 'N Ride enhancements		$108,000
Surprise Farms Park Improvements		$1,686,300
Veramonte Park Improvements		$948,000
Dial a Ride expansion		$75,000

Surprise Stadium Improvements

Team clubhouse expansion at Surprise Stadium is a matter of polishing the city's crown jewel. The proposed $15 million expansion of team facilities helped the city reach an agreement with the Texas Rangers and Kansas City Royals to continue to train in Surprise. $1.7 million will refurbish stadium elements and practice fields that are available to the public.

2014 Spring Training broke revenue records for the city and the teams. It's critical we keep Surprise Stadium among the very best anywhere.

The expansion would be funded by refinancing 2003 Municipal Property Corporation bonds, an approach that became possible and prudent as our credit ratings improved over the past year. This method also frees up more than a million dollars since we will no longer have to maintain a cash reserve associated with the bond issue. That money can go directly to the Stadium expansion expense.

Economic Development and Employee Increases

Economic Development efforts, which help us grow the at-home jobs we know our residents desire, will receive assistance ranging from additional Economic Development personnel to improvements at the City's showcase AZTechCelerator program, an award-winning business incubator near Bell and El Mirage roads.

Under the proposed budget, all city employees will see a COLA of 1.3% in July ($670,000). Represented Public Safety employees' MOU will be implemented at a cost of $3.3 million effective July 1, 2014. Non-represented employees will receive a merit increase of 2% effective January 1, 2015 ($300,000) and the implementation of an updated classification and compensation study ($2 million). We made it through the tough times in part due to the sacrifice of our employees, who have not had raises for seven years, outside of the 2.2% COLA in FY2014, and took on more work due to layoffs while seeing their health care and other costs rise. It is time to stand up for employees too.

Sincerely,

Chris Hillman
City Manager

Introduction to the City Manager's FY2015 Recommended Budget

City Council Meeting

April 22, 2014

SURPRISE
ARIZONA

Here's Our Path:

1. Budget Retreat; ongoing Priorities
2. Highlights of the 2015 Recommended Budget
3. Tour of the 2015 Budget Document
4. Budget Calendar

Budget Retreat Direction

- Continue to build on the strong financial position we have achieved
- Support for our employees
- Recognition that our departments need more staff
- Support for the mission of all our departments

Budget Retreat Direction

- Identified the need to support and build on
  - Economic Development
  - Youth Initiatives, including the Boys and Girls Club
  - Public Safety
  - Recreation
  - Finance internal controls and analytical capabilities
  - Transportation
  - Surprise Stadium
  - Roads, curbs, and medians

City Manager Priorities

- Take care and manage the needs of our ***current employees***
- Take care of and manage the upkeep, maintenance, and repair of our ***current facilities***
- Take care of and manage the upkeep, maintenance, repair, and/or replacement of our ***current assets***

City Manager Priorities

- 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
- Expand programs, services, and capital to reach beyond current service levels: "***grow the city***"

Components of the Recommended Budget:

- Employees
- Current Facilities & Assets
- Enough People and Tools to do the Job
- Growing Our City

FY2015 Recommended Budget

SURPRISE
ARIZONA

Total Adopted Budget
$310.9 M Expenditure
($23.0 M Transfer to Other Funds)

- **Operating Budget** $175.2 M ($21.2 M)
  - **General Fund** $89.4 M ($4.5 M)
    - Mayor and Council
    - City Manager
    - City Attorney
    - City Clerk
    - City Court
    - Community Development
    - Community & Rec. Services
    - Finance
    - Fire-Medical
    - Human Resources
    - Information Technology
    - Police
    - Public Works
  - **Special Revenue Funds** $17.5 M ($0.6)
    - Ambulance Contract
    - Donations
    - HALO
    - Highway User Revenue
    - LTAF II/ALF
    - 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
  - **Debt Service Fund** $14.1 M ($0.1 M)
    - 2000-2003 MPC Debt Service
    - 2007 MPC Debt Service
    - 2014 Debt Service
  - **Enterprise Funds** $42.7 M ($16.0 M)
    - Water
    - Wastewater
    - Sanitation
  - **Internal Service Funds** $11.5 M ($0.0 M)
    - Risk Management
    - Employee Health Insurance
- **Capital Projects Budget** $23.8 M ($1.8 M)
- **Grants** $0.6 M
- **Contingencies** $111.3 M

Marley Park CFD* $0.7 M

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

Current Employees - Components

- Memorandum of Understanding (MOU) for represented Police and Fire employees
- Compensation & Classification Study for all other employees
- 1.3% Cost of Living Adjustment (COLA) for all employees effective July 2014
- Reinstate the Merit Pay systems in December/January for unrepresented employees

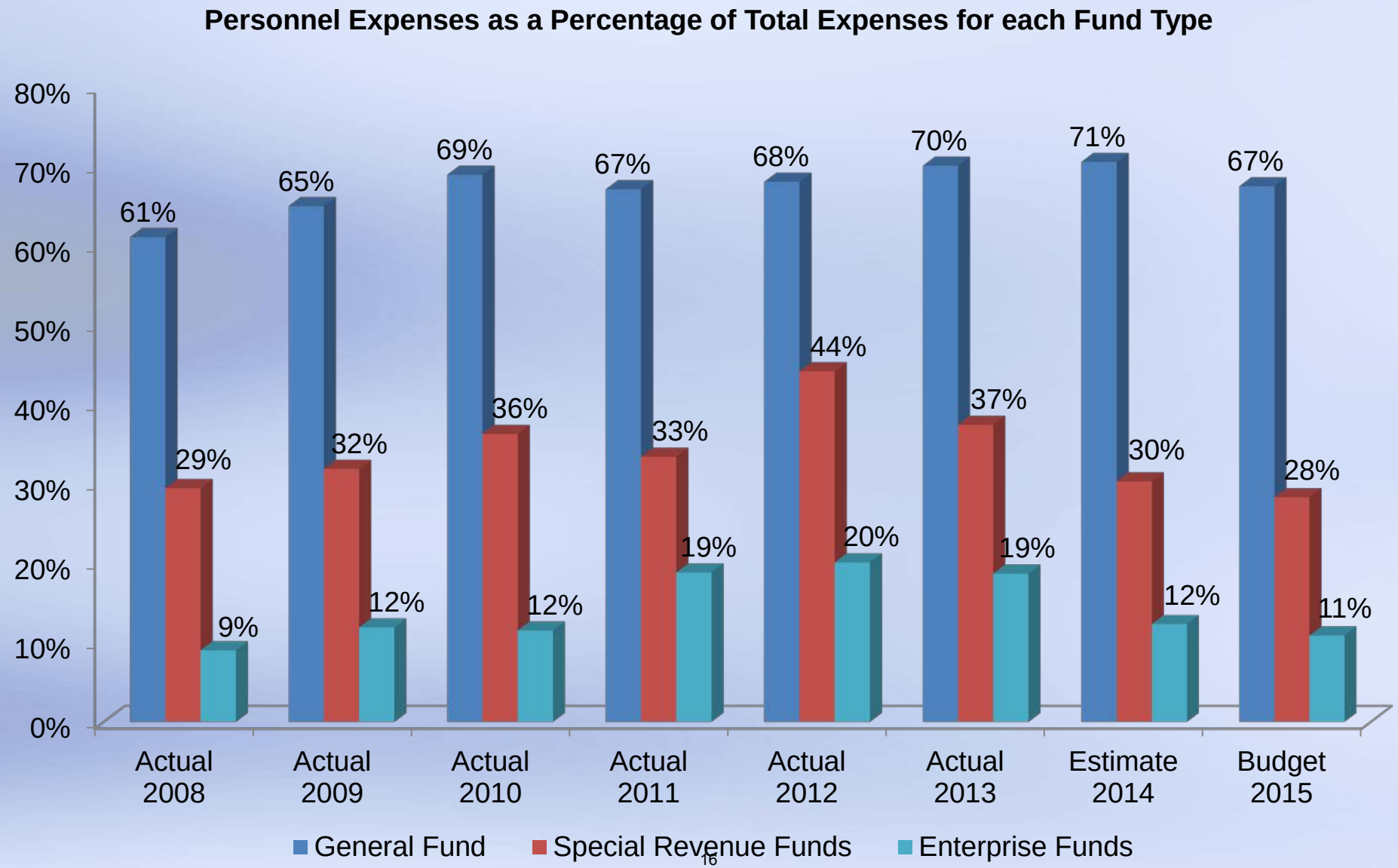
Current Employees - Costs

Projected Personnel Analysis for FY2015

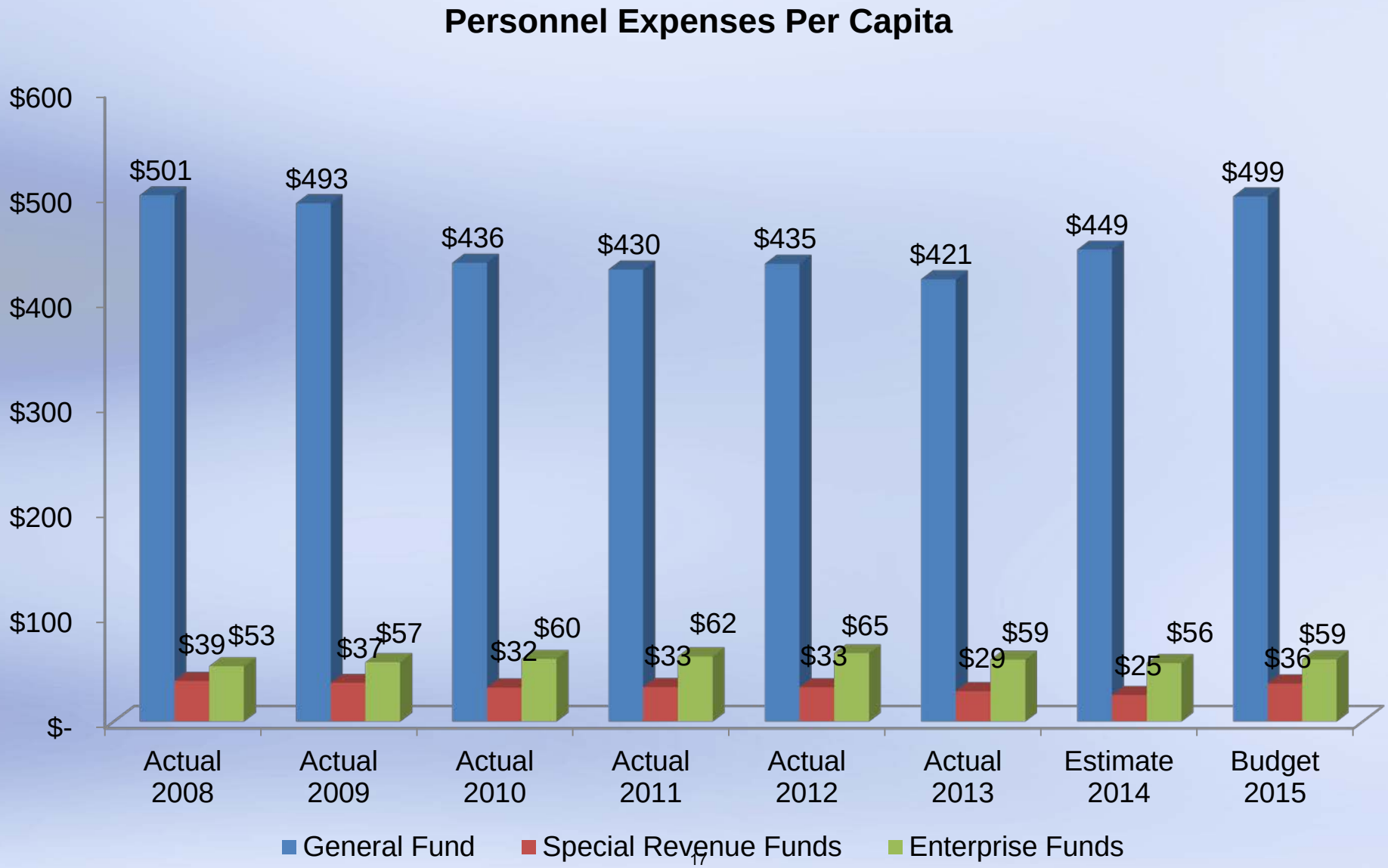
(In Millions)

Fund	MOU	Comp&Class	COLA	Merit	Total
General Fund	$3.34	$1.26	$0.33	$0.24	$5.17
HURF/ Trans Improve/Risk/ Health Insurance	$0.00	$0.28	$0.13	$0.01	$0.42
Water	$0.00	$0.10	$0.02	$0.01	$0.13
Wastewater	$0.00	$0.22	$0.03	$0.02	$0.27
Sanitation	$0.00	$0.17	$0.16	$0.02	$0.35
Total	$3.34	$2.03	$0.67	$0.30	$6.34

Current Employees - Costs



Current Employees - Costs



Highlights - Upkeep of Facilities & Assets:

- Surprise Stadium Clubhouses - $15 million
- Median and ROW Landscaping - $600,000
- 107th and Union Hills Drainage – $2.3 million
- Martin Acres Flood Control - $800,000
- Public Works Yard - $1 million
- Address Financial Software - $500,000

Highlights - Upkeep of Facilities & Assets:

- Additional $1 million for Fleet
- Pavement Preservation - $2 million
- Water System - $1.2 million
- Sewer System - $3.5 million
- Sanitation Facilities - $1.3 million
- Courtroom Audio/Video - $200,000
- Upgrade at TechCelerator - $300,000

Enough People to do the Job:

Added Positions		
Youth Leadership Initiatives Program Position	City Manager	1.0
Executive Administrative Specialist	City Manager	1.0
Economic Development Specialist	Economic Development	1.0
Economic Development Director	Economic Development	1.0
Accounting Supervisor	Finance	1.0
Contract Administrator	Finance	1.0
Fiscal Support Specialist - Revenue	Finance	1.0
Senior Human Resources Analyst	Human Resources	1.0
Real Estate Specialist	Information Technology	1.0
Planner II	Community Development	1.0
Development Agreement Administrator (CD)	Community Development	1.0
Zoning Coordinator	Community Development	1.0
PS Communications Officer - Dispatch	Police	2.0
Fire Engineer	Fire-Medical	2.0
Swim Coach	Community and Recreation Services	1.0
Recreation Coordinator - Competitive Sports	Community and Recreation Services	1.0
Parks Maintenance Technician (Veramonte/Surprise Farms)	Community and Recreation Services	1.0
Groundskeeper (Veramonte/Surprise Farms)	Community and Recreation Services	1.0

Growing Our City Highlights:

- Boys & Girls Club - $2 million
- Surprise Farms - $1.7 million
- Veramonte Park - $900,000
- Bell Road Sidewalks, East of Grand - $600,000
- Mountain View to Grand - $300,000
- Skatepark - $500,000

Growing Our City Highlights:

- Greenway Rd Improvements - $4.1 million
- El Mirage Rd Improvements - $500,000
- Peoria Rd, Sarival to Reems - $400,000
- Water System Expansion - $500,000
- Sewer System Expansion - $1.4 million

Growing Our City Highlights:

- Youth Sports; Sports Camps
- Winter/Summer Competitive Tennis Camp
- Aquatics USA Swim
- "I Grand" Fiesta Festival
- Summer Youth Employment Program
- Increase in Dial A Ride Service

FY2015 City Manager's Recommended Budget

The City's Budget Is . . .

- A Policy Document
- A Financial Plan
- An Operating Guide
- A Communications Device

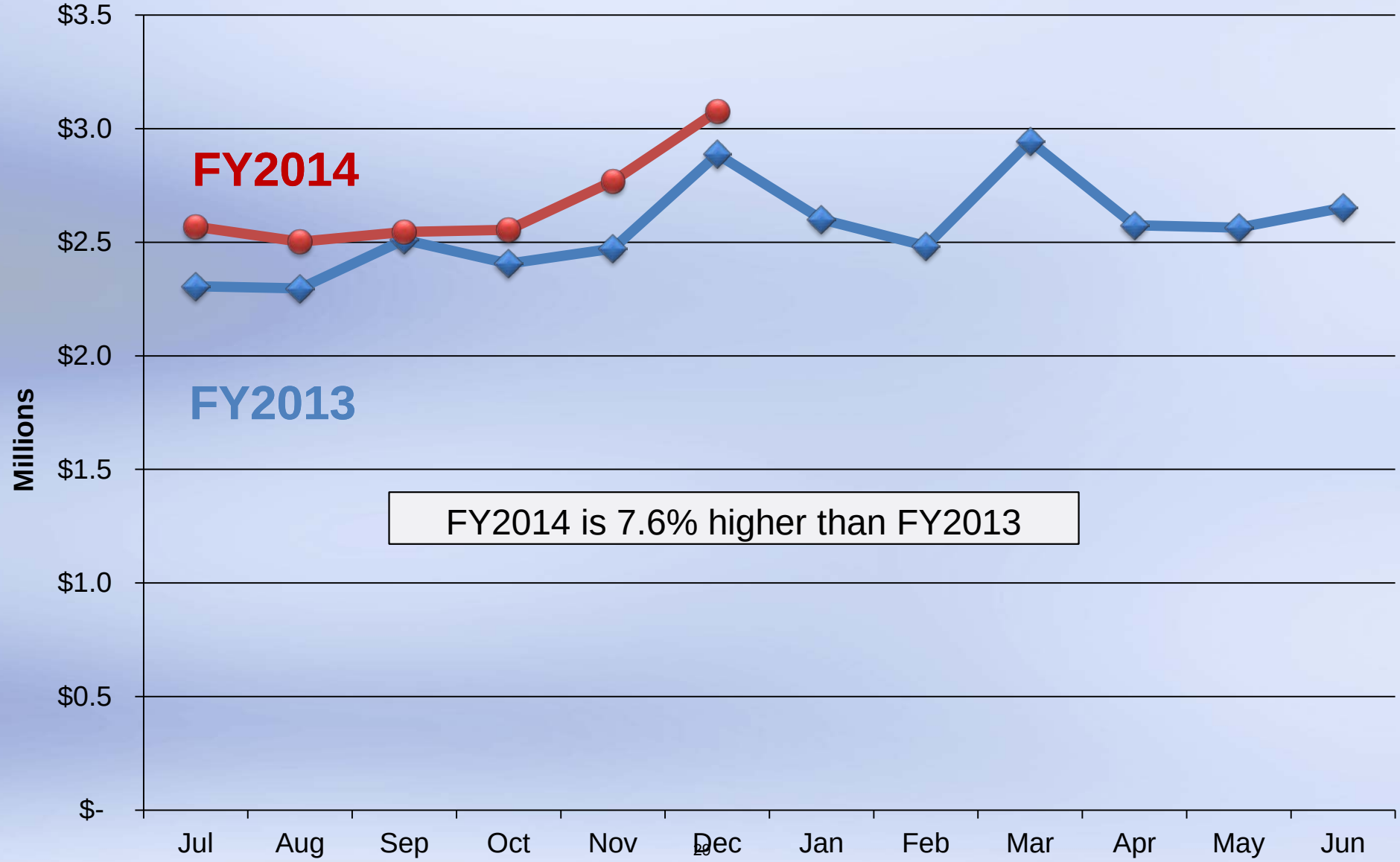
The Budget Document Contains. . .

1. City Manager's Transmittal Memo
2. Revenues
3. Expenses
   1. Operating Budget
      - By Department, By Fund
      - Line Item Reports (Separate Binder)
   2. Capital Improvement Plan
4. Other information

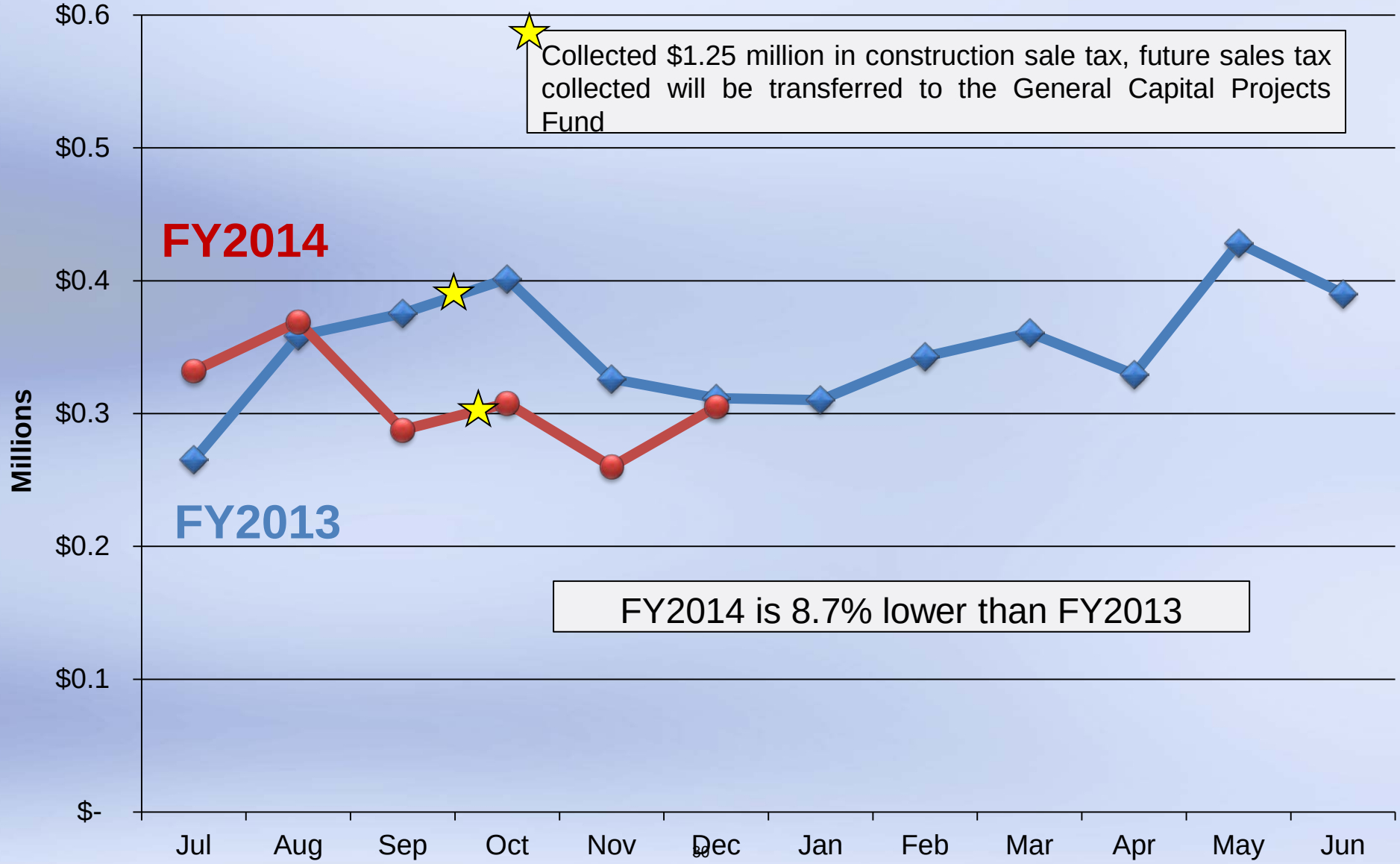
General Fund Budget

Revenues

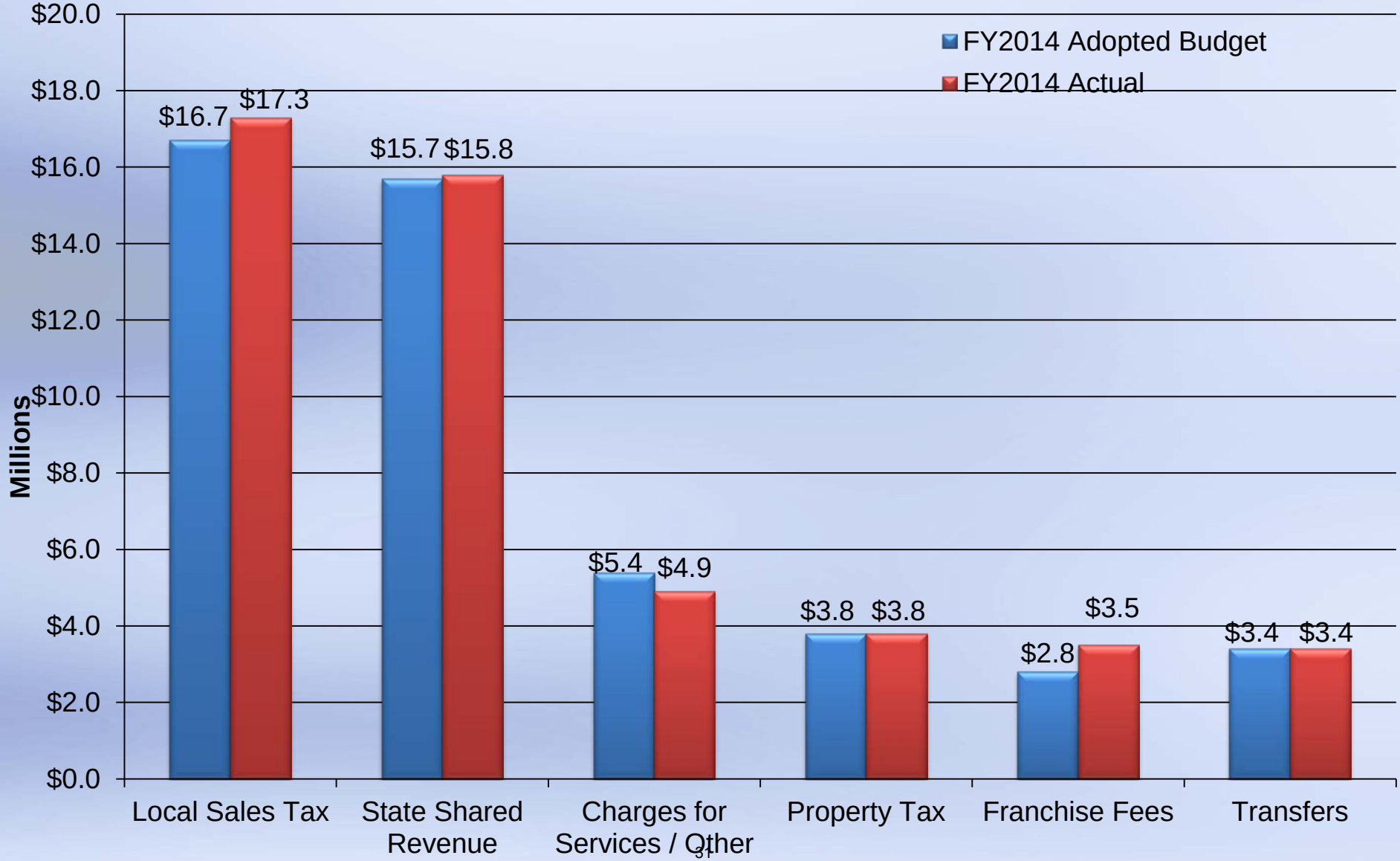
FY2014 YTD Sales Tax (Excl. Construction)



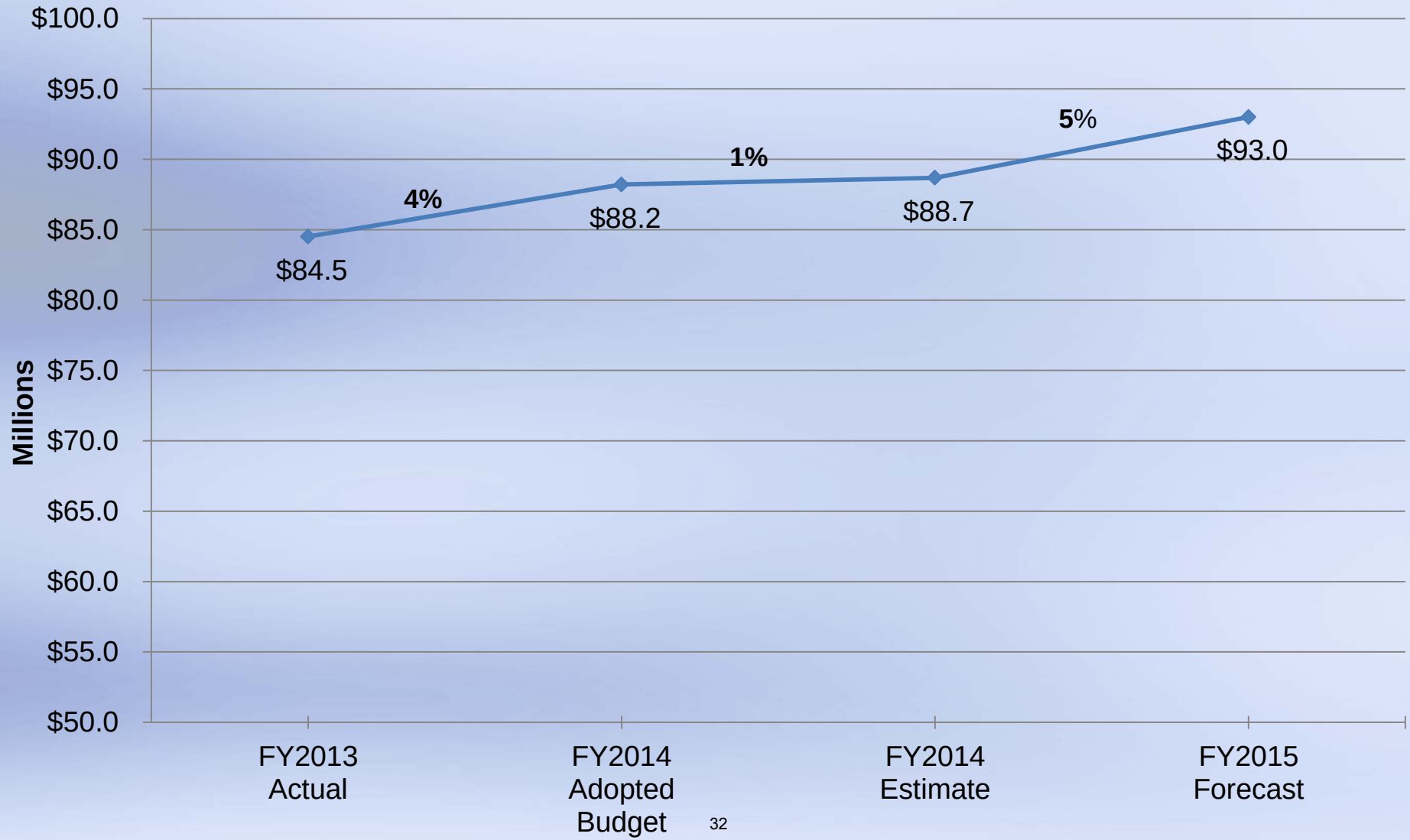
FY2014 YTD Construction Sales Tax



FY2014 YTD Resources by Category



General Fund Revenue Summary

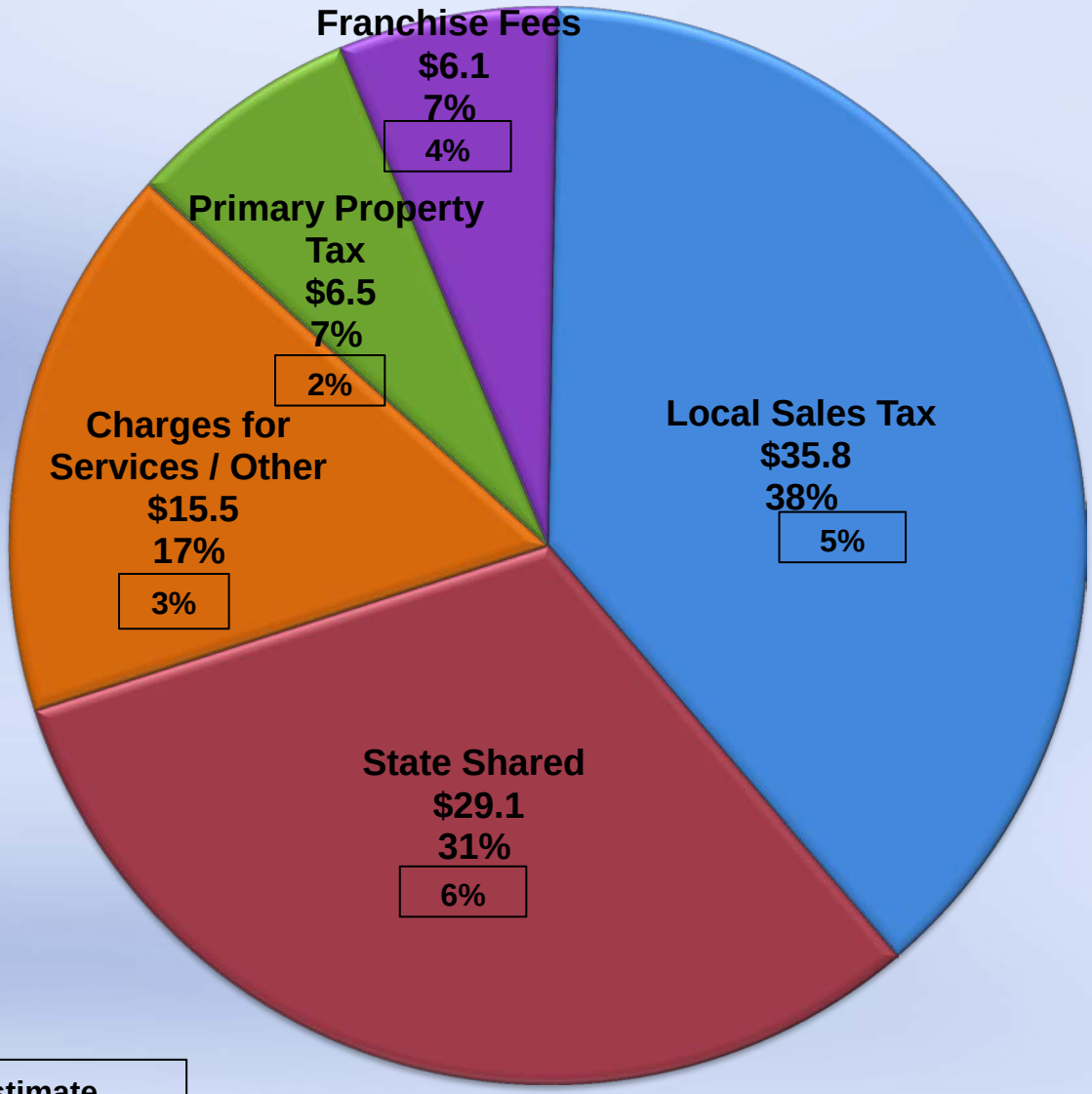


General Fund Revenue (in millions)

SURPRISE
ARIZONA

Category	FY2013 Actual	FY2014 Estimate	FY2015 Forecast	Forecast to Estimate % Change
Sales Tax	$ 32.1	$ 34.0	$ 35.8	5%
State Shared Revenue	25.6	27.4	29.1	6%
Charges for Service / Other	15.1	15.0	15.5	3%
Property Tax	6.3	6.4	6.5	2%
Franchise Fees	5.3	5.9	6.1	4%
TOTAL	**$ 84.5**	**$ 88.7**	**$ 93.0**	**5%**

FY2015 Forecast: $93.0M ($4.3M, 5%)



Change from FY2014 Estimate

Property Taxes

SURPRISE
ARIZONA

Set primary property tax levy to collect the same amount of revenue

	Revenue	Change from FY2014	Levy Rate
FY2014 Amount	$6,406,700		$0.7783
Same <u>Revenue</u> (plus new Construction)	**$6,513,600**	**$106,900**	**$0.7591**

Expenses

General Fund Operating Summary

In Millions	Adopted FY2014	City Manager's FY2015	Net $ Change	Net % Change
Personnel	$ 54.8	$ 63.3	$ 8.5	16%
Supplies	3.9	4.6	0.7	18%
Services	19.2	21.4	2.2	11%
Capital	0.1	0.1	0.1	0%
Service/Program Expenses	**$ 78.0**	**$ 89.4**	**$ 11.3**	**14%**

PROJECTION	FY2013 Actual	FY2014 Estimate	City Manager's FY2015
Beginning Fund Balance	**$ 4.9**	**$ 17.6**	**$ 29.2**
Total Revenues	**$ 84.5**	**$ 88.7**	**$ 93.0**
Expenses:			
Personnel	$ 50.3	$ 54.4	$ 63.3
Supplies	3.9	3.4	4.6
Services	16.0	17.7	21.4
Capital	0.1	0.1	0.1
2003 MPC Debt Service	1.5	1.5	1.5
Transfer to Vehicle Replace.	0.0	0.0	1.0
Contingency	0.0	0.0	1.1
Total Expenses	**$ 71.8**	**$ 77.1**	**$ 93.0**
Annual Surplus	**12.7**	**11.6**	**0.0**
Transfer to Capital	0.0	0.0	2.0
Ending Fund Balance	**$ 17.6**	**$ 29.2**	**$ 27.2**
Reserve per Policy	12.5	12.5	14.9

Contingency Summary

Fund Type	Purpose	City Manager's FY2015
General fund	Economic development	$ 1.0 M
	Grant match contingency	0.07 M
	Expenditure authority	11 M
HURF	HURF restoration	0.3 M
Capital funds	Reserves and remaining balance	4.4 M
Special revenue funds	Unforeseen grants	5.0 M
	Expenditure authority	3.9 M
Impact fee funds	Remaining balance - (debt/projects)	21.3 M
Enterprise funds	Remaining balance - expenditure authority	43.1 M
Healthcare fund	Adverse times contingency	1.1 M
	Remaining balance - expenditure authority	0.6 M
2014 debt fund	Stadium improvements TBD	13.0 M
Debt funds	Reserves and remaining balance	6.4 M

Review Budget Calendar

Adoption Process

April 2013		
04/22	Special Meeting	Present City Manager's Recommended Budget
04/26	Budget Retreat	Department discussions
04/29	Special Work Session	Additional discussion as needed
May 2013		
05/06	Meeting	Tentative budget adoption
June 2013		
06/03	Meeting/Hearing	Truth in taxation and FY2014 final budget hearing Final budget adoption
06/17	Meeting	Property tax levy adoption

Discussion and Questions

SURPRISE
ARIZONA

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.

SKIP HALL – Skip.Hall@surpriseaz.gov

Skip Hall was elected to the City Council in an April 2008 special election in District 6 (Palo Verde) and re-elected to office in 2009 to a full term. Redistricting placed Skip in the newly-configured District 5, and on August 27, 2013, he was elected to the District 5 seat. He was sworn in on January 1, 2014 to a four-year term and elected Vice Mayor by the City Council on January 14, 2014.

Skip served as Vice Mayor in 2011. He has been part of the united Council effort that helped pull Surprise back to fiscal health in the last two years, generating a budget surplus and placing the City's fiscal house in order.

Skip's goals for the city include a 100-year water plan, working with transportation partners to expand east-west connections, developing a local circulator, expanding youth involvement in the community, and attracting new businesses to Surprise.

Skip currently serves on the Mayor's Business Roundtable Committee, the Form Based Code Sub-committee, and chairs the Water Sub-Committee. Skip also volunteers his time with the St. Mary's Food Bank at the Surprise location.

Skip is active with the City's Tourism Commission and in promoting the City to local, regional and national organizations. He is active with the Chamber of Commerce and the AZ TechCelerator to promote business growth.

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

Skip has two daughters, a son and five grandchildren.

ROLAND WINTERS – Roland.Winters@surpriseaz.gov

Roland F. Winters Jr. was elected in the newly-configured District 1 (Acacia) on August 27, 2013 and will serve a four-year term, which began January 1, 2014.

Born and educated through high school in New Jersey, Roland earned a degree in Business Administration and Pre Law at Fullerton College in Fullerton, Ca. He earned a BA degree in Marketing Management from the University of California. He worked thirty five years at Hughes Air Craft Company in Fullerton, Ca. and also owned and operated a photo studio in Fullerton and Placentia, Ca. He served on the State Board of Directors for Californians for Disability Rights (CDR).

Roland and his wife Carroll have been married 44 years. They moved with their adult daughter to Surprise in 2008. He was appointed to the Surprise Disability Advisory Commission by the City Council and served 3 years.

In 2011, he was elected to the Board of Directors of his HOA in 2011 and in 2013 elected Vice president by his peers.

JIM BIUNDO – Jim.Biundo@surpriseaz.gov

Jim Biundo was appointed District 2 Councilmember on January 28, 2014, to fill a vacancy. He has been a resident of Surprise since 2003.

Jim was first appointed to the City Council's District 1 on June 14, 2011, to fill a vacancy and he served as Vice Mayor in 2013. His appointment to the District 1 seat expired December 31, 2013. Redistricting places Jim within the new District 2 boundaries. Jim served in the United States Marine Corps from 1954 to 1957. Following military service, he attended college in Colorado and received Bachelor of Arts and Master of Arts degrees in English, Speech, and Theatre and continued studies in a post-graduate doctoral graduate program.

Jim has had a career in education as a high school teacher, associate professor, and administrator at colleges in Colorado, Iowa, Arizona, and Missouri. During that time, he also pursued a parallel track in public service. He has served as a Councilmember at-large and has been on boards of directors of 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 forty presentations at regional, national, and international conferences. He retired in 2000 from Southeast Missouri State University where he served as Assistant to the President.

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

JOHN WILLIAMS – John.Williams@surpriseaz.gov

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

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

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

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

“I want to give my kids, our kids, the opportunity to be part of a community of connection and opportunity. 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.”

RACHEL VILLANUEVA – Rachel.Villanueva@surpriseaz.gov

Rachel Villanueva will serve out the remainder of her late husband, Roy Villanueva’s term as the new District 4 Councilmember, following a unanimous vote by the Surprise City Council Tuesday night.

Rachel has lived in Surprise for 37 years in the Original Town Site (OTS) and is retired following a 30-year career with Honeywell.

The 74-year old currently serves on the OTS Revitalization Committee and for 10 years served on the Dysart Unified School District Board.

Rachel was instrumental in creating the Fiestas Patrias at Gaines Park, a long-running festival recognizing Mexican Independence Day formally held in the OTS.

“I am honored to carry on the legacy of Roy and will work hard to represent my constituents,” said Villanueva. “I plan to continue efforts to revitalize and preserve the history of the OTS and work with this Council for the betterment of the entire City of Surprise.”

The term expiration for this appointment is December 31, 2016.

Todd Tandy – Todd.Tande@surpriseaz.gov

Todd Tande was elected in the newly-configured District 6 (Palo Verde) on August 27, 2013 to a four-year term beginning January 1, 2014.

Todd is a local Realtor and a business owner of Education Connection Solutions, LLC. He received his Bachelor of Science degree in Management and his MBA from California State Polytechnic University, Pomona. Todd's career in the private sector includes many years in the theme park and defense industries.

Todd also has experience in public service in California and Indiana. He served as Chief Financial Officer for Indianapolis-Marion County DPS until he joined Indiana State Government as Deputy Director for the Department of Natural Resources. Todd also served in the Indiana State Capitol a Finance Director responsible for Statewide Finances.

Todd and his wife Blossom have been married since 1980 and they have two children and one grandchild who call Surprise home. Todd's parents, Paul and Lois Tande, live in Sun City Grand - making it four generations of Tande's in Surprise.

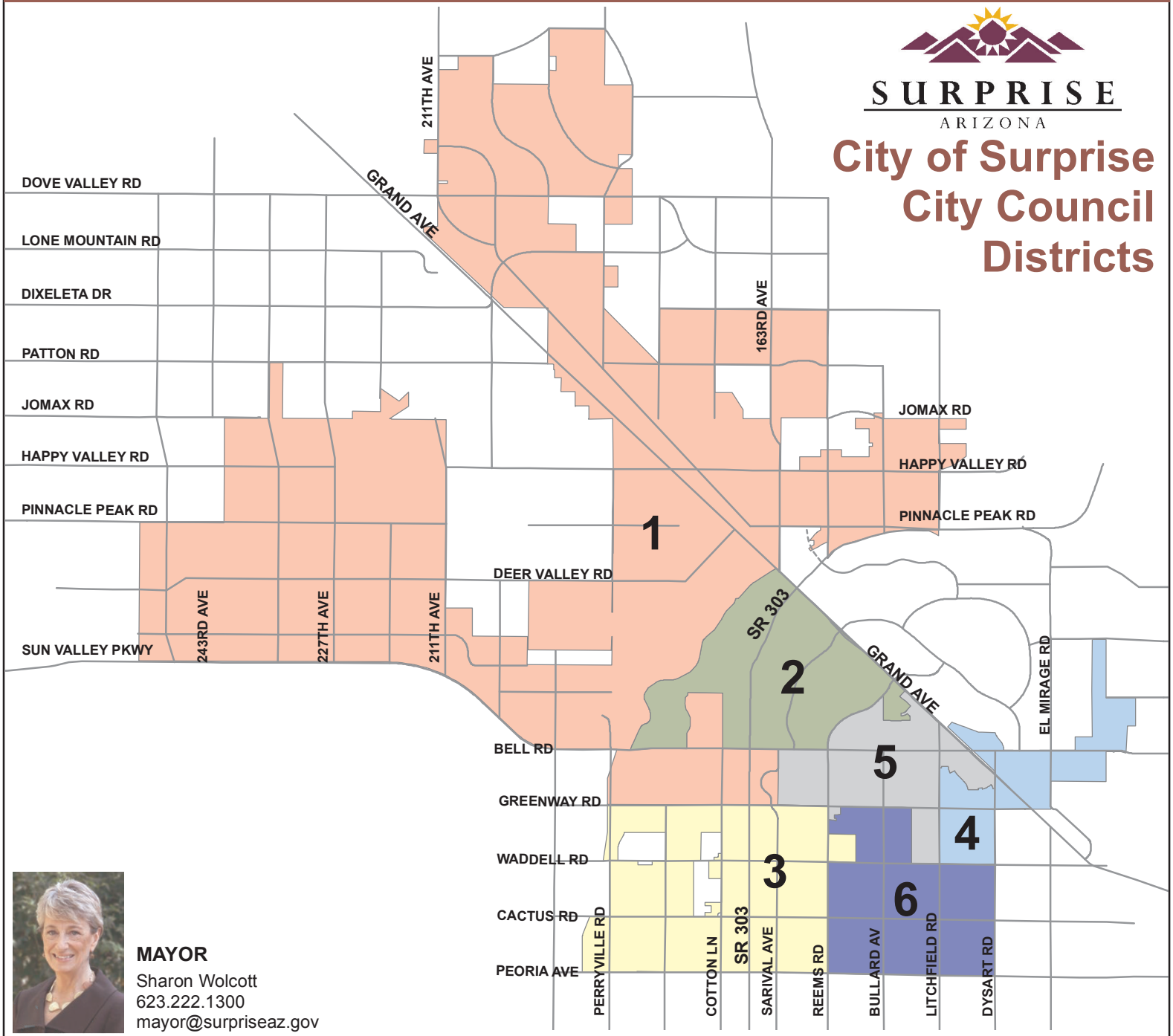
SURPRISE

ARIZONA

This page was intentionally left blank

SURPRISE
ARIZONA

City of Surprise City Council Districts



MAYOR
Sharon Wolcott
623.222.1300
mayor@surpriseaz.gov

DISTRICT 1
Roland Winters
623 222-1321
roland.winters@surpriseaz.gov

DISTRICT 2
Jim Biundo
623.222.1322
jim.biundo@surpriseaz.gov

DISTRICT 3
John Williams
623.222.1323
john.williams@surpriseaz.gov

DISTRICT 4
Rachel Villanueva
623.222.1324
rachel.villanueva@surpriseaz.gov

DISTRICT 5
Skip Hall, Vice Mayor
623.222.1325
skip.hall@surpriseaz.gov

DISTRICT 6
Todd Tande
623.222.1326
todd.tande@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.

Public Safety

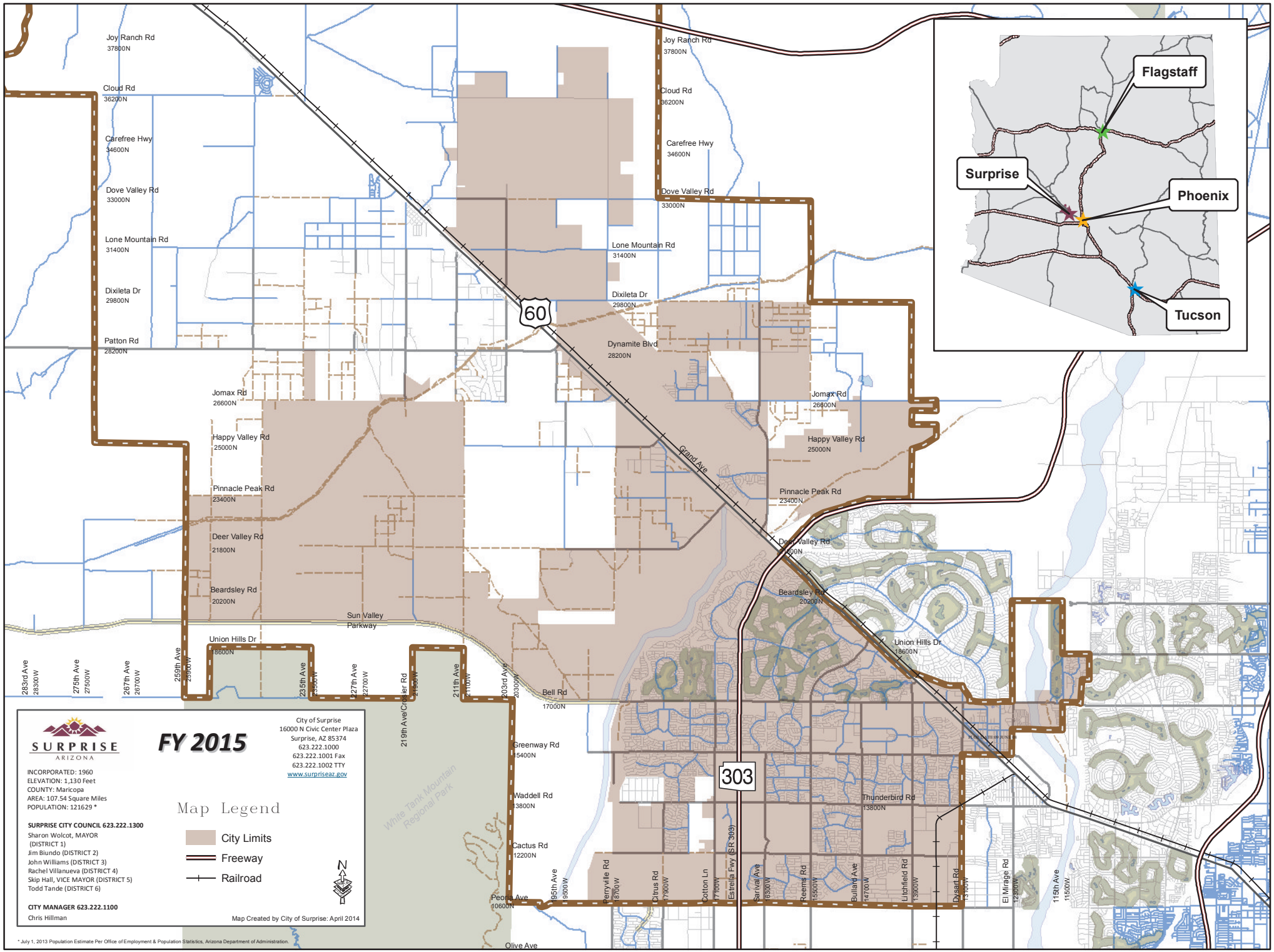
Public safety departments will work cooperatively with the community to provide a safe and secure city.

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.

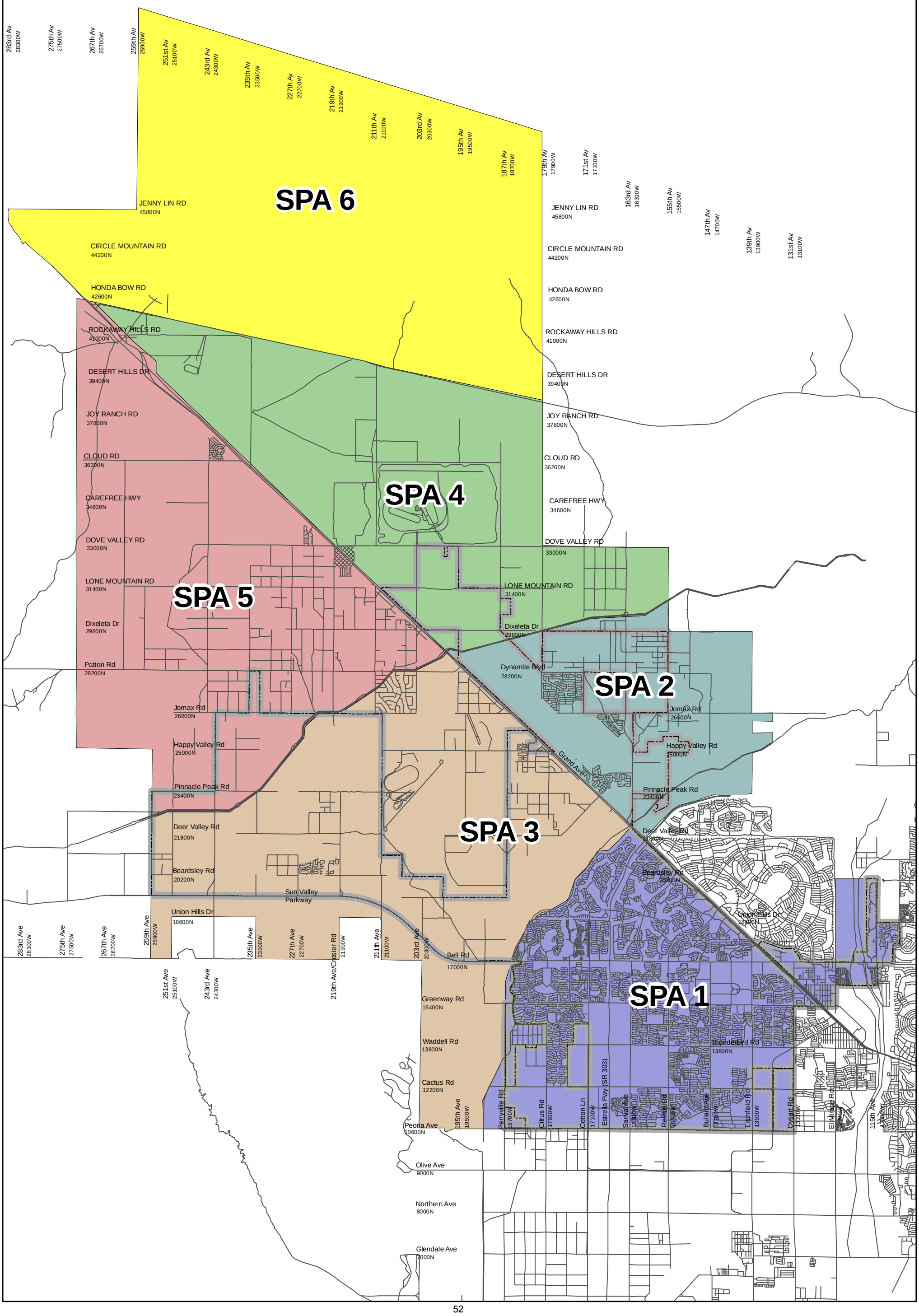
Education

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.


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
60
303
283rd Ave
28300W
275th Ave
27500W
267th Ave
26700W
259th Ave
25900W
235th Ave
23500W
227th Ave
22700W
219th Ave/Crossroads Rd
21900W
211th Ave
21100W
203rd Ave
20300W
195th Ave
19500W
Perryville Rd
19700W
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
White Tank Mountain Regional Park
Flagstaff
Surprise
Phoenix
Tucson
SURPRISE
ARIZONA
FY 2015
INCORPORATED: 1960
ELEVATION: 1,130 Feet
COUNTY: Maricopa
AREA: 107.54 Square Miles
POPULATION: 121629 *
SURPRISE CITY COUNCIL 623.222.1300
Sharon Wolcot, MAYOR
(DISTRICT 1)
Jim Biundo (DISTRICT 2)
John Williams (DISTRICT 3)
Rachel Villanueva (DISTRICT 4)
Skip Hall, VICE MAYOR (DISTRICT 5)
Todd Tande (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 2014
* July 1, 2013 Population Estimate Per Office of Employment & Population Statistics, Arizona Department of Administration.

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

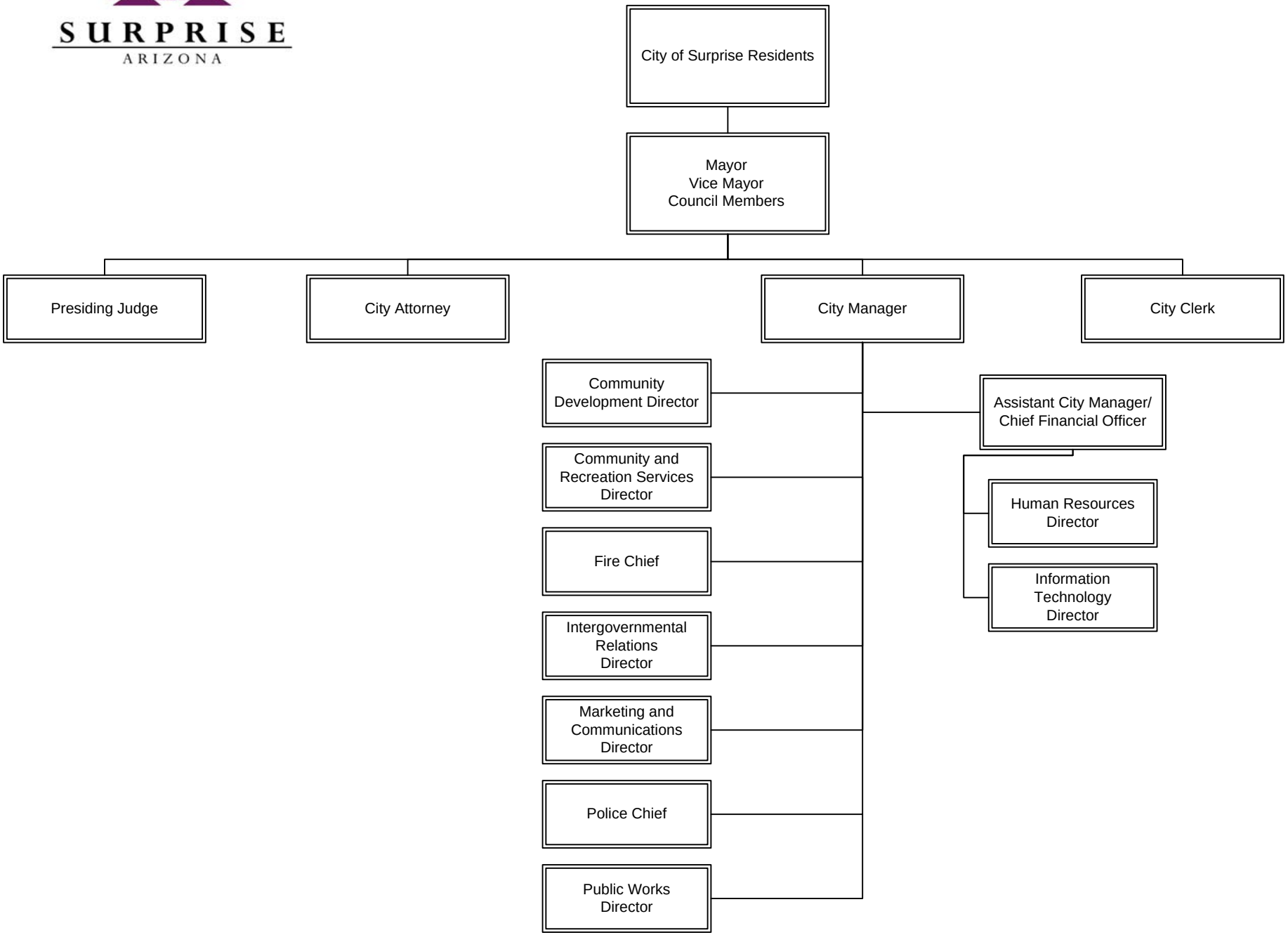
Year	Median Age	Percentage Change
1980	20.3	
1985	24.2	19%
1990	33.0	36%
1995	41.7	26%
2000	46.1	11%
2005	35.4	-23%
2010	36.8	4%

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
2010	107
2011	107
2012	108
2013	108
2014	108

Source: City of Surprise


City of Surprise Residents
Mayor
Vice Mayor
Council Members
Presiding Judge
City Attorney
City Manager
City Clerk
Community Development Director
Community and Recreation Services Director
Fire Chief
Intergovernmental Relations Director
Marketing and Communications Director
Police Chief
Public Works Director
Assistant City Manager/ Chief Financial Officer
Human Resources Director
Information Technology Director

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.

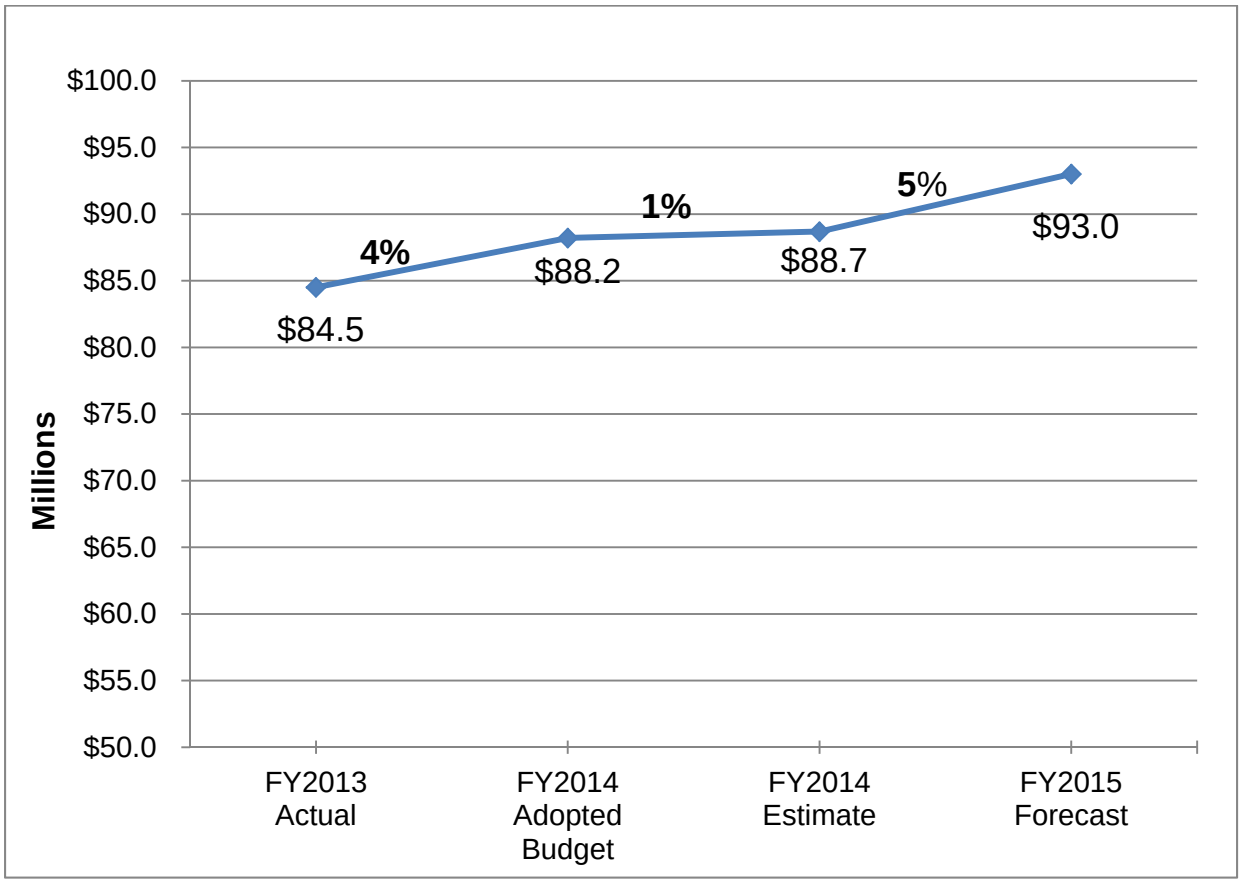
Key Assumptions

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 slow and steady recovery following the recent economic downturn with increases showing in most revenue categories. 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.

Arizona cities and towns were able to mitigate the impacts of changes identified last year as proposed by the state legislature related to transaction privilege tax reform. The construction sales tax remains a significant source of revenue for capital construction and was impacted minimally by the ultimate legislation. The city continues to monitor any changes proposed at the state level to city revenues.

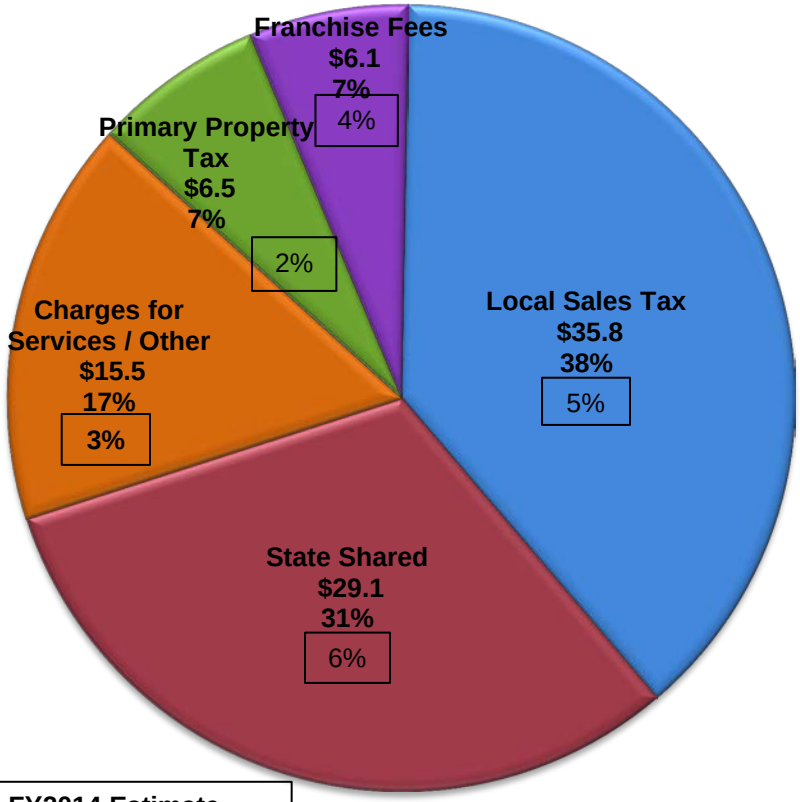
The degree of forecast accuracy varies by revenue source. Some revenue sources, such as state shared income tax, which is based on collections from two years prior, are known to the city in advance and the forecast is completely accurate. Other sources, such as construction sales tax, are much more sensitive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



Overview

The operating revenue forecast for fiscal year (FY) 2015 is $93 million, an increase of $4.3 million or 5% over the FY2014 estimate, mainly the result of increased local sales taxes and state shared revenues due to a strengthening economy. 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



Change from FY2014 Estimate

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 general fund forecast of $35.8 million is an increase of 5% over the prior year 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 utility user rates, and the continued rebounding of transient lodging, restaurants/bars, and arts/entertainment as households begin to recognize greater discretionary income.

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 $7.5 million in construction sales tax during next fiscal year between the three funds.

State Shared Revenue

The state shared revenue forecast is $29.1 million, an increase of 6% over the prior year 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 FY2015 revenue results from FY2013 activity. Income tax collections of $14.2 million results in an increase from the prior year amount of $13.1 million after an increase from FY2013 of $12.0 million, resulting in year-over-year increases of 9% annually.

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 4% to $10.7 million. State shared sales taxes estimates are derived from conservative estimates produced by the Arizona League of Cities and Towns.

The vehicle license tax is population based. Vehicle license taxes imposed annually in lieu of a personal property tax on automobiles and anticipated to increase by 3% at $4.2 million. This estimate is also prepared by the Arizona League of Cities and Towns.

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 3% from the prior year estimate to $15.5 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 ensures the general fund revenues are not subsidizing the enterprise funds of water, wastewater, and sanitation. For FY2015, the indirect cost assessment budgeted for $4.7 million and remains unchanged from the prior year.

The largest external service component is the community and recreation services fee revenue at $4.0 million. This represents the revenue collected from fees charged to participate in the various recreation programs offered by the city including baseball's Spring Training related revenue. Also included are the rental fees for the stadium and parks.

The next notable category is the building/engineering 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, commercial, office, institutional, and industrial permits. For FY2015, building/engineering fees estimates are at $2.8 million, which represents a 3% increase over the prior year estimate. The prior year estimate decreases from budget to reflect a likely four-month lag in permits pulled after the March 2014 publication of reduced impact fee rates effective August 2014. All other indicators point to continued construction growth, despite the decline in permits issued.

The next notable category is the court revenue. All fees charged by the court in the city of Surprise recorded in this category increase by 18% over the prior year estimate to $1.2 million.

Property Taxes

The property tax category captures the taxes levied on properties in the city of Surprise and is set at $6.5 million for FY2015. 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 FY2015 property tax revenues only include allowable increases for new construction.

Franchise Fees

The last major category of operating revenues is franchise fees, which equals $6.1 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 water. Increases in this category mainly reflect utility rate increases charged to customers. 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 major funds.

CITY OF SURPRISE REVENUE FORECAST

General Fund Major Revenue Accounts	FY2013 Actual	FY2014 Adopted Budget	FY2014 Estimate	Estimate to Adopted $	Estimate to Adopted %	FY2015 Forecast	Forecast to PY Estimate $	Adopted to PY Estimate %
General Fund								
Local Sales Tax								
Local Sales Tax	30,771,549	32,051,500	32,584,100	532,600	2%	34,422,000	1,837,900	6%
Local Sales Tax-Construction	1,250,000	1,250,000	1,250,000	0	0%	1,250,000	0	0%
Local Sales Tax-Bed Tax	108,091	114,000	122,600	8,600	8%	120,200	(2,400)	-2%
Subtotal Local Sales Tax	**32,129,640**	**33,415,500**	**33,956,700**	**541,200**	**2%**	**35,792,200**	**1,835,500**	**5%**
State Shared Revenue								
State Shared Income Tax	12,004,109	13,111,000	13,100,600	(10,400)	0%	14,225,300	1,124,700	9%
State Shared Sales Tax	9,660,697	10,154,400	10,280,300	125,900	1%	10,718,600	438,300	4%
Vehicle License Tax	3,973,600	3,917,200	4,047,300	130,100	3%	4,155,300	108,000	3%
Subtotal State Shared Revenue	**25,638,406**	**27,182,600**	**27,428,200**	**245,600**	**1%**	**29,099,200**	**1,671,000**	**6%**
Charges for Services / Other								
Indirect Cost Assessment	3,660,700	4,682,900	4,682,900	0	0%	4,682,900	0	0%
Parks & Rec. Program Fees	4,718,258	4,487,800	4,468,600	(19,200)	0%	3,987,300	(481,300)	-11%
Court Revenue	1,294,477	1,256,200	1,029,700	(226,500)	-18%	1,214,800	185,100	18%
Fire-Medical Revenue	632,850	754,100	666,300	(87,800)	-12%	704,800	38,500	6%
Police Revenue	657,656	655,200	709,400	54,200	8%	728,300	18,900	3%
Community Development Fees	2,011,274	2,052,500	1,748,800	(303,700)	-15%	2,289,700	540,900	31%
All Other Operating Revenue	695,054	500,000	359,200	(140,800)	-28%	376,200	17,000	5%
In Lieu Property Tax	511,130	550,700	570,700	20,000	4%	559,000	(11,700)	-2%
Interest Income	15,011	14,000	15,700	1,700	12%	16,500	800	5%
Public Works Fees	559,681	633,100	417,800	(215,300)	-34%	547,100	129,300	31%
Facilities Revenue	363,163	397,300	373,300	(24,000)	-6%	390,900	17,600	5%
Subtotal Charges for Services / Other	**15,119,254**	**15,983,800**	**15,042,400**	**(941,400)**	**-6%**	**15,497,500**	**455,100**	**3%**
Property Tax								
Primary Property Tax	6,294,185	6,406,700	6,406,700	0	0%	6,513,600	106,900	2%
Franchise Fees								
APS Franchise Fee	2,291,309	2,186,500	2,540,900	354,400	16%	2,660,900	120,000	5%
Cable Franchise Fee	1,018,406	990,400	1,153,800	163,400	16%	1,208,300	54,500	5%
Business Licenses	653,413	680,000	743,100	63,100	9%	759,600	16,500	2%
Southwest Gas Franchise Fee	297,424	292,000	315,300	23,300	8%	330,200	14,900	5%
Water Franchise Fee	472,097	490,600	500,400	9,800	2%	524,100	23,700	5%
CoS Wastewater Franchise Fee	317,237	314,300	320,500	6,200	2%	321,700	1,200	0%
CoS Water Franchise Fee	216,155	200,400	216,600	16,200	8%	233,400	16,800	8%
Sanitation Hauler's Licenses	39,000	40,000	38,900	(1,100)	-3%	39,700	800	2%
CoS Sanitation Hauler's License	24,000	24,000	24,000	0	0%	26,000	2,000	8%
Subtotal Franchise Fees	**5,329,041**	**5,218,200**	**5,853,500**	**635,300**	**12%**	**6,103,900**	**250,400**	**4%**
Total - General Fund Revenue	**84,510,500**	**88,206,800**	**88,687,500**	**480,700**	**1%**	**93,006,400**	**4,318,900**	**5%**
Special Revenue Funds								
HURF	6,507,830	6,629,100	6,677,400	48,300	1%	6,688,400	11,000	0%
LTAF II	345,576	350,000	357,100	7,100	2%	350,000	(7,100)	-2%
Tourism	164,298	172,000	186,400	14,400	8%	182,800	(3,600)	-2%
Enterprise Funds								
Water Service Fee	10,011,257	10,020,500	10,010,800	(9,700)	0%	10,789,000	778,200	8%
Water System Development Fund SPA 1	661,087	1,320,800	3,895,500	2,574,700	195%	2,285,000	(1,610,500)	-41%
Water Resources Development Fund SPA 1	355,720	290,000	2,085,300	1,795,300	619%	1,171,500	(913,800)	-44%
Wastewater Service Fee	15,766,128	15,713,500	15,897,500	184,000	1%	16,083,100	185,600	1%
Wastewater System Development Fund SPA 1	2,932,749	2,352,700	3,941,600	1,588,900	68%	5,403,700	1,462,100	37%
Sanitation Service Fee	6,480,232	6,644,200	6,563,100	(81,100)	-1%	6,690,000	126,900	2%
Capital Funds								
General Capital Fund	2,950,369	1,950,000	2,089,300	139,300	7%	3,210,200	1,120,900	54%
Transportation Improvement	2,892,040	2,228,300	2,276,800	48,500	2%	3,041,000	764,200	34%
General Government Development Fund 2012	633,619	528,800	324,900	(203,900)	-39%	795,700	470,800	145%
Police Development Fund 2012	296,692	227,800	214,000	(13,800)	-6%	482,800	268,800	126%
Parks & Recreation Development Fund 2012	372,028	482,000	290,500	(191,500)	-40%	836,000	545,500	188%
Public Works Development Fund 2012	144,730	137,800	110,500	(27,300)	-20%	0	(110,500)	-100%
Fire & EMS Development Fund 2012	706,495	754,100	353,000	(401,100)	-53%	845,100	492,100	139%
Fire & EMS Development Fund 2014	0	0	0	0	0%	891,800	891,800	0%
Library Development Fund 2012	76,071	81,700	49,200	(32,500)	-40%	0	(49,200)	-100%
Roads of Reg.Significance Dev Fund SPA 2, 4, 6	5,715	0	0	0	0%	0	0	0%
Roads of Reg.Significance Dev Fund SPA 3, 5	5,396	0	0	0	0%	0	0	0%
163rd Ave Dev Fund 2014	0	0	0	0	0%	19,800	19,800	0%

CITY OF SURPRISE REVENUE FORECAST

	ACTUAL					Adopted	Estimate	FORECAST				
Major Revenue Accounts	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**	**FY2014**	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**FY2018**	**FY2019**
General Fund												
Local Sales Tax												
Local Sales Tax-Operating	23,846,276	23,275,823	26,240,033	29,546,020	30,771,549	32,051,500	32,584,100	34,422,000	35,158,400	36,578,800	38,243,100	40,178,200
Local Sales Tax - Construction	5,036,719	3,926,485	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Local Sales Tax-Bed Tax	0	0	0	110,429	108,091	114,000	122,600	120,200	122,800	127,800	133,600	140,400
Subtotal Local Sales Tax	**28,882,995**	**27,202,308**	**27,490,033**	**30,906,449**	**32,129,640**	**33,415,500**	**33,956,700**	**35,792,200**	**36,531,200**	**37,956,600**	**39,626,700**	**41,568,600**
State Shared Revenue												
State Shared Income Tax	13,080,276	11,395,938	8,591,077	9,918,521	12,004,109	13,111,000	13,100,600	14,225,300	14,509,800	15,972,900	16,292,300	16,618,200
State Shared Sales Tax	7,022,643	6,464,521	7,158,275	9,220,163	9,660,697	10,154,400	10,280,300	10,718,600	10,933,000	12,035,400	12,276,100	12,521,600
Vehicle License Tax	3,207,654	2,960,716	2,930,709	3,951,413	3,973,600	3,917,200	4,047,300	4,155,300	4,238,400	4,665,800	4,759,100	4,854,300
Subtotal State Shared Revenue	**23,310,572**	**20,821,175**	**18,680,061**	**23,090,098**	**25,638,406**	**27,182,600**	**27,428,200**	**29,099,200**	**29,681,200**	**32,674,100**	**33,327,500**	**33,994,100**
Charges for Services/Other												
Indirect Cost Assessment	3,511,100	4,449,225	3,660,700	3,660,700	3,660,700	4,682,900	4,682,900	4,682,900	4,776,500	4,776,500	4,872,100	4,872,100
Parks & Rec. Program Fees	3,538,989	3,892,092	4,389,606	4,732,333	4,718,258	4,487,800	4,468,600	3,987,300	4,067,000	4,148,400	4,231,400	4,316,000
Court Revenue	1,757,682	1,759,817	1,266,929	1,275,954	1,294,477	1,256,200	1,029,700	1,214,800	1,310,400	1,420,900	1,535,300	1,416,000
Fire-Medical Revenue	515,291	824,702	682,868	880,554	632,850	754,100	666,300	704,800	719,900	749,000	783,100	822,700
Police Revenue	818,244	560,104	638,061	643,045	657,656	655,200	709,400	728,300	743,900	773,900	809,200	850,100
Community Development Fees	1,481,772	873,132	1,369,212	1,623,175	2,011,274	2,052,500	1,748,800	2,289,700	3,747,900	4,921,700	5,528,600	5,778,900
All Other Operating Revenue	1,095,839	12,515,168	1,017,160	730,484	695,054	500,000	359,200	376,200	384,200	399,800	418,000	439,100
In Lieu Property Tax	0	0	379,077	421,917	511,130	550,700	570,700	559,000	558,200	576,200	582,300	579,300
Interest Income	296,400	183,766	128,503	4,742	15,011	14,000	15,700	16,500	17,500	19,100	20,200	21,300
Public Works Fees	729,800	185,638	290,885	276,513	559,681	633,100	417,800	547,100	895,500	1,175,900	1,321,000	1,380,800
Facilities Revenue	68,880	212,339	383,334	350,896	363,163	397,300	373,300	390,900	399,300	415,400	434,300	456,300
Grant Revenue	307,560	680,204	23,934	0	0	0	0	0	0	0	0	0
Subtotal Charges for Services/Other	**14,121,558**	**26,136,187**	**14,230,269**	**14,600,314**	**15,119,254**	**15,983,800**	**15,042,400**	**15,497,500**	**17,620,300**	**19,376,800**	**20,535,500**	**20,932,600**
Property Tax												
Primary Property Tax	6,349,918	6,749,926	7,023,619	6,178,758	6,294,185	6,406,700	6,406,700	6,513,600	6,634,700	6,758,200	6,884,200	7,012,600
Franchise Fees												
APS Franchise Fee	2,029,779	2,071,407	2,108,514	2,242,092	2,291,309	2,186,500	2,540,900	2,660,900	2,717,900	2,827,700	2,956,300	3,105,900
Cable Franchise Fee	1,042,123	1,022,863	1,071,176	1,022,937	1,018,406	990,400	1,153,800	1,208,300	1,234,200	1,284,000	1,342,500	1,410,400
Business Licenses	412,276	575,825	625,705	625,919	653,413	680,000	743,100	759,600	790,300	822,200	855,400	890,000
Southwest Gas Franchise Fee	314,091	326,264	308,232	309,623	297,424	292,000	315,300	330,200	337,300	350,900	366,900	385,500
Water Franchise Fee	275,502	313,538	334,987	347,050	472,097	490,600	500,400	524,100	535,300	556,900	582,200	611,700
CoS Wastewater Franchise Fee	0	0	314,216	304,409	317,237	314,300	320,500	321,700	333,800	349,600	367,100	385,100
CoS Water Franchise Fee	0	0	228,525	216,818	216,155	200,400	216,600	233,400	233,600	252,900	273,700	296,300
Sanitation Hauler's License	0	32,650	42,050	39,000	39,000	40,000	38,900	39,700	40,500	41,300	42,100	42,900
CoS Sanitation Hauler's License	0	19,250	25,000	25,000	24,000	24,000	24,000	26,000	27,000	28,000	29,000	30,000
Subtotal Franchise Fees/Licenses	**4,073,771**	**4,361,796**	**5,058,405**	**5,132,848**	**5,329,041**	**5,218,200**	**5,853,500**	**6,103,900**	**6,249,900**	**6,513,500**	**6,815,200**	**7,157,800**
Total - General Fund Revenue	**76,738,813**	**85,271,393**	**72,482,388**	**79,908,468**	**84,510,525**	**88,206,800**	**88,687,500**	**93,006,400**	**96,717,300**	**103,279,200**	**107,189,100**	**110,665,700**

CITY OF SURPRISE REVENUE FORECAST

	ACTUAL					Adopted	Estimate	FORECAST				
Major Revenue Accounts	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**	**FY2014**	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**FY2018**	**FY2019**
Special Revenue Funds												
HURF	5,480,263	5,129,733	5,395,324	5,957,241	6,507,830	6,629,100	6,677,400	6,688,400	6,822,200	7,510,100	7,660,300	7,813,500
LTAF & LTAF II	443,564	262,631	87,905	344,813	345,576	350,000	357,100	350,000	350,500	357,500	366,400	377,400
Transit Fees	19,543	22,672	26,073	0	0	0	0	0	0	0	0	0
Tourism	0	147,275	152,605	167,852	164,298	172,000	186,400	182,800	186,700	194,200	203,000	213,300
Enterprise Funds												
Water Service Fee	8,751,802	9,666,702	9,759,186	9,873,000	10,011,257	10,020,500	10,010,800	10,789,000	11,679,100	12,642,600	13,685,600	14,814,700
Water System Development Fund SPA 1	560,195	(2,558)	310,527	430,672	661,087	1,320,800	3,895,500	2,285,000	3,171,600	3,702,800	3,911,300	3,497,000
Water System Development Fund SPA 2	0	165,836	0	4,993	0	0	0	179,200	342,000	594,800	570,400	1,086,500
Water Replenishment Service Fee	431,398	0	0	0	0	0	0	0	0	0	0	0
Water Resources Development Fund SPA 1	228,287	46,966	166,877	232,694	355,720	290,000	2,085,300	1,171,500	1,626,100	1,898,400	2,005,300	1,792,900
Water Resources Development Fund SPA 2	55,559	21,140	39,457	3,039	0	0	0	101,300	193,400	336,300	322,600	614,400
Wastewater Service Fee	13,519,397	14,628,974	15,196,067	15,196,544	15,766,128	15,713,500	15,897,500	16,083,100	16,687,100	17,478,600	18,355,000	19,254,400
Wastewater System Development Fund SPA 1	2,214,531	936,196	1,584,437	2,034,194	2,932,749	2,352,700	3,941,600	5,403,700	7,472,700	8,729,100	9,247,800	8,316,200
Wastewater System Development Fund SPA 2	2,200,870	128,459	0	(3,713)	0	0	0	41,600	53,100	243,700	132,400	300,000
Wastewater System Development Fund SPA 3	(478,609)	18,250	2,052	7,706	0	0	0	0	0	0	0	0
Wastewater System Development Fund SPA 4	0	0	140	0	0	0	0	0	0	0	0	0
Sanitation Service Fee	5,549,225	6,134,835	6,479,386	6,267,774	6,480,232	6,644,200	6,563,100	6,690,000	7,029,900	7,475,200	7,968,500	8,474,500
Capital Project Funds												
General Capital Fund	3,988,770	1,391,875	1,953,879	1,685,090	2,950,369	1,950,000	2,089,300	3,210,200	5,907,400	7,964,600	8,897,900	9,149,400
Transportation Improvement Fund	6,986,698	4,051,776	2,696,525	2,018,864	2,892,040	2,228,300	2,276,800	3,041,000	4,880,000	6,282,600	6,919,100	7,090,500
General Government Development Fund	688,951	235,747	455,045	140,644	0	0	0	0	0	0	0	0
General Government Development Fund 2012	0	0	0	417,199	633,619	528,800	324,900	795,700	1,207,600	1,564,500	1,726,500	1,770,100
Police Development Fund	395,950	112,634	198,945	61,726	28	0	0	0	0	0	0	0
Police Development Fund 2012	0	0	0	244,804	296,692	227,800	214,000	482,800	700,200	900,500	991,400	1,015,900
Parks & Recreation Development Fund	627,627	573,541	418,690	195,493	0	0	0	0	0	0	0	0
Parks & Recreation Development Fund 2012	0	0	0	335,675	372,028	482,000	290,500	836,000	1,366,700	1,790,600	1,982,900	2,034,700
Public Works Development Fund	926,136	318,452	528,549	173,480	(109)	0	0	0	0	0	0	0
Public Works Development Fund 2012	0	0	0	111,579	144,730	137,800	110,500	0	0	0	0	0
Fire & EMS Development Fund	787,923	259,683	539,652	165,214	0	0	0	0	0	0	0	0
Fire & EMS Development Fund 2012	0	0	0	453,467	706,495	754,100	353,000	845,100	1,267,400	1,638,900	1,807,500	1,852,900
Fire & EMS Development Fund 2014	0	0	0	0	0	0	0	891,800	1,287,700	1,654,900	1,821,500	1,866,400
Library Development Fund	138,504	127,564	109,001	45,912	0	0	0	0	0	0	0	0
Library Development Fund 2012	0	0	0	62,391	76,071	81,700	49,200	0	0	0	0	0
Roads of Reg.Significance Dev Fund SPA 2, 4, 6	359,499	91,440	241,971	2,641	5,715	0	0	0	0	0	0	0
Roads of Reg.Significance Dev Fund SPA 3, 5	5,396	2,219	2,992	5,066	5,396	0	0	0	0	0	0	0
163rd Ave Dev Fund 2014	0	0	0	0	0	0	0	19,800	41,600	47,700	75,500	124,000

Local Sales Tax (excluding construction and bed tax)

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
32,584,100	34,422,000	1,837,900	6%

Description

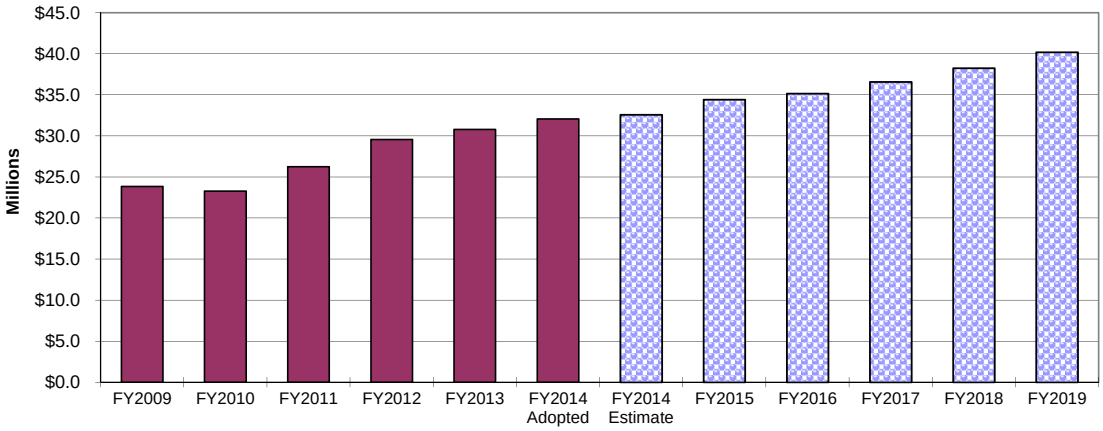
The local sales tax (excluding construction and bed tax) is the recurring sales tax revenue that is collected by the city on an annual basis through the course of doing business. Both the construction sales taxes and the bed taxes have been separated out and addressed under local sales tax (construction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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	23,846,276	23,275,823	26,240,033	29,546,020	30,771,549	32,051,500

Forecast Assumptions

Forecasts are prepared individually within each of 12 different categories (industries) using industry specific information (e.g. big box retail, restaurant and bar, etc.). Sales taxes declined from FY2007 through FY2010. Revenue increases annually beginning In FY2011 with the addition of new retailers while the economy improves and consumer confidence is restored. In addition, increases in FY2015 reflect the addition of two major big box/auto category retailers.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	32,584,100	34,422,000	35,158,400	36,578,800	38,243,100	40,178,200



Local Construction Sales Tax (Construction Sales Tax)

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
5,616,100	7,501,200	1,885,100	34%

Description

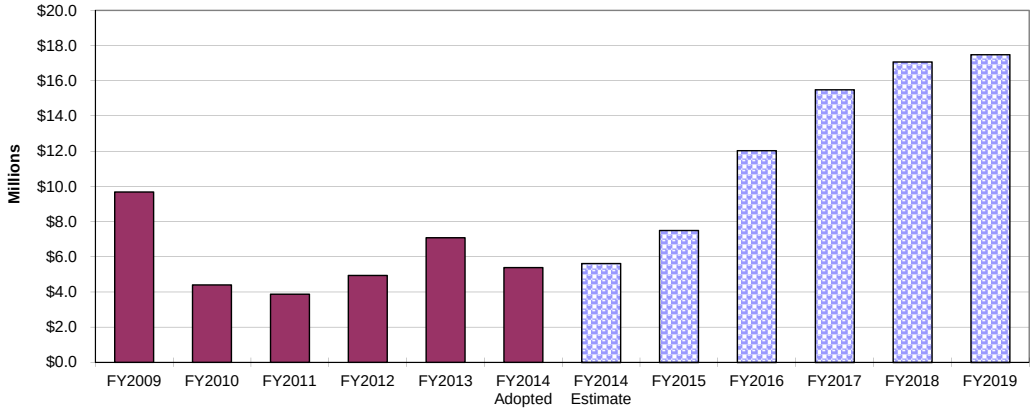
This represents the one-time construction sales tax that is assessed on new construction by the city of Surprise. The city's total construction sales tax rate is 3.7%. A dedicated construction sales tax of 1.5% is deposited in the transportation improvement fund. Of the remaining 2.2%, the first $1.25M is recorded in the general fund and amounts in excess of that are recorded in the general capital fund per Council policy.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	9,677,265	4,391,089	3,870,561	4,936,286	7,071,712	5,381,800

Forecast Assumptions

The construction sales tax forecast is based on estimates of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
General Fund	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
General Capital Fund	2,089,300	3,210,200	5,907,400	7,964,600	8,897,900	9,149,400
Transportation Improvement Fund	2,276,800	3,041,000	4,880,000	6,282,600	6,919,100	7,090,500



Local Sales Tax - Bed Tax

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
309,000	303,000	(6,000)	-2%

Description

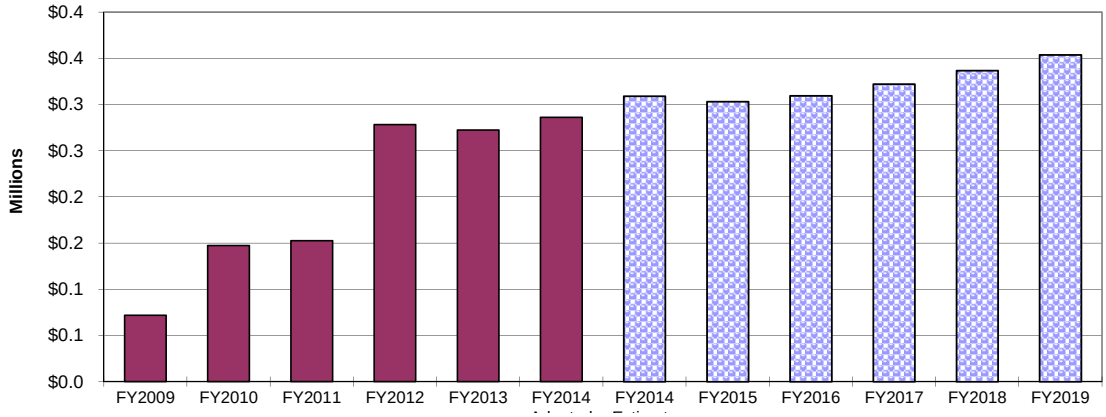
The city currently imposes a 2.52% transient lodging tax. During FY2010, the City Council approved an increase in the bed tax rate from 1.52% to 2.52%. Of the total tax, 1.52% is to be recorded in the tourism fund to be used for promoting tourism and 1.0% is to be recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	71,821	147,275	152,605	278,281	272,388	286,000

Forecast Assumptions

Forecasts are prepared using industry specific data and year-to-date trends. The FY2014 estimate is greater than the adopted budget and the FY2015 forecast due to a strong Spring Training season. Revenue increases as the economy improves and consumer confidence is restored.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
General Fund	122,600	120,200	122,800	127,800	133,600	140,400
Tourism Fund	186,400	182,800	186,700	194,200	203,000	213,300



State Shared Income Tax

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
13,100,600	14,225,300	1,124,700	9%

Description

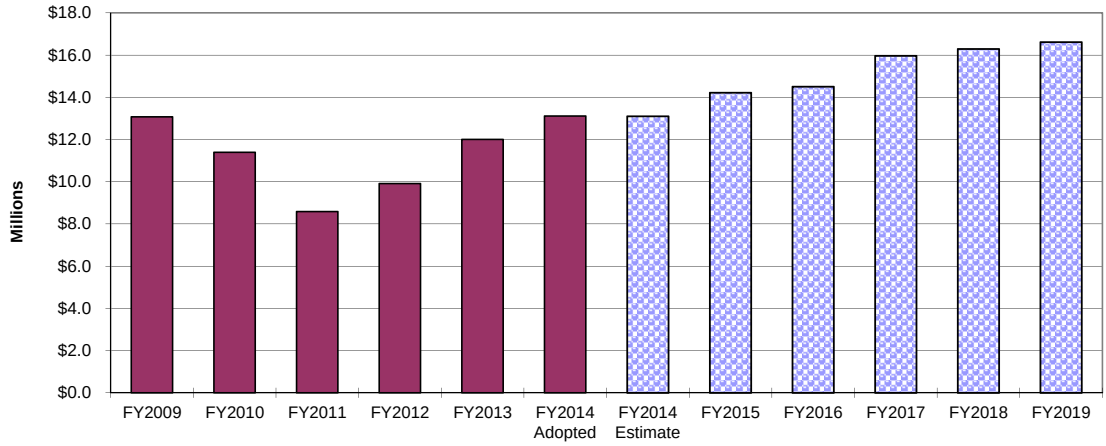
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Income Tax. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	13,080,276	11,395,938	8,591,077	9,918,521	12,004,109	13,111,000

Forecast Assumptions

The current year estimate and next year forecast are based on data from the League of Arizona Cities and Towns detailing actual income tax collections from two years prior. 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. The city expects to experience another census-based increase starting in FY2017 as the city of Surprise grows at a faster rate than other cities that receive shared revenue.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	13,100,600	14,225,300	14,509,800	15,972,900	16,292,300	16,618,200



State Shared Sales Tax

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
10,280,300	10,718,600	438,300	4%

Description

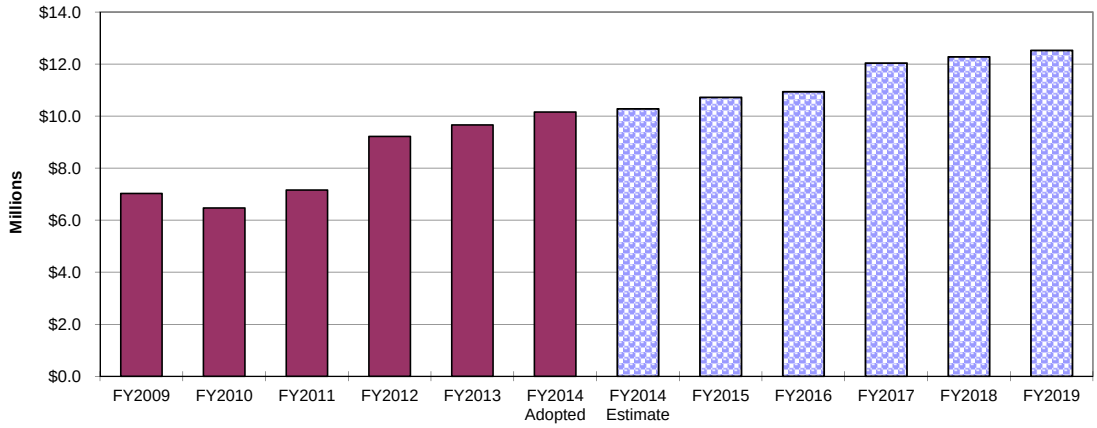
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Sales Tax. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	7,022,643	6,464,521	7,158,275	9,220,163	9,660,697	10,154,400

Forecast Assumptions

The current year estimate is based on year-to-date trends while the next year forecast is 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. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased. The city expects to experience another census-based increase starting in FY2017 as the city of Surprise grows at a faster rate than other cities receiving shared revenue.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	10,280,300	10,718,600	10,933,000	12,035,400	12,276,100	12,521,600



Vehicle License Tax

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
4,047,300	4,155,300	108,000	3%

Description

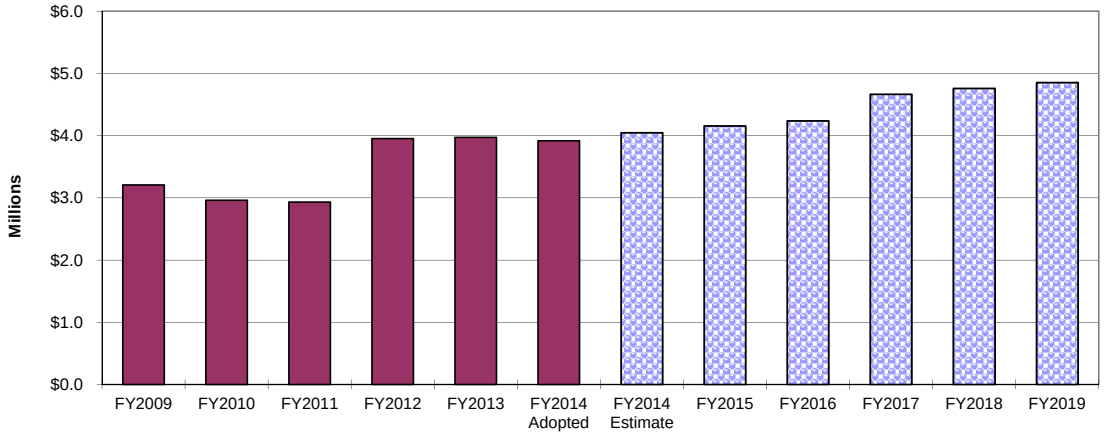
In lieu of a personal property tax on automobiles, the state imposes an annual vehicle license tax (VLT). These are state shared revenues and are distributed to cities and towns based generally on the population at the last census or special census. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	3,207,654	2,960,716	2,930,709	3,951,413	3,973,600	3,917,200

Forecast Assumptions

The current year estimate is based on year-to-date trends while the next year forecast is 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. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased. The city expects to experience another census-based increase starting in FY2017 as the city of Surprise grows at a faster rate than other cities receiving shared revenue.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	4,047,300	4,155,300	4,238,400	4,665,800	4,759,100	4,854,300



Indirect Cost Assessment

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
4,682,900	4,682,900	0	0%

Description

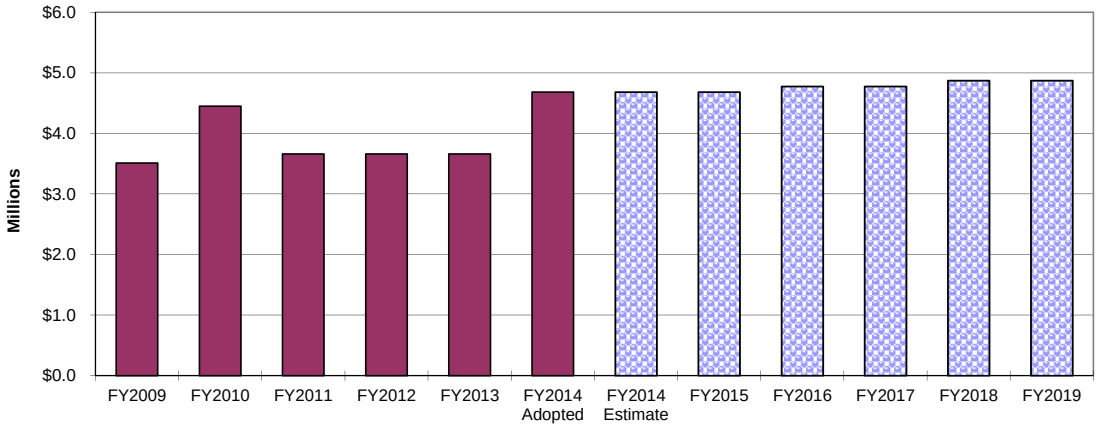
Expenses incurred by the general fund on behalf of the enterprise funds (water, waste water, and sanitation) are recovered through the indirect cost assessment and are recorded as a revenue in the general fund. Examples of expenses incurred in the general fund include City Administration, human resources, facilities costs, etc.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	3,511,100	4,449,225	3,660,700	3,660,700	3,660,700	4,682,900

Forecast Assumptions

Indirect cost assessments are calculated through the bi-annual update to the Full Cost Central Services Cost Allocation Plan and are based on actual costs from the most recently completed fiscal year. The cost allocation plan is prepared by an independent consultant using data provided by city personnel.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	4,682,900	4,682,900	4,776,500	4,776,500	4,872,100	4,872,100



Parks and Recreation Program Fees

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
4,468,600	3,987,300	(481,300)	-11%

Description

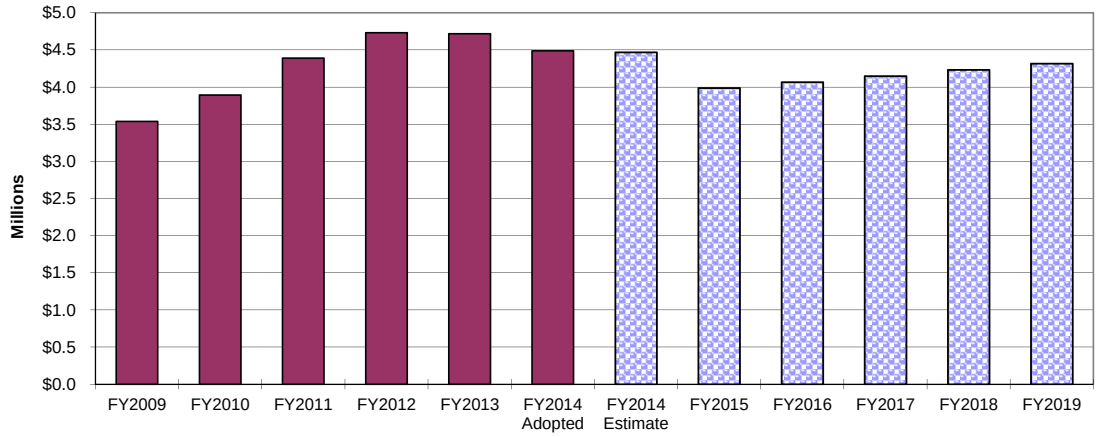
This source reflects revenue collected from fees charged by the Community and Recreation Services Department to participate in the various recreational programs offered by the city. Also included are revenues related to Spring Training games at the Surprise Stadium. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	3,538,989	3,892,092	4,389,606	4,732,333	4,718,258	4,487,800

Forecast Assumptions

Forecasts are supplied by the Community and Recreation Services Department based on estimates of revenue per participant for recreation programs, sports programs, special events, games, etc. Decreases in FY2015 reflect the exclusion of the Cancer Treatment Centers of America Tennis Tournament programmed in prior years, as well as a shift in the sale of novelties during Spring Training to a vendor, and a transfer of surcharge revenue to the spring training ticket surcharge special revenue fund to support annual debt payments.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	4,468,600	3,987,300	4,067,000	4,148,400	4,231,400	4,316,000



Court Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
1,029,700	1,214,800	185,100	18%

Description

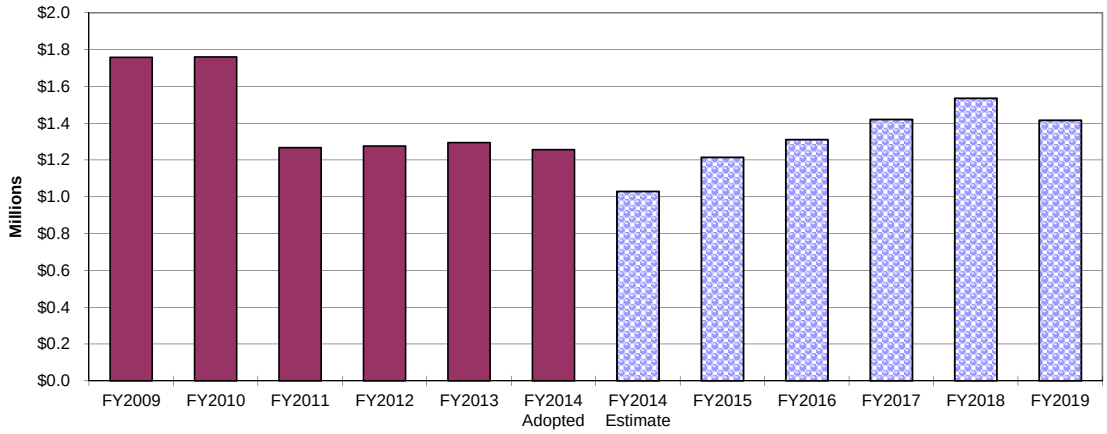
This revenue is generated by all fines imposed by the City Court. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	1,757,682	1,759,817	1,266,929	1,275,954	1,294,477	1,256,200

Forecast Assumptions

The forecast is based on revenue per court case, where the number of court cases is relative to population growth. Cases are comprised primarily of civil traffic citations. The current estimate is based on year-to-date trends, with the next year forecast returning to FY2013 levels.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	1,029,700	1,214,800	1,310,400	1,420,900	1,535,300	1,416,000



Fire-Medical Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
666,300	704,800	38,500	6%

Description

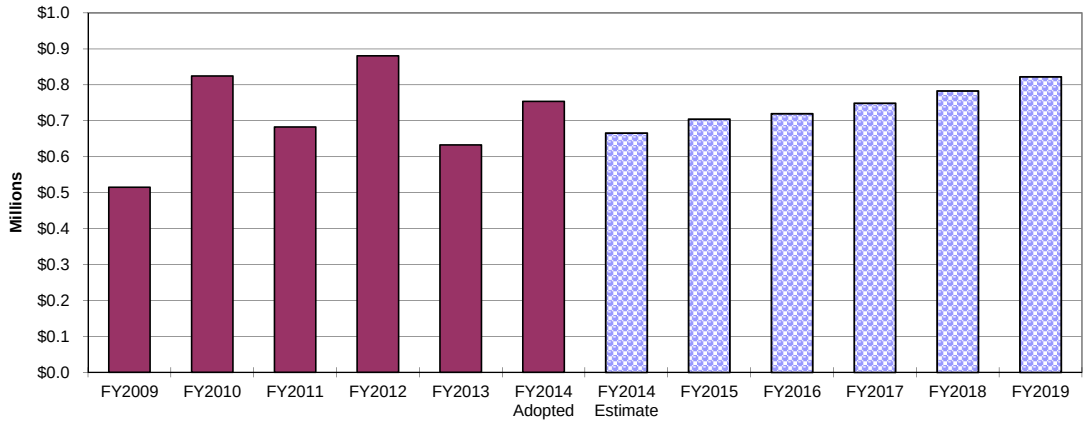
This revenue source reflects revenue related to Fire-Medical Department activities. Sources include fire insurance premium tax, reimbursements for advanced life support (ALS) transportation costs, and various inspection fees. These revenues are recorded in the general fund. Also included in prior years were wild land fire intergovernmental revenue, and Helicopter Air-Medical and Logistics Operations (HALO) intergovernmental revenue which have been moved to a separate special revenue fund for tracking and reporting.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	515,291	824,702	682,868	880,554	632,850	754,100

Forecast Assumptions

The fire revenue forecast is prepared by the fire department for individual revenue sources based on year-to-date trends and known contracts. The revenue increases significantly in FY2010 for a change in the accounting of 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 intergovernmental revenues which rebound again in FY2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	666,300	704,800	719,900	749,000	783,100	822,700



Police Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
709,400	728,300	18,900	3%

Description

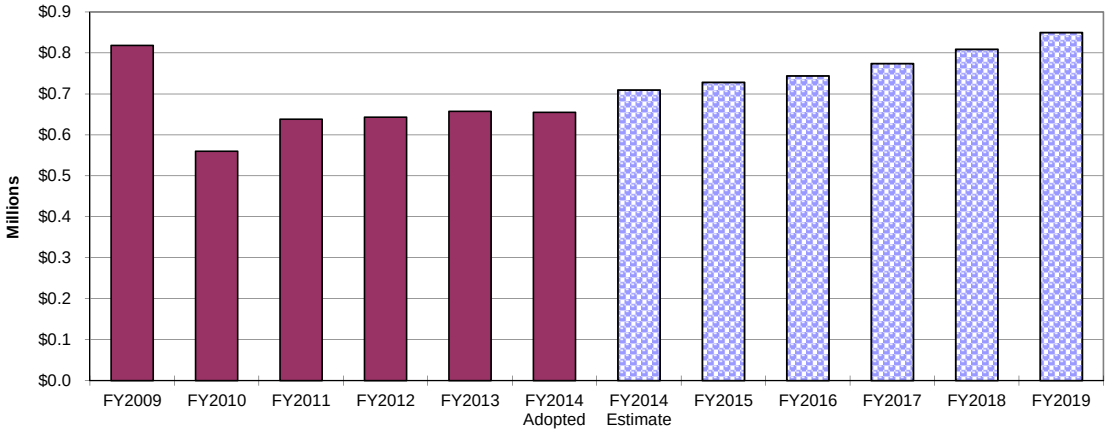
This source reflects the revenue collected by the Police Department, including off-duty fees, finger printing, and an intergovernmental agreement with the city of El Mirage for various services. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	818,244	560,104	638,061	643,045	657,656	655,200

Forecast Assumptions

The police revenue forecast is based on projections of individual revenue sources based on year-to-date trends and known contracts. The city of Surprise participates in an intergovernmental agreement with the city of El Mirage to provide emergency dispatch, animal control, and police records management on behalf of the city of El Mirage for an annual fee.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	709,400	728,300	743,900	773,900	809,200	850,100



Community Development Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
1,748,800	2,289,700	540,900	31%

Description

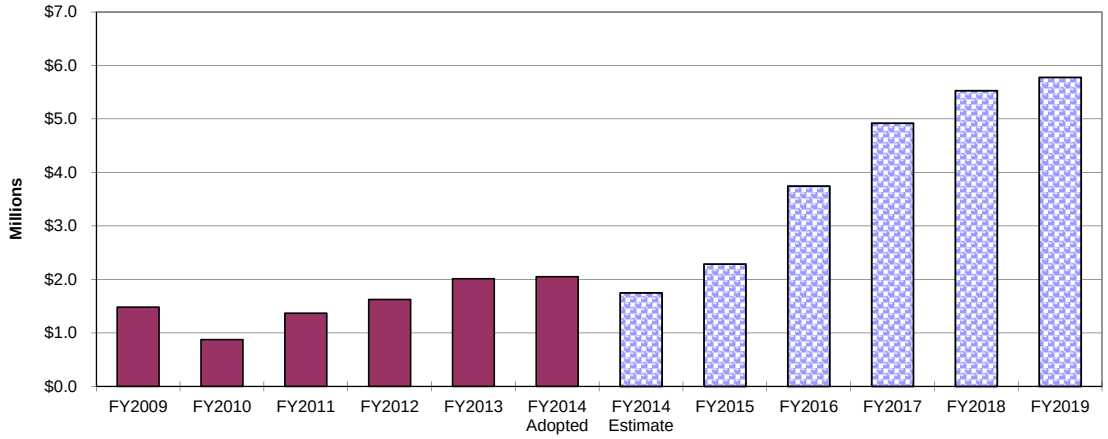
This source reflects fees collected by the city of Surprise including building inspection fees, permit fees, plan review fees, and fire building inspection fees related to new construction activities. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	1,481,772	873,132	1,369,212	1,623,175	2,011,274	2,052,500

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the valuation 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 square foot based on year-to-date trends. This source is projected to increase due to increased construction activity and a general housing recovery.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	1,748,800	2,289,700	3,747,900	4,921,700	5,528,600	5,778,900



All Other Operating Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
359,200	376,200	17,000	5%

Description

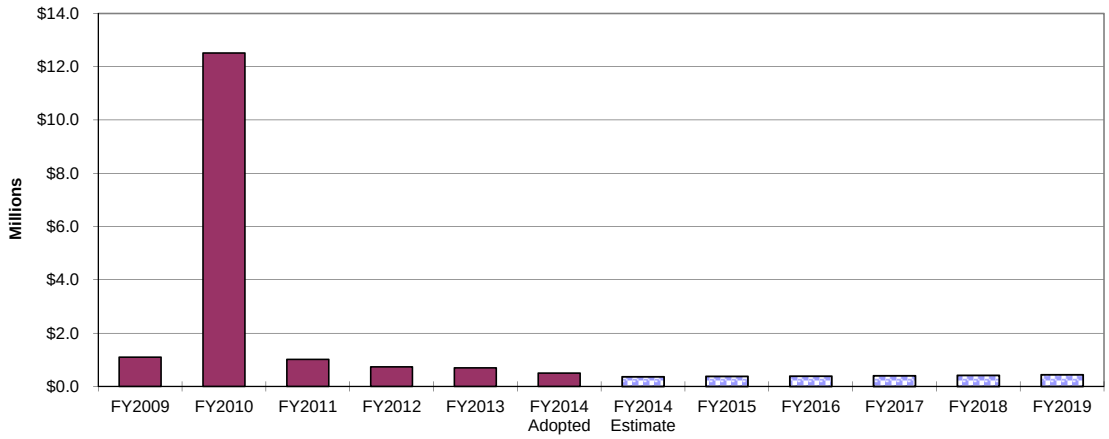
This source includes all other operating revenue collected by the city of Surprise for various programs and services provided on a day to day basis. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	1,095,839	12,515,168	1,017,160	730,484	695,054	500,000

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. Fiscal year 2010 includes amounts transferred into the general fund to close out the former vehicle replacement (which has since been restored) and a number of prior period adjustments made to correct accounting errors.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	359,200	376,200	384,200	399,800	418,000	439,100



In Lieu Property Tax

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
570,700	559,000	(11,700)	-2%

Description

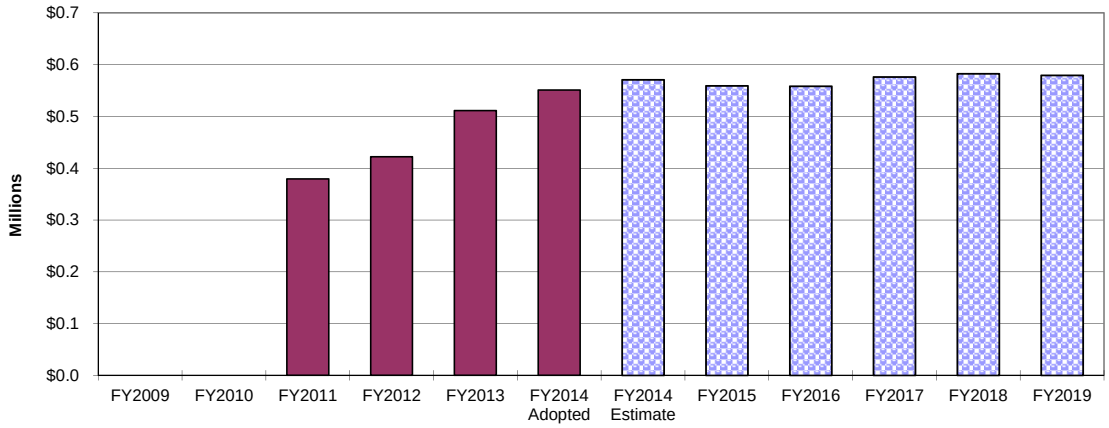
This source reflects a transfer from the enterprise funds (water, wastewater, and sanitation) to the general fund as a payment in lieu of property taxes (PILOT) and was initiated in FY2011.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	0	0	379,077	421,917	511,130	550,700

Forecast Assumptions

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

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	570,700	559,000	558,200	576,200	582,300	579,300



Interest Income

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
15,700	16,500	800	5%

Description

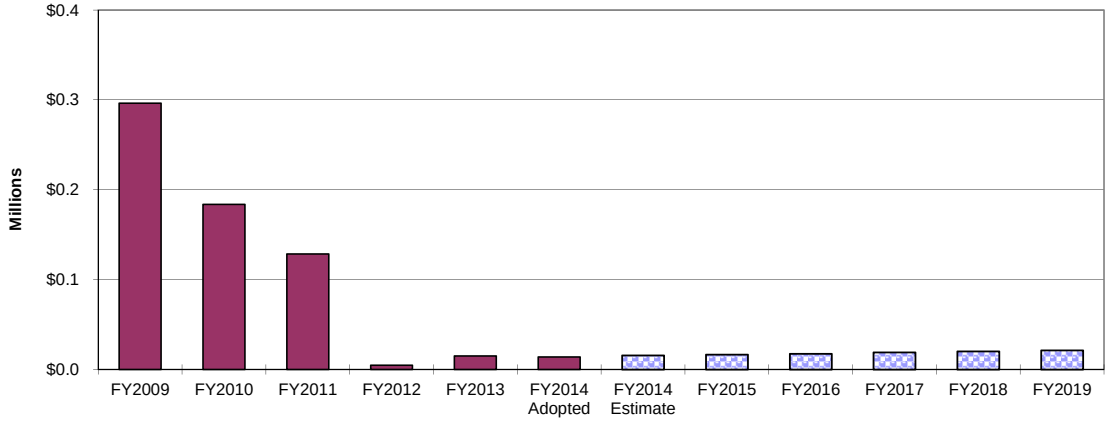
This source includes all interest income earned by the city of Surprise that is recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	296,400	183,766	128,503	4,742	15,011	14,000

Forecast Assumptions

The activity reflects the recessionary economy with historically low interest rates. Investments are managed by a professional management firm. Current year estimates are based on overall general fund revenues at prior fiscal year's interest rates.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	15,700	16,500	17,500	19,100	20,200	21,300



Public Works Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
417,800	547,100	129,300	31%

Description

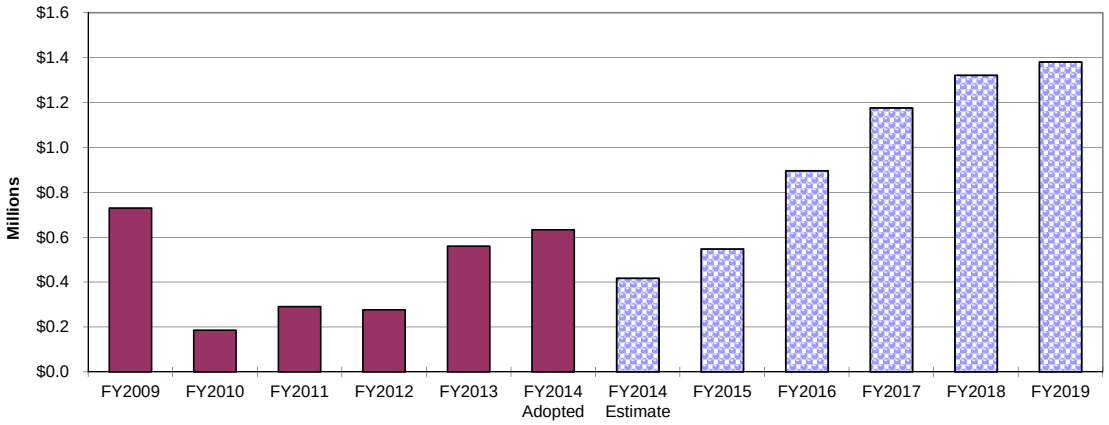
This source reflects revenue collected for engineering and permit fees related to residential and commercial construction activities. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	729,800	185,638	290,885	276,513	559,681	633,100

Forecast Assumptions

The revenue forecast is based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the valuation 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 square foot based on year-to-date trends. This source is projected to increase due to increased construction activity and a general housing recovery.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	417,800	547,100	895,500	1,175,900	1,321,000	1,380,800



Facilities Fees

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
373,300	390,900	17,600	5%

Description

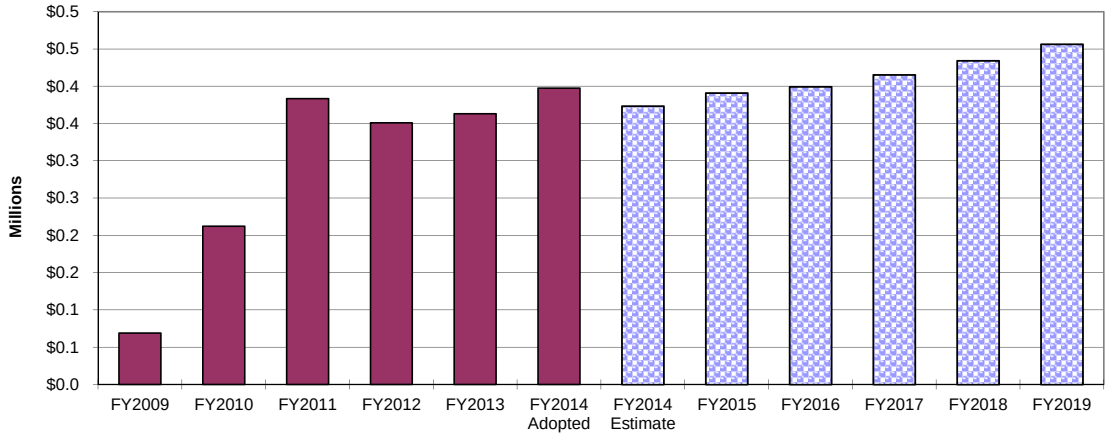
This source includes rent revenue collected by the city of Surprise for the tenant use of city owned facilities/property. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	68,880	212,339	383,334	350,896	363,163	397,300

Forecast Assumptions

This forecast is based on estimates of individual revenue sources within this category based on year-to-date trends and known contracts. Forecasts in the out-years are based on population and revenue per capita where population is expected to increase by approximately 2% per year. The 2010 increase represents payments for utilities by new tenants occupying the Communiversity adjacent to City Hall. The FY2011 increase is attributable to the increased tenant occupancy at the city's former city hall, the AZ TechCelerator, now operating as a business incubator.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	373,300	390,900	399,300	415,400	434,300	456,300



Primary Property Tax

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
6,406,700	6,513,600	106,900	2%

Description

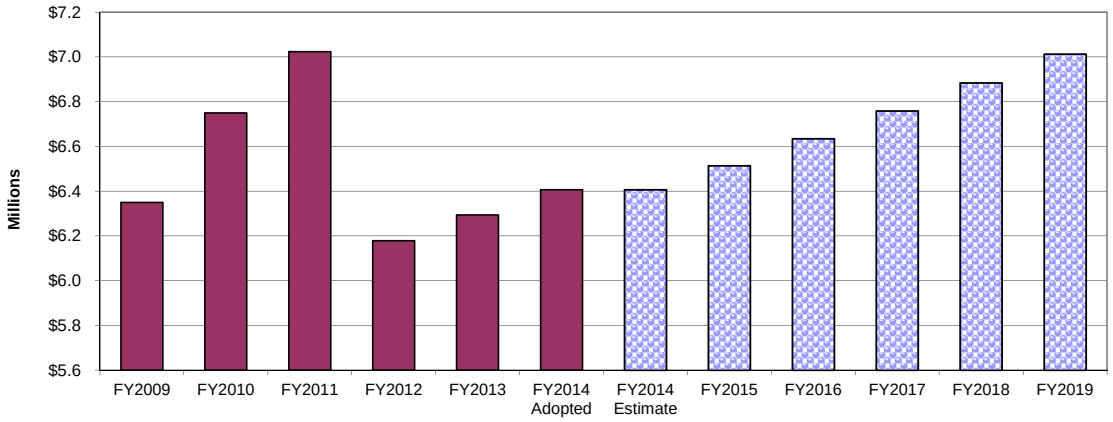
This source reflects the primary property tax levied for general government operations. State statute restricts the total levy to a maximum 2% annual increase over the prior year allowable levy plus an increase for any new construction and/or annexation. The levy amount is set by City Council policy. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	6,349,918	6,749,926	7,023,619	6,178,758	6,294,185	6,406,700

Forecast Assumptions

The levy amount calculations is based on assessed valuation data provided by the Maricopa County Assessor's Office. Revenue increases for the next fiscal year forecast is the result of new construction only. Forecasts in future years are based on maintaining the levy amount while increasing for growth held constant at current year rates.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	6,406,700	6,513,600	6,634,700	6,758,200	6,884,200	7,012,600



Arizona Public Service (APS) Franchise Fee

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
2,540,900	2,660,900	120,000	5%

Description

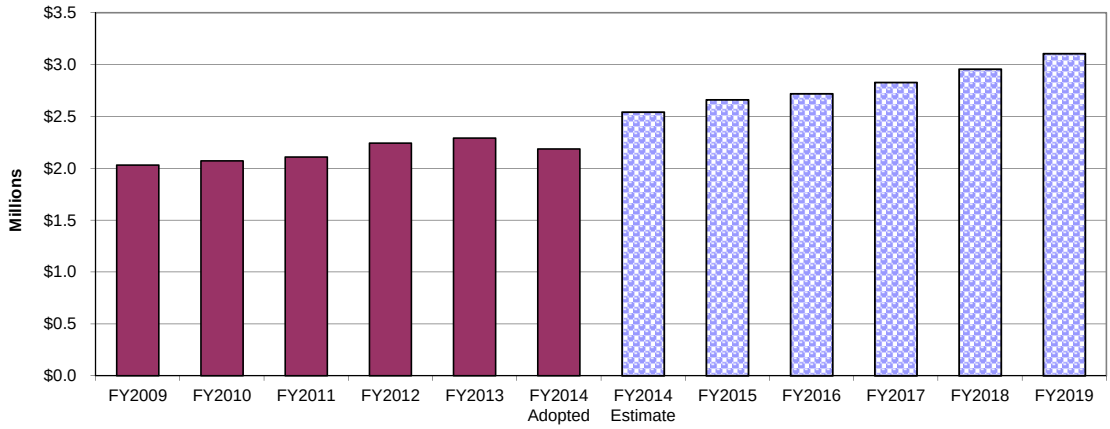
The fee is 2% of revenue earned by the Arizona Public Service (APS) electric utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	2,029,779	2,071,407	2,108,514	2,242,092	2,291,309	2,186,500

Forecast Assumptions

The current year estimate is based on year-to-date trends and reflects rate increases approved for the utility by the Arizona Corporation Commission. Future year forecasts are based on projected revenue per capita and reflect a modest 2% rate inflation.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	2,540,900	2,660,900	2,717,900	2,827,700	2,956,300	3,105,900



Cox Communications Cable Franchise Fees

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
1,153,800	1,208,300	54,500	5%

Description

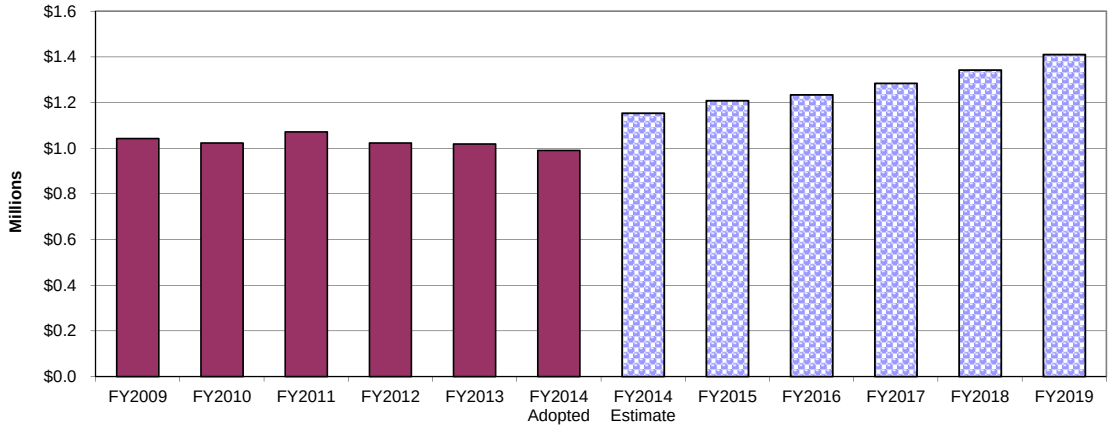
The fee is 5% of revenue earned by the Cox Communications cable utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	1,042,123	1,022,863	1,071,176	1,022,937	1,018,406	990,400

Forecast Assumptions

The current year estimate is based on year-to-date trends and reflects rate increases. Future year forecasts are based on projected revenue per capita and reflect a modest 2% rate inflation.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	1,153,800	1,208,300	1,234,200	1,284,000	1,342,500	1,410,400



Business License Revenue

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
743,100	759,600	16,500	2%

Description

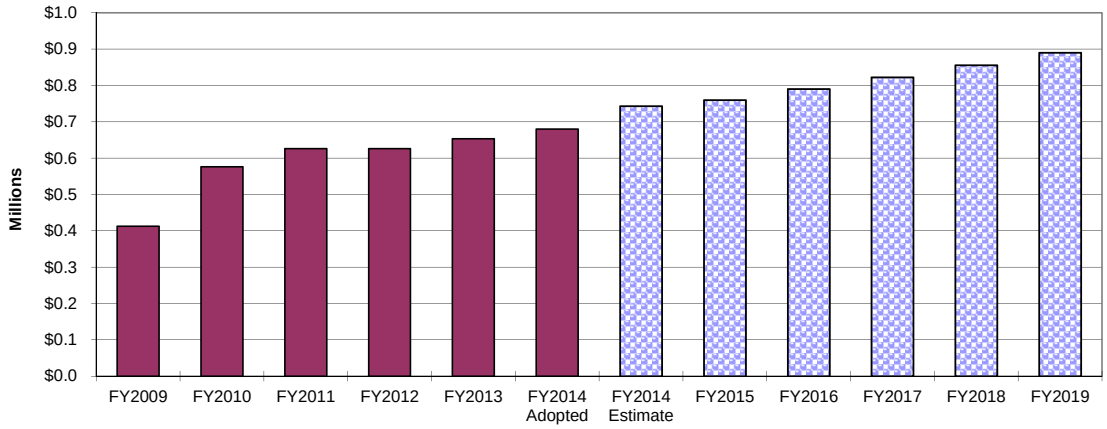
This source reflects the revenue received for licenses permitting businesses to operate within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	412,276	575,825	625,705	625,919	653,413	680,000

Forecast Assumptions

The forecast is based on the number of business licenses and the average business license fee.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	743,100	759,600	790,300	822,200	855,400	890,000



Southwest Gas Franchise Fee

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
315,300	330,200	14,900	5%

Description

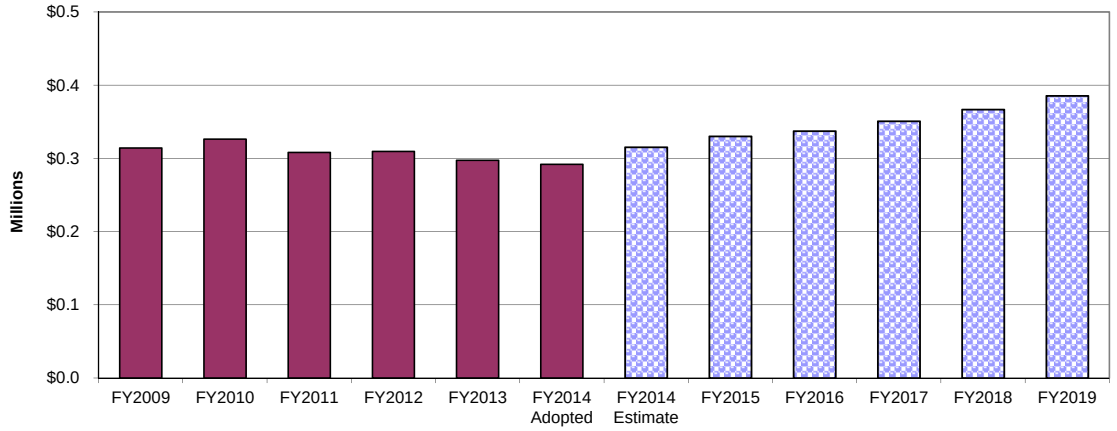
The fee is 2% of revenue earned by the Southwest Gas utility company operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	314,091	326,264	308,232	309,623	297,424	292,000

Forecast Assumptions

The current year estimate is based on year-to-date trends and reflects rate increases approved for the utility by the Arizona Corporation Commission. Future year forecasts are based on projected revenue per capita and reflect a modest 2% rate inflation.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	315,300	330,200	337,300	350,900	366,900	385,500



EPCOR Franchise Fee

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
500,400	524,100	23,700	5%

Description

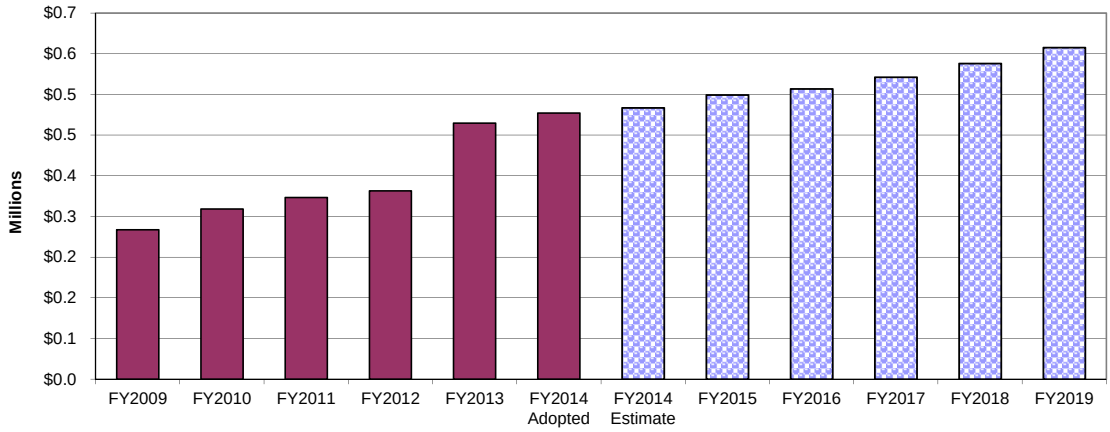
The fee is 2% of revenue earned by the EPCOR Water utility company operating within the city of Surprise. About two-thirds of all water customers in the city are served by EPCOR Water. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	275,502	313,538	334,987	347,050	472,097	490,600

Forecast Assumptions

The current year estimate is based on year-to-date trends and reflects rate increases approved for the utility by the Arizona Corporation Commission. Future year forecasts are based on projected revenue per capita and reflect a modest 2% rate inflation.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	500,400	524,100	535,300	556,900	582,200	611,700



City of Surprise Wastewater Franchise Fee

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
320,500	321,700	1,200	0%

Description

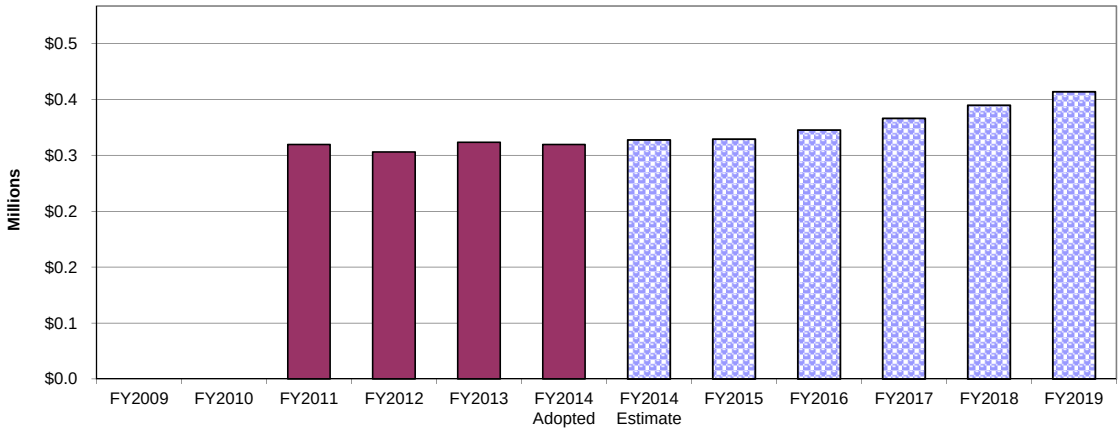
The fee is 2% of revenue earned by the wastewater utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. This source is transferred from the wastewater operations fund to the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	0	0	314,216	304,409	317,237	314,300

Forecast Assumptions

The current year estimate is based on year-to-date trends and reflect current rates. Future year forecasts are based on projected revenue per capita and reflect a modest 2% rate inflation.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	320,500	321,700	333,800	349,600	367,100	385,100



City of Surprise Water Franchise Fee

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
216,600	233,400	16,800	8%

Description

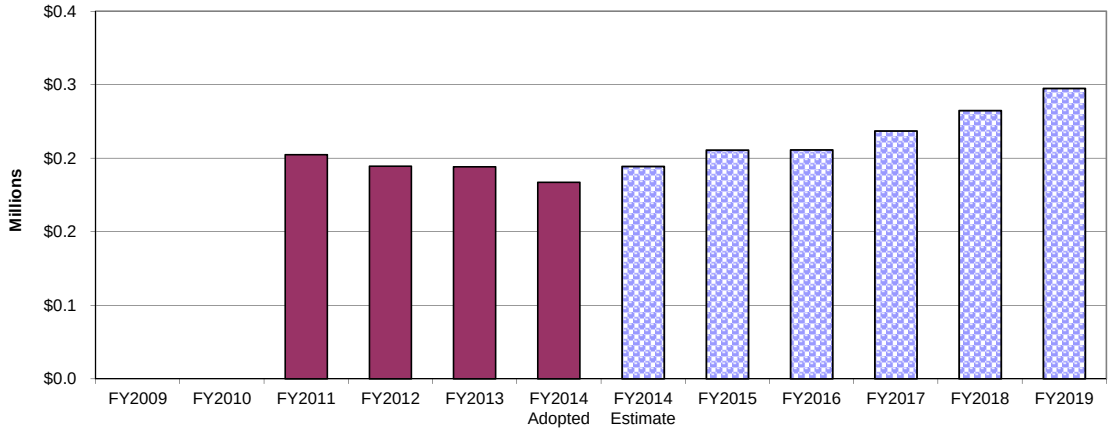
The fee is 2% of revenue earned by the water utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. About one-third of all water customers are served by the city of Surprise. This source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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	0	0	228,525	216,818	216,155	200,400

Forecast Assumptions

The current year estimate is based on year-to-date trends and reflect rate increases submitted to City Council for consideration for the next five years. Future year forecasts are based on projected revenue per capita and reflect a modest 2% rate inflation.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	216,600	233,400	233,600	252,900	273,700	296,300



Sanitation Hauler's License

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
38,900	39,700	800	2%

Description

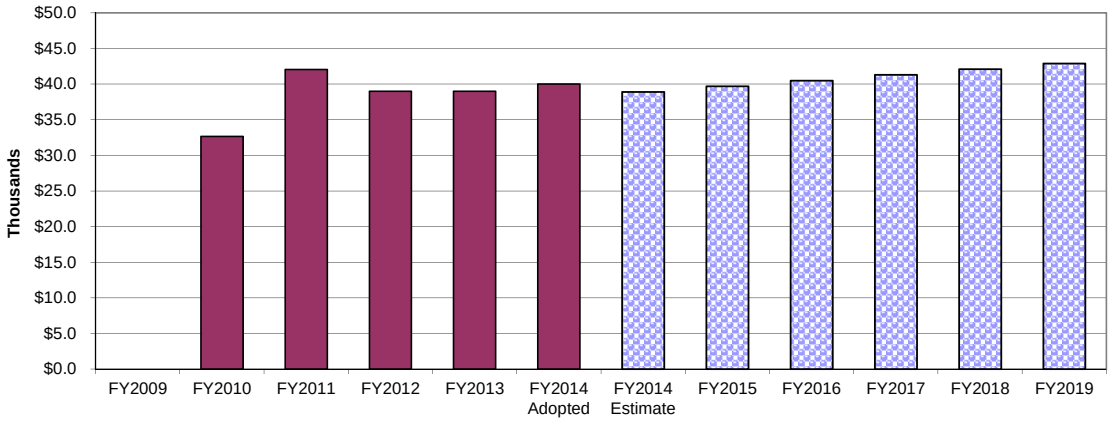
This source reflects the revenue for sanitation hauler's licenses charged per vehicle to all private sanitation providers operating within the city of Surprise. These revenues are recorded in the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	0	32,650	42,050	39,000	39,000	40,000

Forecast Assumptions

Nominal growth in the number of vehicles operated within the city is expected.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	38,900	39,700	40,500	41,300	42,100	42,900



City of Surprise Sanitation Hauler's License

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
24,000	26,000	2,000	8%

Description

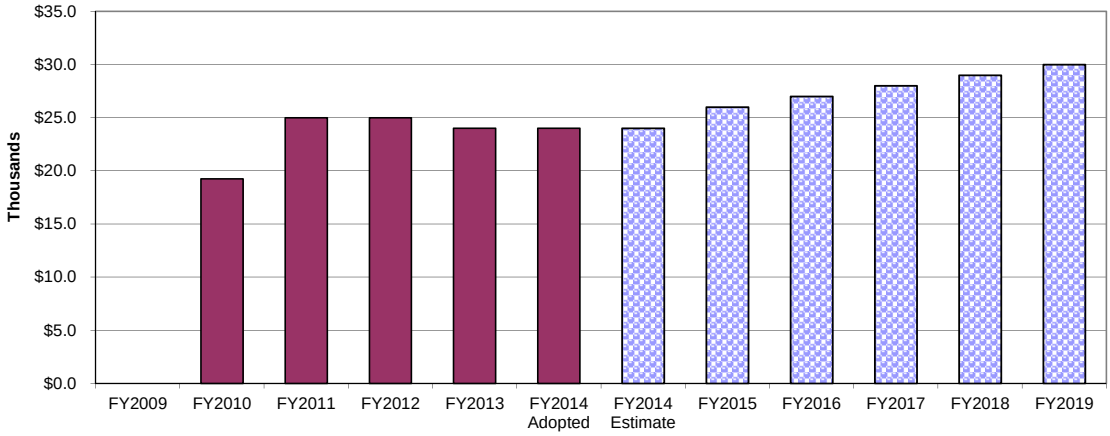
This source reflects the sanitation hauler's licenses charged per vehicle to city of Surprise sanitation operations. This source is transferred from the sanitation operations fund to the general fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	0	19,250	25,000	25,000	24,000	24,000

Forecast Assumptions

The city plans to add two vehicles to its sanitation fleet for FY2015. Nominal growth is expected thereafter.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	24,000	26,000	27,000	28,000	29,000	30,000



Highway Users Revenue Fund (HURF)

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
6,677,400	6,688,400	11,000	0%

Description

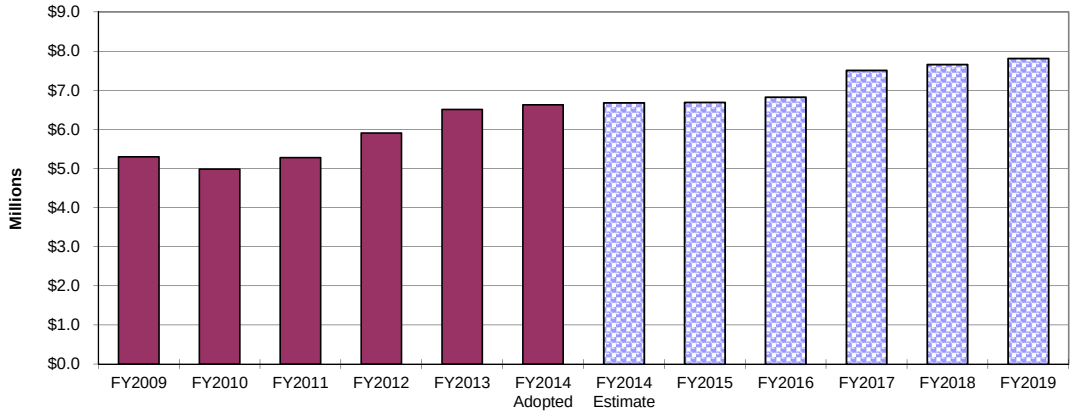
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the Highway Users Revenue Fund (HURF). This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	5,295,936	4,984,457	5,275,645	5,906,800	6,507,830	6,629,100

Forecast Assumptions

The current year estimate is based on year-to-date trends while the next year forecast is 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. The 2010 census resulted in increased revenues beginning in FY2012 as the city share of total population increased. The city expects to experience another census-based increase starting in FY2017 as the city of Surprise grows at a faster rate than other cities receiving shared revenue.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	6,677,400	6,688,400	6,822,200	7,510,100	7,660,300	7,813,500



Arizona Lottery Fund (ALF) / Local Transportation Assistance Fund (LTAF)

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
357,100	350,000	(7,100)	-2%

Description

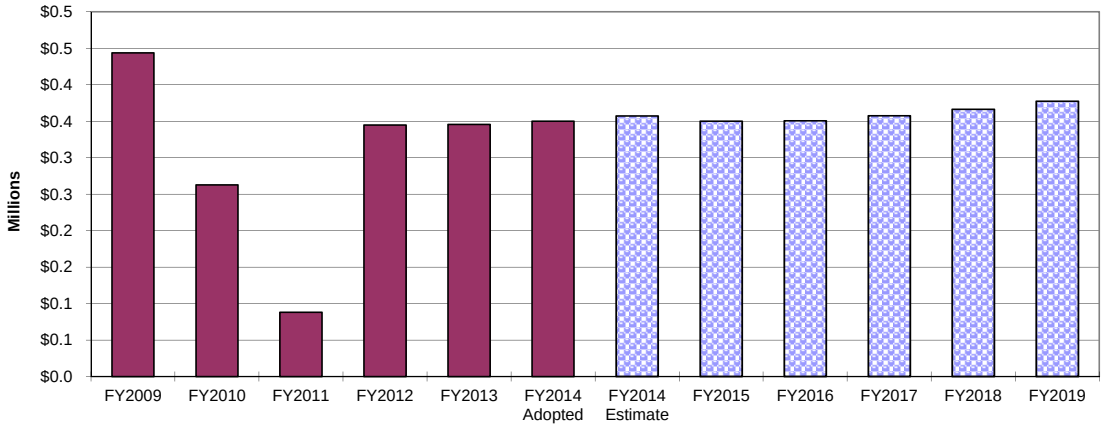
The source of this funding is the Arizona State Lottery and is received from disbursements from the local transportation assistance II fund (LTAF II) and are restricted to transit uses. The fund name was changed at the state level to the Arizona Lottery Fund (ALF) in FY2014. These revenues have been recorded in a variety of funds depending on use: FY2009 - transit fund, FY2010 - transit and transportation improvement fund, FY2011 - general fund, FY2012 through FY2012 - LTAF II fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	443,564	262,631	87,905	344,813	345,576	350,000

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 2011, and the city received a distribution in March 2011 for lottery earnings collected from July 2009 to February 2010. Estimates for this fund are based on historical actuals are unknown until the time of distribution.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	357,100	350,000	350,500	357,500	366,400	377,400



Transit Fees

FY2014 Estimate	FY2015 Forecast	$ Inc/(Dec)	% Inc/(Dec)
0	0	0	-

Description

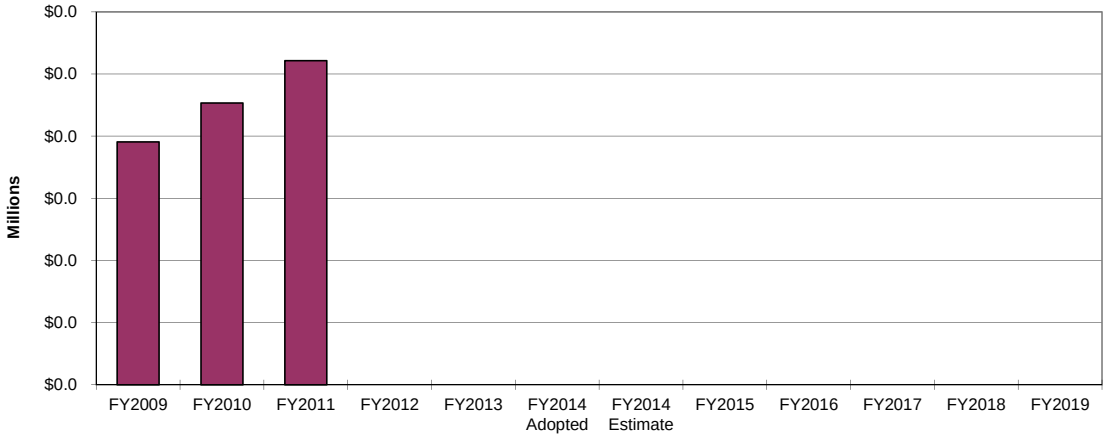
This source includes Dial-a-Ride Transportation (DART) fees. These revenues were recorded in the transit fund through FY2011 and in general fund, showing under the all other revenue category in FY2012 through FY2013.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	19,543	22,672	26,073	0	0	0

Forecast Assumptions

The Dial-a-Ride transportation program was converted to a contract with a regional entity beginning after the first quarter of FY2013. As a result, the city no longer receives fare contributions associated with the transit program.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	0	0	0	0	0	0



Water Service Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
10,010,800	10,789,000	778,200	8%

Description

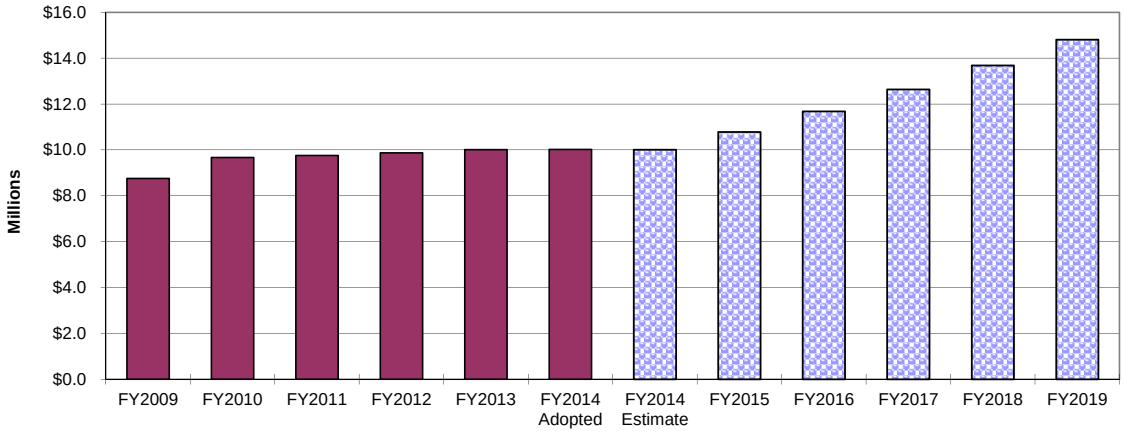
This source reflects the user charges collected from users of the city of Surprise water service in a tiered rate structure. The city serves about one-third of all water customers. These revenues are recorded in the water service fee fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	8,751,802	9,666,702	9,759,186	9,873,000	10,011,257	10,020,500

Forecast Assumptions

The water service fee forecast is based on estimates of residential customer monthly bills. The monthly service rate for FY2010 through FY2014 were based on a rate increase adopted by the Mayor and City Council effective January 1, 2010. Increases beginning in FY2015 reflect customer forecasts and rate increases submitted for Council Consideration along with the FY2015 budget.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	10,010,800	10,789,000	11,679,100	12,642,600	13,685,600	14,814,700



Water Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
3,895,500	2,464,200	(1,431,300)	-37%

Description

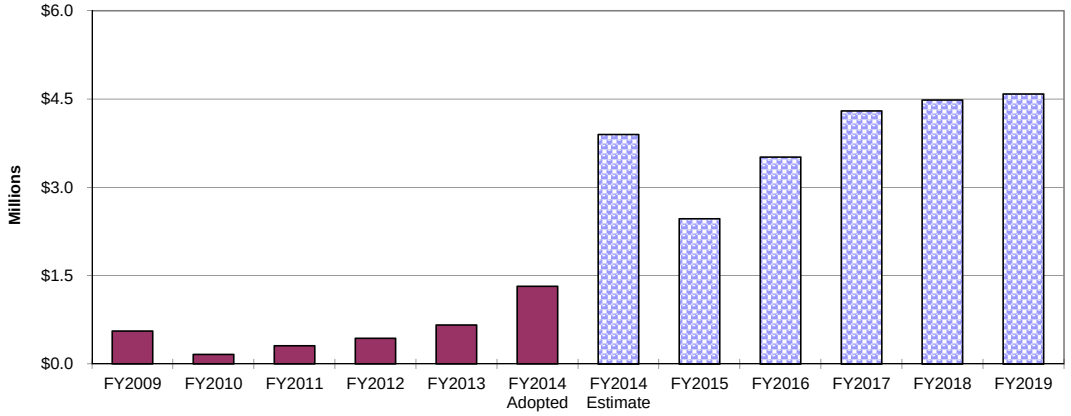
This source reflects one-time impact fees (latest revision effective 08/2014) charged to developers to recover costs associated with providing water related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. §9-463.05 and city ordinance # 07-16. These revenues are recorded in the water development impact fee funds.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected - SPA 1	560,195	(2,558)	310,527	430,672	661,087	1,320,800
Revenue Collected - SPA 2	0	165,836	0	4,993	0	0

Forecast Assumptions

The revenue forecast for future years was prepared by the third party consultant who prepared the 2014 development impact fee study calculated to recover the costs of growth related infrastructure improvements. Future year forecasts are based on established fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue - SPA 1	3,895,500	2,285,000	3,171,600	3,702,800	3,911,300	3,497,000
Projected Revenue - SPA 2	0	179,200	342,000	594,800	570,400	1,086,500



Water Replenishment Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
2,085,300	1,272,800	(812,500)	-39%

Description

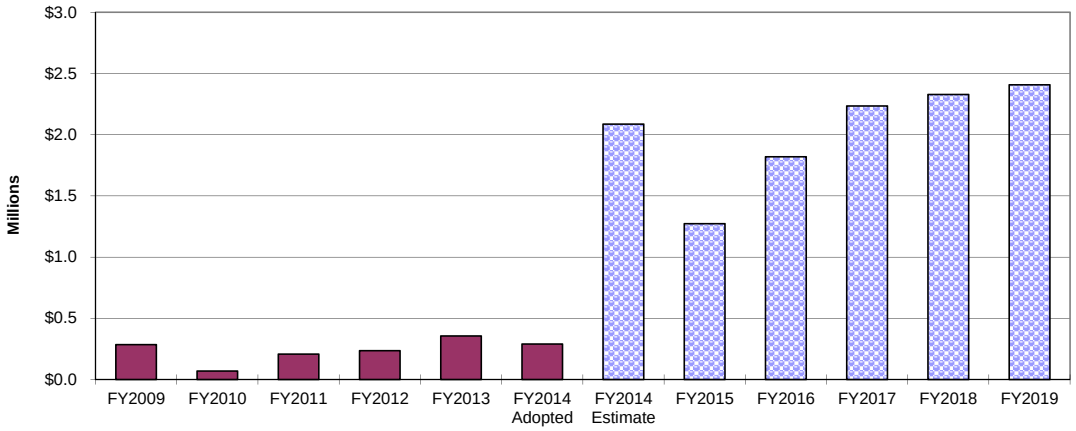
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing water replenishment related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities.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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected - SPA 1	228,287	46,966	166,877	232,694	355,720	290,000
Revenue Collected - SPA 2	55,559	21,140	39,457	3,039	0	0

Forecast Assumptions

The revenue forecast for future years was prepared by the third party consultant who prepared the 2014 development impact fee study calculated to recover the costs of growth related infrastructure improvements. Future year forecasts are based on established fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue - SPA 1	2,085,300	1,171,500	1,626,100	1,898,400	2,005,300	1,792,900
Projected Revenue - SPA 2	0	101,300	193,400	336,300	322,600	614,400



Wastewater Service Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
15,897,500	16,083,100	185,600	1%

Description

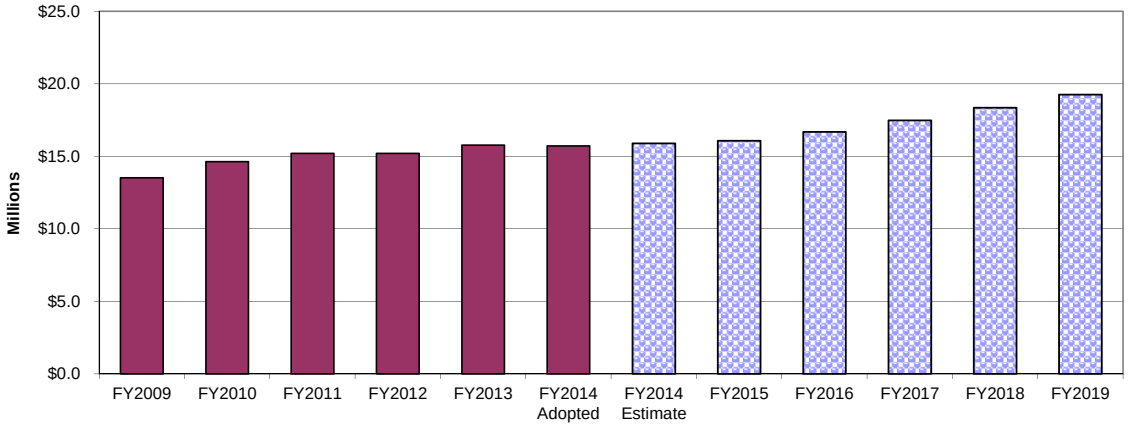
This source reflects the user charges collected from users of the city of Surprise wastewater service. The city is the only wastewater service provider. These revenues are recorded in the wastewater service fee fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	13,519,397	14,628,974	15,196,067	15,196,544	15,766,128	15,713,500

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 through FY2014 were based on a rate increase adopted by the Mayor and City Council effective January 1, 2010. Increases beginning in FY2015 reflect customer forecasts and no rate changes as submitted for Council Consideration along with the FY2015 budget.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	15,897,500	16,083,100	16,687,100	17,478,600	18,355,000	19,254,400



Wastewater Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
3,941,600	5,445,300	1,503,700	38%

Description

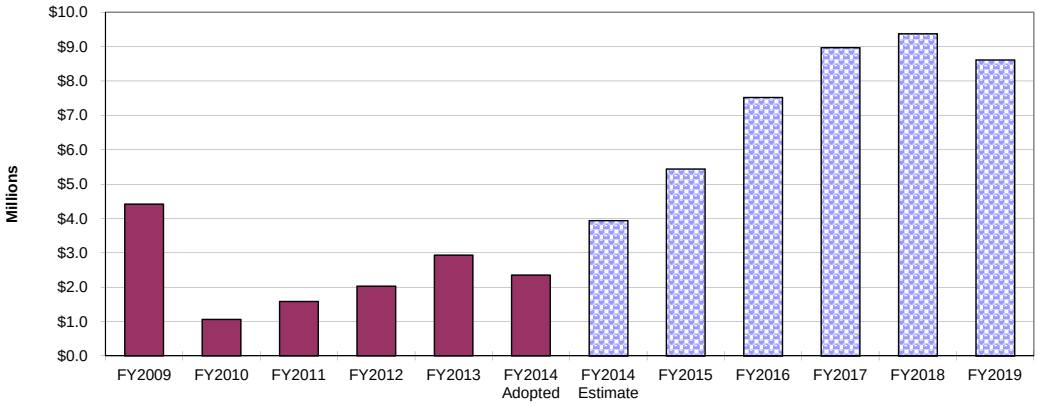
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing wastewater related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected - SPA 1	2,214,531	936,196	1,584,437	2,034,194	2,932,749	2,352,700
Revenue Collected - SPA 2	2,200,870	128,459	0	(3,713)	0	0

Forecast Assumptions

The revenue forecast for future years was prepared by the third party consultant who prepared the 2014 development impact fee study calculated to recover the costs of growth related infrastructure improvements. Future year forecasts are based on established fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue - SPA 1	3,941,600.0	5,403,700.0	7,472,700.0	8,729,100.0	9,247,800.0	8,316,200.0
Projected Revenue - SPA 2	0	41,600	53,100	243,700	132,400	300,000



Sanitation Service Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
6,563,100	6,690,000	126,900	2%

Description

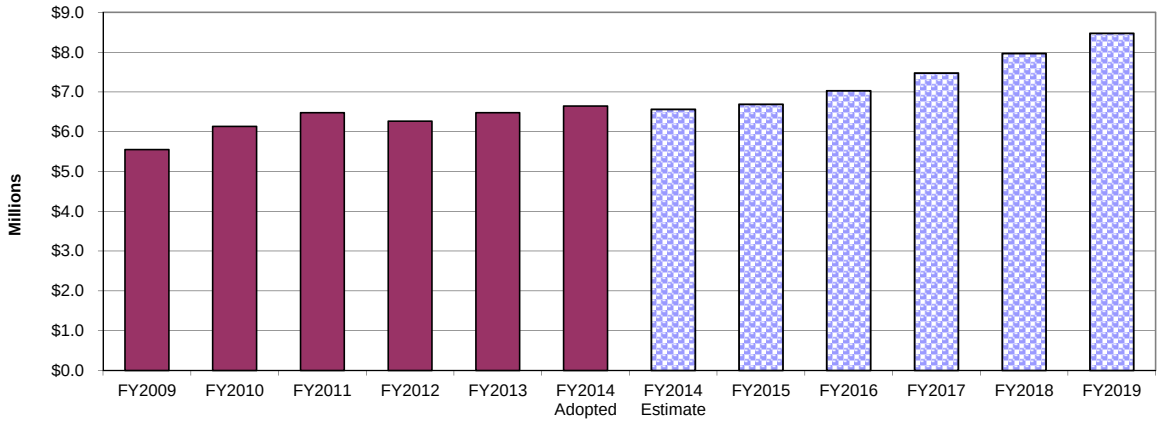
This source reflects the user charges collected from users of the city of Surprise sanitation service. These revenues are recorded in the sanitation service fee fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	5,549,225	6,134,835	6,479,386	6,267,774	6,480,232	6,644,200

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 through FY2014 were based on a rate increase adopted by the Mayor and City Council effective January 1, 2010. Increases beginning in FY2015 reflect customer forecasts and future rate increases as submitted for Council Consideration along with the FY2015 budget.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	6,563,100	6,690,000	7,029,900	7,475,200	7,968,500	8,474,500



General Government Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
324,900	795,700	470,800	145%

Description

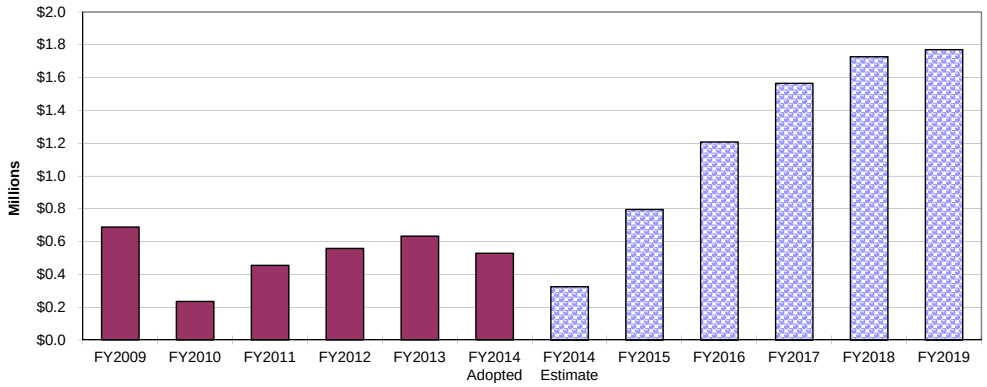
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with general government activities. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. §9-463.05 and city ordinance # 07-24.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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	688,951	235,747	455,045	140,644	0	0
Revenue Collected - 2012 Impact Fee	0	0	0	417,199	633,619	528,800

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	324,900	795,700	1,207,600	1,564,500	1,726,500	1,770,100



Police Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
214,000	482,800	268,800	126%

Description

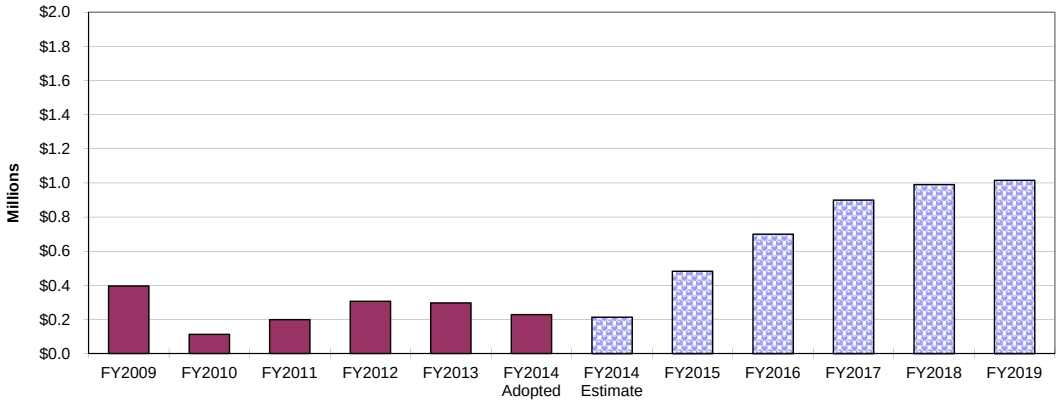
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing police facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. §9-463.05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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	395,950	112,634	198,945	61,726	28	0
Revenue Collected - 2012 Impact Fee	0	0	0	244,804	296,692	227,800

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	214,000	482,800	700,200	900,500	991,400	1,015,900



Parks and Recreation Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
290,500	836,000	545,500	188%

Description

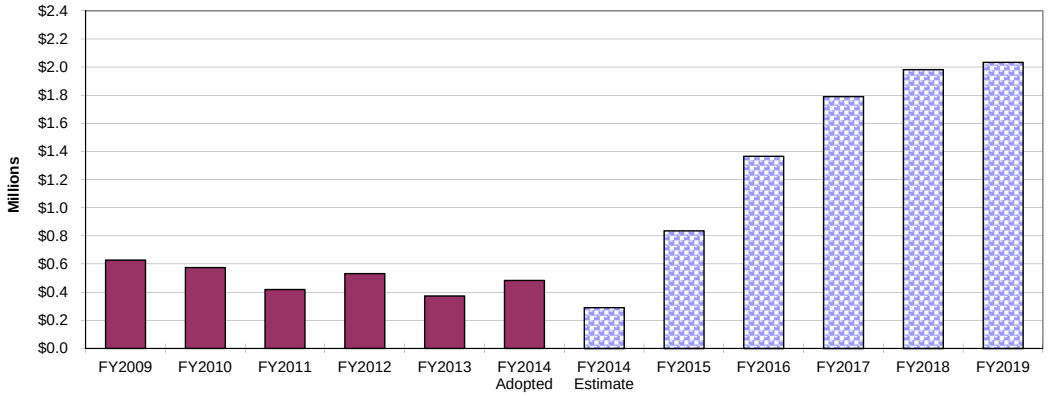
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing parks and recreation facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized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

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	627,627	573,541	418,690	195,493	0	0
Revenue Collected - 2012 Impact Fee	0	0	0	335,675	372,028	482,000

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	290,500	836,000	1,366,700	1,790,600	1,982,900	2,034,700



Public Works Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
110,500	0	(110,500)	-100%

Description

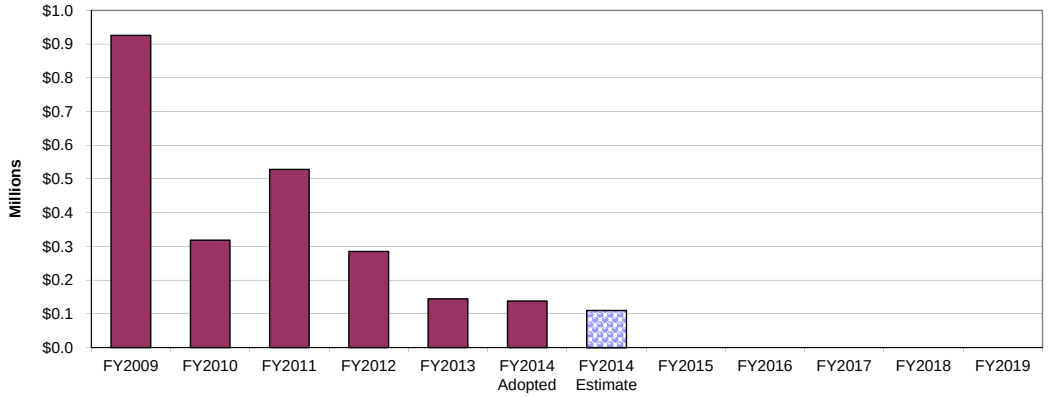
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing public works facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. §9-463.05 and city ordinance # 07-23. These revenues are recorded in the public works development impact fee fund. This fee will be discontinued after FY2014.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	926,136	318,452	528,549	173,480	(109)	0
Revenue Collected - 2012 Impact Fee	0	0	0	111,579	144,730	137,800

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	110,500	-	-	-	-	-



Fire and EMS Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
353,000	1,736,900	1,383,900	392%

Description

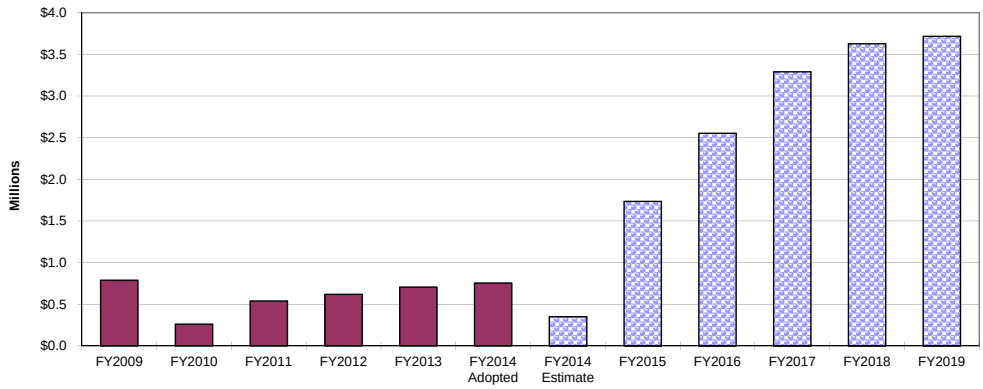
This source reflects one-time impact fees (latest revision effective 08/2014) charged to developers to recover costs associated with providing fire and emergency facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. §9-463.05 and city ordinance # 07-22. These revenues are recorded in the fire and EMS development impact fee fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	787,923	259,683	539,652	165,214	0	0
Revenue Collected - 2012 Impact Fee	0	0	0	453,467	706,495	754,100

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012. Increases in this source for FY215 reflect the addition of two fire stations which will be recovered through the fees.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue - 2012 Impact Fee	353,000	845,100	1,267,400	1,638,900	1,807,500	1,852,900
Projected Revenue - 2014 Impact Fee	-	891,800	1,287,700	1,654,900	1,821,500	1,866,400



Library Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
49,200	0	(49,200)	-100%

Description

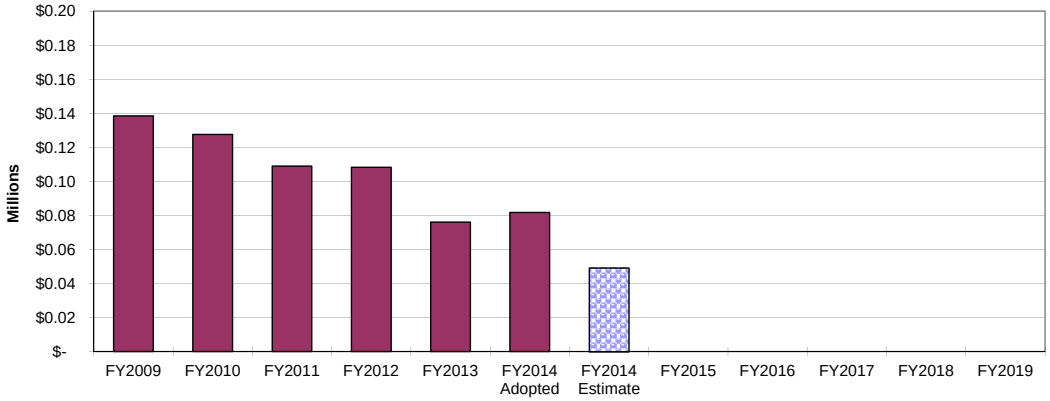
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing library facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. §9-463.05 and city Ordinance # 07-19. This fee will be discontinued after FY2014.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	138,504	127,564	109,001	45,912	0	0
Revenue Collected - 2012 Impact Fee	0	0	0	62,391	76,071	81,700

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	49,200	-	-	-	-	-



Roads of Regional Significance Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
205,800	0	(205,800)	-100%

Description

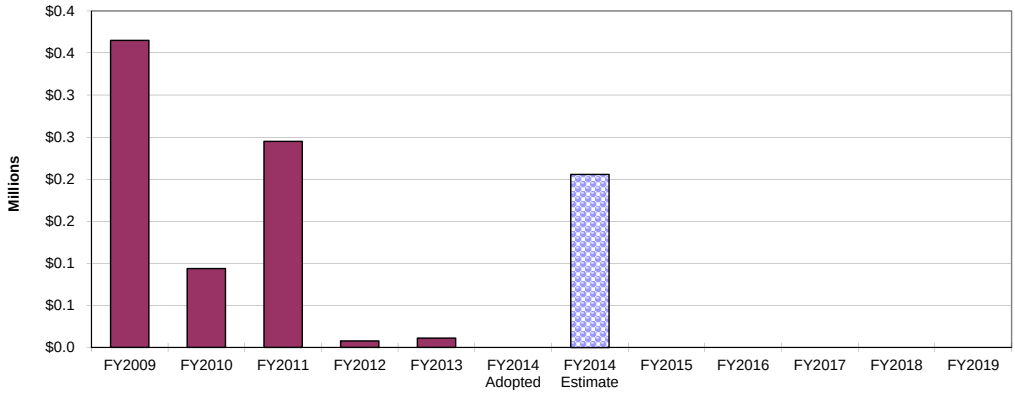
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with roads of regional significance. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. §9-463.05 and city ordinance # 07-25. This fee was initiated in FY2008. These revenues are recorded in the roads of regional significance development impact fee funds. These fees will be discontinued after FY2014.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected - SPA 2, 4, 6	359,499	91,440	241,971	2,641	5,715	0
Revenue Collected - SPA 3, 5	5,396	2,219	2,992	5,066	5,396	0

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue - SPA 2, 4, 6	205,800	0	0	0	0	0
Projected Revenue - SPA 3, 5	0	0	0	0	0	0



163rd Avenue Roadway Development Fee

FY2014 Estimate	FY2015 Adopted	$ Inc/(Dec)	% Inc/(Dec)
0	19,800	19,800	-

Description

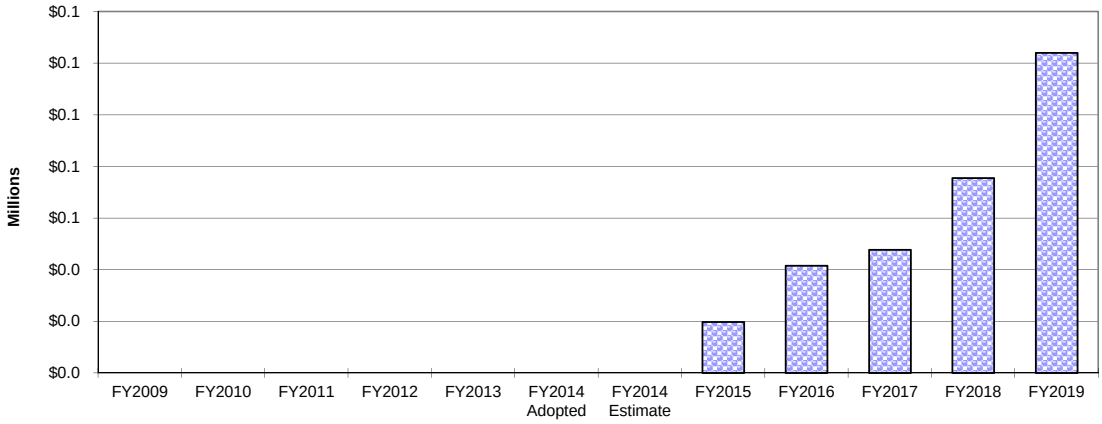
This source reflects one-time impact fees (latest revision effective 08/2014) charged to developers to recover costs associated with 163rd Avenue Roadway construction. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. §9-463.05. This fee was initiated in FY2015. These revenues are recorded in the 163rd avenue roadway development impact fee fund.

Actuals	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 Adopted
Revenue Collected	0	0	0	0	0	0

Forecast Assumptions

The current year estimate is based year-to-date trends and an estimate of the number of single family residential permits completed and valuation of non-single family residential permits completed. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source, which previously decreased due to the recessionary economy and reduced construction activity, is now showing signs of recovery as construction activity resumes. Future year forecasts are based on average fee rates with conservative permit estimates prepared by Elliot D. Pollack and Co. in the City of Surprise Economic Conditions Report dated March 2012.

Forecast	FY2014 Estimate	FY2015	FY2016	FY2017	FY2018	FY2019
Projected Revenue	-	19,800	41,600	47,700	75,500	124,000



Expenses by Category
FY 2015

Category	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Personnel	64,022,304	61,351,959	66,194,000	75,870,100	9,676,100	15%
Supplies	9,732,401	8,920,890	8,963,000	11,542,300	2,579,300	29%
Services	39,465,166	44,516,680	51,211,200	62,494,200	11,283,000	22%
Capital	14,280,887	12,320,000	21,101,800	35,660,400	14,558,600	69%
Transfer Out	14,722,103	12,710,795	17,737,900	23,022,800	5,284,900	30%
Debt	6,235,470	6,046,219	12,572,700	14,800,300	2,227,600	18%
Contingency	0	0	45,932,200	111,249,600	65,317,400	142%
Total	148,458,330	145,866,542	223,712,800	334,639,700	110,926,900	50%

Expenses by Department
FY 2015

Departments	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
111 - City Council	397,772	401,057	432,300	412,000	-20,300	-5%
121 - City Manager	745,934	1,646,620	2,193,400	9,319,400	7,126,000	325%
122 - Intergovt Relations	258,008	0	0	0	0	0%
131 - Legal	1,651,924	1,752,571	1,796,700	2,057,500	260,800	15%
141 - City Clerk	650,686	382,401	669,800	501,400	-168,400	-25%
142 - Finance	3,177,369	3,401,898	3,173,500	4,165,500	992,000	31%
143 - Human Resources	9,674,412	10,907,926	16,734,100	17,154,300	420,200	3%
144 - Information Technology	3,599,316	3,885,941	5,224,100	6,019,200	795,100	15%
145 - Public Information	761,820	0	0	0	0	0%
191 - General Operations	10,253,959	10,093,233	25,930,100	65,415,900	39,485,800	152%
242 - Community Development	7,767,630	7,878,670	10,069,700	5,895,900	-4,173,800	-41%
331 - City Court	2,147,930	2,018,538	2,599,400	2,486,300	-113,100	-4%
341 - Police	19,927,090	19,893,045	23,223,400	27,480,000	4,256,600	18%
342 - Emergency Services (fire)	15,124,642	14,815,004	16,332,800	20,397,800	4,065,000	25%
444 - Parks & Recreation	14,219,709	14,230,903	25,024,200	30,288,200	5,264,000	21%
445 - Arts Commission	128,323	0	0	0	0	0%
600 - Public Works	57,298,162	53,881,241	89,634,700	142,347,400	52,712,700	59%
791 - Debt Service	673,645	677,495	674,600	698,900	24,300	4%
Total	148,458,330	145,866,542	223,712,800	334,639,700	110,926,900	50%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Personnel						
36111 - FULL-TIME SALARIES	38,415,033	35,443,514	42,595,900	48,841,700	6,245,800	15%
36112 - PART-TIME EMPLOYEES (R	1,609,500	1,470,506	1,497,700	1,739,000	241,300	16%
36113 - OVERTIME COMPENSATION	1,520,794	1,430,318	1,748,000	2,297,200	549,200	31%
36114 - FAIR LABOR ACT OT COMP	470,843	500,544	590,600	703,300	112,700	19%
36115 - HOLIDAYS (REGULAR EMP	1,504,123	1,520,166	886,900	1,134,100	247,200	28%
36116 - PAID TIME OFF	4,050,554	4,443,381	0	0	0	0%
36118 - CITY COUNCIL	156,783	154,787	158,900	159,000	100	0%
36119 - Shift Differential	0	0	37,200	112,200	75,000	202%
36131 - FULL TIME SALARIES	21,238	0	0	0	0	0%
36132 - PART-TIME EMPLOYEES (TE	0	13,252	0	49,100	0	0%
36151 - STIPEND	183,814	155,679	161,800	150,000	-11,800	-7%
36152 - UNIFORM ALLOWANCE	250,926	298,264	325,200	327,700	2,500	1%
36153 - VEHICLE ALLOWANCE	4,200	4,375	1,500	4,200	2,700	180%
36157 - PAYROLL PAYABLE DUE	0	0	0	0	0	0%
36158 - HOUSING ALLOWANCE	0	0	0	0	0	0%
36211 - FICA	2,951,338	2,750,408	3,011,000	3,443,200	432,200	14%
36231 - MEDICAL	6,212,144	6,166,562	7,223,500	7,931,000	707,500	10%
36232 - DENTAL	392,785	397,246	434,900	470,600	35,700	8%
36233 - VISION	67,063	62,247	67,400	69,100	1,700	3%
36234 - LIFE	169,796	177,665	188,600	215,900	27,300	14%
36235 - SHORT TERM DISABILITY	0	0	0	0	0	0%
36251 - DEFERRED	32,339	40,198	32,800	33,700	900	3%
36252 - AZ STATE RETIREMENT	2,833,729	2,790,926	3,304,700	3,709,700	405,000	12%
36253 - AZ PUBLIC SAFETY RETIRE	2,123,416	2,457,475	2,867,000	3,582,300	715,300	25%
36255 - POST EMP. HEALTH PLAN	9,445	17,395	0	0	0	0%
36256 - 457 & 401A CONTRIBUTION	60,811	53,591	0	0	0	0%
36257 - AZ ELECTED OFFICIALS RE	51,894	56,498	65,500	65,800	300	0%
36259 - OTHER RETIREMENT	2,743	0	0	0	0	0%
36261 - RETIRE ALT. CONTR. RATE	61,550	74,960	0	0	0	0%
36278 - WORKERS COMPENSATION	867,950	872,677	942,100	1,073,700	131,600	14%
36279 - OTHER COMPENSATION	0	0	0	0	0	0%
36999 - LABOR DIST. INTER-DEPAR	-2,506	-675	52,800	-242,400	-295,200	-559%
Personnel Subtotal	64,022,304	61,351,959	66,194,000	75,870,100	9,676,100	15%
Supplies						
37111 - OFFICE SUPPLIES	132,595	120,268	140,400	137,700	-2,700	-2%
37112 - COMPUTER SUPPLIES	210,676	166,866	160,600	172,800	12,200	8%
37113 - POSTAGE	0	193	200	200	0	0%
37114 - BOOKS & SUBSCRIPTIONS	49,119	37,855	78,200	74,700	-3,500	-4%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Supplies						
37131 - UNIFORMS	146,034	72,462	93,700	117,600	23,900	26%
37132 - CLOTHING	0	102	500	500	0	0%
37133 - PERSONAL PROTECTIVE E	0	54,148	80,100	117,200	37,100	46%
37141 - RADIO SUPPLIES	47,096	59,802	19,200	26,900	7,700	40%
37142 - PHONE SUPPLIES	14,740	10,636	8,300	8,500	200	2%
37151 - AMMUNITION	36,612	24,513	49,700	59,000	9,300	19%
37152 - WEAPONS	13,339	7,042	3,500	12,000	8,500	243%
37153 - CANINE	3,103	2,940	3,800	3,800	0	0%
37154 - INVESTIGATION SUPPLIES	9,519	5,183	6,000	6,000	0	0%
37161 - OPERATIONAL SUPPLIES	778,389	684,662	766,600	1,032,900	266,300	35%
37162 - FURN-FIXTURE-EQUIP <$10,	910,702	289,308	612,800	1,029,600	416,800	68%
37163 - TRAFFIC SIGNAL SUPPLIES	106,766	128,674	88,800	88,800	0	0%
37164 - SIGNS AND SIGN SUPPLIES	214,529	224,511	255,700	351,500	95,800	37%
37165 - OP EQUIP, TOOL, PART <10	1,013,339	1,065,654	1,379,200	2,677,600	1,298,400	94%
37171 - INSURANCE	877,770	666,345	0	0	0	0%
37172 - CLAIM/SETTLEMT/DEDUCT	142,968	485,435	0	0	0	0%
37173 - WELLNESS	15,242	21,653	39,500	39,500	0	0%
37181 - PURCHASES FOR RESALE (	375,591	370,749	321,500	106,800	-214,700	-67%
37191 - FOOD (NON-TRAVEL)	219,835	-252	800	20,500	19,700	2463%
37192 - AWARDS & RECOGNITION	116,790	122,133	134,600	146,100	11,500	9%
37193 - SAFETY & FIRST AID SUPPL	108,297	175,262	137,500	139,800	2,300	2%
37194 - COMMUNITY RELATIONS S	68,238	118,586	332,400	71,300	-261,100	-79%
37195 - SPECIAL EVENT HOSTING	0	208,365	173,300	249,200	75,900	44%
37196 - MEETING SUPPLIES	0	17,796	19,400	25,600	6,200	32%
37211 - GAS & FUEL	1,557,361	1,484,057	1,374,100	1,522,800	148,700	11%
37212 - AUTO PARTS & LUBRICANT	769,495	669,467	822,100	887,700	65,600	8%
37221 - REPAIR AND MAINTENANCE	174,571	190,030	185,200	240,400	55,200	30%
37222 - CLEANING/JANITORIAL	98,672	96,150	111,700	119,600	7,900	7%
37223 - AGRICULTURAL/GROUNDS	442,177	383,839	415,800	555,000	139,200	33%
37232 - CHEMICAL SUPPLIES	851,349	798,539	924,400	1,238,700	314,300	34%
37233 - STREET REPAIR SUPPLIES	158,240	96,166	163,800	168,800	5,000	3%
37391 - DISTRICT 1-EXPENDITURES	2,234	0	2,000	2,000	0	0%
37392 - DISTRICT 2-EXPENDITURES	248	0	2,000	2,000	0	0%
37393 - DISTRICT 3-EXPENDITURES	1,603	0	2,000	2,000	0	0%
37394 - DISTRICT 4-EXPENDITURES	1,322	0	2,000	2,000	0	0%
37395 - DISTRICT 5-EXPENDITURES	279	0	2,000	2,000	0	0%
37396 - DISTRICT 6-EXPENDITURES	3,335	0	2,000	2,000	0	0%
37397 - MAYOR EXPENDITURES	8,860	0	0	0	0	0%
37398 - COUNCIL COMMUNITY OUT	0	4,642	0	0	0	0%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Supplies						
37992 - LICENSES/PERMITS	2,463	0	0	0	0	0%
37996 - PACKAGING SUPPLIES	2,728	1,418	5,000	3,000	-2,000	-40%
37997 - TRAINING & EDUCATION SU	34,010	36,344	30,000	67,900	37,900	126%
37998 - PHOTOGRAPHY SUPPLIES	6,124	6,120	10,900	8,600	-2,300	-21%
37999 - MISCELLANEOUS SUPPLIES	6,041	13,228	1,700	1,700	0	0%
Supplies Subtotal	9,732,401	8,920,890	8,963,000	11,542,300	2,579,300	29%
Services						
38111 - DIST. 1-TRAVEL & TRAINING	1,164	4,129	0	0	0	0%
38112 - DIST. 2-TRAVEL & TRAINING	868	4,045	0	0	0	0%
38113 - DIST. 3-TRAVEL & TRAINING	3,477	4,643	0	0	0	0%
38114 - DIST. 4-TRAVEL & TRAINING	773	488	0	0	0	0%
38115 - DIST. 5-TRAVEL & TRAINING	0	408	0	0	0	0%
38116 - DIST. 6-TRAVEL & TRAINING	1,573	734	0	0	0	0%
38117 - MAYOR TRAVEL & TRAININ	8,578	15,714	0	0	0	0%
38118 - ELECTION EXPENSE	248,556	0	0	0	0	0%
38119 - BOARDS & COMMISSIONS	0	0	32,800	32,800	0	0%
38122 - FINANCIAL SERVICES	157,832	119,128	106,400	125,500	19,100	18%
38123 - TAXES & SERVICE FEES	314,185	187,956	123,500	184,300	60,800	49%
38124 - AUDIT SERVICES	195,729	134,089	152,000	132,600	-19,400	-13%
38125 - LEGAL SERVICES	109,980	43,701	126,500	120,000	-6,500	-5%
38126 - SERVICE AGREEMENTS	2,118,905	3,053,324	3,605,700	3,876,600	270,900	8%
38127 - ECONOMIC DEVELOPMENT	1,728,694	1,738,602	1,831,100	2,333,400	502,300	27%
38128 - RECORDING, LICENSE FEE	109,052	111,902	119,600	127,900	8,300	7%
38129 - SOFTWARE LICENSES	353,495	512,505	515,100	853,700	338,600	66%
38131 - COLLECTION FEES-DELINQ.	13	10	500	500	0	0%
38132 - ENTRYFEES/APPLICATIONF	0	41	0	0	0	0%
38141 - ANIMAL CONTROL SERVICE	384	0	800	4,000	3,200	400%
38142 - JAIL SERVICES	728,088	722,299	788,000	800,000	12,000	2%
38143 - PUBLIC DEFENDER	191,650	173,000	194,500	194,500	0	0%
38144 - COURT REPORTERS	236	578	1,000	1,000	0	0%
38145 - JURIES	3,205	2,430	3,000	6,000	3,000	100%
38146 - INTERPRETERS	6,584	7,327	10,100	10,100	0	0%
38147 - CODE ENFORCEMENT	33,787	27,188	50,000	50,000	0	0%
38149 - ANNUAL FIRE FIGHTER PHY	77,850	80,015	97,500	102,600	5,100	5%
38162 - LANDSCAPE SERVICES	670,809	694,879	865,300	1,520,800	655,500	76%
38181 - GRANTS TO OUTSIDE AGEN	0	0	10,000	15,000	5,000	50%
38183 - COMMUNITY RELATIONS SE	258,634	33,812	72,600	66,600	-6,000	-8%
38184 - ADMISSIONS	58,875	57,010	37,100	74,800	37,700	102%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Services						
38185 - Council Community Outreach	0	0	50,000	75,000	25,000	50%
38186 - Council Regional Outreach	0	0	10,000	10,000	0	0%
38191 - PRE-EMPLOYMENT SERVIC	65,580	61,367	49,000	394,800	345,800	706%
38192 - LAB SERVICES	159,948	123,483	153,600	164,600	11,000	7%
38193 - FILM SERVICES	3,332	996	2,200	1,200	-1,000	-45%
38194 - REAL PROPERTY SERVICE	19,760	16,905	16,000	16,000	0	0%
38195 - GIS SERVICES	28,785	28,245	30,000	30,000	0	0%
38196 - AERIAL PHOTOGRAPHY	44,890	5,919	6,000	33,500	27,500	458%
38197 - SPORTING OFFICIALS	0	216,508	240,300	327,000	86,700	36%
38198 - CLASS INSTRUCTORS	0	64,829	87,500	75,100	-12,400	-14%
38199 - PROFESSIONAL & OUTSIDE	3,359,995	4,486,000	4,913,100	11,790,100	6,877,000	140%
38211 - WATER	1,448,329	1,348,897	1,727,400	1,037,900	-689,500	-40%
38212 - ELECTRICITY	6,547,523	6,767,391	7,215,600	7,323,100	107,500	1%
38213 - PROPANE/NATURAL GAS	79,071	83,910	128,800	140,400	11,600	9%
38214 - TELEPHONE SERVICE	296,173	307,065	310,700	322,800	12,100	4%
38216 - SANITARY/LANDFILL	1,127,489	1,178,208	1,169,900	1,205,100	35,200	3%
38217 - POSTAGE & MAILINGS	127,358	133,256	180,200	173,300	-6,900	-4%
38221 - CELL PHONE/PAGERS	202,257	178,136	169,200	186,800	17,600	10%
38223- CAP RECHARGE WATER	0	0	0	1,701,400	0	0%
38311 - BUILDING MAINTENANCE	583,969	353,772	512,000	501,500	-10,500	-2%
38312 - STREETS MAINTENANCE	214,334	2,108,028	2,227,500	2,167,500	-60,000	-3%
38321 - RADIO EQUIP. MAINT.	183,739	213,963	383,800	443,100	59,300	15%
38322 - COMPUTER MAINTENANCE	36,719	51,261	126,300	128,200	1,900	2%
38323 - OFFICE EQUIPMENT MAINT.	1,476	9,641	19,000	18,900	-100	-1%
38324 - MACHINERY & EQUIPMENT	525,993	1,088,287	659,200	1,304,900	645,700	98%
38331 - VEHICLE MAINTENANCE	395,695	378,510	414,100	397,000	-17,100	-4%
38341 - TRAFFIC SIGNAL R&M	170	0	15,000	15,000	0	0%
38351 - WELLS/SEWER/LINS/ETC.	454,494	407,058	559,100	1,024,100	465,000	83%
38361 - BUILDING CONTRACTORS	111,532	131,035	159,700	150,700	-9,000	-6%
38371 - JANITORIAL SERVICES	326,165	299,089	323,000	335,600	12,600	4%
38372 - PEST CONTROL SERVICES	97,338	98,780	107,600	111,500	3,900	4%
38381 - GROUNDS MAINTENANCE	101,284	269,895	151,200	434,700	283,500	188%
38382 - PARKS MAINTENANCE	51,741	46,443	47,700	62,800	15,100	32%
38391 - OTHER	425	1,075	0	0	0	0%
38411 - WATER SERVICE CONTRAC	1,307,782	1,338,964	1,330,000	289,000	-1,041,000	-78%
38412 - SEWER SERVICE CONTRAC	456,679	530,560	520,000	662,000	142,000	27%
38413 - TRASH COLLECTION CONT	362,115	418,662	410,000	501,000	91,000	22%
38511 - BUILDING & STRUCTURES	29,822	31,945	51,500	53,400	1,900	4%
38521 - EQUIPMENT RENTAL	527,558	429,333	507,500	480,200	-27,300	-5%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Services						
38591 - OTHER RENTALS/LEASES	241,839	352,112	260,200	400,700	140,500	54%
38911 - UNEMPLOYMENT CONTRIB	56,118	72,322	132,000	42,000	-90,000	-68%
38912 - RISK INSURANCE PREMIUM	1,448,626	1,600,000	1,600,000	1,600,000	0	0%
38913 - CLAIM SETTLEMENT	5,857,315	7,187,782	8,061,400	8,836,800	775,400	10%
38914 - COBRA INSURANCE	14,131	17,017	15,700	0	-15,700	-100%
38915 - MEDICAL INSURANCE PRE	803,942	832,936	927,800	1,056,500	128,700	14%
38916 - EVENT GENERAL INSURAN	0	1,000	3,300	3,400	100	3%
38917 - GENERAL INSURANCE ADM	0	0	1,000,000	1,000,000	0	0%
38918 - LIMITED PURPOSE FLEXIBL	0	0	0	0	0	0%
38919 - FSA EE CLAIM SETTLEMEN	0	12,004	0	0	0	0%
38921 - TUITION REIMBURSEMENT	120,913	95,171	89,600	80,000	-9,600	-11%
38922 - TRAVEL & TRAINING	339,628	269,672	406,300	517,000	110,700	27%
38924 - DUES & MEMBERSHIPS	258,786	254,668	273,400	318,000	44,600	16%
38925 - FEDERAL MILEAGE ALLOW	13,428	9,441	17,000	17,900	900	5%
38926 - EMPLOYEE ORIENTATION	374	200	500	500	0	0%
38927 - EE CERTIFICATIONS & LICE	4,160	24,216	55,500	119,700	64,200	116%
38928 - COUNCIL TRAVEL & TRAINI	0	0	46,000	46,000	0	0%
38931 - ADVERTISING	269,872	255,566	261,200	218,500	-42,700	-16%
38942 - RADIO DISPATCH SERVICE	520,372	555,600	615,400	615,400	0	0%
38951 - PRINTING	176,896	159,687	267,600	256,100	-11,500	-4%
38991 - UNIFORM/LAUNDRY SERVI	62,463	52,535	59,700	56,300	-3,400	-6%
38993 - USER FEES	0	0	13,000	13,000	0	0%
38994 - DEVELOPER REIMBURSME	2,544,247	1,663,919	2,987,600	2,330,700	-656,900	-22%
38995 - OTHER REFUNDS	0	67,829	0	0	0	0%
38999 - OTHER PROFESSIONAL SE	69,559	95,630	391,200	243,800	-147,400	-38%
Services Subtotal	39,465,166	44,516,680	51,211,200	62,494,200	11,283,000	22%
Capital						
39111 - LAND PURCHASES	19,833	159	628,100	358,700	-269,400	-43%
39112 - IMPROVEMENTS TO LAND	4,900	0	0	1,906,200	0	0%
39210 - BUILDING & STRUCTURES (	-3,256,469	-584,107	0	0	0	0%
39211 - BUILDING & STRUCTURE P	4,229,296	524,123	14,863,600	14,682,900	-180,700	-1%
39212 - IMPROVEMENTS TO BUILDI	99,198	234,936	0	3,091,200	0	0%
39220 - STREETS/INFRASTRUCTUR	-201,915	-23,373	0	0	0	0%
39221 - STREETS PURCHASES	0	0	67,500	0	-67,500	-100%
39222 - STREET IMPROVEMENTS	1,107,681	133,802	61,200	2,360,000	2,298,800	3756%
39223 - INFRASTRUCTURE PURCH	0	82,332	0	3,050,000	0	0%
39224 - INFRASTRUCTURE IMPROV	102,109	0	15,000	2,286,800	2,271,800	15145%
39310 - IMP.'S OTR THAN BLDGS &	-575,387	-933,202	0	0	0	0%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Capital						
39311 - IMP.'S OTR THAN BLDG. & L	935,428	378,693	584,000	519,900	-64,100	-11%
39410 - FURN., FIXTURES & OFFICE	-23,981	-95,591	0	0	0	0%
39411 - FURN., FIXTURES & OFC EQ	350,182	338,952	851,000	282,300	-568,700	-67%
39420 - VEHICLES (YEAR-END)	-1,344,646	0	0	0	0	0%
39421 - VEHICLES	2,455,994	1,584,819	3,932,300	6,448,200	2,515,900	64%
39422 - IMPROVEMENTS TO VEHICL	47,889	8,563	0	0	0	0%
39430 - MACHINERY & EQUIPMENT	-75,978	0	0	0	0	0%
39431 - MACH. & EQUIPMENT	256,560	219,130	99,100	674,200	575,100	580%
39432 - IMP'S TO MACH. & EQUIPME	0	52,301	0	0	0	0%
39510 - MINERAL/WATER	0	-153,735	0	0	0	0%
39511 - RIGHTS	0	153,735	0	0	0	0%
39520 - EASEMENTS (YEAR-END)	-9,160	0	0	0	0	0%
39521 - EASEMENTS	9,160	0	0	0	0	0%
39600 - CAPITAL INTEREST	-60,391	-160,206	0	0	0	0%
39610 - CAPITAL INTEREST EXPEN	60,391	160,206	0	0	0	0%
39711 - BUILDINGS & STRUCTURES	912,340	912,892	0	0	0	0%
39712 - IMP'S OTHER THN BLDGS &	8,379,759	8,576,212	0	0	0	0%
39713 - EQUIPMENT	858,096	909,359	0	0	0	0%
Capital Subtotal	14,280,887	12,320,000	21,101,800	35,660,400	14,558,600	69%
Transfer Out						
34011 - COS WTR IN LIEU FRANCH.	216,818	216,155	200,400	233,400	33,000	16%
34012 - COS SWR IN LIEU FRANCH.	304,409	317,237	314,300	321,700	7,400	2%
34013 - COS SANI. HAULER'S LIC. T	25,000	24,000	24,000	26,000	2,000	8%
34021 - WATER INDIRECT COSTS T	1,453,900	1,453,900	1,244,100	1,244,100	0	0%
34022 - SEWER INDIRECT COSTS T	1,349,000	1,349,000	1,552,400	1,552,400	0	0%
34023 - SANI. INDIRECT COSTS TR	857,800	857,800	1,886,400	1,886,400	0	0%
34031 - WTR PYMT ILO PROP TAX T	122,480	139,895	153,900	161,200	7,300	5%
34032 - SWR PYMT ILO PROP TAX T	293,470	364,654	388,200	389,200	1,000	0%
34033 - SANI PYMT ILO PROPTAX T	5,967	6,581	8,600	8,600	0	0%
34041 - MPC03 RENT PAYMENTS-T	4,825,448	4,818,348	4,819,200	0	-4,819,200	-100%
34047 - MPC07 RENT PAYMENTS-T	2,401,733	2,397,688	7,072,700	8,703,000	1,630,300	23%
34048 - DEBT14 RENT PAYMENTS-T	0	0	0	5,423,400	0	0%
34999 - TRF TO OTHER FUNDS	2,866,078	765,536	73,700	3,073,400	2,999,700	4070%
Transfer Out Subtotal	14,722,103	12,710,795	17,737,900	23,022,800	5,284,900	30%
Debt						
39813 - OTHER (LEASES)	9,000	6,500	6,600	4,000	-2,600	-39%
39821 - PRINCIPAL BONDS	2,449,900	2,533,136	8,400,000	9,757,100	1,357,100	16%
39822 - INTEREST BONDS	4,405,416	4,183,039	4,166,100	5,039,200	873,100	21%

Citywide Expenses Summary by Category and Object
FY 2015

Object	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
Debt						
39823 - OTHER (BONDS)	1,000	3,000	0	0	0	0%
39824 - AMORTIZATION - BONDS	83,275	9,104	0	0	0	0%
39832 - INTEREST NOTES	6,569	0	0	0	0	0%
39833 - OTHER (NOTES)	19,706	0	0	0	0	0%
39834 - AMORTIZATION - NOTES	22,603	0	0	0	0	0%
39861 - BAD DEBT EXPENSE	153,998	0	0	0	0	0%
39871 - WATER STORAGE INVENTO	-789,308	-474,737	0	0	0	0%
39872 - INVENTORY ADJUSTMENT	-126,690	-191,711	0	0	0	0%
39891 - PREPAIDS	0	-22,112	0	0	0	0%
Debt Subtotal	6,235,470	6,046,219	12,572,700	14,800,300	2,227,600	18%
Contingency						
39995 - ECONOMIC DEV CONTINGE	0	0	791,000	1,000,000	209,000	26%
39996 - GRANT MATCH CONTINGEN	0	0	70,000	70,000	0	0%
39999 - CONTINGENCY	0	0	45,071,200	110,179,600	65,108,400	144%
Contingency Subtotal	0	0	45,932,200	111,249,600	65,317,400	142%
Grand Total	148,458,330	145,866,542	223,712,800	334,639,700	110,926,900	50%

Citywide Expenses Summary by Department and Category
FY 2015

Department/Category	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
111 - City Council						
Personnel	294,654	292,376	307,200	306,200	-1,000	0%
Supplies	25,092	10,229	18,000	18,000	0	0%
Services	78,026	93,752	107,100	87,800	-19,300	-18%
Debt	0	4,700	0	0	0	0%
111 - City Council Total	397,772	401,057	432,300	412,000	-20,300	-5%
121 - City Manager						
Personnel	644,936	1,289,711	1,595,100	2,446,000	850,900	53%
Supplies	3,125	49,168	33,100	100,200	67,100	203%
Services	97,873	307,969	445,200	5,630,700	5,185,500	1165%
Capital	0	0	50,000	72,500	22,500	45%
Debt	0	-229	0	0	0	0%
Contingency	0	0	70,000	1,070,000	1,000,000	1429%
121 - City Manager Total	745,934	1,646,620	2,193,400	9,319,400	7,126,000	325%
122 - Intergovt Relations						
Personnel	187,816	0	0	0	0	0%
Supplies	5,826	0	0	0	0	0%
Services	64,367	0	0	0	0	0%
122 - Intergovt Relations Total	258,008	0	0	0	0	0%
131 - Legal						
Personnel	1,530,760	1,686,248	1,609,200	1,858,000	248,800	15%
Supplies	14,251	16,713	27,400	29,000	1,600	6%
Services	106,914	51,508	160,100	170,500	10,400	6%
Debt	0	-1,898	0	0	0	0%
131 - Legal Total	1,651,924	1,752,571	1,796,700	2,057,500	260,800	15%
141 - City Clerk						
Personnel	345,276	355,247	362,500	388,100	25,600	7%
Supplies	5,563	6,817	8,000	28,500	20,500	256%
Services	299,847	20,337	299,300	84,800	-214,500	-72%
141 - City Clerk Total	650,686	382,401	669,800	501,400	-168,400	-25%
142 - Finance						
Personnel	2,333,346	2,082,584	2,287,400	2,893,500	606,100	26%
Supplies	33,955	27,774	32,100	41,900	9,800	31%
Services	810,068	1,291,862	749,000	1,230,100	481,100	64%
Capital	0	0	25,000	0	-25,000	-100%
Debt	0	-322	0	0	0	0%
Contingency	0	0	80,000	0	-80,000	-100%
142 - Finance Total	3,177,369	3,401,898	3,173,500	4,165,500	992,000	31%

Citywide Expenses Summary by Department and Category
FY 2015

Department/Category	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
143 - Human Resources						
Personnel	1,095,074	1,040,526	1,217,100	1,397,300	180,200	15%
Supplies	1,119,706	1,220,943	99,800	97,300	-2,500	-3%
Services	7,460,839	8,667,467	10,956,000	11,791,500	835,500	8%
Capital	0	0	0	5,800	0	0%
Debt	-1,207	-21,010	0	0	0	0%
Contingency	0	0	4,461,200	3,862,400	-598,800	-13%
143 - Human Resources Total	9,674,412	10,907,926	16,734,100	17,154,300	420,200	3%
144 - Information Technology						
Personnel	2,189,442	2,219,800	2,338,100	2,564,200	226,100	10%
Supplies	145,389	99,791	102,700	443,700	341,000	332%
Services	1,156,997	1,253,929	2,148,300	2,687,400	539,100	25%
Capital	107,489	294,489	635,000	323,900	-311,100	-49%
Debt	0	17,933	0	0	0	0%
144 - Information Technology Total	3,599,316	3,885,941	5,224,100	6,019,200	795,100	15%
145 - Public Information						
Personnel	575,526	0	0	0	0	0%
Supplies	21,487	-206	0	0	0	0%
Services	164,807	0	0	0	0	0%
Debt	0	206	0	0	0	0%
145 - Public Information Total	761,820	0	0	0	0	0%
191 - General Operations						
Personnel	2,743	0	0	0	0	0%
Supplies	0	0	0	0	0	0%
Services	91,046	77,302	53,700	65,800	12,100	23%
Capital	126,034	1,653,441	2,281,300	3,979,700	1,698,400	74%
Transfer Out	3,674,018	2,145,000	1,607,100	4,573,400	2,966,300	185%
Debt	6,360,119	6,217,491	11,898,100	14,126,400	2,228,300	19%
Contingency	0	0	10,089,900	42,670,600	32,580,700	323%
191 - General Operations Total	10,253,959	10,093,233	25,930,100	65,415,900	39,485,800	152%
242 - Community Development						
Personnel	2,956,388	2,993,473	3,398,800	3,855,200	456,400	13%
Supplies	85,845	57,534	87,900	93,300	5,400	6%
Services	4,725,398	4,825,664	5,767,000	1,947,400	-3,819,600	-66%
Capital	0	0	25,000	0	-25,000	-100%
Debt	0	2,000	0	0	0	0%
Contingency	0	0	791,000	0	-791,000	-100%
242 - Community Development Total	7,767,630	7,878,670	10,069,700	5,895,900	-4,173,800	-41%
331 - City Court						

Citywide Expenses Summary by Department and Category
FY 2015

Department/Category	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
331 - City Court						
Personnel	1,741,818	1,635,326	1,641,200	1,784,200	143,000	9%
Supplies	29,336	28,399	28,900	40,900	12,000	42%
Services	376,776	354,812	410,300	228,900	-181,400	-44%
Capital	0	0	11,100	220,000	208,900	1882%
Contingency	0	0	507,900	212,300	-295,600	-58%
331 - City Court Total	2,147,930	2,018,538	2,599,400	2,486,300	-113,100	-4%
341 - Police						
Personnel	16,643,145	16,794,454	18,103,400	21,157,400	3,054,000	17%
Supplies	795,742	1,003,500	1,358,200	2,539,500	1,181,300	87%
Services	1,650,655	1,710,532	1,821,300	1,980,000	158,700	9%
Capital	591,450	144,717	191,000	19,700	-171,300	-90%
Transfer Out	246,098	245,736	245,800	245,200	-600	0%
Debt	0	-5,893	0	0	0	0%
Contingency	0	0	1,503,700	1,538,200	34,500	2%
341 - Police Total	19,927,090	19,893,045	23,223,400	27,480,000	4,256,600	18%
342 - Emergency Services (fire)						
Personnel	12,645,604	12,710,440	13,558,300	15,708,300	2,150,000	16%
Supplies	1,098,210	483,776	573,000	538,100	-34,900	-6%
Services	1,305,830	1,330,331	1,605,000	1,771,400	166,400	10%
Capital	-46,604	180,704	475,000	175,000	-300,000	-63%
Transfer Out	121,601	121,422	121,500	121,200	-300	0%
Debt	0	-11,669	0	0	0	0%
Contingency	0	0	0	2,083,800	0	0%
342 - Emergency Services (fire) Total	15,124,642	14,815,004	16,332,800	20,397,800	4,065,000	25%
444 - Parks & Recreation						
Personnel	6,255,086	5,648,467	6,335,800	6,976,800	641,000	10%
Supplies	2,069,385	1,989,385	2,205,100	2,282,900	77,800	4%
Services	5,069,045	5,798,816	6,457,800	7,522,000	1,064,200	16%
Capital	0	0	719,000	5,135,100	4,416,100	614%
Transfer Out	826,193	794,064	794,200	1,437,500	643,300	81%
Debt	0	171	0	0	0	0%
Contingency	0	0	8,512,300	6,933,900	-1,578,400	-19%
444 - Parks & Recreation Total	14,219,709	14,230,903	25,024,200	30,288,200	5,264,000	21%
445 - Arts Commission						
Supplies	1,593	0	0	0	0	0%
Services	26,430	0	0	0	0	0%
Transfer Out	100,300	0	0	0	0	0%
445 - Arts Commission Total	128,323	0	0	0	0	0%

Citywide Expenses Summary by Department and Category
FY 2015

Department/Category	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
600 - Public Works						
Personnel	14,580,692	12,603,307	13,439,900	14,534,900	1,095,000	8%
Supplies	4,277,897	3,927,066	4,388,800	5,289,000	900,200	21%
Services	15,980,249	18,732,401	20,231,100	27,295,900	7,064,800	35%
Capital	13,502,518	10,046,649	16,689,400	25,728,700	9,039,300	54%
Transfer Out	9,753,893	9,404,573	14,969,300	16,645,500	1,676,200	11%
Debt	-797,087	-832,755	0	0	0	0%
Contingency	0	0	19,916,200	52,853,400	32,937,200	165%
600 - Public Works Total	57,298,162	53,881,241	89,634,700	142,347,400	52,712,700	59%
791 - Debt Service						
Debt	673,645	677,495	674,600	673,900	-700	0%
Contingency	0	0	0	25,000	0	0%
791 - Debt Service Total	673,645	677,495	674,600	698,900	24,300	4%
Grand Total	148,458,330	145,866,542	223,712,800	334,639,700	110,926,900	50%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
34011 - COS WTR IN LIEU FRANCH. TR OUT						
600 - Public Works	216,818	216,155	200,400	233,400	33,000	16%
Subtotal	216,818	216,155	200,400	233,400	33,000	16%
34012 - COS SWR IN LIEU FRANCH. TR OUT						
600 - Public Works	304,409	317,237	314,300	321,700	7,400	2%
Subtotal	304,409	317,237	314,300	321,700	7,400	2%
34013 - COS SANI. HAULER'S LIC. TR OUT						
600 - Public Works	25,000	24,000	24,000	26,000	2,000	8%
Subtotal	25,000	24,000	24,000	26,000	2,000	8%
34021 - WATER INDIRECT COSTS TR OUT						
600 - Public Works	1,453,900	1,453,900	1,244,100	1,244,100	0	0%
Subtotal	1,453,900	1,453,900	1,244,100	1,244,100	0	0%
34022 - SEWER INDIRECT COSTS TR OUT						
600 - Public Works	1,349,000	1,349,000	1,552,400	1,552,400	0	0%
Subtotal	1,349,000	1,349,000	1,552,400	1,552,400	0	0%
34023 - SANI. INDIRECT COSTS TR OUT						
600 - Public Works	857,800	857,800	1,886,400	1,886,400	0	0%
Subtotal	857,800	857,800	1,886,400	1,886,400	0	0%
34031 - WTR PYMT ILO PROP TAX TRAN OUT						
600 - Public Works	122,480	139,895	153,900	161,200	7,300	5%
Subtotal	122,480	139,895	153,900	161,200	7,300	5%
34032 - SWR PYMT ILO PROP TAX TRAN OUT						
600 - Public Works	293,470	364,654	388,200	389,200	1,000	0%
Subtotal	293,470	364,654	388,200	389,200	1,000	0%
34033 - SANI PYMT ILO PROPTAX TRAN OUT						
600 - Public Works	5,967	6,581	8,600	8,600	0	0%
Subtotal	5,967	6,581	8,600	8,600	0	0%
34041 - MPC03 RENT PAYMENTS-TRNSFR OUT						
191 - GENERAL OPERATIONS	1,535,457	1,533,198	1,533,400	0	-1,533,400	-100%
341 - POLICE	246,098	245,736	245,800	0	-245,800	-100%
342 - EMERGENCY SERVICES (FIRE	121,601	121,422	121,500	0	-121,500	-100%
444 - PARKS & RECREATION	795,234	794,064	794,200	0	-794,200	-100%
600 - Public Works	2,127,057	2,123,928	2,124,300	0	-2,124,300	-100%
Subtotal	4,825,448	4,818,348	4,819,200	0	-4,819,200	-100%
34047 - MPC07 RENT PAYMENTS-TRNSFR OUT						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
34047 - MPC07 RENT PAYMENTS-TRNSFR OUT						
600 - Public Works	2,401,733	2,397,688	7,072,700	8,703,000	1,630,300	23%
Subtotal	2,401,733	2,397,688	7,072,700	8,703,000	1,630,300	23%
34048 - DEBT14 RENT PAYMENTS-TRANSFR OUT						
191 - GENERAL OPERATIONS	0	0	0	1,500,000	0	0%
341 - POLICE	0	0	0	245,200	0	0%
342 - EMERGENCY SERVICES (FIRE	0	0	0	121,200	0	0%
444 - PARKS & RECREATION	0	0	0	1,437,500	0	0%
600 - Public Works	0	0	0	2,119,500	0	0%
Subtotal	0	0	0	5,423,400	0	0%
34999 - TRF TO OTHER FUNDS						
191 - GENERAL OPERATIONS	1,685,089	73,633	73,700	3,073,400	2,999,700	4070%
444 - PARKS & RECREATION	30,960	0	0	0	0	0%
445 - ARTS COMMISSION	100,300	0	0	0	0	0%
600 - Public Works	596,258	153,735	0	0	0	0%
191 - GENERAL OPERATIONS	453,471	538,168	0	0	0	0%
Subtotal	2,866,078	765,536	73,700	3,073,400	2,999,700	4070%
36111 - FULL-TIME SALARIES						
111 - CITY COUNCIL	6,150	0	0	0	0	0%
121 - CITY MANAGER	453,278	875,055	1,151,800	1,723,400	571,600	50%
122 - INTERGOVT RELATIONS	142,155	0	0	0	0	0%
131 - LEGAL	1,025,962	1,075,531	1,165,500	1,350,900	185,400	16%
141 - CITY CLERK	227,047	232,659	275,100	288,400	13,300	5%
142 - FINANCE	1,564,063	1,389,108	1,673,200	2,048,800	375,600	22%
143 - HUMAN RESOURCES	758,506	700,804	897,100	1,026,400	129,300	14%
144 - INFORMATION TECHNOLOGY	1,464,952	1,487,383	1,745,300	1,917,400	172,100	10%
145 - PUBLIC INFORMATION	372,704	0	0	0	0	0%
191 - GENERAL OPERATIONS	0	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	1,786,418	1,759,361	2,337,300	2,656,000	318,700	14%
331 - CITY COURT	1,022,741	874,422	1,045,800	1,168,700	122,900	12%
341 - POLICE	9,910,026	9,708,442	11,441,400	13,329,200	1,887,800	16%
342 - EMERGENCY SERVICES (FIRE	7,267,222	7,054,441	8,177,700	9,606,300	1,428,600	17%
444 - PARKS & RECREATION	3,179,178	2,756,593	3,414,900	3,758,600	343,700	10%
600 - Public Works	9,234,633	7,529,715	9,270,800	9,967,600	696,800	8%
Subtotal	38,415,033	35,443,514	42,595,900	48,841,700	6,245,800	15%
36112 - PART-TIME EMPLOYEES (REGULAR EMPLOYEES)						
121 - CITY MANAGER	0	63,007	75,500	139,300	63,800	85%
142 - FINANCE	0	3,618	12,700	68,600	55,900	440%
145 - PUBLIC INFORMATION	51,359	0	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36112 - PART-TIME EMPLOYEES (REGULAR EMPLOYEES)						
242 - COMMUNITY DEVELOPMENT	161,491	165,410	123,600	119,400	-4,200	-3%
331 - CITY COURT	115,115	124,241	133,100	131,700	-1,400	-1%
444 - PARKS & RECREATION	1,244,013	1,099,468	1,152,800	1,247,600	94,800	8%
600 - Public Works	37,521	14,762	0	32,400	0	0%
Subtotal	1,609,500	1,470,506	1,497,700	1,739,000	241,300	16%
36113 - OVERTIME COMPENSATION						
111 - CITY COUNCIL	0	0	0	0	0	0%
131 - LEGAL	145	18	0	0	0	0%
142 - FINANCE	12,112	10,869	13,700	13,900	200	1%
143 - HUMAN RESOURCES	3,303	3,505	0	0	0	0%
144 - INFORMATION TECHNOLOGY	5,610	529	500	1,600	1,100	220%
242 - COMMUNITY DEVELOPMENT	20,277	48,966	19,800	257,600	237,800	1201%
331 - CITY COURT	93	21	0	0	0	0%
341 - POLICE	600,808	451,273	647,300	842,100	194,800	30%
342 - EMERGENCY SERVICES (FIRE	723,330	724,924	888,400	983,500	95,100	11%
444 - PARKS & RECREATION	28,403	36,537	60,000	60,800	800	1%
600 - Public Works	126,714	153,676	118,300	137,700	19,400	16%
Subtotal	1,520,794	1,430,318	1,748,000	2,297,200	549,200	31%
36114 - FAIR LABOR ACT OT COMPLIANCE						
342 - EMERGENCY SERVICES (FIRE	470,843	500,544	590,600	703,300	112,700	19%
Subtotal	470,843	500,544	590,600	703,300	112,700	19%
36115 - HOLIDAYS (REGULAR EMPLOYEES)						
111 - CITY COUNCIL	0	0	0	0	0	0%
121 - CITY MANAGER	2,170	3,768	0	0	0	0%
131 - LEGAL	13,905	16,117	0	0	0	0%
141 - CITY CLERK	4,717	4,753	0	0	0	0%
142 - FINANCE	31,568	32,119	0	0	0	0%
143 - HUMAN RESOURCES	13,007	7,545	0	0	0	0%
144 - INFORMATION TECHNOLOGY	29,921	27,955	0	0	0	0%
145 - PUBLIC INFORMATION	1,285	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	64,829	65,427	0	0	0	0%
331 - CITY COURT	33,532	31,437	0	0	0	0%
341 - POLICE	482,809	528,138	443,300	539,600	96,300	22%
342 - EMERGENCY SERVICES (FIRE	417,178	405,170	443,600	528,500	84,900	19%
444 - PARKS & RECREATION	80,590	86,927	0	0	0	0%
600 - Public Works	328,612	310,809	0	66,000	0	0%
Subtotal	1,504,123	1,520,166	886,900	1,134,100	247,200	28%
36116 - PAID TIME OFF						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36116 - PAID TIME OFF						
121 - CITY MANAGER	59,430	65,167	0	0	0	0%
122 - INTERGOVT RELATIONS	7,144	0	0	0	0	0%
131 - LEGAL	93,790	178,121	0	0	0	0%
141 - CITY CLERK	36,154	38,478	0	0	0	0%
142 - FINANCE	181,224	161,765	0	0	0	0%
143 - HUMAN RESOURCES	69,762	70,663	0	0	0	0%
144 - INFORMATION TECHNOLOGY	166,638	155,286	0	0	0	0%
145 - PUBLIC INFORMATION	23,769	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	179,040	192,837	0	0	0	0%
331 - CITY COURT	121,459	160,622	0	0	0	0%
341 - POLICE	971,580	1,121,086	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	851,063	900,181	0	0	0	0%
444 - PARKS & RECREATION	308,513	310,919	0	0	0	0%
600 - Public Works	980,989	1,088,256	0	0	0	0%
Subtotal	4,050,554	4,443,381	0	0	0	0%
36118 - CITY COUNCIL						
111 - CITY COUNCIL	156,783	154,787	158,900	159,000	100	0%
Subtotal	156,783	154,787	158,900	159,000	100	0%
36119 - Shift Differential						
341 - POLICE	0	0	37,200	112,200	75,000	202%
Subtotal	0	0	37,200	112,200	75,000	202%
36131 - FULL TIME SALARIES						
242 - COMMUNITY DEVELOPMENT	21,238	0	0	0	0	0%
Subtotal	21,238	0	0	0	0	0%
36132 - PART-TIME EMPLOYEES (TEMPORARY EMPLOYEES)						
131 - LEGAL	0	0	0	18,100	0	0%
242 - COMMUNITY DEVELOPMENT	0	13,252	0	31,000	0	0%
Subtotal	0	13,252	0	49,100	0	0%
36151 - STIPEND						
111 - CITY COUNCIL	8,445	6,700	6,400	7,000	600	9%
121 - CITY MANAGER	5,085	4,448	4,500	8,800	4,300	96%
122 - INTERGOVT RELATIONS	1,440	0	0	0	0	0%
131 - LEGAL	7,020	6,653	7,000	5,700	-1,300	-19%
141 - CITY CLERK	480	480	500	1,300	800	160%
142 - FINANCE	2,583	1,193	500	5,300	4,800	960%
143 - HUMAN RESOURCES	2,160	2,370	2,000	2,700	700	35%
144 - INFORMATION TECHNOLOGY	13,043	14,020	14,800	15,200	400	3%
145 - PUBLIC INFORMATION	720	0	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36151 - STIPEND						
242 - COMMUNITY DEVELOPMENT	8,280	8,740	9,700	14,000	4,300	44%
331 - CITY COURT	1,260	998	1,300	0	-1,300	-100%
341 - POLICE	64,826	52,258	55,900	33,500	-22,400	-40%
342 - EMERGENCY SERVICES (FIRE	9,123	8,187	10,900	8,500	-2,400	-22%
444 - PARKS & RECREATION	10,488	10,353	9,900	9,000	-900	-9%
600 - Public Works	48,862	39,282	38,400	39,000	600	2%
Subtotal	183,814	155,679	161,800	150,000	-11,800	-7%
36152 - UNIFORM ALLOWANCE						
131 - LEGAL	650	0	0	0	0	0%
341 - POLICE	133,795	185,264	187,200	188,500	1,300	1%
342 - EMERGENCY SERVICES (FIRE	116,481	113,000	138,000	139,200	1,200	1%
Subtotal	250,926	298,264	325,200	327,700	2,500	1%
36153 - VEHICLE ALLOWANCE						
121 - CITY MANAGER	0	3,125	300	4,200	3,900	1300%
122 - INTERGOVT RELATIONS	3,000	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	1,200	1,250	1,200	0	-1,200	-100%
Subtotal	4,200	4,375	1,500	4,200	2,700	180%
36157 - PAYROLL PAYABLE DUE						
131 - LEGAL	0	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	0	0	0	0	0%
600 - Public Works	0	0	0	0	0	0%
Subtotal	0	0	0	0	0	0%
36158 - HOUSING ALLOWANCE						
600 - Public Works	0	0	0	0	0	0%
Subtotal	0	0	0	0	0	0%
36211 - FICA						
111 - CITY COUNCIL	13,371	12,652	12,600	12,700	100	1%
121 - CITY MANAGER	35,857	69,585	87,000	136,100	49,100	56%
122 - INTERGOVT RELATIONS	11,254	0	0	0	0	0%
131 - LEGAL	79,085	83,552	84,900	95,800	10,900	13%
141 - CITY CLERK	18,748	19,719	19,700	21,200	1,500	8%
142 - FINANCE	129,267	117,942	127,200	160,800	33,600	26%
143 - HUMAN RESOURCES	59,692	56,292	67,100	77,200	10,100	15%
144 - INFORMATION TECHNOLOGY	122,282	123,007	132,900	146,800	13,900	10%
145 - PUBLIC INFORMATION	31,801	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	163,704	163,641	186,700	200,800	14,100	8%
331 - CITY COURT	91,712	85,134	86,400	96,200	9,800	11%
341 - POLICE	886,465	877,164	975,500	1,141,900	166,400	17%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36211 - FICA						
342 - EMERGENCY SERVICES (FIRE	178,852	159,387	164,900	189,500	24,600	15%
444 - PARKS & RECREATION	356,310	315,053	350,100	383,300	33,200	9%
600 - Public Works	772,936	667,279	716,000	780,900	64,900	9%
Subtotal	2,951,338	2,750,408	3,011,000	3,443,200	432,200	14%
36231 - MEDICAL						
111 - CITY COUNCIL	50,621	54,021	58,300	57,100	-1,200	-2%
121 - CITY MANAGER	37,621	88,832	116,600	190,900	74,300	64%
122 - INTERGOVT RELATIONS	5,845	0	0	0	0	0%
131 - LEGAL	158,684	169,277	180,800	197,800	17,000	9%
141 - CITY CLERK	27,033	26,056	31,400	39,000	7,600	24%
142 - FINANCE	210,900	174,616	235,800	313,500	77,700	33%
143 - HUMAN RESOURCES	91,459	95,467	132,400	147,400	15,000	11%
144 - INFORMATION TECHNOLOGY	191,304	197,196	213,600	228,700	15,100	7%
145 - PUBLIC INFORMATION	45,652	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	286,983	286,037	380,700	447,400	66,700	18%
331 - CITY COURT	203,920	180,601	202,100	198,500	-3,600	-2%
341 - POLICE	1,682,510	1,737,692	1,940,000	2,064,600	124,600	6%
342 - EMERGENCY SERVICES (FIRE	1,164,123	1,231,078	1,327,100	1,451,700	124,600	9%
444 - PARKS & RECREATION	496,023	517,911	638,700	739,600	100,900	16%
600 - Public Works	1,559,466	1,407,779	1,766,000	1,854,800	88,800	5%
Subtotal	6,212,144	6,166,562	7,223,500	7,931,000	707,500	10%
36232 - DENTAL						
111 - CITY COUNCIL	2,990	3,589	3,800	3,100	-700	-18%
121 - CITY MANAGER	2,049	6,550	8,500	13,500	5,000	59%
122 - INTERGOVT RELATIONS	375	0	0	0	0	0%
131 - LEGAL	10,388	10,776	10,700	11,700	1,000	9%
141 - CITY CLERK	2,024	1,852	2,000	2,400	400	20%
142 - FINANCE	15,494	12,947	15,200	19,200	4,000	26%
143 - HUMAN RESOURCES	6,667	6,285	7,900	8,500	600	8%
144 - INFORMATION TECHNOLOGY	12,200	13,769	14,000	15,300	1,300	9%
145 - PUBLIC INFORMATION	2,954	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	21,609	20,264	25,300	27,700	2,400	9%
331 - CITY COURT	9,745	11,165	11,700	12,200	500	4%
341 - POLICE	102,720	108,265	113,000	119,900	6,900	6%
342 - EMERGENCY SERVICES (FIRE	70,986	75,118	76,000	82,600	6,600	9%
444 - PARKS & RECREATION	29,604	33,639	39,000	43,600	4,600	12%
600 - Public Works	102,981	93,028	107,800	110,900	3,100	3%
Subtotal	392,785	397,246	434,900	470,600	35,700	8%
36233 - VISION						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36233 - VISION						
111 - CITY COUNCIL	660	655	700	500	-200	-29%
121 - CITY MANAGER	408	819	1,000	1,500	500	50%
122 - INTERGOVT RELATIONS	121	0	0	0	0	0%
131 - LEGAL	1,470	1,517	1,500	1,600	100	7%
141 - CITY CLERK	299	278	300	400	100	33%
142 - FINANCE	2,299	1,811	2,200	2,500	300	14%
143 - HUMAN RESOURCES	1,190	1,047	1,300	1,300	0	0%
144 - INFORMATION TECHNOLOGY	2,400	2,412	2,400	2,500	100	4%
145 - PUBLIC INFORMATION	477	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	3,165	2,899	3,700	3,700	0	0%
331 - CITY COURT	2,013	1,659	1,700	1,800	100	6%
341 - POLICE	17,703	17,474	18,200	17,900	-300	-2%
342 - EMERGENCY SERVICES (FIRE	11,598	11,545	11,700	12,400	700	6%
444 - PARKS & RECREATION	5,529	5,409	6,000	6,500	500	8%
600 - Public Works	17,732	14,722	16,700	16,500	-200	-1%
Subtotal	67,063	62,247	67,400	69,100	1,700	3%
36234 - LIFE						
111 - CITY COUNCIL	2,874	3,211	700	700	0	0%
121 - CITY MANAGER	2,216	4,680	5,100	7,600	2,500	49%
122 - INTERGOVT RELATIONS	563	0	0	0	0	0%
131 - LEGAL	4,466	4,919	5,100	5,700	600	12%
141 - CITY CLERK	1,079	1,198	1,200	1,300	100	8%
142 - FINANCE	6,803	6,273	7,400	9,100	1,700	23%
143 - HUMAN RESOURCES	3,283	3,490	4,000	4,600	600	15%
144 - INFORMATION TECHNOLOGY	6,632	7,539	7,700	8,400	700	9%
145 - PUBLIC INFORMATION	1,615	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	7,869	8,824	10,400	11,300	900	9%
331 - CITY COURT	4,609	4,482	4,600	5,200	600	13%
341 - POLICE	43,071	47,463	50,400	58,700	8,300	16%
342 - EMERGENCY SERVICES (FIRE	30,245	33,403	36,100	42,500	6,400	18%
444 - PARKS & RECREATION	14,129	13,902	14,900	16,700	1,800	12%
600 - Public Works	40,339	38,282	41,000	44,100	3,100	8%
Subtotal	169,796	177,665	188,600	215,900	27,300	14%
36235 - SHORT TERM DISABILITY						
111 - CITY COUNCIL	9	0	0	0	0	0%
121 - CITY MANAGER	-9	0	0	0	0	0%
Subtotal	0	0	0	0	0	0%
36251 - DEFERRED						
131 - LEGAL	16,155	11,726	16,400	16,900	500	3%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36251 - DEFERRED						
331 - CITY COURT	16,184	28,471	16,400	16,800	400	2%
Subtotal	32,339	40,198	32,800	33,700	900	3%
36252 - AZ STATE RETIREMENT						
111 - CITY COUNCIL	563	0	0	0	0	0%
121 - CITY MANAGER	46,033	102,876	142,200	216,900	74,700	53%
122 - INTERGOVT RELATIONS	15,682	0	0	0	0	0%
131 - LEGAL	117,557	126,267	135,300	151,700	16,400	12%
141 - CITY CLERK	27,283	29,325	31,800	33,600	1,800	6%
142 - FINANCE	173,785	167,611	196,200	247,900	51,700	26%
143 - HUMAN RESOURCES	77,246	84,193	103,800	119,400	15,600	15%
144 - INFORMATION TECHNOLOGY	171,418	187,493	203,200	224,300	21,100	10%
145 - PUBLIC INFORMATION	42,368	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	217,955	242,573	282,800	309,900	27,100	10%
331 - CITY COURT	111,690	121,735	136,200	150,900	14,700	11%
341 - POLICE	322,277	338,822	400,100	398,500	-1,600	0%
342 - EMERGENCY SERVICES (FIRE	63,099	52,945	52,400	82,200	29,800	57%
444 - PARKS & RECREATION	381,985	347,019	532,500	586,300	53,800	10%
600 - Public Works	1,064,788	990,068	1,088,200	1,188,100	99,900	9%
Subtotal	2,833,729	2,790,926	3,304,700	3,709,700	405,000	12%
36253 - AZ PUBLIC SAFETY RETIREMENT						
143 - HUMAN RESOURCES	0	0	0	8,000	0	0%
341 - POLICE	1,126,821	1,276,577	1,474,800	1,975,800	501,000	34%
342 - EMERGENCY SERVICES (FIRE	996,595	1,180,898	1,392,200	1,598,500	206,300	15%
Subtotal	2,123,416	2,457,475	2,867,000	3,582,300	715,300	25%
36255 - POST EMP. HEALTH PLAN						
131 - LEGAL	0	0	0	0	0	0%
331 - CITY COURT	0	8,679	0	0	0	0%
341 - POLICE	0	28	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	9,445	0	0	0	0	0%
444 - PARKS & RECREATION	0	0	0	0	0	0%
600 - Public Works	0	8,687	0	0	0	0%
Subtotal	9,445	17,395	0	0	0	0%
36256 - 457 & 401A CONTRIBUTION &MATCH						
143 - HUMAN RESOURCES	7,509	7,579	0	0	0	0%
331 - CITY COURT	6,199	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	47,104	46,012	0	0	0	0%
Subtotal	60,811	53,591	0	0	0	0%
36257 - AZ ELECTED OFFICIALS RETIREMNT						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
36257 - AZ ELECTED OFFICIALS RETIREMNT						
111 - CITY COUNCIL	51,894	56,498	65,500	65,800	300	0%
Subtotal	51,894	56,498	65,500	65,800	300	0%
36259 - OTHER RETIREMENT						
191 - GENERAL OPERATIONS	2,743	0	0	0	0	0%
Subtotal	2,743	0	0	0	0	0%
36261 - RETIRE ALT. CONTR. RATE PSPRS						
341 - POLICE	45,672	56,665	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	15,878	18,295	0	0	0	0%
Subtotal	61,550	74,960	0	0	0	0%
36278 - WORKERS COMPENSATIONS						
111 - CITY COUNCIL	294	264	300	300	0	0%
121 - CITY MANAGER	796	1,798	2,600	3,800	1,200	46%
122 - INTERGOVT RELATIONS	236	0	0	0	0	0%
131 - LEGAL	1,484	1,773	2,000	2,100	100	5%
141 - CITY CLERK	413	451	500	500	0	0%
142 - FINANCE	3,250	2,712	3,300	3,900	600	18%
143 - HUMAN RESOURCES	1,290	1,285	1,500	1,800	300	20%
144 - INFORMATION TECHNOLOGY	3,042	3,211	3,700	4,000	300	8%
145 - PUBLIC INFORMATION	822	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	12,330	13,993	17,600	18,800	1,200	7%
331 - CITY COURT	1,546	1,660	1,900	2,200	300	16%
341 - POLICE	280,631	304,988	319,100	376,600	57,500	18%
342 - EMERGENCY SERVICES (FIRE	221,983	224,025	236,700	279,600	42,900	18%
444 - PARKS & RECREATION	74,714	69,556	76,200	83,200	7,000	9%
600 - Public Works	265,118	246,962	276,700	296,900	20,200	7%
Subtotal	867,950	872,677	942,100	1,073,700	131,600	14%
36279 - OTHER COMPENSATION						
142 - FINANCE	0	0	0	0	0	0%
Subtotal	0	0	0	0	0	0%
36999 - LABOR DIST. INTER-DEPARTMENT						
242 - COMMUNITY DEVELOPMENT	0	0	0	-242,400	0	0%
341 - POLICE	-28,568	-17,147	0	-41,600	0	0%
342 - EMERGENCY SERVICES (FIRE	-19,544	-28,711	12,000	0	-12,000	-100%
444 - PARKS & RECREATION	45,605	45,182	40,800	41,600	800	2%
600 - Public Works	0	0	0	0	0	0%
Subtotal	-2,506	-675	52,800	-242,400	-295,200	-559%
37111 - OFFICE SUPPLIES						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37111 - OFFICE SUPPLIES						
111 - CITY COUNCIL	1,956	1,909	2,000	2,000	0	0%
121 - CITY MANAGER	99	1,835	2,300	4,100	1,800	78%
122 - INTERGOVT RELATIONS	937	0	0	0	0	0%
131 - LEGAL	5,544	7,145	9,000	9,000	0	0%
141 - CITY CLERK	3,788	6,249	8,000	8,000	0	0%
142 - FINANCE	10,803	10,081	14,900	11,300	-3,600	-24%
143 - HUMAN RESOURCES	10,807	9,532	10,500	10,500	0	0%
144 - INFORMATION TECHNOLOGY	3,515	2,120	4,800	4,800	0	0%
145 - PUBLIC INFORMATION	488	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	8,796	6,286	8,600	7,100	-1,500	-17%
331 - CITY COURT	10,696	12,498	12,000	10,000	-2,000	-17%
341 - POLICE	38,476	28,547	25,000	26,000	1,000	4%
342 - EMERGENCY SERVICES (FIRE	5,429	5,561	4,900	5,300	400	8%
444 - PARKS & RECREATION	13,288	11,512	16,900	16,900	0	0%
600 - Public Works	17,972	16,994	21,500	22,700	1,200	6%
Subtotal	132,595	120,268	140,400	137,700	-2,700	-2%
37112 - COMPUTER SUPPLIES						
111 - CITY COUNCIL	1,402	1,382	1,500	1,500	0	0%
121 - CITY MANAGER	68	1,302	2,500	3,900	1,400	56%
122 - INTERGOVT RELATIONS	202	0	0	0	0	0%
131 - LEGAL	2,485	2,362	4,900	5,000	100	2%
141 - CITY CLERK	357	110	0	0	0	0%
142 - FINANCE	7,850	7,399	8,300	8,400	100	1%
143 - HUMAN RESOURCES	19,209	2,537	10,200	10,200	0	0%
144 - INFORMATION TECHNOLOGY	43,812	25,601	26,400	28,100	1,700	6%
145 - PUBLIC INFORMATION	1,406	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	14,033	10,967	11,700	11,400	-300	-3%
331 - CITY COURT	7,189	7,031	7,000	6,000	-1,000	-14%
341 - POLICE	50,024	32,524	24,000	24,000	0	0%
342 - EMERGENCY SERVICES (FIRE	18,135	23,359	16,200	18,200	2,000	12%
444 - PARKS & RECREATION	17,152	25,772	25,800	29,600	3,800	15%
600 - Public Works	27,350	26,522	22,100	26,500	4,400	20%
Subtotal	210,676	166,866	160,600	172,800	12,200	8%
37113 - POSTAGE						
121 - CITY MANAGER	0	13	0	0	0	0%
142 - FINANCE	0	38	200	200	0	0%
444 - PARKS & RECREATION	0	30	0	0	0	0%
600 - Public Works	0	113	0	0	0	0%
Subtotal	0	193	200	200	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37114 - BOOKS & SUBSCRIPTIONS						
111 - CITY COUNCIL	282	0	500	500	0	0%
121 - CITY MANAGER	24	1,994	4,400	5,800	1,400	32%
122 - INTERGOVT RELATIONS	3,852	0	0	0	0	0%
131 - LEGAL	4,865	6,925	11,000	9,500	-1,500	-14%
142 - FINANCE	3,523	2,497	3,000	3,100	100	3%
143 - HUMAN RESOURCES	5,565	482	11,500	6,000	-5,500	-48%
144 - INFORMATION TECHNOLOGY	1,959	1,027	2,300	2,400	100	4%
145 - PUBLIC INFORMATION	457	-206	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	544	1,402	4,900	5,900	1,000	20%
331 - CITY COURT	8,997	7,710	8,000	8,000	0	0%
341 - POLICE	1,180	3,093	11,000	11,000	0	0%
342 - EMERGENCY SERVICES (FIRE	2,717	2,365	7,900	6,600	-1,300	-16%
444 - PARKS & RECREATION	1,280	1,530	1,900	2,600	700	37%
600 - Public Works	13,876	9,037	11,800	13,300	1,500	13%
Subtotal	49,119	37,855	78,200	74,700	-3,500	-4%
37131 - UNIFORMS						
144 - INFORMATION TECHNOLOGY	140	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	2,561	1,684	1,900	3,900	2,000	105%
341 - POLICE	13,439	10,119	16,000	28,000	12,000	75%
342 - EMERGENCY SERVICES (FIRE	73,096	9,176	15,200	17,200	2,000	13%
444 - PARKS & RECREATION	33,078	30,356	33,700	38,600	4,900	15%
600 - Public Works	23,719	21,128	26,900	29,900	3,000	11%
Subtotal	146,034	72,462	93,700	117,600	23,900	26%
37132 - CLOTHING						
144 - INFORMATION TECHNOLOGY	0	102	500	500	0	0%
Subtotal	0	102	500	500	0	0%
37133 - PERSONAL PROTECTIVE EQUIPMENT						
341 - POLICE	0	19,508	40,100	64,600	24,500	61%
342 - EMERGENCY SERVICES (FIRE	0	34,641	40,000	52,600	12,600	32%
Subtotal	0	54,148	80,100	117,200	37,100	46%
37141 - RADIO SUPPLIES						
341 - POLICE	23,924	46,614	8,000	8,000	0	0%
342 - EMERGENCY SERVICES (FIRE	1,789	5,712	10,200	10,200	0	0%
444 - PARKS & RECREATION	1,241	4,947	200	200	0	0%
600 - Public Works	20,142	2,530	800	8,500	7,700	963%
Subtotal	47,096	59,802	19,200	26,900	7,700	40%
37142 - PHONE SUPPLIES						
121 - CITY MANAGER	0	0	0	300	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37142 - PHONE SUPPLIES						
142 - FINANCE	0	0	0	400	0	0%
144 - INFORMATION TECHNOLOGY	10,869	6,111	4,000	4,300	300	8%
242 - COMMUNITY DEVELOPMENT	0	0	200	200	0	0%
341 - POLICE	197	694	500	500	0	0%
342 - EMERGENCY SERVICES (FIRE	587	400	0	0	0	0%
444 - PARKS & RECREATION	652	0	600	0	-600	-100%
600 - Public Works	2,435	3,431	3,000	2,800	-200	-7%
Subtotal	14,740	10,636	8,300	8,500	200	2%
37151 - AMMUNITION						
341 - POLICE	36,612	24,513	49,700	59,000	9,300	19%
Subtotal	36,612	24,513	49,700	59,000	9,300	19%
37152 - WEAPONS						
341 - POLICE	13,339	7,042	3,500	12,000	8,500	243%
Subtotal	13,339	7,042	3,500	12,000	8,500	243%
37153 - CANINE						
341 - POLICE	3,103	2,940	3,800	3,800	0	0%
Subtotal	3,103	2,940	3,800	3,800	0	0%
37154 - INVESTIGATION SUPPLIES						
341 - POLICE	9,519	5,183	6,000	6,000	0	0%
Subtotal	9,519	5,183	6,000	6,000	0	0%
37161 - OPERATIONAL SUPPLIES						
111 - CITY COUNCIL	2	0	0	0	0	0%
121 - CITY MANAGER	0	111	0	7,500	0	0%
143 - HUMAN RESOURCES	183	942	1,300	1,300	0	0%
145 - PUBLIC INFORMATION	538	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	10,763	1,669	12,500	12,500	0	0%
331 - CITY COURT	199	95	0	0	0	0%
341 - POLICE	24,946	23,413	13,500	28,500	15,000	111%
342 - EMERGENCY SERVICES (FIRE	37,947	19,682	34,300	26,900	-7,400	-22%
444 - PARKS & RECREATION	405,676	379,064	414,000	589,200	175,200	42%
600 - Public Works	298,136	259,685	291,000	367,000	76,000	26%
Subtotal	778,389	684,662	766,600	1,032,900	266,300	35%
37162 - FURN-FIXTURE-EQUIP <$10,000						
111 - CITY COUNCIL	1,486	958	0	0	0	0%
121 - CITY MANAGER	1,763	17,594	12,100	54,400	42,300	350%
131 - LEGAL	1,306	0	2,500	5,500	3,000	120%
142 - FINANCE	10,556	5,274	2,300	14,300	12,000	522%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37162 - FURN-FIXTURE-EQUIP <$10,000						
143 - HUMAN RESOURCES	12,897	2,623	0	0	0	0%
144 - INFORMATION TECHNOLOGY	70,477	46,700	40,000	379,800	339,800	850%
145 - PUBLIC INFORMATION	8,899	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	3,771	1,693	1,800	1,800	0	0%
331 - CITY COURT	1,896	313	1,000	16,000	15,000	1500%
341 - POLICE	50,149	40,331	278,300	331,000	52,700	19%
342 - EMERGENCY SERVICES (FIRE	648,129	17,210	51,800	11,600	-40,200	-78%
444 - PARKS & RECREATION	25,180	18,387	25,400	48,000	22,600	89%
445 - ARTS COMMISSION	1,593	0	0	0	0	0%
600 - Public Works	72,603	138,226	197,600	167,200	-30,400	-15%
Subtotal	910,702	289,308	612,800	1,029,600	416,800	68%
37163 - TRAFFIC SIGNAL SUPPLIES						
600 - Public Works	106,766	128,674	88,800	88,800	0	0%
Subtotal	106,766	128,674	88,800	88,800	0	0%
37164 - SIGNS AND SIGN SUPPLIES						
111 - CITY COUNCIL	0	233	0	0	0	0%
121 - CITY MANAGER	0	335	0	100	0	0%
131 - LEGAL	0	0	0	0	0	0%
141 - CITY CLERK	0	123	0	0	0	0%
142 - FINANCE	0	112	500	600	100	20%
143 - HUMAN RESOURCES	0	627	0	0	0	0%
144 - INFORMATION TECHNOLOGY	8	41	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	10,162	130	3,600	4,000	400	11%
331 - CITY COURT	0	261	0	0	0	0%
341 - POLICE	0	193	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	429	0	0	0	0%
444 - PARKS & RECREATION	88,635	62,848	71,800	84,400	12,600	18%
600 - Public Works	115,724	159,180	179,800	262,400	82,600	46%
Subtotal	214,529	224,511	255,700	351,500	95,800	37%
37165 - OP EQUIP, TOOL, PART <10000						
121 - CITY MANAGER	0	13,139	0	100	0	0%
142 - FINANCE	455	0	0	0	0	0%
143 - HUMAN RESOURCES	294	0	0	0	0	0%
144 - INFORMATION TECHNOLOGY	5,740	2,351	7,100	5,100	-2,000	-28%
145 - PUBLIC INFORMATION	1,289	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	5,581	436	3,600	13,500	9,900	275%
341 - POLICE	65,179	241,737	472,300	1,452,500	980,200	208%
342 - EMERGENCY SERVICES (FIRE	111,559	111,154	152,300	104,100	-48,200	-32%
444 - PARKS & RECREATION	117,018	102,579	100,900	145,400	44,500	44%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37165 - OP EQUIP, TOOL, PART <10000						
600 - Public Works	706,226	594,258	643,000	956,900	313,900	49%
Subtotal	1,013,339	1,065,654	1,379,200	2,677,600	1,298,400	94%
37171 - INSURANCE						
143 - HUMAN RESOURCES	877,770	666,345	0	0	0	0%
Subtotal	877,770	666,345	0	0	0	0%
37172 - CLAIM/SETTLEMT/DEDUCTABLE						
143 - HUMAN RESOURCES	142,968	485,435	0	0	0	0%
Subtotal	142,968	485,435	0	0	0	0%
37173 - WELLNESS						
143 - HUMAN RESOURCES	15,242	21,653	39,500	39,500	0	0%
Subtotal	15,242	21,653	39,500	39,500	0	0%
37181 - PURCHASES FOR RESALE (COS)						
145 - PUBLIC INFORMATION	254	0	0	0	0	0%
444 - PARKS & RECREATION	375,337	370,749	321,500	106,800	-214,700	-67%
Subtotal	375,591	370,749	321,500	106,800	-214,700	-67%
37191 - FOOD (NON-TRAVEL)						
111 - CITY COUNCIL	2,082	0	0	0	0	0%
121 - CITY MANAGER	760	0	0	0	0	0%
122 - INTERGOVT RELATIONS	511	0	0	0	0	0%
131 - LEGAL	5	0	0	0	0	0%
141 - CITY CLERK	56	0	0	20,500	0	0%
142 - FINANCE	979	0	0	0	0	0%
143 - HUMAN RESOURCES	7,705	0	0	0	0	0%
144 - INFORMATION TECHNOLOGY	898	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	6,586	0	0	0	0	0%
331 - CITY COURT	9	0	0	0	0	0%
341 - POLICE	6,510	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	5,657	0	0	0	0	0%
444 - PARKS & RECREATION	187,323	0	0	0	0	0%
600 - Public Works	756	-252	800	0	-800	-100%
Subtotal	219,835	-252	800	20,500	19,700	2463%
37192 - AWARDS & RECOGNITION						
111 - CITY COUNCIL	0	424	0	0	0	0%
121 - CITY MANAGER	0	0	800	800	0	0%
143 - HUMAN RESOURCES	8,088	5,771	8,000	8,000	0	0%
144 - INFORMATION TECHNOLOGY	68	0	200	200	0	0%
145 - PUBLIC INFORMATION	1,345	0	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37192 - AWARDS & RECOGNITION						
242 - COMMUNITY DEVELOPMENT	1,781	743	1,200	1,200	0	0%
331 - CITY COURT	0	0	400	400	0	0%
341 - POLICE	2,590	5,617	500	4,000	3,500	700%
342 - EMERGENCY SERVICES (FIRE	5,680	3,061	4,300	4,300	0	0%
444 - PARKS & RECREATION	95,071	103,515	116,500	124,600	8,100	7%
600 - Public Works	2,167	3,002	2,700	2,600	-100	-4%
Subtotal	116,790	122,133	134,600	146,100	11,500	9%
37193 - SAFETY & FIRST AID SUPPLIES						
142 - FINANCE	74	145	200	200	0	0%
143 - HUMAN RESOURCES	951	708	1,000	1,000	0	0%
144 - INFORMATION TECHNOLOGY	322	120	200	200	0	0%
242 - COMMUNITY DEVELOPMENT	1,117	2,200	2,000	2,000	0	0%
331 - CITY COURT	0	0	100	100	0	0%
341 - POLICE	21,514	73,796	24,300	20,000	-4,300	-18%
342 - EMERGENCY SERVICES (FIRE	19,784	40,562	28,200	28,200	0	0%
444 - PARKS & RECREATION	11,703	11,792	16,300	21,400	5,100	31%
600 - Public Works	52,832	45,938	65,200	66,700	1,500	2%
Subtotal	108,297	175,262	137,500	139,800	2,300	2%
37194 - COMMUNITY RELATIONS SUPPLIES						
121 - CITY MANAGER	342	4,938	5,200	7,000	1,800	35%
122 - INTERGOVT RELATIONS	304	0	0	0	0	0%
143 - HUMAN RESOURCES	18	0	0	0	0	0%
145 - PUBLIC INFORMATION	2,593	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	5,503	3,706	5,500	4,500	-1,000	-18%
341 - POLICE	13,125	3,418	19,300	24,700	5,400	28%
342 - EMERGENCY SERVICES (FIRE	11,732	6,323	6,000	6,000	0	0%
444 - PARKS & RECREATION	29,412	98,890	286,200	22,400	-263,800	-92%
600 - Public Works	5,210	1,312	10,200	6,700	-3,500	-34%
Subtotal	68,238	118,586	332,400	71,300	-261,100	-79%
37195 - SPECIAL EVENT HOSTING						
111 - CITY COUNCIL	0	0	0	0	0	0%
121 - CITY MANAGER	0	1,673	2,000	7,900	5,900	295%
131 - LEGAL	0	0	0	0	0	0%
142 - FINANCE	0	2,686	2,000	2,500	500	25%
143 - HUMAN RESOURCES	0	1,053	3,700	3,700	0	0%
144 - INFORMATION TECHNOLOGY	0	298	600	600	0	0%
242 - COMMUNITY DEVELOPMENT	0	7,519	8,900	6,500	-2,400	-27%
331 - CITY COURT	0	442	400	400	0	0%
341 - POLICE	0	2,802	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37195 - SPECIAL EVENT HOSTING						
342 - EMERGENCY SERVICES (FIRE	0	2,455	4,500	6,000	1,500	33%
444 - PARKS & RECREATION	0	189,436	151,200	221,600	70,400	47%
600 - Public Works	0	0	0	0	0	0%
Subtotal	0	208,365	173,300	249,200	75,900	44%
37196 - MEETING SUPPLIES						
111 - CITY COUNCIL	0	681	2,000	2,000	0	0%
121 - CITY MANAGER	0	1,487	0	2,000	0	0%
141 - CITY CLERK	0	265	0	0	0	0%
142 - FINANCE	0	-754	0	500	0	0%
143 - HUMAN RESOURCES	0	9,037	9,600	12,600	3,000	31%
242 - COMMUNITY DEVELOPMENT	0	447	0	0	0	0%
341 - POLICE	0	2,383	4,200	4,200	0	0%
342 - EMERGENCY SERVICES (FIRE	0	1,680	0	0	0	0%
444 - PARKS & RECREATION	0	1,193	1,500	1,600	100	7%
600 - Public Works	0	1,377	2,100	2,700	600	29%
Subtotal	0	17,796	19,400	25,600	6,200	32%
37211 - GAS & FUEL						
121 - CITY MANAGER	0	216	200	300	100	50%
122 - INTERGOVT RELATIONS	20	0	0	0	0	0%
141 - CITY CLERK	46	71	0	0	0	0%
142 - FINANCE	152	181	500	200	-300	-60%
144 - INFORMATION TECHNOLOGY	2,326	2,661	1,600	2,700	1,100	69%
145 - PUBLIC INFORMATION	188	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	14,027	15,093	18,600	18,300	-300	-2%
341 - POLICE	417,075	427,119	350,000	427,200	77,200	22%
342 - EMERGENCY SERVICES (FIRE	124,935	138,695	130,200	143,700	13,500	10%
444 - PARKS & RECREATION	93,265	91,078	79,500	100,700	21,200	27%
600 - Public Works	905,326	808,944	793,500	829,700	36,200	5%
Subtotal	1,557,361	1,484,057	1,374,100	1,522,800	148,700	11%
37212 - AUTO PARTS & LUBRICANTS						
143 - HUMAN RESOURCES	0	813	0	0	0	0%
341 - POLICE	0	299	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	9,441	21,200	20,200	-1,000	-5%
444 - PARKS & RECREATION	32,944	21,315	28,600	39,900	11,300	40%
600 - Public Works	736,551	637,599	772,300	827,600	55,300	7%
Subtotal	769,495	669,467	822,100	887,700	65,600	8%
37221 - REPAIR AND MAINTENANCE						
121 - CITY MANAGER	0	0	0	2,000	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37221 - REPAIR AND MAINTENANCE						
142 - FINANCE	0	115	0	0	0	0%
144 - INFORMATION TECHNOLOGY	4,424	12,660	13,000	13,000	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	2,000	0	-2,000	-100%
331 - CITY COURT	0	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	4,136	8,637	10,000	5,000	-5,000	-50%
444 - PARKS & RECREATION	50,916	43,884	53,000	83,100	30,100	57%
600 - Public Works	115,095	124,734	107,200	137,300	30,100	28%
Subtotal	174,571	190,030	185,200	240,400	55,200	30%
37222 - CLEANING/JANITORIAL						
121 - CITY MANAGER	0	0	0	400	0	0%
131 - LEGAL	12	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	400	0	-400	-100%
331 - CITY COURT	19	0	0	0	0	0%
341 - POLICE	11	45	1,700	500	-1,200	-71%
342 - EMERGENCY SERVICES (FIRE	15,173	18,456	17,100	17,000	-100	-1%
444 - PARKS & RECREATION	31,179	29,156	34,600	43,800	9,200	27%
600 - Public Works	52,279	48,492	57,900	57,900	0	0%
Subtotal	98,672	96,150	111,700	119,600	7,900	7%
37223 - AGRICULTURAL/GROUNDS						
444 - PARKS & RECREATION	395,890	345,223	360,400	497,500	137,100	38%
600 - Public Works	46,288	38,616	55,400	57,500	2,100	4%
Subtotal	442,177	383,839	415,800	555,000	139,200	33%
37232 - CHEMICAL SUPPLIES						
444 - PARKS & RECREATION	58,387	41,450	60,200	60,200	0	0%
600 - Public Works	792,962	757,088	864,200	1,178,500	314,300	36%
Subtotal	851,349	798,539	924,400	1,238,700	314,300	34%
37233 - STREET REPAIR SUPPLIES						
600 - Public Works	158,240	96,166	163,800	168,800	5,000	3%
Subtotal	158,240	96,166	163,800	168,800	5,000	3%
37391 - DISTRICT 1-EXPENDITURES						
111 - CITY COUNCIL	2,234	0	2,000	2,000	0	0%
Subtotal	2,234	0	2,000	2,000	0	0%
37392 - DISTRICT 2-EXPENDITURES						
111 - CITY COUNCIL	248	0	2,000	2,000	0	0%
Subtotal	248	0	2,000	2,000	0	0%
37393 - DISTRICT 3-EXPENDITURES						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37393 - DISTRICT 3-EXPENDITURES						
111 - CITY COUNCIL	1,603	0	2,000	2,000	0	0%
Subtotal	1,603	0	2,000	2,000	0	0%
37394 - DISTRICT 4-EXPENDITURES						
111 - CITY COUNCIL	1,322	0	2,000	2,000	0	0%
Subtotal	1,322	0	2,000	2,000	0	0%
37395 - DISTRICT 5-EXPENDITURES						
111 - CITY COUNCIL	279	0	2,000	2,000	0	0%
Subtotal	279	0	2,000	2,000	0	0%
37396 - DISTRICT 6-EXPENDITURES						
111 - CITY COUNCIL	3,335	0	2,000	2,000	0	0%
Subtotal	3,335	0	2,000	2,000	0	0%
37397 - MAYOR EXPENDITURES						
111 - CITY COUNCIL	8,860	0	0	0	0	0%
Subtotal	8,860	0	0	0	0	0%
37398 - COUNCIL COMMUNITY OUTREACH						
111 - CITY COUNCIL	0	4,642	0	0	0	0%
Subtotal	0	4,642	0	0	0	0%
37992 - LICENSES/PERMITS						
444 - PARKS & RECREATION	2,463	0	0	0	0	0%
Subtotal	2,463	0	0	0	0	0%
37996 - PACKAGING SUPPLIES						
341 - POLICE	2,728	1,418	5,000	3,000	-2,000	-40%
Subtotal	2,728	1,418	5,000	3,000	-2,000	-40%
37997 - TRAINING & EDUCATION SUPPLIES						
143 - HUMAN RESOURCES	16,751	11,882	4,000	4,000	0	0%
144 - INFORMATION TECHNOLOGY	1,011	0	1,000	1,000	0	0%
341 - POLICE	1,033	0	500	500	0	0%
342 - EMERGENCY SERVICES (FIRE	10,548	21,790	16,600	54,500	37,900	228%
444 - PARKS & RECREATION	956	358	1,400	1,400	0	0%
600 - Public Works	3,711	2,313	6,500	6,500	0	0%
Subtotal	34,010	36,344	30,000	67,900	37,900	126%
37998 - PHOTOGRAPHY SUPPLIES						
121 - CITY MANAGER	0	4,208	3,600	3,600	0	0%
145 - PUBLIC INFORMATION	3,274	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	223	0	500	500	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
37998 - PHOTOGRAPHY SUPPLIES						
341 - POLICE	543	161	1,000	500	-500	-50%
342 - EMERGENCY SERVICES (FIRE	523	0	2,100	500	-1,600	-76%
444 - PARKS & RECREATION	689	1,644	3,000	3,000	0	0%
600 - Public Works	872	107	700	500	-200	-29%
Subtotal	6,124	6,120	10,900	8,600	-2,300	-21%
37999 - MISCELLANEOUS SUPPLIES						
111 - CITY COUNCIL	0	0	0	0	0	0%
121 - CITY MANAGER	70	323	0	0	0	0%
131 - LEGAL	35	281	0	0	0	0%
141 - CITY CLERK	1,316	0	0	0	0	0%
142 - FINANCE	-437	0	200	200	0	0%
143 - HUMAN RESOURCES	1,261	1,503	500	500	0	0%
144 - INFORMATION TECHNOLOGY	-179	0	1,000	1,000	0	0%
145 - PUBLIC INFORMATION	755	0	0	0	0	0%
191 - GENERAL OPERATIONS	0	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	397	3,560	0	0	0	0%
331 - CITY COURT	331	50	0	0	0	0%
341 - POLICE	527	-7	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	655	2,987	0	0	0	0%
444 - PARKS & RECREATION	650	2,679	0	0	0	0%
600 - Public Works	661	1,852	0	0	0	0%
Subtotal	6,041	13,228	1,700	1,700	0	0%
38111 - DIST. 1-TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	1,164	4,129	0	0	0	0%
Subtotal	1,164	4,129	0	0	0	0%
38112 - DIST. 2-TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	868	4,045	0	0	0	0%
Subtotal	868	4,045	0	0	0	0%
38113 - DIST. 3-TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	3,477	4,643	0	0	0	0%
Subtotal	3,477	4,643	0	0	0	0%
38114 - DIST. 4-TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	773	488	0	0	0	0%
Subtotal	773	488	0	0	0	0%
38115 - DIST. 5-TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	0	408	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38115 - DIST. 5-TRAVEL & TRAINING FUND						
Subtotal	0	408	0	0	0	0%
38116 - DIST. 6-TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	1,573	734	0	0	0	0%
Subtotal	1,573	734	0	0	0	0%
38117 - MAYOR TRAVEL & TRAINING FUND						
111 - CITY COUNCIL	8,578	15,714	0	0	0	0%
Subtotal	8,578	15,714	0	0	0	0%
38118 - ELECTION EXPENSE						
141 - CITY CLERK	248,556	0	0	0	0	0%
Subtotal	248,556	0	0	0	0	0%
38119 - BOARDS & COMMISSIONS						
121 - CITY MANAGER	0	0	6,600	6,600	0	0%
143 - HUMAN RESOURCES	0	0	7,700	7,700	0	0%
444 - PARKS & RECREATION	0	0	18,500	18,500	0	0%
Subtotal	0	0	32,800	32,800	0	0%
38122 - FINANCIAL SERVICES						
142 - FINANCE	45,219	72,248	53,200	73,200	20,000	38%
191 - GENERAL OPERATIONS	26,365	0	0	0	0	0%
600 - Public Works	86,247	46,880	53,200	52,300	-900	-2%
Subtotal	157,832	119,128	106,400	125,500	19,100	18%
38123 - TAXES & SERVICE FEES						
142 - FINANCE	64,606	67,421	500	66,800	66,300	13260%
145 - PUBLIC INFORMATION	4	0	0	0	0	0%
191 - GENERAL OPERATIONS	0	17	0	0	0	0%
331 - CITY COURT	18,019	19,903	25,000	15,000	-10,000	-40%
341 - POLICE	61	0	0	3,600	0	0%
444 - PARKS & RECREATION	84,921	100,615	98,000	98,900	900	1%
600 - Public Works	146,574	0	0	0	0	0%
Subtotal	314,185	187,956	123,500	184,300	60,800	49%
38124 - AUDIT SERVICES						
142 - FINANCE	192,089	134,089	122,000	128,600	6,600	5%
143 - HUMAN RESOURCES	0	0	30,000	0	-30,000	-100%
331 - CITY COURT	3,640	0	0	4,000	0	0%
Subtotal	195,729	134,089	152,000	132,600	-19,400	-13%
38125 - LEGAL SERVICES						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38125 - LEGAL SERVICES						
131 - LEGAL	73,845	19,160	106,500	100,000	-6,500	-6%
143 - HUMAN RESOURCES	32,145	19,642	20,000	20,000	0	0%
242 - COMMUNITY DEVELOPMENT	3,983	4,900	0	0	0	0%
600 - Public Works	7	0	0	0	0	0%
Subtotal	109,980	43,701	126,500	120,000	-6,500	-5%
38126 - SERVICE AGREEMENTS						
121 - CITY MANAGER	79	69,124	68,300	90,600	22,300	33%
122 - INTERGOVT RELATIONS	42,593	0	0	0	0	0%
142 - FINANCE	64,634	19,384	78,000	14,400	-63,600	-82%
143 - HUMAN RESOURCES	31,840	48,494	61,500	51,500	-10,000	-16%
144 - INFORMATION TECHNOLOGY	529,990	649,411	941,500	1,043,500	102,000	11%
145 - PUBLIC INFORMATION	16,254	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	2,144	2,211	4,500	3,000	-1,500	-33%
331 - CITY COURT	78,813	78,689	85,000	100,000	15,000	18%
341 - POLICE	290,954	309,240	188,300	191,300	3,000	2%
342 - EMERGENCY SERVICES (FIRE	123,681	111,030	174,500	171,200	-3,300	-2%
444 - PARKS & RECREATION	569,520	1,189,628	1,129,100	1,185,700	56,600	5%
600 - Public Works	368,404	576,113	875,000	1,025,400	150,400	17%
Subtotal	2,118,905	3,053,324	3,605,700	3,876,600	270,900	8%
38127 - ECONOMIC DEVELOPMENT						
121 - CITY MANAGER	0	0	0	2,333,400	0	0%
142 - FINANCE	181,569	198,921	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	1,547,125	1,539,681	1,831,100	0	-1,831,100	-100%
Subtotal	1,728,694	1,738,602	1,831,100	2,333,400	502,300	27%
38128 - RECORDING, LICENSE FEES						
141 - CITY CLERK	223	113	500	500	0	0%
144 - INFORMATION TECHNOLOGY	30	7	300	300	0	0%
191 - GENERAL OPERATIONS	46	10	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	11,479	12,147	11,000	11,000	0	0%
444 - PARKS & RECREATION	1,396	6,666	3,100	2,800	-300	-10%
600 - Public Works	95,879	92,960	104,700	113,300	8,600	8%
Subtotal	109,052	111,902	119,600	127,900	8,300	7%
38129 - SOFTWARE LICENSES						
111 - CITY COUNCIL	0	79	0	0	0	0%
121 - CITY MANAGER	0	15,119	15,100	23,800	8,700	58%
122 - INTERGOVT RELATIONS	219	0	0	0	0	0%
131 - LEGAL	2,816	2,519	4,200	23,000	18,800	448%
142 - FINANCE	33,677	84,399	103,800	163,700	59,900	58%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38129 - SOFTWARE LICENSES						
143 - HUMAN RESOURCES	129,474	138,543	162,300	165,300	3,000	2%
144 - INFORMATION TECHNOLOGY	75,482	98,943	122,100	116,700	-5,400	-4%
145 - PUBLIC INFORMATION	5,787	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	748	748	800	1,200	400	50%
331 - CITY COURT	863	844	1,000	1,000	0	0%
341 - POLICE	12,356	3,357	900	1,000	100	11%
342 - EMERGENCY SERVICES (FIRE	37,061	45,663	48,200	37,500	-10,700	-22%
444 - PARKS & RECREATION	6,601	22,030	38,700	37,900	-800	-2%
600 - Public Works	48,411	100,261	18,000	282,600	264,600	1470%
Subtotal	353,495	512,505	515,100	853,700	338,600	66%
38131 - COLLECTION FEES-DELINQ. ACCTS						
600 - Public Works	13	10	500	500	0	0%
Subtotal	13	10	500	500	0	0%
38132 - ENTRYFEES/APPLICATIONFEES						
444 - PARKS & RECREATION	0	41	0	0	0	0%
Subtotal	0	41	0	0	0	0%
38141 - ANIMAL CONTROL SERVICES						
341 - POLICE	384	0	800	4,000	3,200	400%
Subtotal	384	0	800	4,000	3,200	400%
38142 - JAIL SERVICES						
341 - POLICE	728,088	722,299	788,000	800,000	12,000	2%
Subtotal	728,088	722,299	788,000	800,000	12,000	2%
38143 - PUBLIC DEFENDER						
142 - FINANCE	0	0	0	194,500	0	0%
331 - CITY COURT	191,650	173,000	194,500	0	-194,500	-100%
Subtotal	191,650	173,000	194,500	194,500	0	0%
38144 - COURT REPORTERS						
331 - CITY COURT	236	578	1,000	1,000	0	0%
Subtotal	236	578	1,000	1,000	0	0%
38145 - JURIES						
331 - CITY COURT	3,205	2,430	3,000	6,000	3,000	100%
Subtotal	3,205	2,430	3,000	6,000	3,000	100%
38146 - INTERPRETERS						
331 - CITY COURT	4,516	4,434	6,000	6,000	0	0%
341 - POLICE	1,918	1,802	3,000	3,000	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38146 - INTERPRETERS						
444 - PARKS & RECREATION	150	1,090	1,100	1,100	0	0%
Subtotal	6,584	7,327	10,100	10,100	0	0%
38147 - CODE ENFORCEMENT						
242 - COMMUNITY DEVELOPMENT	33,787	27,188	50,000	50,000	0	0%
Subtotal	33,787	27,188	50,000	50,000	0	0%
38149 - ANNUAL FIRE FIGHTER PHYSICALS						
342 - EMERGENCY SERVICES (FIRE	77,850	80,015	97,500	102,600	5,100	5%
Subtotal	77,850	80,015	97,500	102,600	5,100	5%
38162 - LANDSCAPE SERVICES						
444 - PARKS & RECREATION	140,829	118,133	139,500	205,000	65,500	47%
600 - Public Works	529,980	576,747	725,800	1,315,800	590,000	81%
Subtotal	670,809	694,879	865,300	1,520,800	655,500	76%
38181 - GRANTS TO OUTSIDE AGENCIES						
341 - POLICE	0	0	10,000	15,000	5,000	50%
Subtotal	0	0	10,000	15,000	5,000	50%
38183 - COMMUNITY RELATIONS SERVICES						
111 - CITY COUNCIL	15,071	620	6,000	6,000	0	0%
121 - CITY MANAGER	0	5,378	1,600	22,600	21,000	1313%
122 - INTERGOVT RELATIONS	1,759	0	0	0	0	0%
142 - FINANCE	0	0	0	0	0	0%
145 - PUBLIC INFORMATION	22,482	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	14,518	9,919	27,000	0	-27,000	-100%
341 - POLICE	1,000	0	0	0	0	0%
444 - PARKS & RECREATION	77,374	17,895	38,000	38,000	0	0%
445 - ARTS COMMISSION	26,430	0	0	0	0	0%
600 - Public Works	100,000	0	0	0	0	0%
Subtotal	258,634	33,812	72,600	66,600	-6,000	-8%
38184 - ADMISSIONS						
444 - PARKS & RECREATION	58,875	57,010	37,100	74,800	37,700	102%
Subtotal	58,875	57,010	37,100	74,800	37,700	102%
38185 - Council Community Outreach						
121 - CITY MANAGER	0	0	50,000	75,000	25,000	50%
Subtotal	0	0	50,000	75,000	25,000	50%
38186 - Council Regional Outreach						
111 - CITY COUNCIL	0	0	10,000	10,000	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38186 - Council Regional Outreach						
Subtotal	0	0	10,000	10,000	0	0%
38191 - PRE-EMPLOYMENT SERVICES						
111 - CITY COUNCIL	290	0	0	0	0	0%
121 - CITY MANAGER	5	0	0	0	0	0%
122 - INTERGOVT RELATIONS	139	0	0	0	0	0%
131 - LEGAL	361	0	0	0	0	0%
142 - FINANCE	1,416	0	0	0	0	0%
143 - HUMAN RESOURCES	6,913	33,528	29,000	29,000	0	0%
144 - INFORMATION TECHNOLOGY	577	0	0	0	0	0%
145 - PUBLIC INFORMATION	240	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	1,936	0	0	332,900	0	0%
331 - CITY COURT	156	0	0	0	0	0%
341 - POLICE	21,210	23,126	10,300	22,600	12,300	119%
342 - EMERGENCY SERVICES (FIRE	10,271	0	0	0	0	0%
444 - PARKS & RECREATION	17,523	4,713	5,900	6,500	600	10%
600 - Public Works	4,542	0	3,800	3,800	0	0%
Subtotal	65,580	61,367	49,000	394,800	345,800	706%
38192 - LAB SERVICES						
444 - PARKS & RECREATION	2,560	0	3,800	4,800	1,000	26%
600 - Public Works	157,388	123,483	149,800	159,800	10,000	7%
Subtotal	159,948	123,483	153,600	164,600	11,000	7%
38193 - FILM SERVICES						
143 - HUMAN RESOURCES	0	0	0	0	0	0%
145 - PUBLIC INFORMATION	179	0	0	0	0	0%
444 - PARKS & RECREATION	3,153	996	2,200	1,200	-1,000	-45%
Subtotal	3,332	996	2,200	1,200	-1,000	-45%
38194 - REAL PROPERTY SERVICES						
144 - INFORMATION TECHNOLOGY	6,260	7,805	16,000	16,000	0	0%
600 - Public Works	13,500	9,100	0	0	0	0%
Subtotal	19,760	16,905	16,000	16,000	0	0%
38195 - GIS SERVICES						
144 - INFORMATION TECHNOLOGY	28,785	28,245	30,000	30,000	0	0%
Subtotal	28,785	28,245	30,000	30,000	0	0%
38196 - AERIAL PHOTOGRAPHY						
144 - INFORMATION TECHNOLOGY	44,890	5,919	6,000	33,500	27,500	458%
Subtotal	44,890	5,919	6,000	33,500	27,500	458%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38197 - SPORTING OFFICIALS						
444 - PARKS & RECREATION	0	216,508	240,300	327,000	86,700	36%
Subtotal	0	216,508	240,300	327,000	86,700	36%
38198 - CLASS INSTRUCTORS						
444 - PARKS & RECREATION	0	64,829	87,500	75,100	-12,400	-14%
Subtotal	0	64,829	87,500	75,100	-12,400	-14%
38199 - PROFESSIONAL & OUTSIDE SERVICE						
111 - CITY COUNCIL	10,000	6,000	0	0	0	0%
121 - CITY MANAGER	10,232	8,745	73,000	246,300	173,300	237%
122 - INTERGOVT RELATIONS	8,595	0	0	0	0	0%
141 - CITY CLERK	0	0	15,000	0	-15,000	-100%
142 - FINANCE	137,699	514,814	293,500	344,100	50,600	17%
143 - HUMAN RESOURCES	201,968	157,015	212,500	241,500	29,000	14%
144 - INFORMATION TECHNOLOGY	43,746	52,611	578,000	958,900	380,900	66%
145 - PUBLIC INFORMATION	26,587	0	0	0	0	0%
191 - GENERAL OPERATIONS	3,000	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	680,439	1,721,112	567,300	1,428,800	861,500	152%
331 - CITY COURT	8	272	0	0	0	0%
341 - POLICE	9,800	21,976	32,700	25,000	-7,700	-24%
342 - EMERGENCY SERVICES (FIRE	12,680	12,175	19,000	100,000	81,000	426%
444 - PARKS & RECREATION	960,632	745,014	919,700	1,411,200	491,500	53%
600 - Public Works	1,254,610	1,246,267	2,202,400	7,034,300	4,831,900	219%
Subtotal	3,359,995	4,486,000	4,913,100	11,790,100	6,877,000	140%
38211 - WATER						
121 - CITY MANAGER	0	0	0	9,000	0	0%
242 - COMMUNITY DEVELOPMENT	459	0	5,200	0	-5,200	-100%
341 - POLICE	561	747	1,600	900	-700	-44%
342 - EMERGENCY SERVICES (FIRE	29,942	32,976	31,500	41,100	9,600	30%
444 - PARKS & RECREATION	359,503	289,441	529,300	548,900	19,600	4%
600 - Public Works	1,057,866	1,025,733	1,159,800	438,000	-721,800	-62%
Subtotal	1,448,329	1,348,897	1,727,400	1,037,900	-689,500	-40%
38212 - ELECTRICITY						
121 - CITY MANAGER	0	0	0	111,300	0	0%
242 - COMMUNITY DEVELOPMENT	8,438	0	87,200	0	-87,200	-100%
342 - EMERGENCY SERVICES (FIRE	134,905	132,548	143,200	157,500	14,300	10%
444 - PARKS & RECREATION	1,133,155	1,261,245	1,207,000	1,294,000	87,000	7%
600 - Public Works	5,271,026	5,373,597	5,778,200	5,760,300	-17,900	0%
Subtotal	6,547,523	6,767,391	7,215,600	7,323,100	107,500	1%
38213 - PROPANE/NATURAL GAS						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38213 - PROPANE/NATURAL GAS						
121 - CITY MANAGER	0	0	0	400	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	600	0	-600	-100%
342 - EMERGENCY SERVICES (FIRE	16,936	15,283	16,500	17,600	1,100	7%
444 - PARKS & RECREATION	30,551	43,726	75,300	95,300	20,000	27%
600 - Public Works	31,584	24,900	36,400	27,100	-9,300	-26%
Subtotal	79,071	83,910	128,800	140,400	11,600	9%
38214 - TELEPHONE SERVICE						
121 - CITY MANAGER	0	0	0	1,500	0	0%
144 - INFORMATION TECHNOLOGY	260,957	270,268	271,100	276,100	5,000	2%
242 - COMMUNITY DEVELOPMENT	72	5	1,000	0	-1,000	-100%
341 - POLICE	4,936	5,020	0	5,000	0	0%
342 - EMERGENCY SERVICES (FIRE	1,395	1,572	1,500	1,600	100	7%
444 - PARKS & RECREATION	9,125	10,407	14,000	14,200	200	1%
600 - Public Works	19,689	19,793	23,100	24,400	1,300	6%
Subtotal	296,173	307,065	310,700	322,800	12,100	4%
38216 - SANITARY/LANDFILL						
242 - COMMUNITY DEVELOPMENT	2,230	2,445	4,200	4,000	-200	-5%
341 - POLICE	2,627	2,631	2,000	2,800	800	40%
342 - EMERGENCY SERVICES (FIRE	4,613	4,809	4,500	4,500	0	0%
444 - PARKS & RECREATION	51,031	45,140	46,800	51,500	4,700	10%
600 - Public Works	1,066,988	1,123,183	1,112,400	1,142,300	29,900	3%
Subtotal	1,127,489	1,178,208	1,169,900	1,205,100	35,200	3%
38217 - POSTAGE & MAILINGS						
111 - CITY COUNCIL	54	353	100	100	0	0%
121 - CITY MANAGER	5	30,525	33,800	34,300	500	1%
122 - INTERGOVT RELATIONS	15	0	0	0	0	0%
131 - LEGAL	6,459	6,679	16,800	10,800	-6,000	-36%
141 - CITY CLERK	262	301	1,100	1,100	0	0%
142 - FINANCE	15,030	17,682	18,600	19,700	1,100	6%
143 - HUMAN RESOURCES	1,814	1,835	4,500	4,500	0	0%
144 - INFORMATION TECHNOLOGY	651	480	600	600	0	0%
145 - PUBLIC INFORMATION	30,814	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	14,094	11,238	17,000	16,400	-600	-4%
331 - CITY COURT	8,517	8,316	11,000	8,000	-3,000	-27%
341 - POLICE	8,800	8,167	10,000	8,000	-2,000	-20%
342 - EMERGENCY SERVICES (FIRE	824	1,607	1,200	1,200	0	0%
444 - PARKS & RECREATION	35,267	41,787	52,500	55,200	2,700	5%
600 - Public Works	4,751	4,285	13,000	13,400	400	3%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38217 - POSTAGE & MAILINGS						
Subtotal	127,358	133,256	180,200	173,300	-6,900	-4%
38221 - CELL PHONE/PAGERS						
111 - CITY COUNCIL	825	964	600	600	0	0%
121 - CITY MANAGER	257	894	1,600	1,600	0	0%
122 - INTERGOVT RELATIONS	513	0	0	0	0	0%
141 - CITY CLERK	0	0	600	600	0	0%
142 - FINANCE	494	480	600	600	0	0%
143 - HUMAN RESOURCES	0	0	0	0	0	0%
144 - INFORMATION TECHNOLOGY	11,785	11,286	10,000	12,400	2,400	24%
242 - COMMUNITY DEVELOPMENT	8,206	7,215	8,700	8,300	-400	-5%
331 - CITY COURT	173	163	300	300	0	0%
341 - POLICE	92,081	81,216	69,700	85,000	15,300	22%
342 - EMERGENCY SERVICES (FIRE	23,428	25,408	20,500	20,700	200	1%
444 - PARKS & RECREATION	20,045	10,120	20,400	20,400	0	0%
600 - Public Works	44,450	40,391	36,200	36,300	100	0%
Subtotal	202,257	178,136	169,200	186,800	17,600	10%
38223- CAP RECHARGE WATER						
600 - Public Works	0	0	0	1,701,400	0	0%
Subtotal	0	0	0	1,701,400	0	0%
38311 - BUILDING MAINTENANCE						
121 - CITY MANAGER	0	0	0	8,000	0	0%
131 - LEGAL	1,598	645	0	0	0	0%
142 - FINANCE	269	107	0	0	0	0%
143 - HUMAN RESOURCES	131,509	5,022	30,000	30,000	0	0%
144 - INFORMATION TECHNOLOGY	3,827	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	452	0	8,000	0	-8,000	-100%
331 - CITY COURT	0	582	0	0	0	0%
341 - POLICE	0	14,968	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	1,862	0	0	0	0%
444 - PARKS & RECREATION	283,447	175,943	348,500	320,500	-28,000	-8%
600 - Public Works	162,867	154,643	125,500	143,000	17,500	14%
Subtotal	583,969	353,772	512,000	501,500	-10,500	-2%
38312 - STREETS MAINTENANCE						
143 - HUMAN RESOURCES	350	0	10,000	10,000	0	0%
600 - Public Works	213,985	2,108,028	2,217,500	2,157,500	-60,000	-3%
Subtotal	214,334	2,108,028	2,227,500	2,167,500	-60,000	-3%
38321 - RADIO EQUIP. MAINT.						
143 - HUMAN RESOURCES	0	0	10,000	7,000	-3,000	-30%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38321 - RADIO EQUIP. MAINT.						
341 - POLICE	157,003	158,001	302,000	359,000	57,000	19%
342 - EMERGENCY SERVICES (FIRE	399	36,218	48,200	53,500	5,300	11%
444 - PARKS & RECREATION	0	0	500	500	0	0%
600 - Public Works	26,336	19,744	23,100	23,100	0	0%
Subtotal	183,739	213,963	383,800	443,100	59,300	15%
38322 - COMPUTER MAINTENANCE						
142 - FINANCE	0	0	500	500	0	0%
143 - HUMAN RESOURCES	0	150	10,000	10,000	0	0%
144 - INFORMATION TECHNOLOGY	2,594	2,272	10,000	10,000	0	0%
331 - CITY COURT	34,125	34,500	40,000	40,000	0	0%
342 - EMERGENCY SERVICES (FIRE	0	14,340	65,800	67,700	1,900	3%
Subtotal	36,719	51,261	126,300	128,200	1,900	2%
38323 - OFFICE EQUIPMENT MAINT.						
131 - LEGAL	0	0	200	200	0	0%
141 - CITY CLERK	0	0	500	500	0	0%
143 - HUMAN RESOURCES	84	8,917	11,200	11,200	0	0%
144 - INFORMATION TECHNOLOGY	0	0	1,000	1,000	0	0%
242 - COMMUNITY DEVELOPMENT	419	0	1,300	1,300	0	0%
331 - CITY COURT	0	254	500	400	-100	-20%
341 - POLICE	26	355	800	800	0	0%
342 - EMERGENCY SERVICES (FIRE	95	0	0	0	0	0%
444 - PARKS & RECREATION	0	0	500	500	0	0%
600 - Public Works	853	115	3,000	3,000	0	0%
Subtotal	1,476	9,641	19,000	18,900	-100	-1%
38324 - MACHINERY & EQUIPMENT MAINT						
143 - HUMAN RESOURCES	14,722	5,395	15,000	15,000	0	0%
341 - POLICE	6,973	4,996	4,000	5,000	1,000	25%
342 - EMERGENCY SERVICES (FIRE	35,499	14,314	35,600	35,400	-200	-1%
444 - PARKS & RECREATION	5,350	9,970	15,700	16,900	1,200	8%
600 - Public Works	463,449	1,053,612	588,900	1,232,600	643,700	109%
Subtotal	525,993	1,088,287	659,200	1,304,900	645,700	98%
38331 - VEHICLE MAINTENANCE						
142 - FINANCE	14	0	0	0	0	0%
143 - HUMAN RESOURCES	9,264	0	10,000	10,000	0	0%
242 - COMMUNITY DEVELOPMENT	139	0	0	0	0	0%
341 - POLICE	820	410	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	465	89	3,500	3,500	0	0%
444 - PARKS & RECREATION	2,287	3,295	13,000	14,600	1,600	12%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38331 - VEHICLE MAINTENANCE						
600 - Public Works	382,705	374,715	387,600	368,900	-18,700	-5%
Subtotal	395,695	378,510	414,100	397,000	-17,100	-4%
38341 - TRAFFIC SIGNAL R&M						
143 - HUMAN RESOURCES	0	0	15,000	15,000	0	0%
600 - Public Works	170	0	0	0	0	0%
Subtotal	170	0	15,000	15,000	0	0%
38351 - WELLS/SEWER/LINS/ETC.						
143 - HUMAN RESOURCES	12,348	0	0	0	0	0%
600 - Public Works	442,145	407,058	559,100	1,024,100	465,000	83%
Subtotal	454,494	407,058	559,100	1,024,100	465,000	83%
38361 - BUILDING CONTRACTORS						
600 - Public Works	111,532	131,035	159,700	150,700	-9,000	-6%
Subtotal	111,532	131,035	159,700	150,700	-9,000	-6%
38371 - JANITORIAL SERVICES						
121 - CITY MANAGER	0	0	0	6,000	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	2,400	0	-2,400	-100%
444 - PARKS & RECREATION	82,902	80,550	97,900	99,900	2,000	2%
600 - Public Works	243,263	218,539	222,700	229,700	7,000	3%
Subtotal	326,165	299,089	323,000	335,600	12,600	4%
38372 - PEST CONTROL SERVICES						
121 - CITY MANAGER	0	0	0	1,200	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	1,200	0	-1,200	-100%
444 - PARKS & RECREATION	15,890	14,444	17,400	21,000	3,600	21%
600 - Public Works	81,448	84,336	89,000	89,300	300	0%
Subtotal	97,338	98,780	107,600	111,500	3,900	4%
38381 - GROUNDS MAINTENANCE						
444 - PARKS & RECREATION	33,403	178,724	63,200	346,700	283,500	449%
600 - Public Works	67,881	91,172	88,000	88,000	0	0%
Subtotal	101,284	269,895	151,200	434,700	283,500	188%
38382 - PARKS MAINTENANCE						
191 - GENERAL OPERATIONS	51,741	46,443	47,700	62,800	15,100	32%
Subtotal	51,741	46,443	47,700	62,800	15,100	32%
38391 - OTHER						
142 - FINANCE	425	0	0	0	0	0%
444 - PARKS & RECREATION	0	1,075	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38391 - OTHER						
Subtotal	425	1,075	0	0	0	0%
38411 - WATER SERVICE CONTRACT						
600 - Public Works	1,307,782	1,338,964	1,330,000	289,000	-1,041,000	-78%
Subtotal	1,307,782	1,338,964	1,330,000	289,000	-1,041,000	-78%
38412 - SEWER SERVICE CONTRACT						
600 - Public Works	456,679	530,560	520,000	662,000	142,000	27%
Subtotal	456,679	530,560	520,000	662,000	142,000	27%
38413 - TRASH COLLECTION CONTRACT						
600 - Public Works	362,115	418,662	410,000	501,000	91,000	22%
Subtotal	362,115	418,662	410,000	501,000	91,000	22%
38511 - BUILDING & STRUCTURES RENTAL						
242 - COMMUNITY DEVELOPMENT	247	866	0	1,500	0	0%
444 - PARKS & RECREATION	16,088	17,079	15,500	15,900	400	3%
600 - Public Works	13,487	14,000	36,000	36,000	0	0%
Subtotal	29,822	31,945	51,500	53,400	1,900	4%
38521 - EQUIPMENT RENTAL						
111 - CITY COUNCIL	0	0	0	0	0	0%
142 - FINANCE	624	104	0	0	0	0%
144 - INFORMATION TECHNOLOGY	104,271	96,910	125,000	126,000	1,000	1%
242 - COMMUNITY DEVELOPMENT	5,624	4,047	6,800	5,500	-1,300	-19%
341 - POLICE	0	498	0	3,000	0	0%
342 - EMERGENCY SERVICES (FIRE	52	0	200	0	-200	-100%
444 - PARKS & RECREATION	314,645	270,791	313,400	286,600	-26,800	-9%
600 - Public Works	102,341	56,984	62,100	59,100	-3,000	-5%
Subtotal	527,558	429,333	507,500	480,200	-27,300	-5%
38591 - OTHER RENTALS/LEASES						
111 - CITY COUNCIL	57	0	0	0	0	0%
142 - FINANCE	0	134,666	0	135,000	0	0%
144 - INFORMATION TECHNOLOGY	6,600	6,600	6,300	6,300	0	0%
242 - COMMUNITY DEVELOPMENT	1,138	793	0	0	0	0%
341 - POLICE	816	980	1,000	1,000	0	0%
444 - PARKS & RECREATION	228,037	206,413	248,600	254,100	5,500	2%
600 - Public Works	5,190	2,660	4,300	4,300	0	0%
Subtotal	241,839	352,112	260,200	400,700	140,500	54%
38911 - UNEMPLOYMENT CONTRIBUTION						
143 - HUMAN RESOURCES	56,118	72,322	132,000	42,000	-90,000	-68%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38911 - UNEMPLOYMENT CONTRIBUTION						
Subtotal	56,118	72,322	132,000	42,000	-90,000	-68%
38912 - RISK INSURANCE PREMIUM						
111 - CITY COUNCIL	3,212	3,400	3,400	3,400	0	0%
121 - CITY MANAGER	3,714	7,700	7,700	7,700	0	0%
122 - INTERGOVT RELATIONS	803	0	0	0	0	0%
131 - LEGAL	6,725	7,100	7,100	7,100	0	0%
141 - CITY CLERK	3,312	3,500	3,500	3,500	0	0%
142 - FINANCE	8,933	9,500	9,500	9,500	0	0%
144 - INFORMATION TECHNOLOGY	8,230	8,700	8,700	8,700	0	0%
145 - PUBLIC INFORMATION	2,710	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	22,884	24,200	24,200	24,200	0	0%
331 - CITY COURT	7,528	8,000	8,000	8,000	0	0%
341 - POLICE	213,386	226,100	226,100	226,100	0	0%
342 - EMERGENCY SERVICES (FIRE	190,502	201,800	201,800	201,800	0	0%
444 - PARKS & RECREATION	211,668	289,500	289,500	289,500	0	0%
600 - Public Works	765,019	810,500	810,500	810,500	0	0%
Subtotal	1,448,626	1,600,000	1,600,000	1,600,000	0	0%
38913 - CLAIM SETTLEMENT						
143 - HUMAN RESOURCES	5,857,315	7,187,782	8,061,400	8,836,800	775,400	10%
Subtotal	5,857,315	7,187,782	8,061,400	8,836,800	775,400	10%
38914 - COBRA INSURANCE						
143 - HUMAN RESOURCES	14,131	17,017	15,700	0	-15,700	-100%
Subtotal	14,131	17,017	15,700	0	-15,700	-100%
38915 - MEDICAL INSURANCE PREM						
143 - HUMAN RESOURCES	802,942	832,936	927,800	1,056,500	128,700	14%
444 - PARKS & RECREATION	1,000	0	0	0	0	0%
Subtotal	803,942	832,936	927,800	1,056,500	128,700	14%
38916 - EVENT GENERAL INSURANCE						
444 - PARKS & RECREATION	0	1,000	3,300	3,400	100	3%
Subtotal	0	1,000	3,300	3,400	100	3%
38917 - GENERAL INSURANCE ADMIN						
143 - HUMAN RESOURCES	0	0	1,000,000	1,000,000	0	0%
Subtotal	0	0	1,000,000	1,000,000	0	0%
38918 - LIMITED PURPOSE FLEXIBLE SPENDING						
143 - HUMAN RESOURCES	0	0	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38918 - LIMITED PURPOSE FLEXIBLE SPENDING						
Subtotal	0	0	0	0	0	0%
38919 - FSA EE CLAIM SETTLEMENT						
143 - HUMAN RESOURCES	0	12,004	0	0	0	0%
Subtotal	0	12,004	0	0	0	0%
38921 - TUITION REIMBURSEMENT						
142 - FINANCE	0	0	600	0	-600	-100%
143 - HUMAN RESOURCES	120,001	95,171	80,000	80,000	0	0%
341 - POLICE	0	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	912	0	0	0	0	0%
600 - Public Works	0	0	9,000	0	-9,000	-100%
Subtotal	120,913	95,171	89,600	80,000	-9,600	-11%
38922 - TRAVEL & TRAINING						
111 - CITY COUNCIL	0	67	0	0	0	0%
121 - CITY MANAGER	11,349	35,412	25,800	39,700	13,900	54%
122 - INTERGOVT RELATIONS	9,577	0	0	0	0	0%
131 - LEGAL	6,753	7,192	11,800	17,000	5,200	44%
141 - CITY CLERK	80	0	2,400	2,900	500	21%
142 - FINANCE	37,325	22,377	49,700	49,200	-500	-1%
143 - HUMAN RESOURCES	20,172	20,763	15,800	19,300	3,500	22%
144 - INFORMATION TECHNOLOGY	25,474	12,102	18,300	44,200	25,900	142%
145 - PUBLIC INFORMATION	180	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	25,909	22,814	34,800	32,200	-2,600	-7%
331 - CITY COURT	7,256	9,568	13,300	20,000	6,700	50%
341 - POLICE	52,083	41,455	37,300	79,100	41,800	112%
342 - EMERGENCY SERVICES (FIRE	61,500	10,004	15,600	18,400	2,800	18%
444 - PARKS & RECREATION	24,353	16,239	23,600	34,900	11,300	48%
600 - Public Works	57,618	71,679	157,900	160,100	2,200	1%
Subtotal	339,628	269,672	406,300	517,000	110,700	27%
38924 - DUES & MEMBERSHIPS						
111 - CITY COUNCIL	28,000	46,716	36,000	16,700	-19,300	-54%
121 - CITY MANAGER	71,107	75,130	80,800	193,800	113,000	140%
131 - LEGAL	5,335	5,809	6,700	5,600	-1,100	-16%
141 - CITY CLERK	606	930	700	700	0	0%
142 - FINANCE	13,573	4,612	5,900	11,600	5,700	97%
143 - HUMAN RESOURCES	5,524	6,315	6,100	6,200	100	2%
144 - INFORMATION TECHNOLOGY	1,453	2,294	2,400	2,200	-200	-8%
145 - PUBLIC INFORMATION	1,823	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	46,595	56,988	63,700	6,400	-57,300	-90%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38924 - DUES & MEMBERSHIPS						
331 - CITY COURT	2,406	1,285	3,200	3,200	0	0%
341 - POLICE	8,270	7,858	5,800	7,800	2,000	34%
342 - EMERGENCY SERVICES (FIRE	9,373	6,407	8,600	8,800	200	2%
444 - PARKS & RECREATION	28,527	10,432	14,700	17,300	2,600	18%
600 - Public Works	36,194	29,894	38,800	37,700	-1,100	-3%
Subtotal	258,786	254,668	273,400	318,000	44,600	16%
38925 - FEDERAL MILEAGE ALLOWANCE						
111 - CITY COUNCIL	4,082	4,473	5,000	5,000	0	0%
121 - CITY MANAGER	928	0	700	900	200	29%
122 - INTERGOVT RELATIONS	54	0	0	0	0	0%
131 - LEGAL	1,202	751	1,000	1,000	0	0%
142 - FINANCE	1,311	583	1,300	1,500	200	15%
143 - HUMAN RESOURCES	2,284	1,703	4,500	4,500	0	0%
144 - INFORMATION TECHNOLOGY	28	0	700	700	0	0%
242 - COMMUNITY DEVELOPMENT	102	266	600	400	-200	-33%
331 - CITY COURT	197	212	500	1,000	500	100%
341 - POLICE	165	255	200	200	0	0%
342 - EMERGENCY SERVICES (FIRE	282	0	200	0	-200	-100%
444 - PARKS & RECREATION	1,852	281	1,400	1,300	-100	-7%
600 - Public Works	941	917	900	1,400	500	56%
Subtotal	13,428	9,441	17,000	17,900	900	5%
38926 - EMPLOYEE ORIENTATION						
143 - HUMAN RESOURCES	374	200	500	500	0	0%
Subtotal	374	200	500	500	0	0%
38927 - EE CERTIFICATIONS & LICENSING						
142 - FINANCE	300	600	1,200	1,500	300	25%
143 - HUMAN RESOURCES	450	100	0	0	0	0%
144 - INFORMATION TECHNOLOGY	24	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	110	0	0	0	0	0%
341 - POLICE	568	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	16,450	46,300	109,400	63,100	136%
444 - PARKS & RECREATION	1,935	3,606	4,500	4,800	300	7%
600 - Public Works	773	3,460	3,500	4,000	500	14%
Subtotal	4,160	24,216	55,500	119,700	64,200	116%
38928 - COUNCIL TRAVEL & TRAINING						
111 - CITY COUNCIL	0	0	46,000	46,000	0	0%
Subtotal	0	0	46,000	46,000	0	0%
38931 - ADVERTISING						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38931 - ADVERTISING						
121 - CITY MANAGER	0	22,498	20,000	25,000	5,000	25%
141 - CITY CLERK	37,141	10,356	40,000	40,000	0	0%
142 - FINANCE	1,955	354	1,000	1,000	0	0%
143 - HUMAN RESOURCES	5,701	498	0	0	0	0%
144 - INFORMATION TECHNOLOGY	389	0	0	0	0	0%
145 - PUBLIC INFORMATION	19,493	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	9,630	8,099	9,000	8,000	-1,000	-11%
331 - CITY COURT	0	159	0	0	0	0%
341 - POLICE	4,126	1,686	1,000	3,000	2,000	200%
444 - PARKS & RECREATION	159,269	186,830	174,400	123,700	-50,700	-29%
600 - Public Works	32,169	25,087	15,800	17,800	2,000	13%
Subtotal	269,872	255,566	261,200	218,500	-42,700	-16%
38942 - RADIO DISPATCH SERVICE						
342 - EMERGENCY SERVICES (FIRE	520,372	555,600	615,400	615,400	0	0%
Subtotal	520,372	555,600	615,400	615,400	0	0%
38951 - PRINTING						
111 - CITY COUNCIL	0	920	0	0	0	0%
121 - CITY MANAGER	0	36,564	60,200	61,200	1,000	2%
131 - LEGAL	1,337	1,484	5,400	5,400	0	0%
141 - CITY CLERK	22	0	35,000	35,000	0	0%
142 - FINANCE	7,122	9,124	8,600	11,700	3,100	36%
143 - HUMAN RESOURCES	2,343	939	2,500	2,500	0	0%
144 - INFORMATION TECHNOLOGY	93	77	300	300	0	0%
145 - PUBLIC INFORMATION	37,034	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	6,760	6,935	8,900	9,500	600	7%
331 - CITY COURT	7,049	5,713	12,000	8,000	-4,000	-33%
341 - POLICE	9,538	5,991	10,000	8,000	-2,000	-20%
342 - EMERGENCY SERVICES (FIRE	2,393	3,228	5,700	2,000	-3,700	-65%
444 - PARKS & RECREATION	93,033	80,268	102,900	96,400	-6,500	-6%
600 - Public Works	10,172	8,446	16,100	16,100	0	0%
Subtotal	176,896	159,687	267,600	256,100	-11,500	-4%
38991 - UNIFORM/LAUNDRY SERVICES						
342 - EMERGENCY SERVICES (FIRE	56	0	0	0	0	0%
444 - PARKS & RECREATION	1,684	3,512	500	500	0	0%
600 - Public Works	60,723	49,023	59,200	55,800	-3,400	-6%
Subtotal	62,463	52,535	59,700	56,300	-3,400	-6%
38993 - USER FEES						
143 - HUMAN RESOURCES	0	0	13,000	13,000	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
38993 - USER FEES						
Subtotal	0	0	13,000	13,000	0	0%
38994 - DEVELOPER REIMBURSMENT						
121 - CITY MANAGER	0	0	0	2,330,700	0	0%
191 - GENERAL OPERATIONS	3,894	26,832	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	2,271,947	1,360,090	2,987,600	0	-2,987,600	-100%
600 - Public Works	268,406	276,997	0	0	0	0%
Subtotal	2,544,247	1,663,919	2,987,600	2,330,700	-656,900	-22%
38995 - OTHER REFUNDS						
600 - Public Works	0	67,829	0	0	0	0%
Subtotal	0	67,829	0	0	0	0%
38999 - OTHER PROFESSIONAL SERVICES						
121 - CITY MANAGER	197	880	0	100	0	0%
122 - INTERGOVT RELATIONS	100	0	0	0	0	0%
131 - LEGAL	484	169	400	400	0	0%
141 - CITY CLERK	9,645	5,137	200,000	0	-200,000	-100%
142 - FINANCE	1,785	400	500	3,000	2,500	500%
143 - HUMAN RESOURCES	1,053	1,178	58,000	102,500	44,500	77%
144 - INFORMATION TECHNOLOGY	861	0	0	0	0	0%
145 - PUBLIC INFORMATION	1,221	0	0	0	0	0%
191 - GENERAL OPERATIONS	6,000	4,000	6,000	3,000	-3,000	-50%
242 - COMMUNITY DEVELOPMENT	3,782	1,753	2,900	2,800	-100	-3%
331 - CITY COURT	8,420	5,911	6,000	7,000	1,000	17%
341 - POLICE	22,105	67,397	115,800	119,800	4,000	3%
342 - EMERGENCY SERVICES (FIRE	10,343	6,931	0	0	0	0%
444 - PARKS & RECREATION	1,467	1,833	1,000	5,000	4,000	400%
600 - Public Works	2,096	40	600	200	-400	-67%
Subtotal	69,559	95,630	391,200	243,800	-147,400	-38%
39111 - LAND PURCHASES						
600 - Public Works	19,833	159	628,100	358,700	-269,400	-43%
Subtotal	19,833	159	628,100	358,700	-269,400	-43%
39112 - IMPROVEMENTS TO LAND						
444 - PARKS & RECREATION	0	0	0	1,686,300	0	0%
600 - Public Works	4,900	0	0	219,900	0	0%
Subtotal	4,900	0	0	1,906,200	0	0%
39210 - BUILDING & STRUCTURES (YEAR-END)						
600 - Public Works	-3,256,469	-584,107	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
39210 - BUILDING & STRUCTURES (YEAR-END)						
Subtotal	-3,256,469	-584,107	0	0	0	0%
39211 - BUILDING & STRUCTURE PURCHASES						
242 - COMMUNITY DEVELOPMENT	0	0	0	0	0	0%
341 - POLICE	0	0	35,000	0	-35,000	-100%
342 - EMERGENCY SERVICES (FIRE	0	0	300,000	0	-300,000	-100%
444 - PARKS & RECREATION	0	0	520,000	2,500,000	1,980,000	381%
600 - Public Works	4,229,296	524,123	14,008,600	12,182,900	-1,825,700	-13%
Subtotal	4,229,296	524,123	14,863,600	14,682,900	-180,700	-1%
39212 - IMPROVEMENTS TO BUILDINGS						
600 - Public Works	99,198	234,936	0	3,091,200	0	0%
Subtotal	99,198	234,936	0	3,091,200	0	0%
39220 - STREETS/INFRASTRUCTURE (YEAR-END)						
600 - Public Works	-201,915	-23,373	0	0	0	0%
Subtotal	-201,915	-23,373	0	0	0	0%
39221 - STREETS PURCHASES						
600 - Public Works	0	0	67,500	0	-67,500	-100%
Subtotal	0	0	67,500	0	-67,500	-100%
39222 - STREET IMPROVEMENTS						
600 - Public Works	1,107,681	133,802	61,200	2,360,000	2,298,800	3756%
Subtotal	1,107,681	133,802	61,200	2,360,000	2,298,800	3756%
39223 - INFRASTRUCTURE PURCHASES						
600 - Public Works	0	82,332	0	3,050,000	0	0%
Subtotal	0	82,332	0	3,050,000	0	0%
39224 - INFRASTRUCTURE IMPROVEMENTS						
444 - PARKS & RECREATION	0	0	0	948,800	0	0%
600 - Public Works	102,109	0	15,000	1,338,000	1,323,000	8820%
Subtotal	102,109	0	15,000	2,286,800	2,271,800	15145%
39310 - IMP.'S OTR THAN BLDGS & LAND (YEAR-END)						
600 - Public Works	-575,387	-933,202	0	0	0	0%
Subtotal	-575,387	-933,202	0	0	0	0%
39311 - IMP.'S OTR THAN BLDG. & LAND						
121 - CITY MANAGER	0	0	0	25,000	0	0%
144 - INFORMATION TECHNOLOGY	0	0	315,000	289,900	-25,100	-8%
191 - GENERAL OPERATIONS	126,034	0	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	25,000	0	-25,000	-100%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
39311 - IMP.'S OTR THAN BLDG. & LAND						
341 - POLICE	0	79,477	0	0	0	0%
600 - Public Works	809,393	299,216	244,000	205,000	-39,000	-16%
Subtotal	935,428	378,693	584,000	519,900	-64,100	-11%
39410 - FURN., FIXTURES & OFFICE EQUIP (YEAR-END)						
600 - Public Works	-23,981	-95,591	0	0	0	0%
Subtotal	-23,981	-95,591	0	0	0	0%
39411 - FURN., FIXTURES & OFC EQUIPMT						
121 - CITY MANAGER	0	0	50,000	47,500	-2,500	-5%
142 - FINANCE	0	0	25,000	0	-25,000	-100%
143 - HUMAN RESOURCES	0	0	0	5,800	0	0%
144 - INFORMATION TECHNOLOGY	107,489	273,434	320,000	34,000	-286,000	-89%
242 - COMMUNITY DEVELOPMENT	0	0	0	0	0	0%
331 - CITY COURT	0	0	0	20,000	0	0%
341 - POLICE	174,863	0	156,000	0	-156,000	-100%
342 - EMERGENCY SERVICES (FIRE	0	0	175,000	175,000	0	0%
444 - PARKS & RECREATION	0	0	100,000	0	-100,000	-100%
600 - Public Works	67,829	65,518	25,000	0	-25,000	-100%
Subtotal	350,182	338,952	851,000	282,300	-568,700	-67%
39420 - VEHICLES (YEAR-END)						
600 - Public Works	-1,344,646	0	0	0	0	0%
Subtotal	-1,344,646	0	0	0	0	0%
39421 - VEHICLES						
191 - GENERAL OPERATIONS	0	1,580,142	2,277,300	3,785,200	1,507,900	66%
341 - POLICE	332,483	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	4,677	0	0	0	0%
444 - PARKS & RECREATION	0	0	35,000	0	-35,000	-100%
600 - Public Works	2,123,511	0	1,620,000	2,663,000	1,043,000	64%
Subtotal	2,455,994	1,584,819	3,932,300	6,448,200	2,515,900	64%
39422 - IMPROVEMENTS TO VEHICLES						
341 - POLICE	47,889	0	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	8,563	0	0	0	0%
Subtotal	47,889	8,563	0	0	0	0%
39430 - MACHINERY & EQUIPMENT (YEAR-END)						
600 - Public Works	-75,978	0	0	0	0	0%
Subtotal	-75,978	0	0	0	0	0%
39431 - MACH. & EQUIPMENT						

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
39431 - MACH. & EQUIPMENT						
191 - GENERAL OPERATIONS	0	38,728	4,000	194,500	190,500	4763%
331 - CITY COURT	0	0	11,100	200,000	188,900	1702%
341 - POLICE	36,214	65,240	0	19,700	0	0%
342 - EMERGENCY SERVICES (FIRE	-46,604	115,163	0	0	0	0%
444 - PARKS & RECREATION	0	0	64,000	0	-64,000	-100%
600 - Public Works	266,950	0	20,000	260,000	240,000	1200%
Subtotal	256,560	219,130	99,100	674,200	575,100	580%
39432 - IMP'S TO MACH. & EQUIPMENT						
342 - EMERGENCY SERVICES (FIRE	0	52,301	0	0	0	0%
Subtotal	0	52,301	0	0	0	0%
39510 - MINERAL/WATER						
600 - Public Works	0	-153,735	0	0	0	0%
Subtotal	0	-153,735	0	0	0	0%
39511 - RIGHTS						
600 - Public Works	0	153,735	0	0	0	0%
Subtotal	0	153,735	0	0	0	0%
39520 - EASEMENTS (YEAR-END)						
600 - Public Works	-9,160	0	0	0	0	0%
Subtotal	-9,160	0	0	0	0	0%
39521 - EASEMENTS						
600 - Public Works	9,160	0	0	0	0	0%
Subtotal	9,160	0	0	0	0	0%
39600 - CAPITAL INTEREST						
600 - Public Works	-60,391	-160,206	0	0	0	0%
Subtotal	-60,391	-160,206	0	0	0	0%
39610 - CAPITAL INTEREST EXPENSE						
600 - Public Works	60,391	160,206	0	0	0	0%
Subtotal	60,391	160,206	0	0	0	0%
39711 - BUILDINGS & STRUCTURES						
600 - Public Works	912,340	912,892	0	0	0	0%
Subtotal	912,340	912,892	0	0	0	0%
39712 - IMP'S OTHER THN BLDGS & LAND						
191 - GENERAL OPERATIONS	0	34,571	0	0	0	0%
600 - Public Works	8,379,759	8,541,641	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
39712 - IMP'S OTHER THN BLDGS & LAND						
Subtotal	8,379,759	8,576,212	0	0	0	0%
39713 - EQUIPMENT						
144 - INFORMATION TECHNOLOGY	0	21,055	0	0	0	0%
600 - Public Works	858,096	888,303	0	0	0	0%
Subtotal	858,096	909,359	0	0	0	0%
39813 - OTHER (LEASES)						
191 - GENERAL OPERATIONS	6,500	6,500	6,600	4,000	-2,600	-39%
600 - Public Works	2,500	0	0	0	0	0%
Subtotal	9,000	6,500	6,600	4,000	-2,600	-39%
39821 - PRINCIPAL BONDS						
191 - GENERAL OPERATIONS	2,259,900	2,333,136	8,190,000	9,537,100	1,347,100	16%
791 - DEBT SERVICE	190,000	200,000	210,000	220,000	10,000	5%
Subtotal	2,449,900	2,533,136	8,400,000	9,757,100	1,357,100	16%
39822 - INTEREST BONDS						
191 - GENERAL OPERATIONS	3,982,163	3,868,750	3,701,500	4,585,300	883,800	24%
600 - Public Works	-60,391	-160,206	0	0	0	0%
791 - DEBT SERVICE	483,645	474,495	464,600	453,900	-10,700	-2%
Subtotal	4,405,416	4,183,039	4,166,100	5,039,200	873,100	21%
39823 - OTHER (BONDS)						
191 - GENERAL OPERATIONS	1,000	0	0	0	0	0%
791 - DEBT SERVICE	0	3,000	0	0	0	0%
Subtotal	1,000	3,000	0	0	0	0%
39824 - AMORTIZATION - BONDS						
191 - GENERAL OPERATIONS	83,275	9,104	0	0	0	0%
Subtotal	83,275	9,104	0	0	0	0%
39832 - INTEREST NOTES						
600 - Public Works	6,569	0	0	0	0	0%
Subtotal	6,569	0	0	0	0	0%
39833 - OTHER (NOTES)						
600 - Public Works	19,706	0	0	0	0	0%
Subtotal	19,706	0	0	0	0	0%
39834 - AMORTIZATION - NOTES						
600 - Public Works	22,603	0	0	0	0	0%
Subtotal	22,603	0	0	0	0	0%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
39861 - BAD DEBT EXPENSE						
191 - GENERAL OPERATIONS	27,282	0	0	0	0	0%
600 - Public Works	126,717	0	0	0	0	0%
Subtotal	153,998	0	0	0	0	0%
39871 - WATER STORAGE INVENTORY ADJUST						
600 - Public Works	-789,308	-474,737	0	0	0	0%
Subtotal	-789,308	-474,737	0	0	0	0%
39872 - INVENTORY ADJUSTMENT						
143 - HUMAN RESOURCES	-1,207	-473	0	0	0	0%
600 - Public Works	-125,482	-191,238	0	0	0	0%
Subtotal	-126,690	-191,711	0	0	0	0%
39891 - PREPAIDS						
111 - CITY COUNCIL	0	4,700	0	0	0	0%
121 - CITY MANAGER	0	-229	0	0	0	0%
131 - LEGAL	0	-1,898	0	0	0	0%
142 - FINANCE	0	-322	0	0	0	0%
143 - HUMAN RESOURCES	0	-20,537	0	0	0	0%
144 - INFORMATION TECHNOLOGY	0	17,933	0	0	0	0%
145 - PUBLIC INFORMATION	0	206	0	0	0	0%
242 - COMMUNITY DEVELOPMENT	0	2,000	0	0	0	0%
341 - POLICE	0	-5,893	0	0	0	0%
342 - EMERGENCY SERVICES (FIRE	0	-11,669	0	0	0	0%
444 - PARKS & RECREATION	0	171	0	0	0	0%
600 - Public Works	0	-6,574	0	0	0	0%
Subtotal	0	-22,112	0	0	0	0%
39995 - ECONOMIC DEV CONTINGENCY						
121 - CITY MANAGER	0	0	0	1,000,000	0	0%
242 - COMMUNITY DEVELOPMENT	0	0	791,000	0	-791,000	-100%
Subtotal	0	0	791,000	1,000,000	209,000	26%
39996 - GRANT MATCH CONTINGENCY						
121 - CITY MANAGER	0	0	70,000	70,000	0	0%
Subtotal	0	0	70,000	70,000	0	0%
39999 - CONTINGENCY						
142 - FINANCE	0	0	80,000	0	-80,000	-100%
143 - HUMAN RESOURCES	0	0	4,461,200	3,862,400	-598,800	-13%
191 - GENERAL OPERATIONS	0	0	10,089,900	42,670,600	32,580,700	323%
331 - CITY COURT	0	0	507,900	212,300	-295,600	-58%
341 - POLICE	0	0	1,503,700	1,538,200	34,500	2%

Citywide Expenses Summary by Object and Department
FY 2015

Object/Department	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Recommended	Amount Change	Percent Change
39999 - CONTINGENCY						
342 - EMERGENCY SERVICES (FIRE	0	0	0	2,083,800	0	0%
444 - PARKS & RECREATION	0	0	8,512,300	6,933,900	-1,578,400	-19%
600 - Public Works	0	0	19,916,200	52,853,400	32,937,200	165%
791 - DEBT SERVICE	0	0	0	25,000	0	0%
Subtotal	0	0	45,071,200	110,179,600	65,108,400	144%
Grand Total	148,458,330	145,866,542	223,712,800	334,639,700	110,926,900	50%

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, the SB1398 fund, the Animal Seizure Bond Forfeiture fund, the Unclaimed Property Disposal fund, and the Program 1033 Auction Proceeds fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

Expenditure Budget by Fund

Expenditures by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
Animal Seizure Bond Forfeiture	0	0	0	5,000	0%
Donations	14,249	18,037	14,300	14,700	3%
General	18,721,309	18,834,134	20,129,900	23,354,900	16%
General Capital	0	0	72,000	43,000	-40%
Grants And Contingency	592,769	244,206	250,100	376,400	50%
Police Dev Fee	246,098	245,736	1,224,600	245,200	-80%
Program 1033 Auction Proceeds	0	0	0	5,000	0%
Risk Management	0	0	0	0	0%
SB1398 Fines	0	6,084	40,100	19,600	-51%
SPD DEA	66,457	150,673	154,400	0	-100%
SPD RICO	220,140	315,941	806,000	1,277,900	59%
SPD Towing	66,067	51,942	532,000	375,100	-29%
Unclaimed Property Disposal	0	0	0	5,000	0%
Total	19,927,090	19,866,754	23,223,400	25,721,800	11%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	183.0	179.9	181.5	183.5	2.0
Grants And Contingency	0.0	0.6	0.0	0.0	0.0
SPD Towing	1.0	0.5	0.5	0.5	0.0
Total	184.0	181.0	182.0	184.0	2.0

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

- Reduction of Uniformed Crime Reporting (UCR) Part I Crime by 14%.
- Awarded Commission on Accreditation of Law Enforcement Agencies (CALEA) re-accreditation status.
- Passed new city False Alarm ordinance, which will greatly reduce unneeded patrol officer response to false alarms.
- Procured and implemented on-officer cameras, which are extremely effective in aiding documentation and prosecution of criminal offenses as well as assisting in resolution of citizen complaints.
- Procured Spillman Mobile Law Forms software module, which allows report writing from the patrol vehicles, resulting in greater public visibility of patrol officers.

Major Initiatives and Policy Issues

- Pursue mobile Electronic Ticket Writers for all patrol vehicles.
- Records Unit space expansion.
- Expand school safety and educational internships and drug awareness programs.

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.
  - Provide sufficient evidence of SPD compliance and institutional use.
  - Demonstrate proficiency in Annual Quality Assurance (AQA) program.
  - Maintain the high standard of excellence through annual analysis of critical operations including: vehicle pursuits, internal investigations, use of force, and bias based complaints.

Performance Measures	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Actual***	**FY2015 Target**
Reviewed/revised policies	88	21	50+	34+	50+
Completed AQA of 481 standards	August	April	August	April	August
Successful reaccreditation**	N/A	N/A	August	August	N/A
Complete time-sensitive audits/inspections	23	23	23	13	23

The FY2014 Actual is based on the last half of 2013 as the fiscal year is not yet complete

- **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 5 minutes) to police calls for service, increase proactive patrol volume, and continue to enforce traffic safety.

Performance Measures	**FY2012**	**FY2013**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Target**
Calls for service	42,007	39,857	41,000	37,925	40,000
Number of report actions*	19,066	19,108	25,000	17,324	18,267
Priority 1 average response times	4min 50sec	4min 24sec	4min 40sec	4min 41sec	4min 40sec
Officer initiated call volume	84,278	54,550	90,000	54,524	55,000

*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	**FY2012**	**FY2013**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Target**
Number of arrests	3,872	3,732	3,800	3,639	3,700
UCR Part 1 crimes	2,956	2,348	2,500	2,337	2,472
UCR Part 1 crimes per 1,000	24.80	19.70	26.00	19.60	20.30

Police Department
General Fund Summary

Major Budget Changes

The FY2015 budget increased 16.0% over the FY2014 recommended budget.

- Personnel expenditures increase 16.0% overall due to:
  - The implementation of updated steps per the negotiated Memorandum of Understanding (MOU)
  - Increased overtime to accommodate mandatory training, FMLA, military leave, and sick time
  - 1.3% COLA for all employees
  - 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - 0.68% increase in the employer contribution for the Public Safety Retirement System
  - The addition of two public safety communications officer positions from a change request
  - The addition of standby pay for SWAT and Motors officers from a change request
- Supplies increased 27.0% over the FY2014 budget primarily due to:
  - One-time purchase of helmets for patrol officers
  - Increased ammunition needs
  - Increased operating tools and equipment needs, such as bicycle repair and replacement parts for on-officer cameras
  - Increased fuel based on trends and estimated needs
- Services increased 8.51% over the FY2014 budget primarily due to:
  - Increased costs related to the federally mandated regional wireless conversion
  - Increased booking and housing fees at Maricopa County Sheriff's Office (MCSO) jails
  - Increased pre-employment services costs due to increased hiring and the inability to use MCSO for free polygraphs
  - Increased costs related to aircards for laptops and mobile data computers (MDCs)
  - Increased travel and training
  - The addition of SWAT medic training from a change request

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	16,441,623	16,629,444	17,890,400	20,811,800	16%
Supplies	652,075	615,753	566,500	721,700	27%
Services	1,627,030	1,595,047	1,673,000	1,821,400	9%
Capital	580	0	0	0	0%
Debt	0	-6,109	0	0	0%
Total	18,721,309	18,834,134	20,129,900	23,354,900	16%
Expenditures by division					
Administration	3,346,986	3,493,972	2,680,500	3,134,300	17%
Communications	1,970,523	1,860,723	2,181,400	2,522,500	16%
Investigations	2,834,759	2,681,523	2,862,700	3,166,600	11%
Patrol	10,280,620	10,496,383	12,209,300	14,312,200	17%
Technical Services	288,420	301,533	196,000	219,300	12%
Total	18,721,309	18,834,134	20,129,900	23,354,900	16%
Revenue	643,045	657,656	720,200	728,300	1%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	183.0	179.9	181.5	183.5	2.0

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 FY2015 budget decreased 100% from the FY2014 budget. There are no planned expenditures in FY2015. The decrease is due to:

- One-time purchases in FY2014
- Transfer of funding to the correct fund (RICO)

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	57,940	18,466	16,000	0	-100%
Services	8,517	66,968	100,000	0	-100%
Capital	0	65,240	0	0	0%
Contingency	0	0	38,400	0	-100%
Total	66,457	150,673	154,400	0	-100%
Expenditures by division					
Administration	0	0	16,000	0	-100%
Investigations	66,457	150,673	138,400	0	-100%
Total	66,457	150,673	154,400	0	-100%
Revenue	19,485	289,186	120,000	0	-100%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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 FY2015 budget increased 59% from the FY2014 budget.

- Supplies increased 180.0% over the FY2014 budget due to:
  - One-time purchase of ballistic helmets
  - The transfer of $303K in funding from contingency to operating equipment and tools. This funding is for potential special revenue fund spending throughout the year, which previously had been budgeted as contingency
- Services increased 229.0% over the FY2014 budget due to:
  - Donations to Drug Free AZ and FBI National Academy Associates Arizona Leadership Education and Development (ALEAD) academy
  - Department improvements and expansion of the records unit
- Capital decreased 100% due to one-time expenditures in FY2014
- Contingency decreased 100% due to planned spending and budgeting of fund balance in line items instead of contingency

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	35,482	210,198	415,000	1,162,900	180%
Services	9,795	26,266	35,000	115,000	229%
Capital	174,863	79,477	35,000	0	-100%
Contingency	0	0	321,000	0	-100%
Total	220,140	315,941	806,000	1,277,900	59%
Expenditures by division					
Administration	220,140	315,602	806,000	842,300	5%
Communications	0	0	0	21,800	0%
Investigations	0	0	0	413,800	0%
Patrol	0	339	0	0	0%
Total	220,140	315,941	806,000	1,277,900	59%
Revenue	357,962	206,080	360,000	480,000	33%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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 FY2015 budget decreased 29.0% from the FY2014 budget.

- Supplies increased 37.0% over the FY2014 budget due to:
  - Carryover of funding for purchases/projects that could not be completed in FY2014
  - The addition of $8K from a change request for radio console maintenance
  - The transfer of $278K in funding from contingency to operating equipment and tools. This funding is for potential special revenue fund spending throughout the year, which previously had been budgeted as contingency
- Capital decreased 100% due to one-time expenditures in FY2014
- Contingency decreased 100% due to planned spending and programming of fund balance in line items instead of contingency

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	66,007	33,399	32,500	32,500	0%
Supplies	0	18,544	250,000	342,600	37%
Services	60	0	0	0	0%
Capital	0	0	84,000	0	-100%
Contingency	0	0	165,500	0	-100%
Total	66,067	51,942	532,000	375,100	-29%
Expenditures by division					
Patrol	66,067	51,942	532,000	375,100	-29%
Total	66,067	51,942	532,000	375,100	-29%
Revenue	115,995	106,015	117,000	117,000	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	1.0	0.5	0.5	0.5	0.0

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 FY2015 budget 51.0% from the FY2014 budget due to one-time purchases in FY2014.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	0	6,084	40,100	19,600	-51%
Total	0	6,084	40,100	19,600	-51%
Expenditures by division					
Patrol	0	6,084	40,100	19,600	-51%
Total	0	6,084	40,100	19,600	-51%
Revenue	16,927	14,883	17,000	17,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund

Police Department
Animal Seizure Bond Forfeiture Fund

Fund Description

On occasion, the Police department may seize an animal from its owner and will hold it until due process is complete. Pursuant to A.R.S §13-4281 owners of seized animals must post a bond of $25 per animal to cover the expenses related to housing, care, and treatment of the animal. In 2014, a new special revenue fund was established to manage these funds.

Major Budget Changes

This is a new fund in FY2015. There are no planned expenditures at this time; however, budget authority has been established to allow the Police department to procure veterinary care for seized animals as needed.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	0	0	0	5,000	0%
Total	0	0	0	5,000	0%
Expenditures by division					
Patrol	0	0	0	5,000	0%
Total	0	0	0	5,000	0%
Revenue	0	0	0	5,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund

Police Department
Program 1033 Auction Proceeds Fund

Fund Description

The Department of Defense Excess Property Program (1033 Program) is authorized under federal law and managed through the Defense Logistics Agency's Law Enforcement Support office (LESO). The 1033 program provides surplus DoD military equipment to state and local civilian law enforcement agencies for use in counter-narcotics and counter-terrorism operations, and to enhance officer safety. The city of Surprise participates in the 1033 program from time to time. A new special revenue fund was established to manage the revenue and expenditures related to auction proceeds received from the disposal of military equipment received through this program.

Major Budget Changes

This is a new fund in FY2015. There are no planned expenditures at this time; however, budget authority has been established to allow the Police department to expend funds, when they become available.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	0	0	0	5,000	0%
Total	0	0	0	5,000	0%
Expenditures by division					
Administration	0	0	0	5,000	0%
Total	0	0	0	5,000	0%
Revenue	0	0	0	5,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund

Police Department
Unclaimed Property Disposal Fund

Fund Description

Throughout the year, the city of Surprise may receive funds from the disposal of unclaimed property pursuant to Article VII of the city of Surprise Municipal Code and A.R.S. §12-945, which govern the handling of unclaimed property. In November 2013, a new special revenue fund was established to manage the funds received through this activity. These funds are the remaining balance of any revenues from the disposal less selling and advertising costs. Presently, no restrictions have been issued on the use of these funds, however funds must be held on account for six months before they can be used.

Major Budget Changes

This is a new fund in FY2015. There are no planned expenditures at this time; however, budget authority has been established to allow the Police department to expend funds, when they become available.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	0	0	0	5,000	0%
Total	0	0	0	5,000	0%
Expenditures by division					
Administration	0	0	0	5,000	0%
Total	0	0	0	5,000	0%
Revenue	0	0	0	5,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund

Fire-Medical Department
Department Overview

Department Description

The Fire Medical Department is a full-service all hazard response 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 Medical 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 by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
Ambulance Contract	0	0	278,700	247,000	-11%
Donations	10,898	1,552	15,000	7,100	-53%
Fire & EMS Development Fee	121,601	121,422	121,500	121,200	0%
Firefighters Pension	57,210	22,732	18,000	0	-100%
General	14,311,158	14,299,509	15,072,200	17,428,200	16%
General Capital	-47,245	0	0	175,000	0%
Grants And Contingency	33,968	103,896	80,400	46,700	-42%
HALO	0	120,299	132,000	158,000	20%
Wildland Fire	0	62,526	140,000	140,000	0%
Total	14,487,590	14,731,936	15,857,800	18,323,200	16%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	122.0	118.0	118.0	120.0	2.0
Total	122.0	118.0	118.0	120.0	2.0

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, interdepartmental coordination, budget development, grant management, payroll, 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 logistical support to 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

- Achieved EMS Premier Agency and Heart Safe City Status from Arizona Department of Health Services
- Received two UASI grants totaling $64,000 which include Hazardous Material Training and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) software and equipment enhancements; as well as a third grant for $17,000 in stadium equipment from Firehouse Subs.
- Replaced five outdated cardiac monitors with more enhanced LifePak 15 cardiac monitors
- The department deployed a new pumper with a 1500 gallon per minute (gpm) pump, new advanced life support equipment, and all equipment needed for fire suppression activities in October 2013 and has already initiated the purchase of a second pumper to be deployed in FY15.
- Reviewed and adopted the 2012 Fire Code and also entered into a new MOU with the State Fire Marshal's Office for inspections of public and charter schools, state and county buildings.

Major Initiatives and Policy Issues

- Conduct an ambulance feasibility study
- Enhance FireView GIS software to optimize and enhance response standards, resource allocation, and deployment strategies within the department
- Seek grant funding to implement Phase II of department's citywide risk assessment project to initiate the development of a tactical premise program
- Implement and initiate the new fire code enforcement program
- Research and apply for additional grant funding to enhance and expand fire services

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 Actual	FY2014 Estimate	FY2015 Target
Number of target training hours per firefighter	292	238	297	225*	250
Number of training hours	31,518	25,783	32,112	22,725*	25,250
Percent of target hours attained	116%	95%	118%	90%	100%

*****Training totals reflect 101 operational personnel not administrative personnel

- **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 Actual	FY2014 Estimate	FY2015 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 Actual	FY2014 Estimate	FY2015 Target
Number of inspections completed*	700	944	701	1,242	1,300
Number of plans reviewed	361	348	288	312	330
Percent of plan review compliance	N/A	N/A	100%	100%	100%
Number of new construction inspections	N/A	568	416	250	300

*****Inspections include follow up, assisted living, food program, liquor license, Knox Box, and citizen complaints

- **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 Actual**	**FY2014 Estimate**	**FY2015 Target**
Total incidents	11,176	12,304	13,649	13,775	14,000
Percent of time 5 minute response attained*	36.7%	36.3%	38.1%	40%	41.0%
90th percentile response time**	8:37	8:26	8:24	8:20	8:17
Average response time	5:53	5:49	5:51	5:44	5:40

*% of total calls where an emergency response unit arrived in 5 minutes or less (1 minute turnout; 4 minute 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)

Fire-Medical Department
General Fund Summary

Major Budget Changes

The FY2015 budget increased 16.0% over the FY2014 recommended budget.

- Personnel expenditures increase 17.0% overall primarily due to:
  - Increased due to the implementation of updated steps per the negotiated Memorandum of Understanding (MOU)
  - Increased due to a 1.3% COLA for all employees
  - Increased due to a 2% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - The increase was offset by a 0.35% reduction in the employer contribution for the Public Safety Retirement System
  - Increased due to the addition of two engineer positions from a change request.
- Supplies increased 7% over the FY2014 budget due to:
  - Increased fuel based on trends and estimated needs
  - Increased Personal Protective Equipment (PPE) due to the addition of two Engineer positions from a change request
  - Increased need for training and education supplies/props
  - The increase was partially offset by a decrease in operating tools and equipment due to one-time expenditures in FY2014
- Services increased 9% over the FY2014 budget due to:
  - Increased need for promotional testing. In addition, this item was increased based on trend
  - Increased promotional testing due to the addition of two engineer positions from a change request. Costs include the testing and the test validation.
  - Increased need for water service. This item was increased based on trend and estimated rate increase
  - Increased employee certifications and licensing due to the addition of two engineer positions from a change request. Costs include the fire academy and paramedic school
  - The increase was partially offset by a decrease in software licenses due to the citywide consolidation of a contract that resulted in lower costs

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	12,588,289	12,486,044	13,095,400	15,284,000	17%
Supplies	428,874	468,698	445,900	476,400	7%
Services	1,293,995	1,325,911	1,530,900	1,667,800	9%
Capital	0	30,525	0	0	0%
Debt	0	-11,669	0	0	0%
Total	14,311,158	14,299,509	15,072,200	17,428,200	16%
Expenditures by division					
Administration	1,748,054	1,721,632	1,940,700	2,027,900	4%
Comm. Life Safety Education	0	0	27,400	28,100	3%
Community Services	152,508	30,619	94,500	0	-100%
Crisis Response	115,947	15,469	30,300	29,500	-3%
Ems	205,266	220,377	244,600	254,200	4%
Fire Operations	11,172,691	11,688,894	11,885,800	14,198,400	19%
Prevention	408,036	292,132	344,100	351,300	2%
Support Services	340,226	293,049	314,300	314,800	0%
Training	168,430	37,336	190,500	224,000	18%
Total	14,311,158	14,299,509	15,072,200	17,428,200	16%
Revenue	881,135	632,850	754,100	704,800	-7%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	122.0	118.0	118.0	120.0	2.0

Fire-Medical 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 was programmed with estimated expenditures in the fire department for alternative pension contributions. The remaining fund balance of approximately $20,000 is estimated to be exhausted in FY2014 and will be closed out.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	0	0	0	0	0%
Contingency	0	0	7,600	0	-100%
Total	0	0	7,600	0	-100%
Expenditures by division					
General Operations	0	0	7,600	0	-100%
Total	0	0	7,600	0	-100%
Revenue	706	146	100	0	-100%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Fire-Medical 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-Medical 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 FY2015 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 FY2015 budget shows a 20% increase from FY2014 for anticipated participation.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	0	120,299	132,000	158,000	20%
Total	0	120,299	132,000	158,000	20%
Expenditures by division					
Fire Operations	0	120,299	132,000	158,000	20%
Total	0	120,299	132,000	158,000	20%
Revenue	0	120,299	132,000	158,000	20%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Fire-Medical 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-Medical 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 FY2015 budget shows no significant increase over the FY2015 budget.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	0	48,930	118,800	119,800	1%
Supplies	0	13,526	21,200	20,200	-5%
Services	0	69	0	0	0%
Total	0	62,526	140,000	140,000	0%
Expenditures by division					
Fire Operations	0	62,526	140,000	140,000	0%
Total	0	62,526	140,000	140,000	0%
Revenue	0	94,860	140,000	140,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Fire-Medical Department
Ambulance Contract Fund

Fund Description

The city has entered 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-Medical 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 was established in FY2014 to manage these funds.

Major Budget Changes

The FY2015 budget decreased 11.4% from the FY2014 budget.

- Personnel decreased to more accurately reflect the budget needed for this new contract
- Supplies decreased 100% due to one-time expenditures in FY2014
- The decrease was offset by an increase in contingency to account for estimated fund balance

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	0	0	185,100	134,200	-27%
Supplies	0	0	40,000	0	-100%
Services	0	0	53,600	53,600	0%
Contingency	0	0	0	59,200	0%
Total	0	0	278,700	247,000	-11%
Expenditures by division					
Administration	0	0	93,600	112,800	21%
Fire Operations	0	0	185,100	134,200	-27%
Total	0	0	278,700	247,000	-11%
Revenue	0	0	278,700	247,000	-11%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Community Development Department Overview

Department Description

The Community Development department provides development services, planning and zoning, building safety, code enforcement, neighborhood services, and welcome center. 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 Development department is primarily funded by the general fund. In addition, it has a special revenue fund that provides 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 by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
General	6,602,043	5,833,803	7,261,300	3,812,700	-47%
General Capital	0	0	1,100,000	0	-100%
Neighborhood Revitalization	682,785	1,710,349	692,400	2,083,200	201%
Risk Management	9,657	13,034	0	0	0%
Transportation Improvement	51,549	61,504	260,000	0	-100%
Wastewater Dev Fee	0	0	25,000	0	-100%
Wastewater Operations	400,905	234,819	251,000	0	-100%
Water Dev Fee	0	0	450,000	0	-100%
Water Operations	20,692	25,161	30,000	0	-100%
Total	7,767,630	7,878,670	10,069,700	5,895,900	-41%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	34.8	33.5	40.0	41.3	1.3
Neighborhood Revitalization	1.0	2.0	0.0	0.0	0.0
Total	35.8	35.5	40.0	41.3	1.3

Primary Functions

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

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.

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

- Agreement with medical development group, specializing in traumatic brain injury rehabilitation
- Successful Certificate of Occupancy for new headquarters and manufacturing operation
- Successful Certificate of Completion for 420,000 square foot speculative industrial building
- General Plan 2035 ratified by 72% of the voters – November 2013
- Adoption of 2012 International Building Codes
- Implementation of self certification building permit process
- Successful integration of transportation planning into Community Development
- Create transportation planning tools for the city of Surprise. Tools will include an Access Management Plan, Bicycle Pedestrian Plan, Complete Streets Plan and Major Thoroughfare Plan to be used within the city's planning boundary

Major Initiatives and Policy Issues

- Implement Council's Strategic Framework initiatives including medical, renewable energy, economic development, and recruitment of a new four year residential college or university
- Update application process for assisted living facilities
- Complete the next Village Plan as directed by Council
- Surprise Uniform Development Code update and adoption
- Initiation of the form based code drafting
- Implementation of second phase of self certification permit process to include civil permits
- Implement General Plan

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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Number of customers anticipated	8,000	8,500	8,900	8,900	9,000
Number of customers assisted	8,385	8,591	8,900	8,900	9,000
Average time spent per customer	25 minutes	21 minutes	20 minutes	20 minutes	20 minutes
Percent of customers assisted within 15 minutes of sign in	81%	89%	90%	90%	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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Number of new cases opened	4,879	4,163	4,300	4,600	4,600
Number of cases resolved	4,346	3,992	4,000	4,200	4,300
Number of inspections	12,027	11,651	12,000	12,900	13,000
Proactive inspections	2,675	2,829	3,150	2,500	2,750

- **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

	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Small business start-up successes	22	33	28	30	32
Large business and retail successes	4	3	4	4	5
AZ TechCelerator program tenants	15	13	15	14	14
AZ TechCelerator events/programs	5	8	8	10	12

Community Development
General Fund Summary

Major Budget Changes

The FY2015 budget is 49.0% less than the FY2014 amended budget.

- Personnel expenditures increase 7.0% overall due to:
  - 1.3% COLA and 2.0% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - 0.06% increase in ASRS contributions
  - The addition of one planner, one contract administrator, and one zoning coordinator from a change request
  - The increase was partially offset by:
    - Transferring two existing staff and two new additional staff from a change request to the City Manager's Office
- Supplies increased 6.0% over the FY2014 budget primarily due to the Economic Development division moving to the City Manager's Office
- Services decreased 92.0% over the FY2014 budget primarily due to the Economic Development division moving to the City Manager's Office
  - The decrease was partially offset by:
    - Increase in professional and outside services due to revisions of the Surprise Uniform Development Code,
- Contingency decreased 100.0% due to the Economic Development division moving to the City Manager's Office

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,784,671	2,819,129	3,156,400	3,475,700	10%
Supplies	83,725	57,534	87,900	93,300	6%
Services	3,733,647	2,955,140	3,226,000	243,700	-92%
Debt	0	2,000	0	0	0%
Contingency	0	0	791,000	0	-100%
Total	6,602,043	5,833,803	7,261,300	3,812,700	-47%
Expenditures by division					
Administration	263,069	225,693	229,900	258,200	12%
Building Safety	788,443	830,920	1,049,600	1,125,000	7%
Code Enforcement	528,065	504,421	569,700	648,500	14%
Development Services	524,462	472,103	506,900	664,300	31%
Economic Development	3,757,784	2,977,496	4,105,500	0	-100%
Neighborhood Services	196,822	289,914	196,100	347,100	77%
Planning & Zoning	543,397	533,255	603,600	769,600	28%
Total	6,602,043	5,833,803	7,261,300	3,812,700	-47%
Revenue	1,622,594	2,011,274	2,188,200	2,289,700	5%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	34.8	33.5	40.0	41.3	1.3

Community 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 Department administers the programs associated with this fund.

Accomplishments, Enhancements, and Efficiencies

- Construction of three new replacement homes under the HOME program.
- Purchased two properties to be sold under the Neighborhood Stabilization Program (NSP).
- Assisted 32 qualified families under the Emergency Rehabilitation Assistance.
- Secured grant funding for the continuation of the Summer Youth Employment Program for summer 2014 allowing the employment of 19 income qualified youths.
- Met grant expenditure deadlines for the Neighborhood Stabilization Program 3 grant fund.

Major Initiatives and Policy Issues

- Completion of fair housing testing as recommended through the Analysis of Impediments to Fair Housing.
- Organization of a fair housing event that was geared to provide resources and education to the community.
- Organization of a Home Owner's Association Summit to assist with improved communication and service to HOA's.

Major Budget Changes

The FY2014 budget is a 201.0% decrease from the FY2013 amended budget. The changes are due to estimated grant spending during FY2015.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	162,060	161,310	242,400	379,500	57%
Supplies	2,120	0	0	0	0%
Services	518,605	1,549,039	450,000	1,703,700	279%
Total	682,785	1,710,349	692,400	2,083,200	201%
Expenditures by division					
Neighborhood Services	682,785	1,710,349	692,400	2,083,200	201%
Total	682,785	1,710,349	692,400	2,083,200	201%
Revenue	682,785	1,710,347	0	2,083,200	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	1.0	2.0	0.0	0.0	0.0

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY13 Actual	FY2014 Target	FY2014 Estimate
Homes improved through grant funds	21	19	45	30	32
Grant amounts awarded for neighborhood revitalization activities	1,853,432	445,732	554,119	630,172	667,156
Number of community revitalization events	4	3	2	2	4
Number of CDBG funded social service programs	2	3	4	4	5

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 orders, 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 by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
General	2,031,375	1,895,780	1,942,100	1,834,700	-6%
Municipal Court Enhancement	78,790	78,689	491,800	297,600	-39%
Municipal Court FARE	0	3,500	14,700	18,900	29%
Municipal Court JCEF	0	9,568	130,600	99,200	-24%
Municipal Court MFTG	37,765	31,000	20,200	30,800	52%
Total	2,147,930	2,018,538	2,599,400	2,281,200	-12%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	22.1	19.1	19.1	19.1	0.0
Municipal Court JCEF	0.0	0.0	0.0	1.0	0.0
Total	22.1	19.1	19.1	20.1	1.0

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

- Online payments – Justice 20/20 Initiatives 1, 2 and 3 (as listed in "Major Initiatives and Policy Issues" section of this document)
    - Web and IVR system was implemented in November 2013 which allows payment of fines, fees and restitution.
- Enhanced Court Security – Justice 20/20 Initiatives 1, 2 and 4
    - The number of security cameras throughout the courthouse has been increased thereby ensuring a continued safe environment for all court users.

- Enhanced Customer Web Access – Justice 20/20 Initiatives 1, 2 and 3
    - Motion Forms, one of the most commonly used forms are now provided online as PDF fillable with one-click online filing with direct routing quicker response time.
    - The Court's website was recently updated in response to court user feedback. We have improved the overall aesthetic appearance of the website, in addition to increasing efficiency, user friendliness and accessibility.
- Enhanced Customer Service – Justice 20/20 Initiatives 1, 2 and 3
    - Installation and implementation of desktop microphone paging system for use by front counter staff.
- Community Outreach – Justice 20/20 Initiatives 1, 3 and 5
    - Continued participation in Teen Court Program
    - Participation with City of Surprise Summer Youth Program

Major Initiatives and Policy Issues

- Justice 20/20, A Vision for the Future of the Arizona Judicial Branch includes the following initiatives:
    1. Strengthen the administration of Justice
    2. Maintain a professional workforce and improve operational efficiencies
    3. Improve communications
    4. Protect children, families and communities
    5. Improve the legal profession
- Surprise City Court initiatives also include:
    - Implement state legislature changes
    - Implement federal and state rule and policy Initiatives
    - Implement new city ordinances
    - Pending budget approval the Court will replace and upgrade audio/visual equipment in all three courtrooms. In an effort to ensure the consistency of producing accurate and clear records of all proceedings, we seek to contract with a qualified vendor to identify the specific needs of our court to ensure a properly designed audio/video system is installed with the capability of allowing for continued necessary upgrades to accommodate future growth.
    - Pending budget approval the Court will install an Electronic Docket Display System in the Court lobby. This display system will effectively manage courtroom traffic by allowing court users the ability to quickly and easily ascertain up-to-the minute information for scheduled hearings by displaying data from the court case management system on large, visible LCD panels. The use of an electronic display will result in a more efficient use of court staff time by eliminating the need to manually update the court calendar on a daily basis. The Court calendar currently consists of a piece of paper that is taped to one of three easel boards in the court lobby.

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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Number of court visitors	48,393	46,530	47,000	43,000	43,000
Number of surveys distributed	0*	-	300	**	300
Number of surveys returned	303	-	200	**	200
Percent of court users surveyed with a positive experience	63%	-	75%	**	75%

**Number actually distributed was not counted*
***Survey was not conducted in FY2013. The survey is scheduled to be conducted the week of April 7, 2014.*

- **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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Total number of filings	16,167	16,708	17,000	13,000	14,000
Number of cases audited	2,000	2,000	2,000	2,000	2,000
Percent of cases meeting conformance criteria for timely retrieval	87%	94%	98%	97%	98%
Percent of cases accurate and complete	86%	98%	98%	97%	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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Number of criminal cases filed	3,182	3,241	3,100	2,900	3,100
Number of criminal cases resolved	4,067	4,049	3,900	3,600	3,700
Percent of criminal cases resolved	128%	125%	126%	126%	127%
Percent of DUI's resolved within 120 days	79%	76%	85%	85%	85%
Percent of DUI's resolved within 180 days	92%	91%	93%	93%	93%

City Court
General Fund Summary

Major Budget Changes

The FY2015 budget decreased 6.0% over the FY2014 recommended budget.

- Personnel expenditures increased 5.0% overall primarily due to:
  - 1.3% COLA and 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - .06% increase in ASRS contributions
  - Decreased need to utilize pro-tem judges
- Supplies decreased 10.4% from the FY2014 budget primarily due to a reduction in the need for office supplies due to decrease case filings.
- Services decreased 67.3% from the FY2014 budget primarily due to:
  - Taxes and services fees decreased due to the implementation of on-line payments
  - Public defender fees decreased as this was moved to the Finance department budget, per administration
  - Decreased need for postage and printing due to decreased case filings
  - The decrease in services was partially offset by:
    - Increase in audit services due to the triennial audit in FY2015
    - Increase in jury expenditures as the cost per summons is expected to rise
    - Increase in travel and training – the funding has been moved back to the general fund from the JCEF special revenue fund. JCEF is temporary funding only and was used to assist when the city was in need

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	1,741,818	1,635,326	1,641,200	1,719,900	5%
Supplies	29,336	28,399	28,900	25,900	-10%
Services	260,221	232,055	272,000	88,900	-67%
Total	2,031,375	1,895,780	1,942,100	1,834,700	-6%
Expenditures by division					
General Operations	2,031,375	1,895,780	1,942,100	1,834,700	-6%
Total	2,031,375	1,895,780	1,942,100	1,834,700	-6%
Revenue	1,275,954	1,294,477	1,256,200	1,214,800	-3%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	22.1	19.1	19.1	19.1	0.0

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 FY2015 budget increased 39.0% over the FY2014 recommended budget.

- Services increased 17.7% over the FY2014 budget due to an increase in the expected renewal costs of service agreements
- Capital increased 80.23% over the FY2014 budget due to the approval of a change request to purchase an electronic docket system
- Fund balance and remaining available revenue is programmed as contingency

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	78,790	78,689	85,000	100,000	18%
Capital	0	0	11,100	20,000	80%
Contingency	0	0	395,700	177,600	-55%
Total	78,790	78,689	491,800	297,600	-39%
Expenditures by division					
General Operations	78,790	78,689	491,800	297,600	-39%
Total	78,790	78,689	491,800	297,600	-39%
Revenue	105,280	109,611	113,000	110,000	-3%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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

There are no planned expenditures. Fund balance and remaining available revenue is programmed as contingency.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	0	3,500	0	0	0%
Contingency	0	0	14,700	18,900	29%
Total	0	3,500	14,700	18,900	29%
Expenditures by division					
General Operations	0	3,500	14,700	18,900	29%
Total	0	3,500	14,700	18,900	29%
Revenue	84	4,347	4,400	4,400	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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 FY2015 budget decreased 20.0% over the FY2014 recommended budge due to travel and training moving back to the general fund. JCEF is temporary funding only and was used to assist when the city was in need. This decrease was offset by the addition of one fiscal support specialist, which will be funded by JCEF for two years and then will be moved to the general fund.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	0	0	0	64,300	0%
Supplies	0	0	0	0	0%
Services	0	9,568	53,300	40,000	-25%
Contingency	0	0	77,300	0	-100%
Total	0	9,568	130,600	104,300	-20%
Expenditures by division					
General Operations	0	9,568	130,600	104,300	-20%
Total	0	9,568	130,600	104,300	-20%
Revenue	22,865	22,897	23,000	23,300	1%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	0.0	0.0	0.0	1.0	0.0

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 FY2015 budget increased 52.0% over the FY2014 recommended budget, which had no expenditures. The increase in FY2015 is due to:

- Supplies increased due to the approved change request for the purchase of ergonomic chairs

Fund balance and remaining available revenue is programmed as contingency

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	0	0	0	15,000	0%
Services	37,765	31,000	0	0	0%
Contingency	0	0	20,200	15,800	-22%
Total	37,765	31,000	20,200	30,800	52%
Expenditures by division					
General Operations	37,765	31,000	20,200	30,800	52%
Total	37,765	31,000	20,200	30,800	52%
Revenue	8,466	11,551	8,600	8,300	-3%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Human Resources
Department Overview

Mission Statement

The mission of the human resources department is to support the goals and challenges of the city by providing services that promote a work environment that is characterized by integrity, professionalism, and accountability. We seek and provide solutions to workplace issues that support and optimize the operating principles of the city.

Department Description

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

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

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

Department-Wide

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

Expenditure Budget by Fund

Expenditures by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
Employee Healthcare	6,835,692	8,195,156	11,235,900	11,661,100	4%
FSA Account	0	12,004	0	0	0%
General	1,437,334	1,319,476	1,659,000	1,749,500	5%
Risk Management	1,401,385	1,381,289	3,839,200	3,743,700	-2%
Total	9,674,412	10,907,926	16,734,100	17,154,300	3%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
Employee Healthcare	1.0	1.0	1.0	1.0	0.0
General	11.0	10.0	10.0	11.0	1.0
Risk Management	2.0	2.0	2.0	2.0	0.0
Total	14.0	13.0	13.0	14.0	1.0

Primary Functions

- Recruitment
- NeoGov applicant tracking system administration
- Compensation and classification system administration
- Employee relations
- Benefits administration
- Wellness program administration
- Oversight of Employee Health and Wellness Committee
- Human Resources Information System administration
- Performance management; Goals and Performance System administration
- Employee training and development
- Risk Management
- Employee leave administration (including worker's compensation, Family Medical Leave Act, medical leave, military leave, unpaid leave of absence, etc.)
- Policy development
- Workforce planning and development
- Records management
- Laserfische administration in compliance with Arizona Records Retention laws
- Compliance with federal, state, and local laws
- Employee Appreciation Committee participants and staff advisor
- Boards and Commissions administration:
    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
    6. Health Benefits Trust Board

Accomplishments, Enhancements, and Efficiencies

- Implementation of revised Employee Policy Manual after significant collaboration with Legal and other city departments through a year-long review process
- Implementation of the learning management software system Target Solutions to provide easily accessible online training to staff; successfully utilized software for FY2014 Employee Policy Manual training for over 650 staff
- Completion of classification and compensation study and development of city compensation philosophy and procedures
- Partnered with Public Works management for the successful implementation of the Management Partners study including department re-organization, staff recruitments, position reclassifications, equity adjustments, etc.
- Management of executive recruitment for Fire Chief

Major Initiatives and Policy Issues

- Develop and implement Memorandum of Understanding for Police and Fire Associations for a two year agreement
- Implement Employee Policy Manual changes to ensure consistency city-wide
- Collaborate with IT and Finance to determine enhancements to existing human resource information system and other support software to improve operational efficiencies
- Implement workforce planning to assist departments in identifying required staffing and employee skill sets to ensure departmental goals and objectives are achieved

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actuals	FY2015 Target
Number of HR customer service contacts	3,551	3,809	3,450	5,000	3,500
Customer overall satisfaction rating with HR excellent or good	97%	98%	95%	98%	95%

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

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actuals	FY2015 Target
Number of compliance trainings offered/number of attendees	31/529	97/1,824	50/1,500	60/1,800	30/1,600
Number of skill based trainings offered/number of attendees	8/145	43/412	36/360	38/360	36/400
Number of employee engagement trainings offered/number of attendees	10/63	24/111	20/100	30/145	24/125

- **Department Goal:** Collaborate with city departments and provide resources to proactively and effectively manage employee relations issues
  - **Objective:** Ensure policies are applied consistently and appropriately and maintain legal compliance related to employee matters

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actuals	FY2015 Target
Number of elevated employee matters	74	53	45	41	40

Human Resources Department
General Fund Summary

Major Budget Changes

The FY2015 budget increased 5.0% over the FY2014 recommended budget.

- Personnel expenditures increase 17.0% overall due to:
  - 1.3% COLA for all employees
  - 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - .06% increase in ASRS contributions
- Services decreased 11.0% from the FY2014 budget primarily due to:
  - A decrease in the amount of unemployment contribution needed based on trend
  - The decrease was partially offset by:
    - An increase in the annual HRIS software maintenance
    - An increase in professional and outside services for medical evaluations

.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	874,112	779,041	948,500	1,105,200	17%
Supplies	66,358	43,048	50,100	50,100	0%
Services	496,864	521,637	660,400	588,400	-11%
Capital	0	0	0	5,800	0%
Debt	0	-24,250	0	0	0%
Total	1,437,334	1,319,476	1,659,000	1,749,500	5%
Expenditures by division					
Administration	1,437,334	1,319,476	1,659,000	1,749,500	5%
People Employment	0	0	0	0	0%
Risk Management	0	0	0	0	0%
Total	1,437,334	1,319,476	1,659,000	1,749,500	5%
Revenue	0	0	0	0	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	11.0	10.0	10.0	11.0	1.0

SURPRISE
ARIZONA

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 the appropriate funds. The employee health insurance fund is managed by the Health Benefits Trust Board. Employee health insurance administration is managed by the Human Resources Department.

Major Budget Changes

The FY2015 budget increased 4.0% over the FY2014 recommended budget.

- Supplies decreased 12.0% from the FY2014 budget primarily due to one-time expenditures in books and subscriptions in FY2014
- Services increased 10.0% over the FY2014 budget primarily due to:
  - Increase in professional and outside services due to an increase in fees for Seagal
  - Increase in claims projections
  - Increase in contractual medical insurance premiums
  - Increase in other professional services for increases in the transitional reinsurance fee city's benefit's consultant HMO and PPO required under the Affordable Care Act
  - The increase in services was partially offset by:
    - Decrease in audit fees due to one-time expenditures in FY2014
    - Decrease in service agreements
- Contingency is programmed for the adverse times. Contingency reserve is set by policy at 10.0% of expected claims. All remaining fund balance is programmed in a separate contingency

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	85,779	85,673	96,300	96,100	0%
Supplies	15,242	21,794	46,000	40,500	-12%
Services	6,735,878	8,088,162	8,901,400	9,811,800	10%
Debt	-1,207	-473	0	0	0%
Contingency	0	0	2,192,200	1,712,700	-22%
Total	6,835,692	8,195,156	11,235,900	11,661,100	4%
Expenditures by division					
Administration	0	3,833	2,222,200	0	-100%
Administrative Services	6,835,692	8,191,323	9,013,700	11,661,100	29%
Total	6,835,692	8,195,156	11,235,900	11,661,100	4%
Revenue	8,211,564	8,520,548	8,945,900	9,958,100	11%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	1.0	1.0	1.0	1.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Recognition and awards for the city's Wellness Program:
  - American Heart Association Fit Friendly Organization for the third year in a row. This is the first time receiving Platinum level recognition. The city is one of 2,776 organizations that have earned this recognition out of more than 7.7 million employers nationwide.
  - Phoenix Business Journal recognition as one of The Valley's Healthiest Employers out of more than 50 organizations. Surprise is one of only three cities being recognized.
- Achieved over 50% participation from the overall employee population in Health Risk Assessments for the fourth year in a row.
  - Reports from Blue Cross Blue Shield regarding the Health Risk Assessments show:
    - 8.6% reduction in health risk factors from "high" to "low/moderate"
    - 11.9% overall health improvement based on employee's answers to the survey questions and medical test results
- The city offered over 50 Wellness events with the goal of improving work/life balance including:
  - Stress Management programs averaging 12% participation from total employee population. Chair massages continue to be an employee favorite
  - Lunchtime workshops on topics such as nutrition/cooking, parenting, caring for older adults, work/life balance, meditation sessions, and more
  - Established employee fitness room for lunchtime and evening onsite fitness classes including yoga, boot camp, pilates, and more
  - Weekend hiking club
- Implemented the one-on-one nutrition counseling program to provide employees with customized resources to assist in achieving health goals and strengthening long-term behavior change.

Major Initiatives and Policy Issues

- Continue development of city-wide wellness program with the goal of improving employee health and productivity, while also containing healthcare costs through education, training, and the promotion of a healthier lifestyle.
- Continue development of fitness classes by adding classes for employees with the goal of lowering risk of chronic disease.
  - Studies indicate that physical inactivity costs employers 15% of total healthcare expenditures.
- Oversight of city's healthcare plans to ensure continued compliance with federal healthcare reform to prevent potential employer penalties; provide employees with communication to increase awareness, make them better consumers of the city's health plan, and other benefits.
- Development of city-wide Wellness Discount Premium Program with Blue Cross Blue Shield. The program contains a point system for employees with incentives to motivate behavior change.

Goals, Objectives, and Performance Measures

- **Department Goal:** Achieve 50% or greater participation from the overall employee population in the Health Risk Assessment
  - **Objective:** With successful completion of this goal the city earns a $10,000 wellness incentive from Blue Cross/Blue Shield along with onsite flu shots, mammograms, nutrition workshops, and other wellness program resources

Performance Measures	FY2013 Target	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Percentage of employees who complete medical Health Risk Assessment (HRA)	50%	52%	50%	52%	50%

- **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

Performance Measures	**FY2013 Target**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Target**
Number of medical wellness Programs	9	15	12	12	12
Percentage of participants of total employee benefit population at medical wellness programs	18%	18%	19%	20%	22%

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

Performance Measures	**FY2013 Actual**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Target**
Complete employer reporting of health coverage on form W-2	100% complete	100% complete	100% complete	On-going
Employer distribution of uniform summary of benefits to participants	*	100% distributed by 7/1/13	100% complete by 7/1/13	On-going
Federal Insurance Exchange information distributed to participants	*	100% distributed by 10/1/14	100% complete by 10/1/14	On-going
Update COBRA Notice with Federal Insurance Exchange information	*	100% updated by 10/1/14	100% complete by 10/1/14	On-going
Waiting period for coverage not to exceed 90 days	100% compliant	100% compliant	100% compliant	100% compliant

*New measure, data not available

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

- Perform research and analysis on exposure to losses
- Provide recommendations in procuring insurance coverage for such loss exposures
- Investigate claims made against the city
- Assist the insurance administrator in resolving claims
- Manage worker's compensation program
- Serve as Occupational Health and Safety Administration (OSHA) liaison and maintain compliance with all federal, state, and local regulations
- Maintain compliance with Department of Transportation requirements related to the city's Commercial Driver's License (CDL) program
- Develop city policies related to safety and risk management
- Ensure compliance with current and future Americans with Disabilities (ADA) standards for both internal and external customers
- Provide on-going safety related training to city employees and citizens regarding ADA, OSHA, and more
- Support the city's Disability Advisory Commission

Major Budget Changes

The FY2015 budget decreased 2.0% over the FY2014 recommended budget.

- Personnel expenditures increase 14.0% overall due to:
    - 1.3% COLA for all employees
    - 2.0% mid-year merit increase for all general salary plan employees
    - The implementation of the updated classification and compensation study for all general salary plan employees
    - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
    - 0.06% increase in ASRS contributions
- Supplies increased 81.1% over the FY2014 budget primarily due to the budget for meeting supplies moving from a services object code

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	135,183	175,812	172,300	196,000	14%
Supplies	1,038,106	1,156,102	3,700	6,700	81%
Services	228,096	45,663	1,394,200	1,391,300	0%
Debt	0	3,713	0	0	0%
Contingency	0	0	2,269,000	2,149,700	-5%
Total	1,401,385	1,381,289	3,839,200	3,743,700	-2%
Expenditures by division					
Risk Management	1,401,385	1,381,289	3,839,200	3,743,700	-2%
Total	1,401,385	1,381,289	3,839,200	3,743,700	-2%
Revenue	1,557,318	1,677,366	1,646,000	1,735,900	5%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	2.0	2.0	2.0	2.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Initiated job shadow program to get out in the field and work one on one with city staff in high risk areas to better understand job duties and create tailored safety programs and initiatives to maximize effectiveness
- Expanded the safety breakfast program to include two additional divisions in Public Works. The program is now offered to water/wastewater, streets, solid waste, fleet maintenance, and facilities
- Updated OSHA trainings to incorporate current statistics and new information while maintaining compliance and increasing participation and engagement
- Continued interaction between Risk Management and city departments concerning OSHA, ADA, worker's compensation, and Family and Medical Leave Act (FMLA) issues
- Continued proactive safety/ADA audit program to mitigate potential workplace hazards and safety issues and comply with regulations

Major Initiatives and Policy Issues

- Conduct research and analysis to assess funding, staff, and information technology requirements to implement self-insurance for worker's compensation, general liability and property liability
- Prepare reports detailing options for self-insurance for worker's compensation, general liability and property liability; analyze potential financial impacts and overall benefits versus risk
- Continue to promote a city-wide culture focused on safety; expand safety programs and awareness throughout the city and capitalize on current safety programs. Example programs include Employees Yielding Effective Safety (EYES) hazard reporting program and the Circle of Safety program encouraging safe backing in city vehicles to prevent accidents
- Work with medical providers to manage time lost from work and modify the Return to Work Program to reduce time lost from work and restricted duty days
- Actively participate in Public Risk Insurance Manager's Association (PRIMA) and Arizona Government Safety Association (AGSA) to stay up-to-date on industry standards and learn new techniques to increase employee engagement and participation in safety programs

Goals, Objectives, and Performance Measures

- **Department Goal:** Reduce the number of workplace accidents/injuries
  - **Objective:** Provide employees and departments with resources, training, and incentives to ensure a safe work environment for all city employees

Performance Measures	CY2012** Actual	CY2013** Actual	CY2014** Target
Total number of Incidents	58	62	60
Number of Incidents Resulting in Days Away or Restricted Duty Assignments	41	42	39
Percent of Incidents Resulting in Days Away or Restricted Duty Assignments	70.6%	67.7%	65%

**Data is from OSHA 300 report which is prepared at the conclusion of the calendar year.

- **Department Goal:** Reduce preventable worker's compensation injuries and vehicle accidents in high risk departments/divisions
  - **Objective:** Reward employees by providing safety breakfasts when a participating department/division achieves 120 days without a preventable worker's compensation injury or vehicle accident
  - The average cost of a worker's compensation claim is $5,200 while the average cost of a safety breakfast is between $80-95; program has been successful in reducing accidents/injuries, saving money, and increasing safety awareness

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Projected	FY2015 Target
Number of Safety Breakfasts	1*	5	8	13	12

*Program began February 2012

- **Department Goal:** Reduce Experience Modifier Rate (Emod) to achieve a 1.0 and reduce costs for the city's workers compensation insurance
  - **Objective:** Partner with all city departments to reduce workplace accidents/injuries; promote safety awareness programs and create a city-wide culture focused on safety

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
City's Experience Modifier Rate	1.07	1.01	1.0	0.95	1.0

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 2015 classes.

Major Budget Changes

For FY2015, 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.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	6,000	4,000	6,000	3,000	-50%
Contingency	0	0	100	2,900	2800%
Total	6,000	4,000	6,100	5,900	-3%
Expenditures by division					
General Operations	6,000	4,000	6,100	5,900	-3%
Total	6,000	4,000	6,100	5,900	-3%
Revenue	1,379	1,210	1,400	1,200	-14%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City Attorney's Office

Department Description

The City Attorney is the chief legal advisor to the city. The City Attorney's Office, which is comprised of a criminal and civil division, provides legal representation to the city in matters concerning official city business.

Mission Statement

The mission of the City Attorney's Office is to provide effective, timely and professional legal representation to the city, and its Mayor, Council, Appointed Officials and employees acting within the scope of their employment.

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 acts as general counsel for the city, providing advice, and representation in civil matters to city council members, appointed officials, and employees who act on behalf of the city; represents the city and oversees outside counsel in litigation involving the city; creates and reviews legal documents, ordinances, and resolutions; and assists the city to comply with federal, state and local laws. The Civil Division also interprets and provides advice concerning City Code, Arizona state law and federal law.

Criminal- The Criminal Division prosecutes misdemeanor violations of state law and City Code violations filed in the City Court, including cases through appeal. The Criminal Division also provides services to victims of crime, including notification of proceedings, notice of victim rights, referrals, and acts as a liaison between the victim and the City Court.

Major Budget Changes

The FY2015 budget increased 11% over the FY2014 recommended budget.

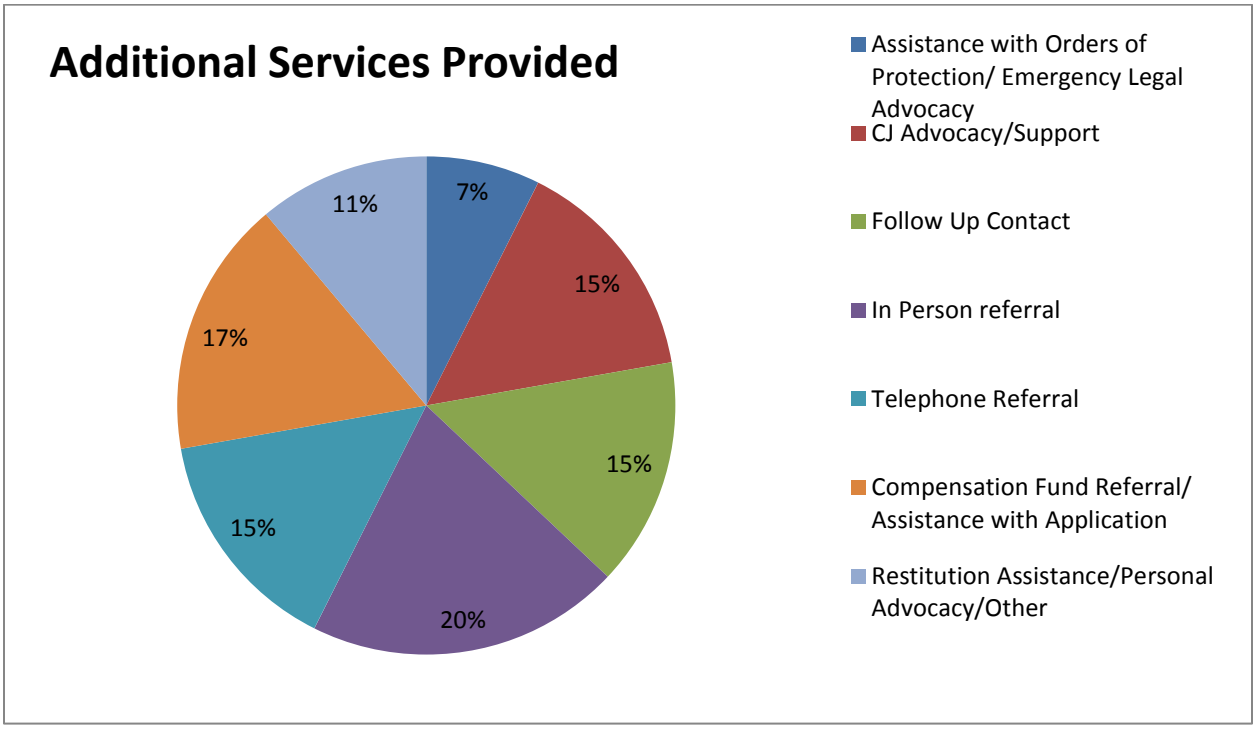
- Personnel expenditures increase 11% overall due to:
  - 1.3% COLA and 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - 0.06% increase in ASRS contributions
  - The addition of two part-time positions for victims services.
- Supplies increased 5.8% over the FY2014 budget primarily due to:
  - Increased furniture/fixtures/equipment to build out a new cubicle to accommodate increased volunteer activity in victim's services
  - The increase was partially offset by a decrease in books and subscriptions
- Services increased 6.0% over the FY2014 budget primarily due to:
  - Increased software licenses due to a mandatory software upgrade
  - Increased travel and training to accommodate attorney cross-training and obtain software certifications for administrative staff
  - The increase was partially offset by:
    - Decreased legal services due to trend
    - Decreased dues and memberships as attorney's are now personally responsible for paying for their own out-of-state bar memberships

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	1,530,760	1,686,248	1,609,200	1,790,900	11%
Supplies	14,251	16,713	27,400	29,000	6%
Services	106,914	51,508	160,100	170,500	6%
Debt	0	-1,898	0	0	0%
Total	1,651,924	1,752,571	1,796,700	1,990,400	11%
Expenditures by division					
Criminal	651,958	668,430	716,900	841,000	17%
General Operations	999,967	1,084,140	1,079,800	1,149,400	6%
Total	1,651,924	1,752,571	1,796,700	1,990,400	11%

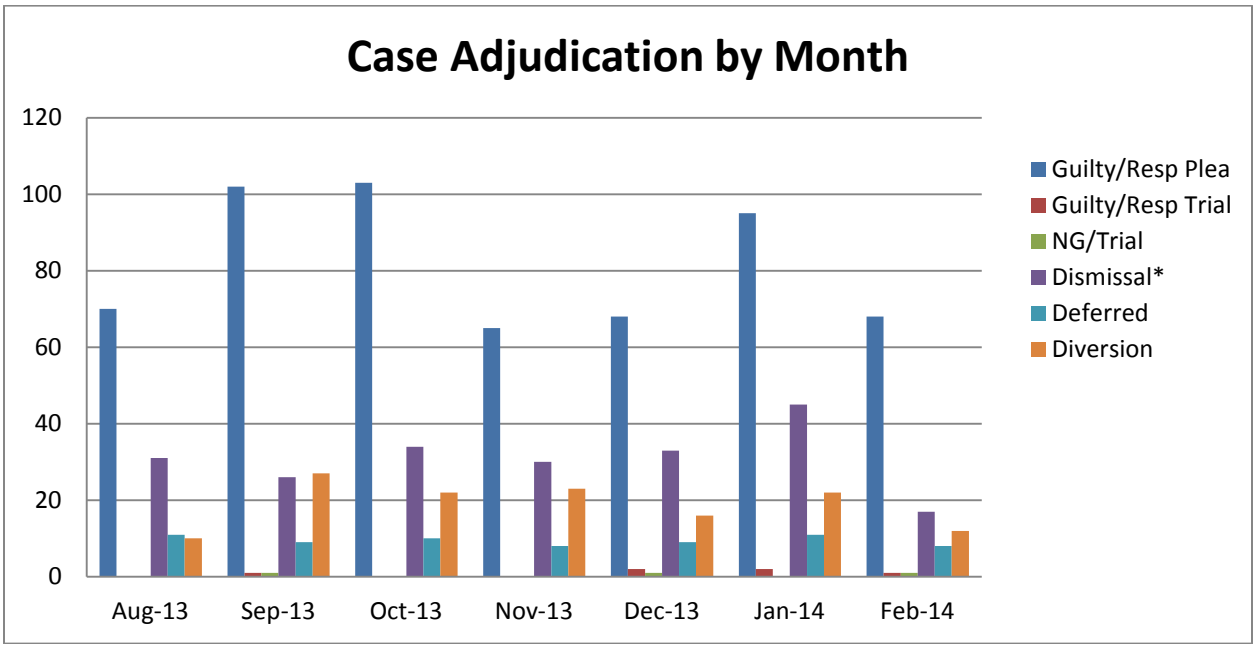
	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	14.0	14.0	14.0	15.0	1.0

Accomplishments, Enhancements, and Efficiencies

- In collaboration with other city departments, developed a recommendation to City Management regarding the feasibility for a self insured general liability program.
- In collaboration with other city departments, developed a strategy and process for evaluating development agreements, augmenting current processes.
- Developed a grant-funded Victim Services Program aimed at improving services to victims of crime in the Surprise Community.
    - Grant funded victim advocate hired in October 2013.
    - Two part time volunteers recruited and utilized for indirect/direct services.
    - 288 victims provided services October 2013 through February 2014 (5 months).
    - 564 total services provided to crime victims, includes notifications.
    - Chart reflects 276 additional services provided.



- Effective Prosecutorial Services
  - 994 cases August 2013 through February 2014
  - 78% successful prosecutions (*though dismissals are not currently counted as "successful prosecution" many cases are dismissed to allow felony prosecution by the county or as agreement between parties in a dispute)
  - 67% trial conviction rate (9 trials)



Major Initiatives and Policy Issues

- Analyze grant opportunities to maximize Victim Service Program to meet the needs of program recipients, as demonstrated by utilization data.
- Collaborate with the legal departments of other west valley cities to maximize opportunities for legal education and department development.
- Devote significant department resources to achieve council objectives.

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 by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
Donations	118,727	332,382	267,300	443,300	66%
General	13,152,558	12,620,657	14,689,000	15,863,400	8%
Grants And Contingency	41,724	42,340	50,000	50,000	0%
Library Development Fee	0	0	4,589,800	4,532,200	-1%
Net Premium Seating	26,721	31,916	77,400	52,600	-32%
Parks & Rec Dev Fee	795,234	794,064	4,348,200	2,451,700	-44%
Sanitation Operations	0	0	0	0	0%
Spring Training Ticket Surcharge	0	24,381	301,500	1,033,000	243%
Stadium Improvements	0	0	0	0	0%
Tourism	59,443	158,499	31,000	676,900	2084%
Total	14,194,407	14,004,239	24,354,200	25,103,100	3%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	100.5	96.8	110.0	122.0	12.0
Total	100.5	96.8	110.0	122.0	12.0

Primary Functions

- Provide quality, cost-effective and safe recreational programs to the community
- Provide safe and clean parks, trails, sports and recreation facilities to the residents
- Operate a two team spring training facility
- Facilitate quality, affordable special events
- Promotion of community, recreation, and sports tourism programs enhancing and creating quality of life opportunities for residents
- Parks and recreation open space and facility master planning development and implementation
- Administrative oversight of personnel, budget, resources, program development, and policy development
- Operational, organizational, and daily general facility and park maintenance
- Staff liaisons for Tourism Advisory Commission, CRS Advisory Commission, Teen Advisory Commission, Arts and Cultural Advisory Commission, and Surprise Sundancers Board

Divisions

Administration - Provides leadership and overall department oversight for Community and Recreation Services, including 122 full time equivalents in part time employee support, and five boards and commissions. The division provides fiscal oversight for an operating budget of $15.9 million and ensures revenue recovery of at least $4.0 million.

Aquatics - Manages the Surprise Aquatic Center and the Hollyhock Community Pool. Water safety, lessons, open swim, special events, competitive and recreational swim teams, dive team, and pool rentals are offered at the pools.

Campus and Park Maintenance - Oversees 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 - Provides for a service agreement with the Maricopa County Library District which operates the Northwest Surprise Regional Library and the Hollyhock Branch Library.

Recreation - Manages programming that includes youth and adult sports, adaptive recreation, tennis, senior programs, special interest classes, summer camp, tot time, and teens totaling over 1,700 programs.

Sports Tourism and Events Responsible for sports tourism and events as well as the operation and facility maintenance of the 140-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 training operations, Arizona Fall League, six National United States Tennis Association events, the Cancer Treatment Centers of America Tennis Championships, Surprise Party, Performances in the Park, Memorial Day, Spring Eggstravaganza, and the annual 4th of July celebration.

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 a 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.

Teens — 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 1,700 recreation and special events programs, servicing over 460,000 participants.
- Completed new restroom and parking lot at Marley Park on time and under budget.
- The Surprise Stadium hosted two Korean professional baseball teams for winter training: Lotte Giants and Nexen Heroes.
- Surprise hosted a record number of sports tournaments at the Surprise Recreation Campus. A total of six 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 tournaments 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.
- CRS successfully negotiated a $2 million dollar contract to extend the concession contract up to 15 years for stadium improvements which paid for a new LED scoreboard.

Major Initiatives and Policy Issues

- Complete public process and recommendations from the Recreation Advisory Commission for parks and recreation development fee fund project priorities to include Veramonte and Surprise Farms Park improvements
- Negotiate memorandum of understanding with the Texas Rangers and Kansas City Royals to discuss expanding clubhouse facilities and possibly extend team agreements
- Recommend funds through the transient lodging tax (bed tax) to conduct a Sports Tourism Feasibility Study
- Complete public process for parks and recreation master plan update.
- Offer first city-run competitive/club sports by starting a year-round USA swim team and new youth sports.

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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Number of programs offered	1,604	1,700	1,700	1,700	1,700
Number of participants	185,232	191,648	193,377	190,000	190,000
Revenue	$1,702,949	$1,868,900	$1,783,300	$1,783,000	$1,785,800
Revenue recovery (net revenue less expenses)	63%	70%	65%	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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Gross revenue	$4,799,507	$4,984,400	$4,400,000	$4,800,000	$4,400,000
Attendance	180,681	190,991	182,000	180,000	182,000
Number of games	29	35	29	28	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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Total park acres	392.5	392.5	392.5	392.5	392.5
Actual hours of parks maintenance	66,600	65,500	68,900	68,000	68,900
Maintenance cost per acre	$10,015	$9,500	$10,000	$10,000	$10,000

Community and Recreation Services
General Fund Summary

Major Budget Changes

The FY2015 budget is 8.0% higher than the FY2014 amended budget.

- Personnel expenditures increased 10% from the FY2014 budget due to:
  - 1.3% COLA for all employees
  - 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - 0.06% increase in ASRS contributions
  - The addition of four full-time and additional part-time positions from change requests
- Supplies increased 11.0% from the FY2014 budget primarily due to:
  - Increased operational supplies due to additional youth sports and aquatic center activities
  - Increased furniture, fixture, and equipment primarily due to Asante Park being online for a full fiscal year
  - Increased operating equipment, tools, and parts primarily due to Asante Park being online for a full fiscal year
  - Increased special event hosting due to additional vendor payments for concessions
  - Increased gas and fuel primarily due to Asante Park being online for a full year
  - Increased repair and maintenance due to Asante Park maintenance and additional repair supplies (fans, switches, etc.)
  - Increased agricultural/groups supplies due to higher costs for seed and surface repairs
  - Increased chemical supplies due to a higher number of pool activities
  - The increases are partially offset by a decrease in purchases for sale due to spring training merchandise being handled by a vendor
- Services increased 7.0% from the FY2014 budget primarily due to:
  - Increased landscaping services primarily due to Asante Park being online for a full fiscal year
  - Increased sporting officials due to additional youth sports activities
  - Increased professional and outside services due to the library IGA with Maricopa County
  - Increased water due to Asante Park being online for a full year
  - Increased electricity due to Asante Park being online a full year and reclassification of aquatic center electric to the correct object code
  - The increases are partially offset by the following:
    - Decrease in the following object codes primarily due to the Cancer Treatment Centers of America tennis tournament not returning in FY2015
      - Service agreements
      - Equipment rentals
      - Advertising
    - Decrease in building maintenance due to the establishment of the net premium seating fund
- Capital decreased 100.0% from the FY2014 budget due to one-time purchases for Asante Park in FY2014

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	6,231,834	5,622,513	6,312,100	6,953,100	10%
Supplies	1,971,905	1,842,116	1,901,100	2,119,000	11%
Services	4,917,859	5,156,122	6,376,800	6,791,300	7%
Capital	0	0	99,000	0	-100%
Transfer	30,960	0	0	0	0%
Debt	0	-95	0	0	0%
Total	13,152,558	12,620,657	14,689,000	15,863,400	8%
Expenditures by division					
Administration	476,831	603,558	585,900	577,900	-1%
Aquatics	516,326	582,285	10,700	0	-100%
Campus Operations	4,105,663	3,925,381	4,289,000	4,234,000	-1%
Community Promotions	37,858	145,938	137,700	146,500	6%
Country Side Rec Center	218,736	200,010	234,000	230,300	-2%
Hollyhock Community Pool	0	0	109,600	123,500	13%
Library	122,871	549,166	994,600	1,409,600	42%
Park Maintenance	2,476,664	2,050,104	2,512,800	3,040,500	21%
Recreation	3,380,053	3,089,799	3,317,400	3,765,300	14%
Sierra Montana Rec Center	289,237	298,734	289,900	265,400	-8%
Special Events	537,886	450,891	548,700	710,100	29%
Surprise Aquatic Center	0	0	614,400	834,500	36%
Tennis	990,432	724,792	1,044,300	525,800	-50%
Total	13,152,558	12,620,657	14,689,000	15,863,400	8%
Revenue	4,732,333	4,718,258	4,487,800	3,987,300	-11%

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 $475,000 and is available for expenditure authority if an eligible program is brought before the Tourism Commission for consideration and recommendation to the Mayor and City Council.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Contingency	0	0	475,400	0	-100%
Total	0	0	475,400	0	-100%
Expenditures by division					
General Operations	0	0	475,400	0	-100%
Total	0	0	475,400	0	-100%
Revenue	169,457	165,239	173,800	185,500	7%

Accomplishments and Recommendations

- The Tourism Commission recommended funding the 2014 Thunderbird Artists Fine Art and Wine Festival in an amount not to exceed $31,000. Mayor and Council approved the recommendations in September 2013. The nationally recognized Thunderbird Artist hosted the Surprise Fine Art & Wine Festival event, which took place January 24-26, 2014 from 10 am – 5 pm at 8 acres park.
- In October 2013 the commission recommended funding the Marketing/Planning/Capital Reserve portion of the Tourism Fund to initiate a feasibility study, initial master plans, and associated estimated project costs for a conceptual Sports Village and the possible expansion of existing Surprise recreational facilities to be utilized to host sports tourism events.
- In November 2013 the commission recommended funding the 2014 Surprise Fest in an amount not to exceed $20,000 exclusively for talent fees for Sawyer Brown. The third party later pulled the event prior to council consideration. In November 2013 the commission recommended funding 2014 Step Higher Crossfit Fitness Festival exclusively for advertising. Mayor and Council did not recommend this event.
- In February the commission recommended a one-time exception to extend the grant amount up to $50,000 for the 2015 NFL Super Bowl Flag Football event. This event will be considered during FY2015 budget process.

Personnel Summary

There are no dedicated personnel assigned to this fund.

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. The net premium seating surcharge fund was established after the adoption of the FY2013 budget

Major Budget Changes

The FY2015 budget decreased 32.0% from the FY2014 budget. The decrease is due to programming to provide authority for requests made by teams, up to $5,000, required to be appropriated annually under the facility use agreements. Programmed in line items in lieu of contingency.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	0	9,638	10,400	30,000	188%
Services	26,721	22,278	0	20,000	0%
Contingency	0	0	67,000	2,600	-96%
Total	26,721	31,916	77,400	52,600	-32%
Expenditures by division					
Campus Operations	26,721	31,916	77,400	52,600	-32%
Total	26,721	31,916	77,400	52,600	-32%
Revenue	56,379	24,824	25,500	22,000	-14%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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 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. The spring training ticket surcharge fund was established after the adoption of the FY2013 budget.

Major Budget Changes

The FY2015 budget increased 243.0% from the FY2014 budget. The increase is due to:

- Renovation/rehabilitation of two practice fields
- Transfer of annual payment for anticipated new debt issuance related to upgrades and enhancements to clubhouses
- Contingency decreased 54.0% due to planned spending and budgeting of fund balance in line items instead of contingency

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	0	24,381	0	250,000	0%
Transfer	0	0	0	645,100	0%
Contingency	0	0	301,500	137,900	-54%
Total	0	24,381	301,500	1,033,000	243%
Expenditures by division					
Campus Operations	0	24,381	301,500	1,033,000	243%
Total	0	24,381	301,500	1,033,000	243%
Revenue	100,266	192,137	100,600	635,000	531%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Public Works
Department Overview

Department Description

The Public Works Department provides services to both internal and external customers through its four branches: engineering, operations, utilities, and business management. These services include vehicle maintenance, facilities management, development review engineering, traffic engineering, streets maintenance, environmental programs, and project management for all city capital improvement projects. The Public Works Department also operates and manages the city's Surprise water, wastewater, and solid waste enterprises.

Department-Wide

The Public Works department has five operational funds that include the general fund, highway user revenue fund (HURF), water, wastewater, and sanitation funds. There are several special revenue funds that provide restricted-use funding including the arizona lottery funds for local transportation assistance (ALF), and the transportation improvement fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

Expenditure Budget by Fund

Expenditures by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
General	6,105,633	5,153,297	6,232,400	6,827,100	10%
General Capital	144,805	67,829	0	484,500	0%
General Govt Dev Fee	667,359	666,378	666,500	665,000	0%
Gov Reserve	0	0	0	0	0%
Grants And Contingency	122,079	2,680	0	0	0%
HURF	5,792,474	5,382,430	7,730,600	8,920,200	15%
LTAF II	344,813	345,576	350,000	350,000	0%
Proposition 400	68,737	0	19,600	19,600	0%
Public Works Dev Fee	186,612	19,816	9,688,900	8,641,300	-11%
Replenishment Operations	7,277	0	0	0	0%
Sanitation Operations	6,074,212	5,908,841	8,829,700	15,683,100	78%
Street Lighting Districts	2,409,452	2,396,604	2,657,100	2,531,800	-5%
Transit	971	0	0	0	0%
Transportation Improvement	929,516	2,025,561	2,125,400	638,000	-70%
Vehicle Replacement	834,696	0	1,998,000	338,900	-83%
Wastewater Dev Fee	3,865,962	3,855,238	8,803,500	10,549,000	20%
Wastewater Operations	13,266,704	14,876,306	11,554,200	31,974,900	177%
Water Dev Fee	913,246	430,732	3,276,300	10,305,000	215%
Water Operations	10,172,320	10,222,803	9,240,000	15,576,100	69%
Total	51,906,868	51,354,090	73,172,200	113,504,500	55%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	51.9	45.7	43.0	42.0	-1.0
HURF	44.6	40.3	39.0	41.0	2.0
Sanitation Operations	33.8	33.0	31.0	32.0	1.0
Transportation Improvement	0.0	1.0	1.0	1.0	0.0
Wastewater Operations	36.5	35.6	36.2	36.2	0.0
Water Operations	32.6	28.7	25.0	25.0	0.0
Total	199.3	184.3	175.2	177.2	2.0

Primary General Fund 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 facility 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 representing the 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 provides energy management, service, and maintenance to city-owned facilities

Vehicle Maintenance - The Vehicle Maintenance Division maintains, repairs, and assists in the acquisition and disposition of the city's fleet of vehicles and equipment

Stormwater - Is a component of the Wastewater Division 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 and is funded by numerous funds.

Transit - Administers city transit services including the Dial-a-Ride contract and 571 Route and represents the city on regional boards and commissions.

CIP - The Capital Improvement Projects (CIP) Division provides the delivery and management of capital projects from project initiation through closeout. The CIP division manages improvement projects for all departments and divisions within the city.

Accomplishments, Enhancements, and Efficiencies

- Reorganized the Public Works department according to the Management Partners organizational review
- Implemented a second vehicle maintenance shift to improve preventative maintenance, decrease vehicle and equipment down time, and provide a higher level of service to all city departments
- Combined business functions reporting to the public works director
- Increased Dial-a-Ride service by an additional 10,000 one way trips
- CIP stakeholder outreach to all city departments
- Refined recruitment, hiring and cross training for Public Works Department

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 the City Manager's Office to complete a Facility Use Policy
- Increase the city's use of alternative fuels and technologies
- Complete implementation of an asset management program, including training and development

Goals, Objectives, and Performance Measures

- **Department 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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Percentage of emergency response – on time completion	98%	96%	98%	99%	99%
Percentage of maintenance – on time completion	95%	94%	95%	94%	96%
Custodial expenditures per sq. ft. for administrative/office facilities as compared to ICMA mean (In-house services)	98%	97%	98%	100%	98%
Custodial Expenditures per sq. ft. for administrative/office facilities as compared to ICMA Mean (Contracted services)	100%	100%	100%	100%	100%

Department 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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Plan review – number of sheets reviewed	619	1,894	1,650	3,000	3,500
Plan review – percent of submittals approved on first or second review	*	92%	85%	83%	85%
Inspections – number of permits issued for civil inspection	302	354	350	350	400
Inspection – percent of time on site	48%	36%	45%	48%	45%

** New measure, data not available*

- **Department 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:** Average maintenance cost per mile for general fund vehicles
  - **Objective:** Set and maintain a fleet miles per gallon (MPG) standard of 70%

Performance Measures	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Estimate**	**FY2015 Target**
Percentage of PM's completed in allowable time	35%	45%	45%	43%	45%
Percentage of billable hours for each mechanic	60%	91%	94%	94%	95%
Average maintenance cost per mile for general fund vehicles	26¢	63¢	35¢	32¢	35¢
Percentage of fleet vehicles meeting MPG standards	*	40%	60%	56%	65%

** New measure, data not available*

Public Works
General Fund Summary

Major Budget Changes

The FY2015 budget increased 10.0% over the FY2014 recommended budget.

- Personnel expenditures increased by 10.0% overall due to:
  - Increased due to a 1.3% COLA for all employees
  - 2.0% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.0% increase in health insurance premiums and 3.3% increase in dental premiums
  - Increased due to a 0.06% increase in ASRS contributions
  - The increase is offset by the reallocation of personnel resources
- Supplies increased 22.0% over the FY2014 budget primarily due to:
  - Increase in vehicle maintenance for operational supplies (nuts, bolts, paints, etc.)
  - Increase in operating tools and equipment for ten employees and specialty shop tools
  - Increase in auto parts and lubricants for fire apparatuses
  - Increase in building maintenance supplies and for energy management opportunities
- Services increased by 4.0% over the FY2014 budget primarily due to:
  - Increase in service agreement for Dial-A-Ride for expanded services
  - Increase in utility costs for water
  - Increase in building maintenance to replace air conditioners
  - Decrease in fleet costs for non-fire vehicles
  - The increase in services is partially offset by the decrease in fleet costs for non-fire vehicles

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	3,289,990	2,668,123	3,236,800	3,610,600	12%
Supplies	703,711	626,380	577,600	706,200	22%
Services	2,012,715	1,861,326	2,418,000	2,510,300	4%
Capital	99,217	0	0	0	0%
Debt	0	-2,532	0	0	0%
Total	6,105,633	5,153,297	6,232,400	6,827,100	10%
Expenditures by division					
Administration	446,133	313,620	956,800	988,800	3%
Civil Inspection	195,090	208,909	195,700	180,100	-8%
General Operations	4,654,623	4,280,757	4,768,400	4,907,700	3%
Project Management	162,153	0	0	0	0%
Sustainability	60,418	3,121	6,700	600	-91%
Transit	587,217	346,889	304,800	749,900	146%
Total	6,105,633	5,153,297	6,232,400	6,827,100	10%
Revenue	591,190	933,497	701,800	667,100	-5%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	51.9	45.7	43.0	42.0	-1.0

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, signs and striping, and pavement preservation. The traffic engineering 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 (ROW) maintenance including landscaping, weed abatement, graffiti removal, response to road hazards and accident cleanups, 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, rights of way, and traffic signing and marking, within the city of Surprise

Traffic Engineering - Responsible for the traffic engineering operations, signal operations, traffic control, and intelligent transportation systems for the city

Major Budget Changes

The FY2015 budget increased 15.0% over the FY2014 recommended budget.

- Personnel expenditures increase 13.0% overall due to:
  - Increased due to a 1.3% COLA for all employees
  - 2.0% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.0% increase in health insurance premiums and 3.3% increase in dental premiums
  - Increased due to a 0.06% increase in ASRS contributions
  - Added a supervisor position and the reallocation of personnel resources
- Supplies increased 11.0% over the FY2014 budget primarily due to:
  - Increase in signs and sign supplies for knock downs and rehabilitation
  - Increase in auto parts and lubricants related to crack sealing, ROW, general operations, and asphalt
  - The increase in supplies was partially offset by a decrease in fuel costs
- Services increased 94.0% over the FY2014 budget primarily due to:
  - Increase in service agreements for Kimbley-Horn and video wall maintenance
  - Increase in landscape services
  - Increase in professional and outside services due to a FY2014 budget reallocation and a contract for traffic signals

- Increase in streets maintenance for the pavement preservation program moved from the transportation improvement fund
- Contingency decreased by 80.0% primarily due to increase in programed expenditures

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	3,158,277	2,664,739	2,901,500	3,286,400	13%
Supplies	866,964	819,160	912,600	1,010,700	11%
Services	1,751,427	1,898,240	2,182,500	4,238,100	94%
Capital	0	0	0	35,000	0%
Debt	15,806	290	0	0	0%
Contingency	0	0	1,734,000	350,000	-80%
Total	5,792,474	5,382,430	7,730,600	8,920,200	15%
Expenditures by division					
Asphalt	250,275	344,090	456,600	471,000	3%
Concrete	369,511	332,412	359,400	343,600	-4%
Crack Sealing	258,433	237,473	266,700	290,900	9%
General Operations	1,816,832	1,504,147	1,621,500	3,756,000	132%
Right Of Way	1,484,668	1,289,918	1,524,900	1,531,200	0%
Signals	428,305	445,642	450,800	471,100	5%
Signs	628,001	598,939	2,415,300	1,241,700	-49%
Street Sweeping	556,451	629,810	635,400	814,700	28%
Total	5,792,474	5,382,430	7,730,600	8,920,200	15%
Revenue	5,957,241	6,507,830	6,629,100	7,008,400	6%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	44.6	40.3	39.0	41.0	2.0

Accomplishments, Enhancements, and Efficiencies

- Placed surface treatments on 74 lane miles of pavement as part of the annual Pavement Preservation Program at a cost of $26,217/mile
- Installed 2,640 linear feet of sidewalk for community access
- Connect the high intensity activated crosswalk (HAWK) operations at the stadium to the city's intelligent traffic system (ITS)
- Continued the long term signage replacement plan by replacing 1,218 traffic and street name signs in the following neighborhoods: Sycamore Farms, Greer Ranch, and Surprise Farms
- Realigned streets and signs under operations branch
- Holding training classes with the engineering branch to train streets staff on reading and understanding construction standards
- Reviewed landscape maintenance operations and determined it was best kept with streets ROW

Major Initiatives and Policy Issues

- Analyze Wireless Solar Radar Speed Displays data to determine their effectiveness with slowing traffic through school zones
- Expand the "Traffic Signal Pre-emption" technology to the State Route 303 and Grand Avenue intersection

- Conduct a pilot study on the use of radar detection at signalized intersections as a method of more accurately identifying and enhancing traffic flows during peak periods
- Enhance street sweeper routes to increase efficiency and PM10 compliance
- Implement an asset management program, including training and development
- 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	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target	FY2014 Estimated	FY2015 Target
Lane miles swept/target	*	98%	100%	100%	100%	98%
Hours sweeper operation/total hours available	*	80%	86%	85%	85%	85%
Sweeping cycles/targeted 20 cycles per year	*	90%	100%	95%	100%	100%

** 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 average pavement condition of city streets as good or better
  - **Objective:** Complete all graffiti work orders within 24 hours

Performance Measures	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target	FY14 Estimate	FY15 Target
Work orders completed within 20 day target	*	98%	99%	98%	100%	100%
Service requests completed within 3 day target	*	98%	100%	100%	100%	100%
Percent of streets in good or better condition compared with 85% target	*	80%	81%	85%	81%	85%
Graffiti work orders completed with 72 hour target period **	*	100%	50%	98%	98%	100%

** 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 markings, and street light maintenance schedules in order to minimize related traffic accidents and to maximize traffic flow within existing street network

Performance Measures	FY2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Target	FY14 Estimate	FY15 Target
Percent of traffic signs within current reflectivity/visibility standards compared to sign PM schedule	*	95%	98%	98%	98%	98%
Percent of pavement marking within current reflectivity/visibility standards compared to pavement marking PM schedule	*	95%	98%	98%	98%	98%
Percent of street lights in operation compared to target	*	90%	96.80%	95%	96%	95%

** New measure, data not available*

Public Works
Arizona Lottery Fund
(ALF)

Fund Description

This was formerly the local transportation assistance fund II (LTAF II) fund, but the name was changed at the state level during FY2014. The city receives funds from the state of Arizona pursuant to A.R.S. §28-8103, which established the funding. 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 FY2015 budget includes no signification changes from the FY2014 budget. This budget authority is used to pay for dial-a-ride services. The budget authority is moving from personnel to services as city personnel no longer provide this service. Dial-a-ride services are now provided through a contract with a cab company as part of the Northwest Valley Dial-a-Ride program.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	344,813	242,500	350,000	0	-100%
Services	0	103,076	0	350,000	0%
Total	344,813	345,576	350,000	350,000	0%
Expenditures by division					
Transit	344,813	345,576	350,000	350,000	0%
Total	344,813	345,576	350,000	350,000	0%
Revenue	344,813	345,576	350,000	350,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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. Beginning in FY2014, city receives funding only for ADA trips. In June 2012, a new special revenue fund was established to manage these funds.

Major Budget Changes

The FY2015 budget includes no significant changes from the FY2014 budget. The FY2015 budget will be used to offset the cost of Dial-a-Ride services provided by a cab contractor as part of the Northwest Valley Dial-a-Ride program.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	15,334	0	19,600	0	-100%
Services	0	0	0	19,600	0%
Capital	53,403	0	0	0	0%
Total	68,737	0	19,600	19,600	0%
Expenditures by division					
Transit	68,737	0	19,600	19,600	0%
Total	68,737	0	19,600	19,600	0%
Revenue	371,058	400	19,600	19,300	-2%

Personnel Summary

There are no dedicated personnel assigned to this 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 within the city of Surprise water service area. 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 a third party 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, related to the drinking and reclaimed water systems
- Operates and maintains the drinking and reclaimed water pipeline infrastructure systems
- Participates in development reviews, management and planning of architectural and engineering design, and construction of city capital projects
- Operate a centralized call center to provide efficient service responses to customers' needs
- 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, 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 –	Responsible for city related water infrastructure construction projects
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 FY2015 budget increased 69.00% over the FY2014 recommended budget.

- Personnel expenditures decreased by 1.0 % overall due to:
  - Decreased due the reallocation of personnel resources
  - The decrease is offset by the following increases:
    - An increase due to a 1.3% COLA and 2.0% mid-year merit increase for all general salary plan employees
    - An increase based on the implementation of the updated classification and compensation study for all general salary plan employee
    - An increase due to a 6.0% increase in health insurance premiums and 3.3% increase in dental premiums
    - An increase due to a 0.06% increase in ASRS contributions
- Supplies increased 23.0% over the FY2014 budget primarily due to:
  - Increase in operating tools in equipment
    - Water system asset replacement change requests
    - Permanent well level sensor change request
    - General repairs performed by staff
  - Increase in gas and fuel based on historical trending
  - Increase in chemical supplies for general operations and arsenic treatment
  - The increase in supplies was partially offset by decreases in furniture, fixtures, and equipment from completion of the FY2014 cathodic protection system at Rancho Gabriela
- Services increased 18.0% over the FY2014 budget primarily due to:
  - Increase in software licenses for Winn 911 support
  - Increase in professional and outside services
    - Well assessment and abandonment change request
    - Integrated water master plan update change request
    - Groundwater modeling change request
    - Water emergency response plan change request
  - Increase in electricity based on historical trending and estimated rate increase
  - Increase in CAP recharge water for 100% recharge change request
  - Increase in wells, water lines and other water infrastructure
    - Water system asset replacement change requests
    - Water system asset replacement change request
    - Sample stations projects phase II change request
  - The increase in services was partially offset by:
    - A decrease in administrative operations for the utility billing contract
    - A decrease in wells, water lines and other water infrastructure in general operations
- Capital decreased by 100.0% due the completion of the SCADA SPA 1 water reclamation facility emergency power systems improvements
- Transfers increased by 3.0% due to:
  - Increase in franchise fees based on historical trending and utility rate increase
  - Increase in lieu property tax based on capital asset activity
- Contingency increased by 534.0% due to the programming of fund balance

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,501,051	1,987,294	1,951,400	1,938,900	-1%
Supplies	632,253	417,195	643,700	791,000	23%
Services	3,678,078	4,207,029	4,018,000	4,736,200	18%
Capital	2,377,818	2,265,723	7,500	0	-100%
Transfer	1,793,198	1,809,951	1,598,400	1,638,700	3%
Debt	-810,079	-464,389	0	0	0%
Contingency	0	0	1,021,000	6,471,300	534%
Total	10,172,320	10,222,803	9,240,000	15,576,100	69%
Expenditures by division					
Administration	6,461,522	3,706,179	4,121,900	8,752,400	112%
Customer Service	266,879	179,877	300,100	246,900	-18%
Environmental	349,148	435,906	1,077,800	2,247,500	109%
General Operations	2,437,904	5,329,578	3,125,900	3,699,600	18%
Project Management	182,037	111,949	128,700	352,600	174%
Sustainability	230,340	224,598	226,200	0	-100%
Utility Locating	244,491	234,716	259,400	277,100	7%
Total	10,172,320	10,222,803	9,240,000	15,576,100	69%
Revenue	15,095,613	10,369,073	10,087,000	10,860,500	8%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	32.6	28.7	25.0	25.0	0.0

Accomplishments, Enhancements, and Efficiencies

- Water and wastewater divisions collectively reached two years without a recordable accident
- Completed rehabilitation of the Rancho Gabriela well 1
- Installed new cathodic protection and a 36” valve to the Rancho Gabriela water supply facility 3.5 million gallon storage reservoir
- Completed Ashton Ranch water supply facility isolation study
- Implemented the SPA 2 line flushing program and started the water temperature study
- Completed drilling and test pumping of Mountain Vista Well #2
- Verified that all staff are fully certified to be in their current positions
- Completed review of the work order backlog and reviewed all work orders that were older than 30 days
- Completed reorganization of the division, aligning the operations and maintenance functions under one division

Major Initiatives and Policy Issues

- Start the Bell Road lake study to more efficiently deliver irrigation water to the Bell Road Right-of-Way
- Start the Roseview water supply facility arsenic optimization study
- Start implementing the SPA 2 water temperature reduction program
- Install two new fire hydrants for flushing improvement in SPA 1 and SPA 2
- Update Council on water resources planning for policy direction
- Rehabilitation of the Ashton Ranch 1 million gallon storage reservoir
- Implement the New Drinking Water Rule and OSHA lockout/tag out programs
- Continue development of an asset management program
- Complete an update of Integrated water master plan

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 to the American Water Works Association (AWWA)
  - **Objective:** Successfully meet the drinking water demand by placing wells in/out of service, treating high arsenic water, maintaining storage tank levels, distributing drinking water at needed volumes and pressure, and monitoring 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:** Demonstrate successful implementation of safety programs, training, and work practices

Performance Measures	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Estimate**	**FY2015 Target**
SPA1 WRF: Millions of gallons of drinking water produced per day	6.6	6.8	6.8	6.8	6.8
Preventative maintenance to total maintenance ratio (hours)	*	*	62%	38%	50%
OSHA recordable accidents	2	0	0	0	0

** New measure, data not available*

- **Department Goal:** Provide efficient customer service to city's water customer
  - **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 the standard timeframe of seven days upon completion of contractors requirements

Performance Measures	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Estimate**	**FY2015 Target**
Percentage of master plans reviewed within allotted time	100%	95%	95%	95%	95%
Percent of utility locating requests completed within 48 hours	97%	98%	98%	98%	98%
Call center average speed of answer	1:53	1:48	2:00	2:00	2:00
Percent of new residential water meters installed within allotted time	*	*	100%	100%	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 the city's long term water bank

Performance Measures	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Estimate**	**FY2015 Target**
Compliance with federal, state, and local wastewater and water reuse regulations	100%	100%	100%	100%	100%
Lost and unaccounted water percentage	5.2%	6.9%	<5%	8.52%	<7%
Central Arizona Project (CAP) water allotment recharged	51%	51%	50%	50%	100%
Cumulative years of water banked	2.54	2.56	2.68	3.19	4.5

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, management and planning of architectural and engineering design, and construction of city capital projects
- Operation of a centralized call center to provide efficient service responses to customers' needs
- 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

Division

Administration -	Coordinates and provides centralized administrative and management functions associated with the wastewater treatment plants, reclaimed water system, and wastewater collection system
Operations -	Operations and maintenance of city wastewater treatment plants, reclaimed water system, and wastewater collection system
CIP -	Responsible for city related wastewater treatment plants and infrastructure construction projects
Customer Service -	Responds to customer's wastewater service requests, complaints, and 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 Public Works operations remain in compliance with all federal, state, county, and city regulations, as well as hazardous materials management for all wastewater operations

Major Budget Changes

The FY2015 budget increased 177.0% over the FY2014 recommended budget.

- Personnel expenditures increase 16.0% overall due to:
  - Increased due to a 1.3% COLA and 2% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.0% increase in health insurance premiums and 3.3% increase in dental premiums
  - Increased due to a 0.06% increase in ASRS contributions
  - Increase of part-time employees to establish a budget for the intern program
- Supplies increased 35.0% over the FY2014 budget primarily due to:
  - Increase in operational and maintenance supplies in General Operations for electrical parts: breaker, motor starter, contactor, relays, etc. and motor starters, etc. (deferred maintenance)

- Increase in operating equipment, tools, and parts
    - Wastewater system asset replacement change requests
    - Increase in general operations for items such as electrical parts and relays, etc.
- Increase in chemical supplies
    - Increase for general operations for effluent disinfection and for odor scrubber
    - Ammonia for trihalomethane (TTHM) reduction change request

- Services increased 23.0% over the FY2014 budget primarily due to:
    - Increase in service agreements related to the SPA 1 supervisory control and data acquisition (SCADA) programming evaluation change request
    - Increase in professional and outside services
        - Emergency response plan change request
        - Stormwater utility study change request
        - The increase to professional and outside services was offset by a reduction in general operations requirements for this object code
    - Increase in water costs based on historical trending and rate increases
    - Increase in machinery and equipment maintenance
        - Wastewater system asset replacement change requests
        - Increase in general operations for service to mechanical equipment or repair/replacement of non-working equipment (deferred maintenance)
    - Increase in administrative operations for the utility billing contract
    - Increase in the developer reimbursement with Prasada
    - The increase in services was partially offset by:
        - A decrease in electricity based on historical trending with an offset for an anticipated rate increase
        - A decrease in streets maintenance due to the completion of SPA 1 road resurfacing
- Capital increased by 5,247.0% over the FY2014 budget primarily due:
        - Scheduled acquisition of replacement vehicles
        - Covered parking at SPA 2 water reclamation facility change request
- Contingency increased by 1,343.0% due to the programming of fund balance

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,773,504	2,645,894	2,757,900	3,209,900	16%
Supplies	1,169,891	1,165,635	1,296,000	1,751,800	35%
Services	3,519,570	3,541,509	3,880,500	4,766,000	23%
Capital	3,880,804	5,756,592	7,500	401,000	5247%
Transfer	1,946,879	2,030,890	2,254,900	2,263,300	0%
Debt	-23,943	-264,216	0	0	0%
Contingency	0	0	1,357,400	19,582,900	1343%
Total	13,266,704	14,876,306	11,554,200	31,974,900	177%
Expenditures by division					
Administration	8,367,658	1,314,632	2,651,800	20,992,600	692%
Customer Service	60,653	62,935	69,400	69,900	1%
Environmental	97,194	178,185	169,800	391,900	131%
General Operations	3,982,420	12,552,670	7,827,900	9,395,200	20%
Project Management	232,189	252,935	256,200	409,700	60%
Swr Collection System Ops	426,015	408,046	477,500	608,400	27%
Utility Locating	100,574	106,902	101,600	107,200	6%
Total	13,266,704	14,876,306	11,554,200	31,974,900	177%
Revenue	21,781,379	16,059,460	16,046,900	16,469,000	3%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	36.5	35.6	36.2	36.2	0.0

Accomplishments, Enhancements, and Efficiencies

- The Water and Wastewater divisions collectively reached two years without a recordable accident
- Began routine operation of 20 vadose zone wells at SPA1 water reclamation facility (WRF) to maximize recharge capabilities of reclaimed water
- Verified that all staff are fully certified to be in their current positions
- Completed review of work order backlog and reviewed all work orders older than 30 days
- Completed the erosion control and dust migration project on the SPA1 WRF
- Filled all open positions within the Wastewater Division
- At SPA1 WRF, removed plant five from service for cleaning and placed plant 3 back in service.
- The Public Works Safety Committee implemented a safety recognition program throughout the department
- Completed reorganization of the Wastewater Division, aligning the operations and maintenance functions under one division
- Completed the design and construction of the SPA2 WRF overhead crane

Major Initiatives and Policy Issues

- Complete the TTHM Reduction project at SPA1 WRF
- Complete the mobile solutions initiative, which will allow for utilizing tablets to collect field data and access programs remotely from the field in real time
- Implement OSHA lockout/tag out policy and program
- Continue development of an asset management program
- Update of integrated water master plan

Goals, Objectives, and Performance Measures

- **Department Goal:** Operate and maintain the SPA 1 and SPA2 (WRF) and wastewater collection systems in an effective manner
  - **Objective:** Successfully treat all 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 American Water Works Association (AWWA) benchmarking performance indicators
  - **Objective:** Clean 100 miles of the wastewater system annually so that the entire system is cleaned in a five year period by following the Environmental Protection Agency's (EPA's) Capacity, Management, Operations, and Maintenance (CMOM) program to prevent sanitary sewer overflows (SSOs)

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
SPA1 WRF: percentage of millions of gallons of wastewater treated per day vs. capacity	41%	48.8%	44%	48.6%	48%
SPA2 WRF: percentage of millions of gallons of wastewater treated per day vs. capacity	5%	5.3%	6%	5.5%	6%
Preventative maintenance to total maintenance ratio (hours)	*	*	66.5%	24%	66.5%
Percentage of 100 miles of wastewater collection system cleaned	98%	33%	100%	100%	100%

** New measure, data not available*

- **Department Goal:** Maximize use of effluent from (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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Actual	FY2015 Target
Percentage of effluent recharged vs. wastewater treated	66%	71.8%	80%	68%	80%
Percentage of effluent recharged vs. groundwater withdrawal	66%	104.1%	80%	74%	80%
Percentage of reclaimed water provided to customers	34%	28.2%	20%	27%	20%
Percentage of days at grade rating	*	99.3%	99%	97%	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	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Actual**	**FY2014 Actual**
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	0
Sanitary Sewer Overflow Rate	*	0.31	2.73	1.16	2

** New measure, data not available*

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 weekly curbside collections for trash and recyclable materials. Each customer is provided with a 95 gallon trash and 95 gallon 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 events 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.

The Solid Waste Division is managed by the Public Works Department as a division under the assistant director of operations.

Primary Functions

- Residential curbside trash and recycle collection services
- Residential curbside brush and bulk collection services
- Operation of a centralized call center to provide efficient service responses to customers' needs.
- 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 residential curbside solid waste collection operations
Bulk Trash - Handles operations and issues related to bulk trash and roll-off collection services
Recycling - Conducts the recycling education and waste inspection program, as well as the household hazardous waste events

Major Budget Changes

The FY2015 budget increased 78.0% over the FY2014 recommended budget.

- Personnel expenditures increased by 12.0% overall due to:
  - Increased due to a 1.3% COLA and 2.0% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.0% increase in health insurance premiums and 3.3% increase in dental premiums
  - Increased due to a 0.06% increase in ASRS contributions
  - Increased due to the addition of two solid waste drivers and trucks per a change request with an offset to a position reclassification
  - The increase is offset by the reallocation of personnel resources
- Supplies increased 6.0% over the FY2014 budget primarily due to:
  - Increase in operating supplies in bulk trash and general operations
  - Increase in gas and fuel
    - Increase due to the addition of two solid waste drivers and trucks per a change request
    - Offset by a decrease in general fuel costs based on historical trending

- Decrease in auto parts and lubricants
  - Decrease is primarily due to the replacement of five high maintenance collection vehicles
  - The decrease in auto part and lubricants was partially offset by the addition of two solid waste drivers and trucks per a change request
- Services increased 9.0% over the FY2014 budget primarily due to:
  - Increase in service agreements for GPS locating equipment and repairs for roll off containers
  - Increase in sanitary/landfill costs based on a 0.09% increase in disposal fees and a projected increase for sanitation services
  - Increase in general operations for the utility billing contract
  - The increase in services was partially offset by a decrease in vehicle maintenance for 22 automated side loaders
- Capital increased less than 37.0% over the FY2014 budget primarily due the addition of two solid waste collection vehicle for the new solid waste drivers per a change request
- Contingency increased by 771.0% due to the programming of fund balance

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,451,258	2,204,994	2,099,800	2,358,300	12%
Supplies	885,572	872,502	893,900	944,300	6%
Services	1,436,421	1,516,835	1,524,000	1,662,700	9%
Capital	480,824	523,935	1,640,000	2,240,000	37%
Transfer	888,767	888,381	1,919,000	1,921,000	0%
Debt	-68,630	-97,807	0	0	0%
Contingency	0	0	753,000	6,556,800	771%
Total	6,074,212	5,908,841	8,829,700	15,683,100	78%
Expenditures by division					
Bulk Trash	318,502	416,730	434,700	533,500	23%
General Operations	5,414,250	5,222,570	8,079,400	14,836,400	84%
Recycling	341,460	269,541	315,600	313,200	-1%
Total	6,074,212	5,908,841	8,829,700	15,683,100	78%
Revenue	6,698,095	6,876,865	6,958,100	7,198,400	3%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	33.8	33.0	31.0	32.0	1.0

Accomplishments, Enhancements, and Efficiencies

- Awarded the 2013 Voice of the People Award for Excellence in Garbage Collection Services by the International City/County Management Association (ICMA) and the National Research Council (NRC)
- Implemented same day curbside collection of trash and recycling
- Completed rerouting of all residential collections to accommodate future growth and maximize efficiency of resources for the first time in six years
- Completed realignment of a customer service work schedule to better align with solid waste collection days

Major Initiatives and Policy Issues

- Improve recycling outreach, waste diversion, and waste reduction
- Evaluate equipment options to improve capacity for better efficiency
- Continue providing exceptional customer service to our residents

Goals, Objectives, and Performance Measures

- **Department Goal:** Improve recycling collection, outreach, and education
  - **Objective:** Increase residential and roll-off recycling participation

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Recycling tons collected	7,200	7,643	7,730	8,500	8,500
Recycling diversion	20%	22%	22%	22%	25%
Roll-off recycling collected	412	494	500	504	500
Education outreach events	8	8	15	25	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 E-waste event with AZStRUT and APS

Performance Measures	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Christmas tree drop off (trees)	2,103	1,550	2,000	3,027	3,000
Household hazardous waste participation (tons)	64.8	54.8	50	60.3	55
Fall and spring cleaning events at landfill participation (tons)	92.4	115	130	129	130
AZStRUT E-Waste participation (tons)	2.5	3	3.5	4	4

- **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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
National Citizen Survey garbage collection service quality score (good or excellent)	88%	91%	80%	88%	85%
National Citizen Survey recycling service quality score (good or excellent)	87%	91%	80%	88%	85%
Annual missed pickups*	25	6	20	21	20
Maintain a 10 day annual average service level for on demand bulk trash collection	5	10	10	8	10
Call center average speed of answer	1:53	1:48	2:00	2:00	2:00

* For reference, the Solid Waste Division interacts with customers over 3,500,000 times annually

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.

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. 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 FY2015 budget increased 12.0% over the FY2014 recommended budget.

- Personnel expenditures increase 10.0% overall due to:
  - Increased due to a 1.3% COLA and 2.0% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.0% increase in health insurance premiums and 3.3% increase in dental premiums
  - Increased due to a 0.06% increase in ASRS contributions
  - Added the position real estate specialist in the Geographical Information Systems Division
- Supplies increased 89.0% over the FY2014 budget primarily due to:
  - Increase in furniture, fixtures, and equipment for replacement of laptops, servers, SAN hard drives, and RSA tokens
- Services increased 10.0% over the FY2014 budget primarily due to:
  - Increase in service agreements – net increase of $102K primarily due to Microsoft Enterprise Agreement
  - Increase in aerial photography due to the addition of a change request for high resolution aerial photos
  - Increase in travel and training
- Capital increased 70.0% over the FY2014 budget primarily due to added centralized security management of $14,000

Accomplishments, Enhancements, and Efficiencies

- Data backup system replacement and server consolidation
- Enhanced safety and security at multiple city facilities
- Enhanced Network Access Control (NAC) System
- Needs assessment for core system replacement (ERP)
- Data integration and data warehousing of existing systems to provide improved business analytics

Major Initiatives and Policy Issues

- ERP System Selection
- Identify recovery options for business continuity
- Continue asset replacement and technology refresh
- Continue to analyze and identify data security compliance
- Continue to analyze and identify an enterprise document management solution

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,189,442	2,219,800	2,338,100	2,564,200	10%
Supplies	145,389	99,791	102,700	193,700	89%
Services	1,127,664	1,236,238	1,648,300	1,806,500	10%
Capital	54,597	19,980	20,000	34,000	70%
Debt	0	18,890	0	0	0%
Total	3,517,091	3,594,699	4,109,100	4,598,400	12%
Expenditures by division					
Geographical Info.sys.	929,117	901,844	974,100	1,158,100	19%
Information Technology	2,587,974	2,692,855	3,135,000	3,440,300	10%
Total	3,517,091	3,594,699	4,109,100	4,598,400	12%
Revenue	0	11	0	0	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	26.0	24.0	24.0	25.0	1.0

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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
End user devices supported	2,664	2,694	2,731	2,731	3,063
Network devices supported	221	252	252	252	252
Security devices supported	431	553	566	566	596
Applications supported	*	59	63	66	68

*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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Number of vertical and horizontal survey controls	127	147	160	160	172

- **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	FY2014 Target	FY2014 Estimate	FY2015 Target
GIS data layers maintained	159	159	162	162	162
New GIS applications developed	10	10	11	11	11

Finance Department

Mission Statement

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

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), maintaining financial reporting in conformance with state and federal laws, Generally Accepted Accounting Principles, Governmental Accounting Standards Board and Government Finance Officers Association. Additionally, providing 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 employee's 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, managing the utility billing contract, and providing investment oversight and reporting.

Major Budget Changes

The FY2015 budget is 32% higher than the FY2014 amended budget.

- Personnel expenditures increase 26% overall due to:
  - 1.3% COLA for all employees
  - 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated class & compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - 0.06% increase in ASRS contributions
  - The addition of three full-time positions and one part-time position from change requests
- Supplies increased 31.0% over the FY2014 budget primarily due to:
  - Increased furniture/fixtures/equipment primarily due to the ergonomic chairs
  - The increase was partially offset by a decrease in office supplies
- Services increased 79.0% over the FY2014 budget primarily due to:
  - Increased third party investment management fees
  - Increase in the cost of software licenses
  - Increase as the Public Defenders budget was moved from Court to the Finance department
  - Increase for Dysart Unified School District permit fees, which was moved from Community and Recreation Services department

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,319,694	1,803,663	2,287,400	2,893,500	26%
Supplies	33,955	27,774	32,100	41,900	31%
Services	518,427	676,598	547,800	980,100	79%
Capital	0	0	25,000	0	-100%
Debt	0	-322	0	0	0%
Contingency	0	0	80,000	0	-100%
Total	2,872,076	2,507,713	2,972,300	3,915,500	32%
Expenditures by division					
Accounting	0	0	0	0	0%
Administration	406,074	410,532	326,000	676,400	107%
Budget & Accounting	1,072,283	777,321	1,245,600	1,572,200	26%
Internal Audit	140,639	121,313	0	0	0%
Procurement & Payroll	683,691	666,455	775,100	910,900	18%
Revenue(tax & License)	569,389	532,091	625,600	756,000	21%
Total	2,872,076	2,507,713	2,972,300	3,915,500	32%
Revenue	1,101,117	1,237,798	1,126,100	930,700	-17%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	27.0	24.0	26.5	30.2	3.7

Accomplishments, Enhancements, and Efficiencies

- Obtained ratings increases from Fitch for the $28.5 million excise tax revenue refunding bonds, series 2003 and the general obligation rating, both were upgraded to AA- from A+
- Restored the targeted reserve levels in the General Fund
- Completed implementation of new budget software

Major Initiatives and Policy Issues

- Began looking at replacing the city's current financial software system
- Identify current citywide financial related policies and procedures. Prepare, update, and enhance policies and procedures to ensure financial accountability and sound practices
- Develop a plan for funding of long term capital projects

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	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Rate of return on portfolio	0.9%	0.4%	0.8%	0.48%	0.8%

- **Objective:** Accurately forecast operating revenues

Performance Measures	**FY2012 Actual**	**FY2013 Actual**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Target**
Actuals Over/(Under) Adopted	5.2%	-7.3%	±5.0%	+2.0%	±5.0%
Actuals Over/(Under) Estimate	-4.7%	-9.0%	±5.0%	+1.0%	±5.0%

Donations and Sponsorships Fund

Fund Description

The donations and sponsorships 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 FY2015 budget represents a 79% increase from the FY2014 amended budget. In FY2015, 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.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	105	0	0	0	0%
Supplies	63,147	123,677	296,600	136,900	-54%
Services	133,947	227,811	0	335,700	0%
Transfer Out	100,300	0	0	0	0%
Debt	0	483	0	0	0%
Contingency	0	0	334,400	658,200	97%
Total	297,500	351,971	631,000	1,130,800	79%
Expenditures by department					
City Manager	0	0	0	7,500	0%
General Operations	0	0	334,400	658,200	97%
Police	14,249	18,037	14,300	14,700	3%
Emergency Services (fire)	10,898	1,552	15,000	7,100	-53%
Parks & Recreation	144,030	332,382	267,300	443,300	66%
Arts Commission	128,323	0	0	0	0%
Total	297,500	351,971	631,000	1,130,800	79%
Revenue	258,387	329,730	210,100	451,700	115%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Grants and Contingency Fund

Fund Description

The grants and contingency fund is used to centralize budget appropriation authority for 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 amendment 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 FY2015 budget is a 4.0% percent increase over the FY2014 budget. The FY2015 budget includes programming for grants and contingency for unplanned operating and capital expenses. Programming for grants is for number and amount of grants known at the time the budget was prepared.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Capital	0	0	0	24,800	0%
Contingency	0	0	4,847,300	5,031,500	4%
Total	0	0	4,847,300	5,056,300	4%
Expenditures by division					
General Operations	0	0	4,847,300	5,056,300	4%
Total	0	0	4,847,300	5,056,300	4%
Revenue	0	0	4,782,400	5,000,000	5%

Personnel Summary

There are no dedicated personnel assigned to this fund.

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 presenting a balanced recommended budget to the Mayor and City Council for 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.

In FY2015, the Economic Development division will move from the Community and Economic department to the City Manager's Office.

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

Expenditure Budget by Fund

Expenditures by fund	FY2012 Actual	FY2013 Actual	FY2014 Amended	FY2015 Budget	Amended to Budget
Donations	0	0	0	7,500	0%
General	745,934	1,624,854	2,143,400	8,147,600	280%
General Capital	0	0	50,000	47,500	-5%
Transportation Improvement	0	0	0	286,100	0%
Wastewater Dev Fee	0	0	0	25,000	0%
Wastewater Operations	0	0	0	327,900	0%
Water Dev Fee	0	0	0	450,000	0%
Water Operations	0	0	0	27,800	0%
Total	745,934	1,624,854	2,193,400	9,319,400	325%

Personnel by fund	FY2012 Adopted	FY2013 Adopted	FY2014 Amended	FY2015 Budget	Adopted to Budget
General	4.0	13.2	15.2	20.1	4.9
Total	4.0	13.2	15.2	20.1	4.9

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 residents
- 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
- Business attraction
- Economic development higher education
- Business outreach and retention
- AZ TechCelerator
- 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

Economic Development - 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.

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 FY2015 budget increased 280.0% over the FY2014 recommended budget.

- Personnel expenditures increase 53.0% overall primarily due to:
  - Increased due to a 1.3% COLA for all employees
  - Increased due to a 2.0% mid-year merit increase for all general salary plan employees
  - Increased based on the implementation of the updated classification and compensation study for all general salary plan employees
  - Increased due to a 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - Increased due to a 0.06% increase in ASRS contributions
  - Increased due to the addition of a Youth Community Leader position from a change request
  - Increased due to the addition of an Executive Administrative Specialist position from a change request
  - Relocation of the Economic Development division to the City Manager's Office
- Supplies increased 135.0% over the FY2014 budget primarily due to:
  - Increased special event hosting for business lunch meetings
  - Increased meeting supplies for employee lunches
  - Increased books and subscriptions to fully fund Legislation on Line Arizona (LOLA)
  - Relocation of the Economic Development division to the City Manager's Office
- Services increased 920.0% over the FY2014 budget primarily due to:
  - Increased due to funding for the AFI Grants Management software
  - Increased due to funding for Council Community Outreach
  - Increased due to funding for the National Citizens Survey
  - Increased due to funding for the Fighter Country Partnership moving from the City Council budget
  - Increased due to funding for the Tax Incremental Financing initiative
  - Relocation of the Economic Development division to the City Manager's Office

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	644,936	1,289,711	1,595,100	2,446,000	53%
Supplies	3,125	28,653	33,100	77,700	135%
Services	97,873	306,719	445,200	4,538,900	920%
Capital	0	0	0	15,000	0%
Debt	0	-229	0	0	0%
Contingency	0	0	70,000	1,070,000	1429%
Total	745,934	1,624,854	2,143,400	8,147,600	280%
Expenditures by division					
Administration	745,934	578,383	760,300	982,700	29%
Communications	0	744,019	912,500	944,000	3%
Economic Development	0	0	0	5,636,000	0%
Intergovernmental Relations	0	302,452	470,600	584,900	24%
Internal Audit	0	0	0	0	0%
Total	745,934	1,624,854	2,143,400	8,147,600	280%
Revenue	0	0	0	180,400	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	4.0	13.2	15.2	20.1	4.9

Accomplishments, Enhancements, and Efficiencies

- Directed implementation and reporting of the National Citizen Survey
- Enhanced and expanded citizen involvement in state, regional, and federal issues
- Initiated citizen outreach for Bell/Grand Interchange enhancement and received over 3,000 responses
- Increased emphasis on Facebook as a community builder resulting in doubling our “likes”
- Designed and implemented the General Plan campaign
- First valley city to institute innovative video recording device which is used by Economic Development department for recruitment, Arizona League of Cities and Towns booth etc.
- Developed a more accountable strategic plan with specific goals and strategies
- Developed a budget that prioritizes programs, services, capital projects, and asset replacement

Major Initiatives and Policy Issues

- Increase city presence in the community and at the state/federal levels
- Launch pro-Tax Incremental Financing campaign and produced educational collateral
- Develop a technical training program that can promote confidence in the availability of a skilled workforce to prospective business/manufacturing firms
- Increase city presence in the community and at the state/federal levels

Goals, Objectives, and Performance Measures

- **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

	FY2012 Actual	FY2013 Actual	FY2014 Target	FY2014 Estimate	FY2015 Target
Small business start-up successes	22	33	28	30	32
Large business and retail successes	4	3	4	4	5
AZ TechCelerator program tenants	15	13	15	14	14
AZ TechCelerator events/programs	5	8	8	10	12

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.

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 FY2015 budget decreased 25.0% over the FY2014 recommended budget.

- Personnel expenditures increase 7.0% overall due to:
  - 1.3% COLA and 2% mid-year merit increase for all general salary plan employees
  - The implementation of the updated classification and compensation study for all general salary plan employees
  - 6.1% increase in health insurance premiums and 3.3% increase in dental premiums
  - 0.06% increase in ASRS contributions
- Supplies increased 256.3% over the FY2014 budget due to an increase in meeting supplies and refreshments for long Council meetings
- Services decreased 71.7% over the FY2014 budget primarily due to:
  - Professional and outside service decreased due to one-time expenditures in FY2014
  - Other professional services decreased because there is no election planned in FY2015

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	345,276	355,247	362,500	388,100	7%
Supplies	5,563	6,817	8,000	28,500	256%
Services	299,847	20,337	299,300	84,800	-72%
Total	650,686	382,401	669,800	501,400	-25%
Expenditures by division					
General Operations	650,686	382,401	669,800	501,400	-25%
Total	650,686	382,401	669,800	501,400	-25%
Revenue	806	1,396	600	600	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	4.0	4.0	4.0	4.0	0.0

Accomplishments, Enhancements and Efficiencies

- A draft of the Surprise Women's Heritage Trail plaques have been designed and should be installed by June 2014. The plaques (15 total, both north and south side of Original Townsite) will be installed in a section of sidewalk located in front of each property; this will eliminate seeking property owner permissions since the sidewalk is owned by the city. The launch celebration of the heritage trail took place in April 2013
- Completed a regular election cycle in August 2013 for Districts 1, 5 and 6, and held a General Election for two ballot issues (Southwest Gas Franchise and General Plan 2035) which both passed with 72%
- Purchased 2 glass shelves for history photos and memorabilia placed in atrium.
- Updated Past and Present Board at the entrance of Council Chambers with newly elected/appointed Councilmembers

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 working group to analyze records retention and document management needs citywide.
- Created and maintaining a spreadsheet for boards/commissions vacancy and replacement process. In the process of creating a web-based program through Granicus to notify the public of vacancies and other board/commission updates.
- Create and implement a City Clerk's Office procedures manual by June 2014.
- Major records retention and destruction project (ongoing).

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	FY2013 Target	FY2013 Estimate	FY2014 Target	FY2014 Actual	FY2015 Estimate
Mayor and City Council agendas	50	48	50	38	40
Posting of all City agendas including all Mayor and Council, boards and commissions	130	125	140	106	110
Number of city code updates	4	4	4	8	5
Number of requests for public records	740	703	700	375	400
Percent of public records requests completed in 3-5 days*	90%	90%	90%	92%	95%
Agreements (new Category)*	*	*	*	155	150
Resolutions (New Category)*	*	*	*	80	80

Ordinances (New Category)	*	*	*	09	09
Liquor Licenses(New Category)	*	*	*	10	10
Records Retention/Boxes Destroyed	*	*	*	40**	10

*****New performance measures
******Elections ballots and eight other city records

- **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	**FY2013 Target**	**FY2013 Estimate**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Estimate**
Number of registered voters	59,000	59,700	60,000	60,241	No election scheduled
Number of ballots cast in election	27,000	27,560	20,000	17,870	No election scheduled
Percent of votes cast in city-wide election	30%	30%	30%	30%	No election scheduled

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

Performance Measures	**FY2013 Target**	**FY2013 Estimate**	**FY2014 Target**	**FY2014 Actual**	**FY2015 Estimate**
Collecting historic photos (annually)	250	200	150	Maintain	Maintain
Collection of city historic documents (cumulative)	1,500	1,700	1,800	Maintain	Maintain
On-the-road history presentations *	5	4	4	1	__

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

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.

Primary Functions

- Set policy for the city of Surprise

Major Budget Changes

The FY2015 budget decreased 5.0% over the FY2014 recommended budget.

- Services decreased 18.02% over the FY2014 budget primarily due to:
  - Decrease in dues and members ships due to moving the fighter Country Partnership to the Intergovernmental division.
  - The decrease in dues and memberships was partially offset by an increase in the dues to the National League of Cities

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	294,654	292,376	307,200	306,200	0%
Supplies	25,092	10,229	18,000	18,000	0%
Services	73,026	93,752	107,100	87,800	-18%
Debt	0	4,700	0	0	0%
Total	392,772	401,057	432,300	412,000	-5%
Expenditures by division					
General Operations	392,772	401,057	432,300	412,000	-5%
Total	392,772	401,057	432,300	412,000	-5%
Revenue	0	0	0	0	0%

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Personnel	8.0	7.0	7.0	8.0	1.0

Accomplishments, Enhancements, and Efficiencies

- Employee Wellness Program for reduced healthcare costs
- Management Partners Study – Public Works Restructuring
- Rate Study
- Planning Downtown
- Code Update & Boards and Commissions
- Tax Increment Financing Initiative
- “For Our City” initiative
- Improved Regional Partnerships
- Completed appointed officials evaluations
- Improved Court environment

- Arts – West Valley Art Commission at City Hall and Art displays at City Hall
- New Stadium scoreboard
- City Center Deed Restriction Intergovernmental Agreement with Phoenix
- Bond Rating updated to improved status
- Loop 303 open through Surprise
- Same Day Trash Service
- False Alarm Ordinance instituted
- Form Based Code Committee initiated
- HOA Summit
- Youth Leadership Summit
- Initiated Self Certification Program
- Built stronger relationship with Dysart Unified School District
- New Subcommittees and Working Groups
- Endorsed Bell/Grand Avenue interchange design

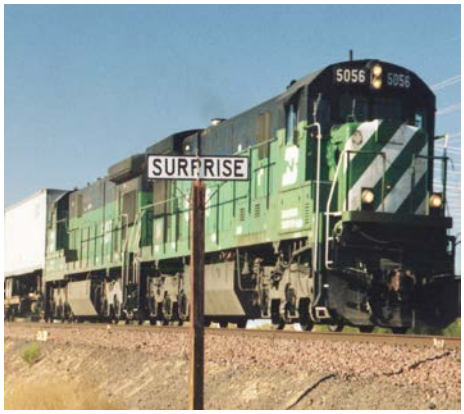
Major Initiatives and Policy Issues

- **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

Capital Improvement Plan Summary

FY2015

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 CIP 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 to the budgeted year. It reflects the city's strengthened financial status with the programming of a number of projects placed on hold during the fiscal downturn. During the course of FY2015, staff will be working to improve and refine the five-year CIP and identify funding strategies.

Funding

The CIP is broken down into four major fund types:

1. general capital fund
2. transportation improvement fund
3. development impact fee funds
4. water and wastewater enterprise funds

<u>1. general capital fund</u>

Projects in this fund are paid for primarily by construction sales tax in excess of the first $1.25M as well as third party funding (e.g. grants, intergovernmental revenue, etc.).

<u>2. transportation improvement fund</u>

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.).

<u>3. development impact fee funds</u>

Projects in these funds represent the proportional share that growth contributes towards the cost of public facilities. They are paid by impact fees assessed to new development.

<u>4. water and wastewater enterprise funds</u>

These CIP projects are paid for by a combination of user rates and development impact fees.

<u>Capital and Operational Finances</u>

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 capital constructed by the city of Surprise will have an impact on 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.

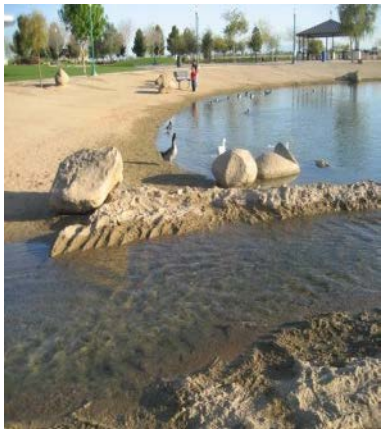
Recommended capital projects include those to maintain the current level of service as well as a number of new projects to construct new or expand existing facilities/amenities. New residents who move to Surprise will be greeted with a high level of service and amenities.

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



Community Park

Capital Project Definition

In order to distinguish between capital projects and minor-capital operating expenses, 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

In developing the CIP, a complete financial analysis is conducted. Like most communities, the city of Surprise will always have more needs than financial resources. Funding options, the community's borrowing capacity, and current debt are discussed below:

Funding Options

As a growing community, the city of Surprise has continuing capital needs been that may be funded by variety of sources. The following options are possible sources considered when programming the city's CIP.

- **Pay-as-you-go from current revenues:** Funding of projects through available cash on hand (fund balance) and the revenue forecasted for the budgeted year represents pay-as-you-go financing. Construction sales taxes are commonly used by the city to fund pay-as-you-go projects. A majority of new projects are currently funded on this basis.
- **Municipal bonds:** The city may issue bonds to finance capital projects. Borrowing allows the city to construct assets as needed, rather than wait for sufficient cash to construct. Bonds are secured by secondary property taxes and are repaid over time with interest. The city's ability to use bond financing is discussed in greater 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 alternative funding mechanisms used to issue non-voter approved bonds. The debt may be secured by a variety of on-going revenue sources. The city of Surprise has outstanding debt issued by the municipal property corporation.
- **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 asset upon the completion 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 through secondary property taxes (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, wastewater, and sanitation fall under this category.

Borrowing Capacity

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 $904,721,043, a total of

$180,944,209 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 $54,283,263 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	28,524,999
Municipal Property Corporation Bonds: 2007 Issuance	4/1/2032	50,675,000
	Total	$ 79,199,999

3. Capital Improvement Plan Policies

Policies
The following capital improvement policies are adopted annually by the Mayor and City Council as part of the Comprehensive Financial Management Policies (full policy document included in the appendix of this book).

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.

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.

General Implementation Guidelines

- The Surprise CIP is adopted along with the operating budget each year by the Mayor and City Council. The document is published and widely distributed. The CIP is updated annually.
- 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.
- Department directors are responsible for project management and regular monitoring to ensure efficient and effective construction and cost management.

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 requests are updated in the budget preparation software 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 prioritized within each fund.

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 FY2015 is estimated at $3,210,200.

Major Budget Changes

The expenditures are primarily for capital projects that include asset replacements, multiple transportation projects, CRS master plan, project to replace the financial system, Regional Wireless Cooperative radios, and ambulance feasibility study . The FY2015 budget also includes $3,573,600 in contingency programming.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	2,149	0	0	0	0%
Supplies	637,052	60,165	0	528,000	0%
Services	300,217	464,959	1,938,200	2,767,500	43%
Capital	949,495	677,956	4,411,300	7,574,800	72%
Contingency	0	0	2,294,200	3,573,600	56%
Total	1,888,913	1,203,080	8,643,700	14,443,900	67%
Expenditures by department					
City Manager	0	21,766	50,000	47,500	-5%
Information Technology	29,985	253,454	1,115,000	1,420,800	27%
General Operations	110,712	0	2,294,200	3,573,600	56%
Community Development	0	0	1,100,000	0	-100%
Police	0	26,291	72,000	263,000	265%
Emergency Services (fire)	589,807	83,068	475,000	225,000	-53%
Parks & Recreation	0	226,663	670,000	2,550,000	281%
Public Works	1,158,409	591,838	2,867,500	6,364,000	122%
Total	1,888,913	1,203,080	8,643,700	14,443,900	67%
Revenue	1,912,433	3,203,347	1,950,000	5,596,600	187%

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 FY2015 budget increased by 4% from the FY2014 amended budget. Personnel expenditures are impacted by a 1.3% cost of living adjustment, 2% mid-year merit increase, 6% increase in health insurance premiums and 3.3 % increase in dental premiums.

The increase for capital is directly related to the ongoing programmed capital improvement projects. The decrease in services is due to pavement preservation cost being moved to the highway user revenue fund for FY2015.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Personnel	0	108,840	122,900	130,800	6%
Supplies	0	548	1,000	1,000	0%
Services	269,535	2,180,798	2,626,500	913,700	-65%
Capital	917,683	11,180	2,552,700	3,968,000	55%
Debt	2,500	0	0	0	0%
Contingency	0	0	0	504,700	0%
Total	1,189,719	2,301,366	5,303,100	5,518,200	4%
Expenditures by department					
City Manager	0	0	0	286,100	0%
Finance	189,386	198,921	0	0	0%
Community Development	51,549	61,504	260,000	0	-100%
Public Works	948,784	2,040,941	5,043,100	5,232,100	4%
Total	1,189,719	2,301,366	5,303,100	5,518,200	4%
Revenue	2,018,864	2,892,040	2,228,300	3,087,500	39%

	2012 Adopted	2013 Adopted	2014 Amended	FY2015 Budget	Adopted to
Personnel	0.0	1.0	1.0	1.0	0.0

Vehicle Replacement Fund

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 fund is scheduled to receive $1,000,000 transfer from the general fund. 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 $338,900.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Capital	834,696	1,618,771	2,281,300	3,954,900	73%
Contingency	0	0	1,998,000	338,900	-83%
Total	834,696	1,618,771	4,279,300	4,293,800	0%
Expenditures by department					
General Operations	0	1,618,771	2,281,300	3,954,900	73%
Public Works	834,696	0	1,998,000	338,900	-83%
Total	834,696	1,618,771	4,279,300	4,293,800	0%
Revenue	63,687	393,071	65,800	1,465,800	2128%

General Government Developmment 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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2015. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014. These fees will be continued as they have been pledged to repay existing debt, based on the new statute.

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 $894,200.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	12,731	10,022	20,000	25,000	25%
Transfer Out	667,359	666,378	666,500	665,000	0%
Contingency	0	0	0	894,200	0%
Total	680,091	676,399	686,500	1,584,200	131%
Expenditures by department					
Finance	12,731	10,022	20,000	25,000	25%
General Operations	0	0	0	894,200	0%
Public Works	667,359	666,378	666,500	665,000	0%
Total	680,091	676,399	686,500	1,584,200	131%
Revenue	686,792	635,458	537,400	804,300	50%

Police Developmment 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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014. These fees will be continued as they have been pledged to repay existing debt, based on the new statute.

Major Budget Changes

The programed expenditures are for the impact fee study and rental payments. Fund balance and remaining available revenue is programmed as contingency at $1,538,200. 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.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	20,082	10,022	20,000	25,000	25%
Transfer Out	246,098	245,736	245,800	245,200	0%
Contingency	0	0	978,800	1,538,200	57%
Total	266,180	255,757	1,244,600	1,808,400	45%
Expenditures by department					
Finance	8,599	10,022	20,000	25,000	25%
General Operations	11,483	0	0	0	0%
Police	246,098	245,736	1,224,600	1,783,400	46%
Total	266,180	255,757	1,244,600	1,808,400	45%
Revenue	313,693	300,147	240,700	495,700	106%

Parks and Recreation Developmment 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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014. These fees will be continued as they have been pledged to repay existing debt, based on the new statute.

Major Budget Changes

The programed expenditures are for the impact fee study, rental payments, and two capital projects for the expansion and improvement of Surprise Farms and Veramonte parks. Fund balance and remaining available revenue is programmed as contingency at $1,659,300.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	23,481	9,171	20,000	25,000	25%
Capital	0	0	0	2,635,100	0%
Transfer Out	795,234	794,064	794,200	792,400	0%
Contingency	0	0	3,554,000	1,659,300	-53%
Total	818,715	803,234	4,368,200	5,111,800	17%
Expenditures by department					
Finance	8,599	9,171	20,000	25,000	25%
General Operations	14,882	0	0	0	0%
Parks & Recreation	795,234	794,064	4,348,200	5,086,800	17%
Total	818,715	803,234	4,368,200	5,111,800	17%
Revenue	562,939	386,383	533,600	841,800	58%

Public Works Developmment 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.

Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014. Based on the new statute these fees will be discontinued.

Major Budget Changes

The expenditures are primarily for capital projects that includes the new north public works yard. Fund balance and remaining available revenue is programmed as contingency at $8,557,300.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	18,391	19,816	64,000	84,000	31%
Services	44,863	10,677	25,700	286,900	1016%
Capital	288,409	81,074	104,100	747,700	618%
Contingency	0	0	9,624,900	8,557,300	-11%
Total	351,663	111,568	9,818,700	9,675,900	-1%
Expenditures by department					
Finance	782	10,022	20,000	25,000	25%
General Operations	15,322	0	0	0	0%
Public Works	335,559	101,546	9,798,700	9,650,900	-2%
Total	351,663	111,568	9,818,700	9,675,900	-1%
Revenue	353,157	235,442	255,100	146,800	-42%

Fire and EMS Developmment 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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2015. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014.

Major Budget Changes

The 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. Fund balance and remaining available revenue is programmed as contingency at $2,024,600.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	12,493	36,854	20,000	25,000	25%
Transfer Out	121,601	121,422	121,500	121,200	0%
Contingency	0	0	0	2,024,600	0%
Total	134,094	158,276	141,500	2,170,800	1434%
Expenditures by department					
Finance	8,599	10,022	20,000	25,000	25%
General Operations	3,894	26,832	0	0	0%
Emergency Services (fire)	121,601	121,422	121,500	2,145,800	1666%
Total	134,094	158,276	141,500	2,170,800	1434%
Revenue	633,662	706,904	760,100	1,742,900	129%

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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014. Based on the new statute these fees will be discontinued.

Major Budget Changes

With minimal forecasted interest revenue for the funds, the only programed expenditures is for the impact fee study and library expansion study. Fund balance and remaining available revenue is programmed as contingency at $4,457,200. 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.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	8,599	10,873	20,000	100,000	400%
Contingency	0	0	4,589,800	4,457,200	-3%
Total	8,599	10,873	4,609,800	4,557,200	-1%
Expenditures by department					
Finance	8,599	10,873	20,000	25,000	25%
Parks & Recreation	0	0	4,589,800	4,532,200	-1%
Total	8,599	10,873	4,609,800	4,557,200	-1%
Revenue	138,588	90,841	136,500	54,800	-60%

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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014.

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 $2,131,200. 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.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	2,022	10,022	20,000	12,500	-38%
Debt	27,282	0	0	0	0%
Contingency	0	0	2,130,900	2,131,200	0%
Total	29,303	10,022	2,150,900	2,143,700	0%
Expenditures by department					
Finance	2,022	10,022	20,000	12,500	-38%
General Operations	27,282	0	2,130,900	2,131,200	0%
Total	29,303	10,022	2,150,900	2,143,700	0%
Revenue	22,542	18,224	27,400	27,400	0%

163rd Avenue Development Impact Fee Fund

Description

The 163rd avenue development fee fund is established to account for the inflow of development fees levied on new residential and commercial construction. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on 163rd avenue caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014.

Major Budget Changes

The fund expects to collect $19,800 in development fees. The only programed expenditures are for the impact fee study. Fund balance and remaining available revenue is programmed as contingency at $7,300.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	0	0	0	12,500	0%
Contingency	0	0	0	7,300	0%
Total	0	0	0	19,800	0%
Expenditures by department					
Finance	0	0	0	12,500	0%
General Operations	0	0	0	7,300	0%
Total	0	0	0	19,800	0%
Revenue	0	0	0	19,800	0%

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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014.

Major Budget Changes

The expenditures are primarily for continued capital projects that include CAP water allocation, Mountain Vista Ranch well #2, Desert Oasis WSF arsenic treatment, Greenway Road improvements – reclaimed line, SPA 1 effluent storage reservoir covers, and developer reimbursements. Fund balance and remaining available revenue is programmed as contingency at $10,100,000. 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.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Supplies	0	0	0	0	0%
Services	298,286	410,140	1,166,900	1,739,500	49%
Capital	-13,591	0	5,091,000	3,977,800	-22%
Transfer Out	588,982	153,735	0	0	0%
Debt	57,203	0	0	0	0%
Contingency	0	0	3,122,300	10,100,000	223%
Total	930,879	563,875	9,380,200	15,817,300	69%
Expenditures by department					
City Manager	0	0	0	450,000	0%
Finance	4,043	20,043	40,800	50,000	23%
Community Development	0	0	450,000	0	-100%
Public Works	926,836	543,832	8,889,400	15,317,300	72%
Total	930,879	563,875	9,380,200	15,817,300	69%
Revenue	733,795	1,042,150	1,700,700	3,779,100	122%

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 1,065 single family residential permits and the estimated square feet of 323,000 non-single family residential permits in FY2013. Arizona Revised Statutes (ARS) §9-463.05 provides a framework for cities and towns to assess, collect and administer development fees. In April of 2011, statutory revisions were made by the approval of Senate Bill (SB) 1525 that significantly changed the requirements for development impact fees. As required by law, the city of Surprise retained the services of an outside consultant, Raftelis Financial Consultants (RFC), to complete an update of the City's development impact fees for compliance with the requirements of ARS 9-463.05 effective August 1, 2014.

Major Budget Changes

The expenditures are for the Greenway Road improvements-wastewater line capital project, SPA 1 centrifuge installation capital project, rental payments, developer reimbursements, and debt service. Fund balance and remaining available revenue is programmed as contingency at $391,500.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Services	8,772	10,022	20,400	725,000	3454%
Capital	4,531	0	1,025,000	2,225,000	117%
Transfer Out	3,861,431	3,855,238	8,530,500	10,157,500	19%
Contingency	0	0	273,000	391,500	43%
Total	3,874,734	3,865,260	9,848,900	13,499,000	37%
Expenditures by department					
City Manager	0	0	0	25,000	0%
Finance	2,022	10,022	20,400	25,000	23%
Community Development	0	0	25,000	0	-100%
Public Works	3,872,712	3,855,238	9,803,500	13,449,000	37%
Total	3,874,734	3,865,260	9,848,900	13,499,000	37%
Revenue	2,074,401	2,934,108	2,356,100	5,448,700	131%

Gov Construction

Description

This fund is established to account to bond proceeds received from a planned FY2014 debt issuance.

Major Budget Changes

Proceeds are programmed in contingency and may be transferred to projects relating to clubhouse expansions and enhancement upon Mayor and Council approval.

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Transfer Out	0	0	0	0	0%
Contingency	0	0	0	13,004,400	0%
Total	0	0	0	13,004,400	0%
Expenditures by department					
General Operations	0	0	0	13,004,400	0%
Total	0	0	0	13,004,400	0%
Revenue	0	0	0	0	0%

FY2015 Capital Improvement Plan
Summary by Fund

Project	2014 Estimate	Carry Forward	2015 Request	Total CF and FY2015
21112 - GENERAL CAPITAL	2,373,000	1,770,200	8,050,100	9,820,300
21212 - HIGHWAY USER REVENUE	0	0	475,000	475,000
21215 - MUNICIPAL COURT ENHANCEMENT	0	0	200,000	200,000
21230 - PROPOSITION 400	0	0	108,200	108,200
21414 - PARKS & REC DEV FEE	0	0	2,635,100	2,635,100
21415 - PUBLIC WORKS DEV FEE	59,700	4,800	1,004,800	1,009,600
21418 - TRANSPORTATION IMPROVEMENT	585,600	2,322,900	2,271,200	4,594,100
22511 - WATER OPERATIONS	0	599,500	1,205,000	1,804,500
22512 - WATER SYSTEM DEV FEE SPA1	1,031,800	1,104,700	526,000	1,630,700
22513 - WATER SYSTEM DEV FEE SPA2	0	112,500	0	112,500
22522 - REPLENISHMT SYSTEM DEV FEE SPA1	0	3,264,100	5,000	3,269,100
22531 - SEWER OPERATIONS	494,900	2,339,700	3,470,000	5,809,700
22532 - SEWER SYSTEM DEV FEE SPA1	0	1,500,000	1,400,000	2,900,000
22541 - SANITATION OPERATIONS	0	0	1,250,000	1,250,000
Total	4,545,000	13,018,400	22,600,400	35,618,800

FY 2015 Capital Improvement Plan
21112 - GENERAL CAPITAL

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
21103 - BELL RD SIDEWALKS E OF GRAND	384,200	332,900	575,000	907,900
21105 - DOVE VALLEY PARKWAY (203rd to 187th)	29,900	255,400	52,700	308,100
21106 - MARTIN ACRES FLOOD CONTROL	0	100,000	750,000	850,000
21107 - FIBER OPTICS-BELL RD PH 3SR303	1,900	0	0	0
21108 - FIBER OPTICS-LOOP 303-PEOR-BEL	32,300	2,700	4,100	6,800
21204 - 107th & Union Hills Drainage	72,000	178,000	2,250,000	2,428,000
21205 - Pave Dirt Shoulders	44,600	105,400	0	105,400
21206 - SR303 Peoria to Mt View	9,100	0	0	0
21301 - 163rdAve&PatTillmanStrmwtr	109,800	0	0	0
21315 - HERITAGE PARK IMPR AMND1	520,000	0	0	0
21401 - FY14 Asset Replacement (LP15)	175,000	0	0	0
21403 - FY 14 IT Asset Replacement - Backup Solution	300,000	0	0	0
21404 - FY 14 CRS Asset Replacement	100,000	0	0	0
21405 - FY 14 PW Asset Replacement	100,000	0	0	0
21407 - FIRE STATION #304	300,000	0	0	0
21408 - REPLACE FINANCIAL SOFTWARE	119,100	380,900	500,000	880,900
21409 - IT DISASTER RECOVERY	25,100	289,900	0	289,900
21410 - BOOSTER STATION BELL RD LAKE	0	125,000	0	125,000
21414 - CRS MASTER PLAN UPDATE	50,000	0	50,000	50,000
AUTO - 441 - RWC Radio Replacement	0	0	220,000	220,000
AUTO - 448 - Bell Rd Adaptive Signal Control Technology Deployment	0	0	27,300	27,300
AUTO - 527 - Cactus Road - South Side (Railroad Tracks to Litchfield)	0	0	35,000	35,000
AUTO - 568 - Jomax 147th to 132nd Pave Dirt Road	0	0	200,000	200,000
AUTO - 601 - Electric Service Upgrade at Techcelerator	0	0	336,000	336,000
AUTO - 605 - Enhancement SR303 Mountain View to Grand Ave	0	0	300,000	300,000
AUTO - 640 - Skatepark - In- Ground	0	0	500,000	500,000
AUTO - 739 - Boys and Girls Club	0	0	2,000,000	2,000,000
AUTO - 742 - Median & ROW Landscaping	0	0	250,000	250,000
21112 - GENERAL CAPITAL TOTAL	2,373,000	1,770,200	8,050,100	9,820,300

FY 2015 Capital Improvement Plan
21212 - HIGHWAY USER REVENUE

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
21410 - BOOSTER STATION BELL RD LAKE	0	0	125,000	125,000
AUTO - 742 - Median & ROW Landscaping	0	0	300,000	300,000
AUTO - 743 - Sidewalk Gaps	0	0	50,000	50,000
21212 - HIGHWAY USER REVENUE TOTAL	0	0	475,000	475,000

FY 2015 Capital Improvement Plan
21215 - MUNICIPAL COURT ENHANCEMENT

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
AUTO - 452 - Courtroom Audio/Video Equipment	0	0	200,000	200,000
21215 - MUNICIPAL COURT ENHANCEMENT TOTAL	0	0	200,000	200,000

FY 2015 Capital Improvement Plan
21230 - PROPOSITION 400

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
AUTO - 530 - Park N Ride Enhancements	0	0	108,200	108,200
21230 - PROPOSITION 400 TOTAL	0	0	108,200	108,200

FY 2015 Capital Improvement Plan
21414 - PARKS & REC DEV FEE

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
AUTO - 559 - Surprise Farms Improvements	0	0	1,686,300	1,686,300
AUTO - 587 - Veramonte Park Improvements	0	0	948,800	948,800
21414 - PARKS & REC DEV FEE TOTAL	0	0	2,635,100	2,635,100

FY 2015 Capital Improvement Plan
21415 - PUBLIC WORKS DEV FEE

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
21107 - FIBER OPTICS-BELL RD PH 3SR303	3,300	0	0	0
21108 - FIBER OPTICS-LOOP 303-PEOR-BEL	56,400	4,800	7,100	11,900
AUTO - 448 - Bell Rd Adaptive Signal Control Technology Deployment	0	0	47,700	47,700
AUTO - 741 - New Public Works Yard (North)	0	0	950,000	950,000
21415 - PUBLIC WORKS DEV FEE TOTAL	59,700	4,800	1,004,800	1,009,600

FY 2015 Capital Improvement Plan
21418 - TRANSPORTATION IMPROVEMENT

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
20509 - DYSARTRD IMP @ GRAND	85,000	0	0	0
20815 - GREENWAY RD IMP. LITCHFD-BULRD	0	922,700	1,381,200	2,303,900
21109 - EL MIRAGE RD-NORTHERN TO BELL	500,000	0	500,000	500,000
21210 - Peoria (Sarival to Reems)	0	510,000	390,000	900,000
21303 - MntView Blvd W of Grand	600	595,200	0	595,200
21304 - Cactus Rd 175th to Cotton Ln.	0	295,000	0	295,000
21418 - TRANSPORTATION IMPROVEMENT TOTAL	585,600	2,322,900	2,271,200	4,594,100

FY 2015 Capital Improvement Plan
22511 - WATER OPERATIONS

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
20671 - SPA 2 Desert Oasis WSF-Arsenic Treatment	0	37,500	0	37,500
21110 - SITE AND SECURITY IMPROVEMENTS	0	85,000	210,000	295,000
21211 - City Hall Reclaim Connections	0	0	230,000	230,000
21213 - SPA 1 Variable Frequency Drives (VFD's) Plant 4 & 5	0	137,000	355,000	492,000
21410 - BOOSTER STATION BELL RD LAKE	0	0	340,000	340,000
21413 - ASHTON RANCH RESERVIOR COATING	0	340,000	0	340,000
AUTO - 527 - Cactus Road - South Side (Railroad Tracks to Litchfield)	0	0	70,000	70,000
22511 - WATER OPERATIONS TOTAL	0	599,500	1,205,000	1,804,500

FY 2015 Capital Improvement Plan
22512 - WATER SYSTEM DEV FEE SPA1

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
21111 - SPA 1 MOUNTAIN VISTA WELL #2	1,031,800	1,104,700	526,000	1,630,700
22512 - WATER SYSTEM DEV FEE SPA1 TOTAL	1,031,800	1,104,700	526,000	1,630,700

FY 2015 Capital Improvement Plan
22513 - WATER SYSTEM DEV FEE SPA2

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
20671 - SPA 2 Desert Oasis WSF-Arsenic Treatment	0	112,500	0	112,500
22513 - WATER SYSTEM DEV FEE SPA2 TOTAL	0	112,500	0	112,500

FY 2015 Capital Improvement Plan
22522 - REPLENISHMT SYSTEM DEV FEE SPA1

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
20911 - GREENWAY RD IMP RECLAIMED & SEWER LINES	0	669,100	0	669,100
21308 - SPA1 EFFLUENT STRG RESER COVERS	0	2,595,000	5,000	2,600,000
22522 - REPLENISHMT SYSTEM DEV FEE SPA1 TOTAL	0	3,264,100	5,000	3,269,100

FY 2015 Capital Improvement Plan
22531 - SEWER OPERATIONS

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
21110 - SITE AND SECURITY IMPROVEMENTS	0	17,700	140,000	157,700
21113 - SPA 1 RECHARGE WELLS @S PLANT	29,200	0	0	0
21114 - DISINFECTION BYPRDCT REDUCTION	41,100	865,700	0	865,700
21215 - SPA 1 WRF Stabilization, Dust	25,000	219,900	0	219,900
21216 - Additonal Chlorine Generation	202,800	647,200	0	647,200
21305 - SPA2 OVERHEAD CRANE	35,800	264,200	0	264,200
21307 - SPA2 WRF PLANT WTR SYSTEM	161,000	0	0	0
21410 - BOOSTER STATION BELL RD LAKE	0	0	1,160,000	1,160,000
21411 - SPA1 WRF SLUICE GATE REPAIRS	0	325,000	0	325,000
AUTO - 464 - SPA1 WRF North Entrance Gate and Block Wall around SPA 1.	0	0	150,000	150,000
AUTO - 527 - Cactus Road - South Side (Railroad Tracks to Litchfield)	0	0	245,000	245,000
AUTO - 571 - Litchfield Road - East Side (Cactus Road to Desert Cove Road)	0	0	300,000	300,000
AUTO - 586 - Solar BioSolids Dryer	0	0	200,000	200,000
AUTO - 599 - SPA1 Influent Line Hydraulic Rehabilitation	0	0	300,000	300,000
AUTO - 600 - Wastewater SCADA Upgrade	0	0	250,000	250,000
AUTO - 604 - Greewnway Rd Lift Station Rehabilitation	0	0	325,000	325,000
AUTO - 651 - Line Installations at the SPA1 WRF	0	0	400,000	400,000
22531 - SEWER OPERATIONS TOTAL	494,900	2,339,700	3,470,000	5,809,700

FY 2015 Capital Improvement Plan
22532 - SEWER SYSTEM DEV FEE SPA1

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
20911 - GREENWAY RD IMP RECLAIMED & SEWER LINES	0	1,100,000	0	1,100,000
21303 - MntView Blvd W of Grand	0	0	300,000	300,000
21412 - SPA 1 Installation of 2nd Centrifuge	0	400,000	1,100,000	1,500,000
22532 - SEWER SYSTEM DEV FEE SPA1 TOTAL	0	1,500,000	1,400,000	2,900,000

FY 2015 Capital Improvement Plan
22541 - SANITATION OPERATIONS

Project	FY2014 Estimate	Carry Forward	FY2015 Request	Total CF and FY2015
AUTO - 639 - Compressed Natural Gas (CNG) Fueling Station	0	0	1,000,000	1,000,000
AUTO - 741 - New Public Works Yard (North)	0	0	250,000	250,000
22541 - SANITATION OPERATIONS TOTAL	0	0	1,250,000	1,250,000

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.

2003 MPC Debt Service Issuance

Fiscal Year	Principal	Interest	Annual Requirements Debt Service
2004/05	935,000	$2,081,494	$3,016,494
2005/06	155,000	$1,904,726	$2,059,726
2006/07	160,000	$1,901,376	$2,061,376
2007/08	160,000	$1,897,176	$2,057,176
2008/09	165,000	$1,892,301	$2,057,301
2009/10	170,000	1,887,276	$2,057,276
2010/11	2,925,000	1,811,601	$4,736,601
2011/12	3,080,000	1,661,476	$4,741,476
2012/13	3,240,000	1,527,776	$4,767,776
2013/14	3,345,000	1,387,451	$4,732,451
2014/15	3,515,000	1,215,951	$4,730,951
2015/16	3,680,000	1,036,076	$4,716,076
2016/17	3,875,000	847,201	$4,722,201
2017/18	4,075,000	648,451	$4,723,451
2018/19	4,280,000	460,976	$4,740,976
2019/20	4,460,000	283,388	$4,743,388
2020/21	4,640,000	95,700	$4,735,700
	$42,860,000	$22,540,396	$65,400,396

2003 MPC Debt Service Issuance
Allocation Percentage

Description	Allocation Percentage
General Fund	31.28%
Genral Government Development Fee Fund	13.83%
Police Development Fee Fund	5.10%
Parks and Recreation Development Fee Fund	16.48%
Fire and EMS Development Fee Fund	2.52%
Sewer System Development Fee Fund	30.25%
Total	100.00%

2007 MPC Debt Service Issuance

Fiscal Year	Principal	Interest	Annual Requirements Debt Service
2007/08		$2,197,880	$2,197,880
2008/09		2,397,688	2,397,688
2009/10		2,397,688	2,397,688
2010/11		2,397,688	2,397,688
2011/12		2,397,688	2,397,688
2012/13		2,397,688	2,397,688
2013/14	$4,675,000	2,397,688	7,072,688
2014/15	-	2,199,000	2,199,000
2015/16	-	2,199,000	2,199,000
2016/17	6,500,000	2,199,000	8,699,000
2017/18	-	1,906,500	1,906,500
2018/19	-	1,906,500	1,906,500
2019/20	-	1,906,500	1,906,500
2020/21	-	1,906,500	1,906,500
2021/22	14,500,000	1,906,500	16,406,500
2022/23	-	1,225,000	1,225,000
2023/24	-	1,225,000	1,225,000
2024/25	-	1,225,000	1,225,000
2025/26	-	1,225,000	1,225,000
2026/27	-	1,225,000	1,225,000
2027/28	-	1,225,000	1,225,000
2028/29	-	1,225,000	1,225,000
2029/30	-	1,225,000	1,225,000
2030/31	-	1,225,000	1,225,000
2031/32	25,000,000	1,225,000	26,225,000
	50,675,000.00	44,963,508.00	95,638,508.00

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.

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 shall periodically report on measurable steps taken while striving towards achieving and then maintaining the highest bond ratings in order to minimize borrowing costs, preserve access to credit, and demonstrate excellent financial stewardship by the City to our taxpayers and residents.

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.

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.
ALF	Arizona Lottery Funds - State lottery funds shared with cities for the purposes of transportation and transit. Also included in this funding source is LTAF and LTAF II which are grants distributed to cities when and if all other funding requirements of state lottery funds are met.
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.
MOU	Memorandum of Understanding. Refers to agreements negotiated with the Police and Fire labor associations.
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.

CITY OF SURPRISE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2014	ACTUAL EXPENDITURES/ EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/ EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 79,109,500	$ 75,527,200	$ 29,198,700	Primary: $ 6,513,600	$ 80,669,800	$	$	$ 5,823,000	$ 4,500,000	$ 117,705,100	$ 101,435,800
2. Special Revenue Funds	20,940,400	12,504,100	$ 5,879,200	Secondary: 2,337,000	17,673,100				645,100	25,244,200	25,222,800
3. Debt Service Funds Available	11,898,100	37,542,000	19,298,300		73,400			14,199,800	73,400	33,498,100	33,498,100
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	11,898,100	37,542,000	19,298,300		73,400			14,199,800	73,400	33,498,100	33,498,100
6. Capital Projects Funds	50,116,900	9,092,300	56,721,600		20,511,200			3,000,000	11,981,300	68,251,500	68,662,700
7. Fiduciary Fund	25,600	20,600	60,300							60,300	
8. Enterprise Funds Available	28,087,000	20,741,800	37,926,100		34,527,900				5,823,000	66,631,000	66,631,000
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	28,087,000	20,741,800	37,926,100		34,527,900				5,823,000	66,631,000	66,631,000
11. Internal Service Funds	15,075,100	11,010,500	3,677,900		11,726,900					15,404,800	15,404,800
12. TOTAL ALL FUNDS	$ 205,252,600	$ 166,438,500	$ 152,762,100	$ 8,850,600	$ 165,182,300	$	$	$ 23,022,800	$ 23,022,800	$ 326,795,000	$ 310,855,200

EXPENDITURE LIMITATION COMPARISON	2014	2015
1. Budgeted expenditures/expenses	$ 205,252,600	$ 310,855,200
2. Add/subtract: estimated net reconciling items	(10,494,700)	(10,494,700)
3. Budgeted expenditures/expenses adjusted for reconciling items	194,757,900	300,360,500
4. Less: estimated exclusions	24,252,200	24,252,200
5. Amount subject to the expenditure limitation	$ 170,505,700	$ 276,108,300
6. EEC or voter-approved alternative expenditure limitation	$ 912,481,200	$ 919,730,200

☐ 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 2015

	2014	2015
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 8,285,245	$ 8,591,967
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	$ 6,406,700	$ 6,513,600
B. Secondary property taxes	2,235,600	2,337,000
C. Total property tax levy amounts	$ 8,642,300	$ 8,850,600
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 6,306,400	
(2) Prior years' levies	100,300	
(3) Total primary property taxes	$ 6,406,700	
B. Secondary property taxes		
(1) **Current** year's levy	$ 2,235,600	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 2,235,600	
C. Total property taxes collected	$ 8,642,300	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.7783	0.7591
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.7783	0.7591

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 107 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 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
GENERAL FUND			
Local taxes			
Local sales tax	$ 32,051,500	$ 32,584,100	$ 34,422,000
Bed tax	114,000	122,600	120,200
Construction sales tax	1,250,000	1,250,000	1,250,000
Licenses and permits			
Electric Franchise Fee	2,186,500	2,540,900	2,660,900
Cable Franchise Fee	990,400	1,153,800	1,208,300
Business Licenses	680,000	743,100	759,600
Natural Gas Franchise Fee	292,000	315,300	330,200
Water Franchise Fee	490,600	500,400	524,100
Sanitation Hauler's License	40,000	38,900	39,700
Intergovernmental			
State Shared Income Tax	13,111,000	13,100,600	14,225,300
State Shared Sales Tax	10,154,400	10,280,300	10,718,600
Vehicle License Tax	3,917,200	4,047,300	4,155,300
Fines and foreits			
Court	1,256,200	1,029,700	1,214,800
Charges for services			
Parks & Recreation	4,487,800	4,468,600	3,987,300
Fire	754,100	666,300	704,800
Police	655,200	709,400	728,300
Community Development	2,052,500	1,748,800	2,289,700
All other	500,000	359,200	376,200
Interest Income	14,000	15,700	16,500
Public Works Fees	633,100	417,800	547,100
Facilities	397,300	373,300	390,900
Total General Fund	$ 76,027,800	$ 76,466,100	$ 80,669,800

* 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 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
State Shared	$ 6,617,500	$ 6,697,400	$ 7,008,400
Charges for Services/Other	11,600		
	$ 6,629,100	$ 6,697,400	$ 7,008,400
Employee Dep Scholarship			
Charges for Services/Other	$ 1,400	$ 1,200	$ 1,200
	1,400	$ 1,200	$ 1,200
Donations Fund			
Charges for Services/Other	$ 210,100	$ 728,800	$ 451,700
	$ 210,100	$ 728,800	$ 451,700
Municipal Court Enhancement			
Charges for Services/Other	$ 113,000	$ 95,000	$ 110,000
	$ 113,000	$ 95,000	$ 110,000
Neighborhood Revitalization			
Charges for Services/Other	$ 692,400	$ 2,090,300	$ 2,083,200
	$ 692,400	$ 2,090,300	$ 2,083,200
Tourism			
Charges for Services/Other	$ 1,800	$ 2,700	$ 2,700
Local Sales Tax	172,000	186,400	182,800
	$ 173,800	$ 189,100	$ 185,500
Grants			
Charges for Services/Other	5,227,800	159,400	5,596,500
	$ 5,227,800	$ 159,400	$ 5,596,500
SPD RICO Funds			
Charges for Services/Other	$ 360,000	$ 480,000	$ 480,000
	$ 360,000	$ 480,000	$ 480,000
SPD DEA Fund			
Charges for Services/Other	$ 120,000	$	$
	$ 120,000	$	$
SPD Towing Fund			
Charges for Services/Other	$ 117,000	$ 117,000	$ 117,000
	$ 117,000	$ 117,000	$ 117,000
Municipal Court JCEF			
Charges for Services/Other	$ 23,000	$ 21,300	$ 23,300
	$ 23,000	$ 21,300	$ 23,300
Municipal Court MFTG			
Charges for Services/Other	$ 8,900	$ 8,300	$ 8,600
	$ 8,900	$ 8,300	$ 8,600
Municipal Court FARE			
Charges for Services/Other	$ 4,400	$ 4,200	$ 4,400
	$ 4,400	$ 4,200	$ 4,400
Net Premium Seating			
Charges for Services/Other	$ 25,500	$ 26,000	$ 22,000
	$ 25,500	$ 26,000	$ 22,000
Spring Training Ticket Surcharge			
Charges for Services/Other	$ 100,600	$ 180,000	$ 635,000
	$ 100,600	$ 180,000	$ 635,000
SB1398 Fines			
Charges for Services/Other	$ 17,000	$ 17,000	$ 17,000
	$ 17,000	$ 17,000	$ 17,000

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
LTAF II			
State Shared	$ 350,000	$ 345,600	$ 350,000
	$ 350,000	$ 345,600	$ 350,000
Proposition 400			
Charges for Services/Other	$ 19,600	$ 19,600	$ 19,300
	$ 19,600	$ 19,600	$ 19,300
Wildland Fire			
Charges for Services/Other	$ 140,000	$ 69,100	$ 140,000
	$ 140,000	$ 69,100	$ 140,000
HALO			
Charges for Services/Other	$ 132,000	$ 132,000	$ 158,000
	$ 132,000	$ 132,000	$ 158,000
Ambulance Contract			
Charges for Services/Other	$ 278,700	$ 40,000	$ 247,000
	$ 278,700	$ 40,000	$ 247,000
Animal Seizure Bond Forfeiture			
Charges for Services/Other	$	$	$ 5,000
	$	$	$ 5,000
Unclaimed Property Disposal			
Charges for Services/Other	$	$	$ 5,000
	$	$	$ 5,000
Program 1033 Auction Proceeds			
Charges for Services/Other	$	$	$ 5,000
	$	$	$ 5,000
Total Special Revenue Funds	$ 14,744,300	$ 11,421,300	$ 17,673,100

* 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 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
DEBT SERVICE FUNDS			
2000-03 Government Reserve Fund			
Charges for Services/Other	$ 48,800	$ 46,200	$
	$ 48,800	$ 46,200	$
2000-03 Proprietary Reserve Fund			
Charges for Services/Other	$ 21,200	$ 20,100	$
	$ 21,200	$ 20,100	$
Prop Reserve 2007			
Charges for Services/Other	73,700	73,400	73,400
	$ 73,700	$ 73,400	$ 73,400
Prop Debt Service 2000-2003			
Charges for Services/Other	100	100	
	$ 100	$ 100	$
Gov Debt Service 2000-2003			
Charges for Services/Other	100	200	
	$ 100	$ 200	$
Total Debt Service Funds	$ 143,900	$ 140,000	$ 73,400
FIDUCIARY FUNDS			
Firefighters Pension Fund			
Charges for Services/Other	$ 100	$	$
	$ 100	$	$
Total Fiduciary Funds	100	$	$
CAPITAL PROJECTS FUNDS			
General Capital Fund			
Charges for Services/Other	$	$ 227,500	$ 386,400
Local Sales Tax	1,950,000	2,089,300	3,210,200
	$ 1,950,000	$ 2,316,800	$ 3,596,600
Transportation Improvement Fund			
Charges for Services/Other	$ 46,500	$	$ 46,500
Local Sales Tax	2,181,800	2,276,800	3,041,000
	$ 2,228,300	$ 2,276,800	$ 3,087,500
Vehicle Replacement Fund			
Charges for Services/Other	$ 65,800	$	$ 465,800
	$ 65,800	$	$ 465,800
General Government Development Fund 2012			
Charges for Services/Other	$ 537,400	$ 324,900	$ 804,300
	$ 537,400	$ 324,900	$ 804,300
Roads of Regional Signficiance Development SPA 2, 4, 6 Fund			
Charges for Services/Other	$ 27,100	$	$ 27,100
	$ 27,100	$	$ 27,100
Roads of Regional Signficiance Development SPA 3,5 Fund			
Charges for Services/Other	$ 300	$	$ 300
	$ 300	$	$ 300
Police Development Fee Fund			
Charges for Services/Other	$ 8,500	$ 8,500	$ 8,500
	$ 8,500	$ 8,500	$ 8,500

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
Police Development Fee Fund 2012			
Charges for Services/Other	$ 232,200	$ 218,400	$ 487,200
	$ 232,200	$ 218,400	$ 487,200
Parks and Recreation Development Fee Fund			
Charges for Services/Other	$ 45,800	$	$
	$ 45,800	$	$
Parks and Recreation Development Fee Fund 2012			
Charges for Services/Other	$ 487,800	$ 290,500	$ 841,800
	$ 487,800	$ 290,500	$ 841,800
Fire and EMS Development Fee Fund 2012			
Charges for Services/Other	$ 760,100	$ 353,000	$ 851,100
	$ 760,100	$ 353,000	$ 851,100
Fire and EMS Development Fee Fund 2014			
Charges for Services/Other	$	$	$ 891,800
	$	$	$ 891,800
Library Development Fee Fund			
Charges for Services/Other	$ 53,600	$	$ 53,600
	$ 53,600	$	$ 53,600
Library Development Fee Fund 2012			
Charges for Services/Other	$ 82,900	$ 49,200	$ 1,200
	$ 82,900	$ 49,200	$ 1,200
Public Works Development Fee Fund			
Charges for Services/Other	$ 115,300	$ 6,500	$ 144,800
	$ 115,300	$ 6,500	$ 144,800
Public Works Development Fee Fund 2012			
Charges for Services/Other	$ 139,800	$ 110,500	$ 2,000
	$ 139,800	$ 110,500	$ 2,000
Sewer Development Fee Fund			
Charges for Services/Other	$ 2,352,700	$ 3,941,600	$ 5,403,700
	$ 2,352,700	$ 3,941,600	$ 5,403,700
Sewer Development Fee Fund SPA 2			
Charges for Services/Other	$ 2,800	$	$ 44,400
	$ 2,800	$	$ 44,400
Sewer Development Fee Fund SPA 3			
Charges for Services/Other	$ 600	$	$ 600
	$ 600	$	$ 600
Water Development Fee Fund			
Charges for Services/Other	$ 1,368,700	$ 3,931,600	$ 2,327,000
	$ 1,368,700	$ 3,931,600	$ 2,327,000
Water Development Fee Fund SPA 2			
Charges for Services/Other	$	$	$ 179,200

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
	$	$	$ 179,200
Replenishment System Development Fee Fund SPA 1			
Charges for Services/Other	$ 332,000	$ 2,085,300	$ 1,171,600
	$ 332,000	$ 2,085,300	$ 1,171,600
Replenishment System Development Fee Fund SPA 2			
Charges for Services/Other	$	$	$ 101,300
	$	$	$ 101,300
163rd Ave Development Fee Fund			
Charges for Services/Other	$	$	$ 19,800
	$	$	$ 19,800
Total Capital Projects Funds	$ 10,791,700	$ 15,913,600	$ 20,511,200

* 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 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
ENTERPRISE FUNDS			
Water Fund			
Charges for Services/Other	$ 10,087,000	$ 10,107,900	$ 10,860,500
	$ 10,087,000	$ 10,107,900	$ 10,860,500
Wastewater Fund			
Charges for Services/Other	$ 16,046,900	$ 16,293,500	$ 16,469,000
	$ 16,046,900	$ 16,293,500	$ 16,469,000
Sanitation Fund			
Charges for Services/Other	$ 6,958,100	$ 7,063,900	$ 7,198,400
	$ 6,958,100	$ 7,063,900	$ 7,198,400
Total Enterprise Funds	$ 33,092,000	$ 33,465,300	$ 34,527,900
INTERNAL SERVICE FUNDS			
Risk Management Fund			
Charges for Services/Other	$ 1,647,100	$ 1,691,900	$ 1,737,000
	$ 1,647,100	$ 1,691,900	$ 1,737,000
Employee Healthcare Fund			
Charges for Services/Other	$ 8,971,900	$ 9,448,700	$ 9,989,900
	$ 8,971,900	$ 9,448,700	$ 9,989,900
Total Internal Service Funds	$ 10,619,000	$ 11,140,600	$ 11,726,900
TOTAL ALL FUNDS	$ 145,418,800	$ 148,546,900	$ 165,182,300

* 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 2015

FUND	OTHER FINANCING 2015 SOURCES	OTHER FINANCING 2015 <USES>	INTERFUND TRANSFERS 2015 IN	INTERFUND TRANSFERS 2015 <OUT>
GENERAL FUND				
2014 Debt Payment	$	$	$	$ 1,500,000
Sanitation Hauler's License			26,000	
Franchise Fees			555,100	
Indirect Cost Allocation			4,682,900	
Payments in Lieu of Property Taxes			559,000	
General Capital Fund				2,000,000
Vehicle Replacement Fund				1,000,000
Total General Fund	$	$	$ 5,823,000	$ 4,500,000
SPECIAL REVENUE FUNDS				
Spring Training Ticket Surcharge	$	$	$	$ 645,100
Total Special Revenue Funds	$	$	$	$ 645,100
DEBT SERVICE FUNDS				
2000-03 Government Debt Service	$	$	$	$
2000-03 Proprietary Debt Service				
2014 Government Debt Service			3,968,900	
2014 Government Constr Service				
2014 Prop Debt Service			1,454,500	
2007 Debt Service				
Prop Reserve 2007				73,400
Prop Debt Service 2007			8,776,400	
Total Debt Service Funds	$	$	$ 14,199,800	$ 73,400
CAPITAL PROJECTS FUNDS				
Police Development Fee	$	$	$	$ 245,200
P&R Development Fee 2012				792,400
General Government Development Fee				665,000
Fire and EMS Development Fee				121,200
Wastewater Development Fee				10,157,500
General Capital Fund			2,000,000	
Vehicle Replacement Fund			1,000,000	
Total Capital Projects Funds	$	$	$ 3,000,000	$ 11,981,300
ENTERPRISE FUNDS				
Water	$	$	$	$ 1,638,700
Wastewater				2,263,300
Sanitation				1,921,000
Total Enterprise Funds	$	$	$	$ 5,823,000
TOTAL ALL FUNDS	$	$	$ 23,022,800	$ 23,022,800

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
City Clerk	$ 669,800	$	$ 647,000	$ 501,400
City Court	1,942,100		1,864,500	1,834,700
City Manager	2,073,400		1,896,600	7,077,600
Community and Rec Services	14,689,000		14,140,700	15,863,400
Community Development	6,305,300	165,000	7,025,500	3,812,700
Finance	2,892,300		3,036,800	3,915,500
Fire-Emergency Services	15,072,200		15,504,600	17,428,200
General Operations			(2,544,800)	
Human Resources	1,659,000		1,582,100	1,749,500
Information Services	4,109,100		3,887,800	4,598,400
Legal	1,796,700		1,769,100	1,990,400
Mayor & Council	432,300		435,200	412,000
Police	20,129,900		20,126,800	23,354,900
Public Works	6,188,400	44,000	6,155,300	6,827,100
Contingency	1,150,000	(209,000)		12,070,000
Total General Fund	$ 79,109,500	$	$ 75,527,200	$ 101,435,800
SPECIAL REVENUE FUNDS				
Employee Dep Scholarship Fund				
General Operations	$ 6,000	$	$ 3,000	$ 3,000
Contingency	100			2,900
Donations Fund				
City Manager				7,500
Community and Rec Services	267,300		343,900	443,300
Fire-Emergency Services	15,000		400	7,100
Police	14,300		200	14,700
Contingency	334,400			658,200
Municipal Court Enhancement				
City Court	85,000	11,100	91,100	320,000
Information Services				
Contingency	406,800	(11,100)		177,600
Neighborhood Revitalization				
Community Development	692,400		2,090,300	2,083,200
Contingency				
Tourism				
Community and Rec Services		31,000	31,000	
General Operations				
Contingency	506,400	(31,000)		676,900
Grants				
Community and Rec Services	50,000		50,000	50,000
Fire-Emergency Services		80,400		46,700
Police	177,800	72,300	109,400	376,400
Public Works				
General Operations				24,800
Legal				67,100
Contingency	5,000,000	(152,700)		5,031,500
SPD RICO				
Police	400,000	85,000	526,000	1,277,900
Contingency	406,000	(85,000)		
SPD DEA				
Police	116,000			
Contingency	38,400			
SPD Towing				
Police	32,500	334,000	250,000	375,100
Contingency	499,500	(334,000)		
Municipal Court JCEF				
City Court	53,300		52,000	104,300
Contingency	77,300			
Municipal Court MFTG				
City Court				15,000
Contingency	20,200			15,800
Municipal Court FARE				
City Court				
Contingency	14,700			18,900
Net Premium Seating				
Community and Rec Services	10,400		18,000	50,000
Contingency	67,000			2,600
Spring Training Ticket Surcharge				
Community and Rec Services			50,000	250,000
Contingency	301,500			137,900
SB1398 Fines				
Police	40,100		40,100	19,600
Contingency				

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
LTAFII				
Public Works	350,000		345,600	350,000
Contingency				
Proposition 400				
Public Works	19,600		19,600	127,800
Contingency				
Wildland Fire				
Fire-Emergency Services	140,000		101,400	140,000
Contingency				
HALO				
Fire-Emergency Services	132,000		132,000	158,000
Contingency				
Ambulance Contract				
Fire-Emergency Services	278,700		40,000	187,800
Contingency				59,200
Highway User Revenue Fund				
Public Works	5,996,600		5,804,800	9,045,200
Contingency	1,734,000			350,000
Street Lights Improvement District				
Public Works	2,624,500		2,405,300	2,531,800
Contingency	32,600			
Animal Seizure Bond Forfeiture				
Police				5,000
Contingency				
Unclaimed Property Disposal				
Police				5,000
Contingency				
Program 1033 Auction Proceeds				
Police				5,000
Contingency				
Total Special Revenue Funds	$ 20,940,400	$	$ 12,504,100	$ 25,222,800
DEBT SERVICE FUNDS				
2000-03 Government Debt Service Fund				
General Operations	$ 3,362,900	$	$ 21,115,500	$
2000-03 Proprietary Debt Service Fund				
General Operations	7,076,700		7,076,700	8,703,000
Contingency				1,297,900
2007 Proprietary Reserve Fund				
Contingency				5,069,400
2007 Proprietary Debt Service Fund				
General Operations	1,458,500		9,157,700	
2014 Government Debt Service Fund				
General Operations			192,100	3,968,900
2014 Government Construction Fund				
Contingency				13,004,400
2014 Prop Debt Service Fund				
General Operations				1,454,500
Total Debt Service Funds	$ 11,898,100	$	$ 37,542,000	$ 33,498,100
CAPITAL PROJECTS FUNDS				
General Capital Fund				
Community Development	$ 1,100,000	$	$ 520,000	$
City Manager	50,000		50,000	47,500
Community and Rec Services	670,000		150,000	2,550,000
Fire-Emergency Services	475,000		475,000	225,000
Information Services	1,115,000		444,200	1,420,800
Police	72,000		72,000	263,000
Finance				
General Operations				
Public Works	2,906,100	(38,600)	783,800	6,364,000
Contingency	2,255,600	38,600		3,573,600
Transportation Improvement Fund				
Community Development	260,000		262,800	
Public Works	5,043,100		2,707,900	4,727,400
City Manager				286,100
Contingency				504,700
Vehicle Replacement Fund				
General Operations	2,281,300		1,777,300	3,954,900
Public Works				
Contingency	1,998,000			338,900
Roads of Regional Significance SPA 2, 4, 6				
Finance	10,000		4,500	
General Operations				
Contingency	2,126,000			2,124,700
Roads of Regional Significance SPA 3, 5				
Finance	10,000		4,500	12,500
Contingency	4,900			6,500
General Government Development Fee				
General Operations				
Finance				
Public Works				
Contingency				

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
General Government Development Fee 2012				
General Operations				
Finance	20,000		8,900	25,000
Public Works				
Contingency				894,200
Police Development Fee				
Police				
Finance				
Contingency	309,300			334,700
Police Development Fee 2012				
Police				
Finance	20,000		8,900	25,000
Contingency	669,500			1,203,500
Parks and Recreation Development Fee				
Community and Rec Services				2,635,100
Finance				
Contingency	2,473,500			593,200
Parks and Recreation Development Fee 2012				
Community and Rec Services				
Finance	20,000		8,900	25,000
Contingency	1,080,500			1,066,100
Public Works Development Fee				
Public Works	64,000	109,800	124,100	1,093,600
Finance		(109,800)		
Contingency	9,481,900			8,232,600
Public Works Development Fee 2012				
Public Works				
Finance	20,000		8,900	25,000
Contingency	252,800			324,700

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Fire & EMS Development Fee				
Fire-Emergency Services				
Finance				
General Operations				
Contingency				68,200
Fire & EMS Development Fee 2012				
Fire-Emergency Services				
Finance	20,000		8,900	12,500
General Operations				
Contingency				1,077,100
Fire & EMS Development Fee 2014				
Fire-Emergency Services				
Finance				12,500
General Operations				
Contingency				879,300
Library Development Fee				
Community and Rec Services				
Finance				
Contingency	4,427,000			4,388,500
Library Development Fee 2012				
Community and Rec Services				75,000
Finance	20,000		8,900	25,000
Contingency	162,800			68,700
163rd Ave Roadway Dev Fee 2014				
Community and Rec Services				
Finance				12,500
Contingency				7,300
Water Development Fee				
Community Development	450,000		450,000	
City Manager				450,000
Finance	3,400		7,500	8,400
Public Works	2,290,500		1,185,800	1,835,700
Contingency	2,199,000			5,974,500
Water Development Fee SPA2				
Community Development				
Finance	3,400		1,500	8,300
Public Works	112,500			112,500
Contingency				46,400
Water Development Fee SPA3				
Community Development				
Finance	3,400			8,300
Public Works				
Contingency				
Water Development Fee SPA 4				
Community Development				
City Manager				
Finance	3,400			
Public Works				
Contingency				
Water Development Fee SPA5				
Community Development				
Finance	3,400			
Public Works				
Contingency				
Water Development Fee SPA 6				
Community Development				
Finance	3,400			
Public Works				
Contingency				
Water Replenishment Development Fee SPA 1				
Finance	3,400		1,500	8,400
Public Works	3,364,100			3,269,100
Contingency	585,000			3,643,600
Water Replenishment Development Fee SPA 2				
Finance	3,400		7,500	8,300
Public Works				
Contingency	338,300			435,500
Water Replenishment Development Fee SPA 3				
Finance	3,400			8,300
Public Works				
Contingency				
Water Replenishment Development Fee SPA 4				
Finance	3,400			
Public Works				
Contingency				
Water Replenishment Development Fee SPA 5				
Finance	3,400			
Public Works				
Contingency				

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Water Replenishment Development Fee SPA 6				
Finance	3,400			
Public Works				
Contingency				
Sewer Development Fee SPA1				
Community Development	25,000			
City Manager				25,000
Finance	3,400		6,000	8,400
Public Works	1,000,000			2,900,000
Contingency				
Sewer Development Fee SPA2				
Community Development				
Finance	3,400		1,500	8,300
Public Works				
Contingency	229,600			351,700
Sewer Development Fee SPA3				
Community Development				
Finance	3,400		1,500	8,300
Public Works				
Contingency	43,400			39,800
Sewer Development Fee SPA4				
Community Development				
Finance	3,400			
Public Works				
Contingency				
Sewer Development Fee SPA5				
Community Development				
Finance	3,400			
Public Works				
Contingency				
Sewer Development Fee SPA6				
Community Development				
Finance	3,400			
Public Works				
Contingency				
Total Capital Projects Funds	$ 50,116,900	$	$ 9,092,300	$ 68,662,700
FIDUCIARY FUNDS				
Firefighters Pension Fund				
General Operations	$	$	$ 20,600	$
Fire-Emergency Services	18,000			
Contingency	7,600			
Total Fiduciary Funds	$ 25,600	$	$ 20,600	$
ENTERPRISE FUNDS				
Water Fund				
Community Development	$ 30,000	$	$ 27,000	$
City Manager				27,800
Finance				
Public Works	7,145,100	75,000	6,246,700	9,270,600
Contingency	1,096,000	(75,000)		6,471,300
Wastewater Fund				
Community Development	251,000		270,100	
City Manager				327,900
Finance				
Public Works	11,296,800		8,151,800	15,938,400
Contingency	1,357,400			19,582,900
Sanitation				
Finance				
Public Works	6,157,700		6,046,200	8,455,300
Contingency	753,000			6,556,800
Total Enterprise Funds	$ 28,087,000	$	$ 20,741,800	$ 66,631,000
INTERNAL SERVICE FUNDS				
Risk Management Fund				
Community Development	$	$	$	$
Finance				
Human Resources	1,570,200		1,549,500	1,594,000
Contingency	2,269,000			2,149,700
Employee Healthcare Fund				
Human Resources	9,043,700		9,461,000	9,948,400
Contingency	2,192,200			1,712,700
Total Internal Service Funds	$ 15,075,100	$	$ 11,010,500	$ 15,404,800
TOTAL ALL FUNDS	$ 205,252,600	$	$ 166,438,500	$ 310,855,200

* 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 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
City Clerk				
General	$ 669,800	$	$ 647,000	$ 501,400
Department Total	$ 669,800	$	$ 647,000	$ 501,400
Mayor & Council				
General	$ 432,300	$	$ 435,200	$ 412,000
Department Total	$ 432,300	$	$ 435,200	$ 412,000
City Court				
General	$ 1,942,100	$	$ 1,864,500	$ 1,834,700
Municipal Court Enhancement	491,800		91,100	497,600
Municipal Court FARE	14,700			18,900
Municipal Court JCEF	130,600		52,000	104,300
Municipal Court MFTG	20,200			30,800
Department Total	$ 2,599,400	$	$ 2,007,600	$ 2,486,300
City Manager				
General	$ 2,143,400	$	$ 1,896,600	$ 8,147,600
General Capital Fund	50,000		50,000	47,500
Donations				7,500
Transportation Improvement				286,100
Water Operations fund				27,800
Water System Dev Fee Fund				450,000
Sewer Operations				327,900
Sewer System Dev Fee				25,000
Department Total	$ 2,193,400	$	$ 1,946,600	$ 9,319,400
Community Development				
General	$ 7,305,300	$ (44,000)	$ 7,025,500	$ 3,812,700
General Capital Fund	1,100,000		520,000	
Donations				
Neighborhood Revitalization	692,400		2,090,300	2,083,200
Transportation Improvement	260,000		262,800	
Water Operations fund	30,000		27,000	
Water System Dev Fee Fund	450,000		450,000	
Sewer Operations	251,000		270,100	
Sewer System Dev Fee	25,000			
Department Total	$ 10,113,700	$ (44,000)	$ 10,645,700	$ 5,895,900
Finance				
General	$ 2,972,300	$	$ 3,036,800	$ 3,915,500
RDS Regional sig. SPA 2,4 & 6	10,000		4,500	
RDS Regional sig. SPA 3 & 5	10,000		4,500	12,500
General Govt Dev Fee 2012	20,000		8,900	25,000
Police Dev Fee 2012	20,000		8,900	25,000
Parks & Recreation Dev Fee 2012	20,000		8,900	25,000
Public Works Dev Fee 2012	20,000		8,900	25,000
Fire Dev Fee 2012	20,000		8,900	12,500
Library Dev Fee 2012	20,000		8,900	25,000
163rd Ave Roadway Dev Fee 2014				12,500
Fire & EMS Dev Fee 2014				12,500
Water System Dev Fee Fund	3,400		7,500	8,400
Water Sys Dev Fee Fund SPA 2	3,400		1,500	8,300
Water Sys Dev Fee Fund SPA 3	3,400			8,300
Water Sys Dev Fee Fund SPA 4	3,400			
Water Sys Dev Fee Fund SPA 5	3,400			
Water Sys Dev Fee Fund SPA 6	3,400			
WTR Resources Sys Dev Fee SPA1	3,400		1,500	8,400
WTR Resources Sys Dev Fee SPA2	3,400		7,500	8,300
WTR Resources Sys Dev Fee SPA3	3,400			8,300
Sewer System Dev Fee	3,400		6,000	8,400
Sewer System Dev Fee SPA 2	3,400		1,500	8,300
Sewer System Dev Fee SPA 3	3,400		1,500	8,300
Risk Management Fund				
Department Total	$ 3,173,500	$	$ 3,126,200	$ 4,165,500

CITY OF SURPRISE
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Fire				
General	$ 15,072,200	$	$ 15,504,600	$ 17,428,200
General Capital Fund	475,000		475,000	225,000
Donations	15,000		400	7,100
Grants		80,400		46,700
Wildland Fire	140,000		101,400	140,000
HALO	132,000		132,000	158,000
Ambulance Contract	278,700		40,000	247,000
Fire & EMS Dev Fee				68,200
Fire Dev Fee 2012				1,077,100
Fire & EMS Dev Fee 2014				879,300
Department Total	$ 16,130,900	$ 80,400	$ 16,253,400	$ 20,276,600
General Operations				
General	$	$	$ (2,544,800)	$ 11,000,000
General Capital Fund	2,255,600	38,600		3,573,600
Vehicle Replacement Fund	2,281,300		1,777,300	3,954,900
Donations	334,400			658,200
Tourism	506,400	(31,000)		
Grants	5,000,000	(152,700)		5,056,300
RDS Regional sig. SPA 2,4 & 6	2,126,000			2,124,700
Transportation Improvement				
RDS Regional sig. SPA 3 & 5	4,900			6,500
General Govt Dev Fee 2012				894,200
Public Works Dev Fee 2012				
Fire Dev Fee 2012				
Library Dev Fee 2012				
163rd Ave Roadway Dev Fee 2014				7,300
Employee Healthcare				
Employee Dep Scholarship FD	6,100		3,000	5,900
Firefighters Pension Fund	7,600		20,600	
Gov Debt Service 2000-2003	3,362,900		21,115,500	
Gov Reserve Fund 2000-2003				
Prop Debt Service 2007	7,076,700		7,076,700	10,000,900
Prop Reserve Fund 2007				5,069,400
Prop Debt Service 2000-2003	1,458,500		9,157,700	
Prop Reserve Fund 2000-2003				
Gov Debt Service 2014			192,100	3,968,900
Gov Construction 2014				13,004,400
Prop Debt Service 2014				1,454,500
Department Total	$ 24,420,400	$ (145,100)	$ 36,798,100	$ 60,779,700
Human Resources				
General Fund	$ 1,659,000	$	$ 1,582,100	$ 1,749,500
Employee Healthcare Fund	11,235,900		9,461,000	11,661,100
Risk Management Fund	3,839,200		1,549,500	3,743,700
Department Total	$ 16,734,100	$	$ 12,592,600	$ 17,154,300
Information Services				
General Fund	$ 4,109,100	$	$ 3,887,800	$ 4,598,400
General Capital Fund	1,115,000		444,200	1,420,800
Department Total	$ 5,224,100	$	$ 4,332,000	$ 6,019,200
Legal				
General Fund	$ 1,796,700	$	$ 1,769,100	$ 1,990,400
Grants				67,100
Department Total	$ 1,796,700	$	$ 1,769,100	$ 2,057,500

CITY OF SURPRISE
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Community and Recreation Services				
General	$ 14,689,000	$	$ 14,140,700	$ 15,863,400
General Capital Fund	670,000		150,000	2,550,000
Donations	267,300		343,900	443,300
Tourism		31,000	31,000	676,900
Grants	50,000		50,000	50,000
Net Premium Seating	77,400		18,000	52,600
Spring Training Ticket Surcharge	301,500		50,000	387,900
Parks & Recreation Dev Fee	2,473,500			3,228,300
Library Dev Fee	4,427,000			4,388,500
Parks & Recreation Dev Fee 2012	1,080,500			1,066,100
Library Dev Fee 2012	162,800			143,700
Department Total	$ 24,199,000	$ 31,000	$ 14,783,600	$ 28,850,700
Police				
General	$ 20,129,900	$	$ 20,126,800	$ 23,354,900
General Capital Fund	72,000		72,000	263,000
Donations	14,300		200	14,700
Grants	177,800	72,300	109,400	376,400
SPD RICO Funds	806,000		526,000	1,277,900
SPD DEA Funds	154,400			
SPD Towing Funds	532,000		250,000	375,100
Municipal Court MFTG				
SB1398 Fines	40,100		40,100	19,600
Animal Seizure Bond Forfeiture				5,000
Unclaimed Property Disposal				5,000
Program 1033 Auction Proceeds				5,000
Police Development Fee	309,300			334,700
Police Dev Fee 2012	669,500			1,203,500
Department Total	$ 22,905,300	$ 72,300	$ 21,124,500	$ 27,234,800

CITY OF SURPRISE
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Public Works				
General	$ 6,188,400	$ 44,000	$ 6,155,300	$ 6,827,100
General Capital Fund	2,906,100	(38,600)	783,800	6,364,000
Vehicle Replacement Fund	1,998,000			338,900
Highway User	7,730,600		5,804,800	9,395,200
Grants				
LTAF II	350,000		345,600	350,000
Proposition 400	19,600		19,600	127,800
RDS Regional sig. SPA 2,4 & 6				
General Govt Dev Fee				
Public Works Dev Fee	9,545,900		124,100	9,326,200
Transportation Improvement	5,043,100		2,707,900	5,232,100
General Govt Dev Fee 2012				
Public Works Dev Fee 2012	252,800			324,700
163rd Ave Roadway Dev Fee 2014				
Water Operations fund	8,241,100		6,246,700	15,741,900
Water System Dev Fee Fund	4,489,500		1,185,800	7,810,200
Water Sys Dev Fee Fund SPA 2	112,500			158,900
Water Sys Dev Fee Fund SPA 3				
Water Sys Dev Fee Fund SPA 4				
Water Sys Dev Fee Fund SPA 5				
WTR Resources Sys Dev Fee SPA1	3,949,100			6,912,700
WTR Resources Sys Dev Fee SPA2	338,300			435,500
Sewer Operations	12,654,200		8,151,800	35,521,300
Sewer System Dev Fee	1,000,000			2,900,000
Sewer System Dev Fee SPA 2	229,600			351,700
Sewer System Dev Fee SPA 3	43,400			39,800
Sewer System Dev Fee SPA 4				
Sewer System Dev Fee SPA 5				
Sanitation Operations Fund	6,910,700		6,046,200	15,012,100
Gov Reserve Fund 2000-2003				
Streetlight Improvement District	2,657,100		2,405,300	2,531,800
Department Total	$ 74,660,000	$ 5,400	$ 39,976,900	$ 125,701,900
Total All Departments	$ 205,252,600	$	$ 166,438,500	$ 310,855,200

* 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 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
GENERAL FUND	640.2	$ 46,197,500	$ 6,399,700	$ 6,934,600	$ 3,817,400	= $ 63,349,200
SPECIAL REVENUE FUNDS						
Neighborhood Revitalization		$ 379,500	$	$	$	= $ 379,500
SPD Towing Fund	0.5	32,500				32,500
Highway User Revenue Fund	41.0	2,239,600	259,900	504,500	282,400	3,286,400
Grants		366,900	30,600		18,700	416,200
HALO		133,700	19,000		5,300	158,000
Wildland Fire		101,300	14,400		4,100	119,800
Ambulance Contract		134,200				134,200
Municipal Court JCEF	1.0	40,300	4,700	15,900	3,400	64,300
Total Special Revenue Funds	42.5	$ 3,387,700	$ 323,900	$ 504,500	$ 310,500	= $ 4,590,900
CAPITAL PROJECTS FUNDS						
Transportation Improvement	1.0	$ 94,600	$ 11,000	$ 16,400	$ 8,800	= $ 130,800
Total Capital Projects Funds	1.0	$ 94,600	$ 11,000	$ 16,400	$ 8,800	= $ 130,800
INTERNAL SERVICE FUNDS						
Employee Healthcare Fund	1.0	$ 70,400	$ 8,200	$ 11,700	$ 5,800	= $ 96,100
Risk Management Fund	2.0	150,100	25,400	8,000	12,500	196,000
Total Permanent Funds	3.0	$ 220,500	$ 33,600	$ 19,700	$ 18,300	= $ 292,100
ENTERPRISE FUNDS						
Water Fund	25.0	$ 1,383,600	$ 160,400	$ 255,900	$ 139,000	= $ 1,938,900
Wastewater Fund	36.2	2,372,600	275,200	322,900	239,200	3,209,900
Sanitation Fund	32.0	1,578,300	183,000	400,800	196,200	2,358,300
Total Enterprise Funds	93.2	$ 5,334,500	$ 618,600	$ 979,600	$ 574,400	= $ 7,507,100
TOTAL ALL FUNDS	779.9	$ 55,234,800	$ 7,386,800	$ 8,454,800	$ 4,729,400	= $ 75,870,100

Boards and Commissions Recommendations

Change Request Summary

Change Request: AUTO - 213 - Arts Commission

Budget Year: 2015

Change Request Type: Boards and Commissions

Change Request Stage: Data Entry

Acct. Reference:

Publish Date:

Description:

Art Advisory Commission request for FY 15

Justification:

Following their strategic plan the funds would use public space to show that arts and culture are central to Surprise vibrancy and visibility, promote arts and cultural events within the City of Surprise and encourage arts and cultural growth in the community

Capital Budget Details

Costing Center/Projects	Object	Fund	Description	2015 Budget
Expense				
444-111 - PARKS & RECREATION-ADMIN	37162 - FURN-FIXTURE-EQUIP < $10,000	21111 - GENERAL	Continuation of multi year acquisition of art for city permanent collection	10,000
444-111 - PARKS & RECREATION-ADMIN	38126 - SERVICE AGREEMENTS	21111 - GENERAL	Grants Fund to encourage arts and cultural growth in the community	20,000
444-111 - PARKS & RECREATION-ADMIN	38931 - ADVERTISING	21111 - GENERAL	marketing, flyers, signage for arts commission	1,500
444-111 - PARKS & RECREATION-ADMIN	37161 - OPERATIONAL SUPPLIES	21111 - GENERAL	Community art encounters	1,200
444-111 - PARKS & RECREATION-ADMIN	38126 - SERVICE AGREEMENTS	21111 - GENERAL	administrative fees for hanging art on city property	2,000
444-111 - PARKS & RECREATION-ADMIN	38126 - SERVICE AGREEMENTS	21111 - GENERAL	Participate in platFORM initiative Tri - city to bring public art to outdoor spaces	8,000
Total Expense				**42,700**

City of Surprise Budget Request for FY 2015

Submitted by the Surprise Arts and Cultural Advisory Commission

Goal : Use pubic space to show that arts and culture are central to Surprise's vibrancy and visit ability.

1. **Continuation of multi-year acquisition of art for the city's permanent collection.** **$10.000**

2. **Participate in platFORM Initiative (Tri-City) to bring public art to outdoor spaces** **8,000**

3. **Administrative fees for hanging art on city property.** **2,000**

Goal: Promote arts and cultural events within the City of Surprise

1. **Collateral/Printing to include brochures, flyers signage, business cards for the Arts and Cultural Advisory Commission** **1,500**

2. **Community Art Encounters** **1,200**

Goal: Encourage arts and cultural growth in the Community

1. **Grants Fund** **20,000**

   Funds will be distributed through a competitive process created by the SACAC and may be divided into two categories as follows:

   - **Specific Operating expenses limited to classes**
   - **Within the realm of that particular arts organization**
   - **to be distributed through application and**
   - **only to 501(c)(3) arts organizations within the City of Surprise.** **[6,000]**

   - **Project Grants – to be Distributed through competitive applications process to provide arts and cultural activities or commission to organization or individual artist for public art for the City of surprise.** **[14,000]**

TOTAL SACAC BUDGET **$42,700**

Change Request Summary

Change Request: AUTO - 210 - Teen Advisory Commission - Teen Sports Leagues continue

Budget Year: 2015

Change Request Type: Boards and Commissions

Change Request Stage: City Manager Review

Acct. Reference:

Publish Date:

Description:

Continue to offer Teen Sports Leagues

Justification:

Teen Advisory Commission recommended and received funding for CRS to offer several teen sports leagues. The teen advisory commission would like CRS to continue offering

Capital Budget Details

Costing Center/Projects	Object	Fund	Description	2015 Budget
Revenue				
444-429 - PARKS & RECREATION-RECREATION	31421 - PROGRAM FEES	21111 - GENERAL	Teen Advisory Commission Revenue associated with Teen Leagues	3,000
Total Revenue				**3,000**
Expense				
444-429 - PARKS & RECREATION-RECREATION	36112 - PART-TIME EMPLOYEES (REGULAR EMPLOYEES)	21111 - GENERAL	Teen Advisory Commission Sports Leagues Part time staff	1,400
444-429 - PARKS & RECREATION-RECREATION	36211 - FICA	21111 - GENERAL	Teen Advisory Commission SPorts Leagues FICA	100
444-429 - PARKS & RECREATION-RECREATION	36252 - AZ STATE RETIREMENT	21111 - GENERAL	Teen Advisory Commission ASRS	200
444-429 - PARKS & RECREATION-RECREATION	36278 - WORKERS COMPENSATIONS	21111 - GENERAL	Teen Advisory COmmission WC for part time employees	0
444-429 - PARKS & RECREATION-RECREATION	37161 - OPERATIONAL SUPPLIES	21111 - GENERAL	Teen Advisory Commission Supplies for Teen Sports Leagues	300
444-429 - PARKS & RECREATION-RECREATION	37192 - AWARDS & RECOGNITION	21111 - GENERAL	Teen Advisory Commission Awards for Teen Sports Leagues	1,000
444-429 - PARKS & RECREATION-RECREATION	37193 - SAFETY & FIRST AID SUPPLIES	21111 - GENERAL	Teen Advisory Commission Youth Sports league safety supplies ice packs, bandaids	100
444-429 - PARKS & RECREATION-RECREATION	37195 - SPECIAL EVENT HOSTING	21111 - GENERAL	Teen Advisory Commission Pizza and drinks for Teen Sports Leagues	700

Change Request Summary

Change Request: AUTO - 210 - Teen Advisory Commission - Teen Sports Leagues continue

444-429 - PARKS & RECREATION-RECREATION	38197 - SPORTING OFFICIALS	21111 - GENERAL	Teen Advisory Commission Request to continue leagues	1,300
444-429 - PARKS & RECREATION-RECREATION	38951 - PRINTING	21111 - GENERAL	Teen Advisory Commission	100
Total Expense				**5,200**
Net Total				**2,200**

Change Request Summary

Change Request: AUTO - 56 - Teen Advisory Commission - Full Time Teen Specialist

Budget Year: 2015

Change Request Type: Boards and Commissions

Change Request Stage: City Manager Review

Acct. Reference:

Publish Date:

Description:

Teen Advisory Commission request - Teen FT Rec Specialist

Justification:

Funding a FT REc Specialist to increase teen programs and to supervise/assist current programs at SMRC. This position would assist and focus on the creation, marketing, and implementation of new youth and teen programs and increase cust. service and monitoring at the facility. In support of COS strategic plan youth and teen programs have been shown to decrease crime and increase civic and community pride by making the city more attractive to new residents. Youth and teen programs have been at the forefront of many council discussions this year. Other cities similar to Surprise have run extensive teen programs and this request will help Surprise keep pace with that standard. It will also allow for more focused marking of programs, supervise and assist current programs. Performance measures will show increased attendance, especially when coupled with opening on Fridays, and will reflect that teens will pay-to-play if given an venue.

Capital Budget Details

Costing Center/Projects	Object	Fund	Description	2015 Budget
Expense				
444-434 - PARKS & RECREATION-SIERRA MONTANA REC CENTER	36111 - FULL-TIME SALARIES	21111 - GENERAL	FT Rec Specialist	66,000
Total Expense				**66,000**

Change Request Summary

Change Request: AUTO - 204 - Teen Advisory Commission travel to NLC conferences

Budget Year: 2015

Change Request Type: Boards and Commissions

Change Request Stage: Data Entry

Acct. Reference:

Publish Date:

Description:

Teen Advisory Commission Request to send several to travel to NLC conferences

Justification:

Teen Advisory Commission attended several youth programs at national conferences where cities discuss their platforms and goals in the past. THis was cut from the budget.

Capital Budget Details

Costing Center/Projects	Object	Fund	Description	2015 Budget
Expense				
444-429 - PARKS & RECREATION-RECREATION	38922 - TRAVEL & TRAINING	21111 - GENERAL	Commmission request for travel to NLC conferences in DC and Texas	21,000
Total Expense				**21,000**

Change Request Summary

Change Request: AUTO - 256 - Disability Advisory Commission

Budget Year: 2015

Change Request Type: Boards and Commissions

Change Request Stage: Data Entry

Acct. Reference:

Publish Date:

Description:

To encourage business and individuals to foster and promote ADA enhancements "Above & Beyond" ADA requirements, which may encourage all citizens to shop within Surprise.

Justification:

To attract more business in the community that serve people with special needs

Capital Budget Details

Costing Center/Projects	Object	Fund	Description	2015 Budget
Expense				
143-111 - HUMAN RESOURCES-ADMIN	38119 - BOARDS & COMMISSIONS	21111 - GENERAL	Above & Beyond awards	800
Total Expense				**800**

Community and Recreation Services Advisory Commission FY 2015 Budget Priorities

The top three recommendations by this Commission to Council are:

1. Surprise Farms
2. Veramonte Park
3. Fencing for 8 Acres

Future Priorities:

1) Pickleball Courts (Proposed Budget - $270,000)
2) Youth Baseball Complex Batting Cages (Proposed Budget - $80,000)
3) Surprise Community Park Splash pad (Proposed Budget - $275,000)
4) Skatepark Above Ground (Proposed Budget - $150,000)
5) Sierra Montana Park to include Lighting Playground, Basketball & Volleyball and Ramada (Proposed Budget - $80,000)

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, operated by the city with the possibility of additional districts to be added as the city continues to grow. The recommended budget includes a levy rate of $3.77 per hundred dollars of assessed valuation for the district and has established a separate fund for the district. The actual rate to be assessed is based upon estimated expenditures and required bond payments. The property tax rate is separated into an operating and a debt service portion. Of the total rate, $0.30 may be used for operating expenditures including maintenance and administrative costs; the remaining $3.47 may only be used for the payment of general obligation debt incurred by the district. A total of $62,800 has been set aside for the purpose of supporting the operations of the CFD. The CFD has been authorized by the board to issue up to $80.0 million of bonds.

Operating

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Debt	1,000	0	0	0	0%
Services	54,741	46,460	47,700	62,800	32%
Total	55,741	46,460	47,700	62,800	32%
Expenditures by division					
General Operations	55,741	46,460	47,700	62,800	32%
Total	55,741	46,460	47,700	62,800	32%
Revenue	56,132	47,412	48,900	62,800	28%

Debt Service

	2012 Actual	2013 Actual	2014 Amended	FY2015 Budget	Amended to Budget
Expenditures by category					
Contingency	0	0	0	25,000	0%
Debt	673,645	677,495	674,600	673,900	0%
Total	673,645	677,495	674,600	698,900	4%
Expenditures by division					
General Operations	673,645	677,495	674,600	698,900	4%
Total	673,645	677,495	674,600	698,900	4%
Revenue	557,410	590,330	626,400	687,000	10%

MARLEY PARK COMMUNITY FACILITES DISTRICT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2014	ACTUAL EXPENDITURES/ EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/ EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund			$	Primary: $		$	$	$	$	$	
2. Special Revenue Funds	47,700	48,900	11,900	Secondary: 62,800						74,700	62,800
3. Debt Service Funds Available	674,600	674,600		687,000						687,000	698,900
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	674,600	674,600		687,000						687,000	698,900
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	$ 722,300	$ 723,500	$ 11,900	$ 749,800	$	$	$	$	$	$ 761,700	$ 761,700

EXPENDITURE LIMITATION COMPARISON	2014	2015
1. Budgeted expenditures/expenses	$ 722,300	$ 761,700
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	722,300	761,700
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 722,300	$ 761,700
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 2015

	2014	2015
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	657,300	749,800
C. Total property tax levy amounts	$ 657,300	$ 749,800
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	$ 657,300	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 657,300	
C. Total property taxes collected	$ 657,300	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate		
(2) Secondary property tax rate	4.2500	3.7400
(3) Total city/town tax rate	4.2500	3.7400

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 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
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 2015

FUND	OTHER FINANCING 2015 SOURCES	OTHER FINANCING 2015 <USES>	INTERFUND TRANSFERS 2015 IN	INTERFUND TRANSFERS 2015 <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 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
DEBT SERVICE FUNDS				
Marley Park Community Facility District Fund				
Debt Service	$ 674,600	$	$ 674,600	$ 673,900
Contingency				25,000
Total Debt Service Funds	$ 674,600	$	$ 674,600	$ 698,900
SPECIAL REVENUE FUNDS				
Marley Park Community Facility District Fund				
General Operations	$ 47,700	$	$ 48,900	$ 62,800
Total Special Revenue Funds	$ 47,700	$	$ 48,900	$ 62,800
TOTAL ALL FUNDS	$ 722,300	$	$ 723,500	$ 761,700

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

MARLEY PARK COMMUNITY FACILITES DISTRICT
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Debt Service				
Marley Park CFD	$ 674,600	$	$ 674,600	$ 698,900
Department Total	$ 674,600	$	$ 674,600	$ 698,900
General Operations				
Marley Park CFD	$ 47,700	$	$ 48,900	$ 62,800
Department Total	$ 47,700	$	$ 48,900	$ 62,800
Total All Departments	$ 722,300	$	$ 723,500	$ 761,700

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

MARLEY PARK COMMUNITY FACILITES DISTRICT
Full-Time Employees and Personnel Compensation
Fiscal Year 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
CAPITAL PROJECTS FUNDS						
Marley Park CFD		$	$	$	$	= $
Total Capital Projects Funds		$	$	$	$	= $
TOTAL ALL FUNDS		$	$	$	$	= $

SURPRISE
ARIZONA

www.surpriseaz.gov

FINANCE DEPARTMENT

16000 N. Civic Center Plaza

Surprise, AZ 85374-7470

623.222.1800

623.222.1801 fax

623.222.1002 TTY