

Surprise, Arizona

# Getting Ahead of the Curve



**ANNUAL BUDGET**  
Fiscal Year 2007



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Surprise**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2005**

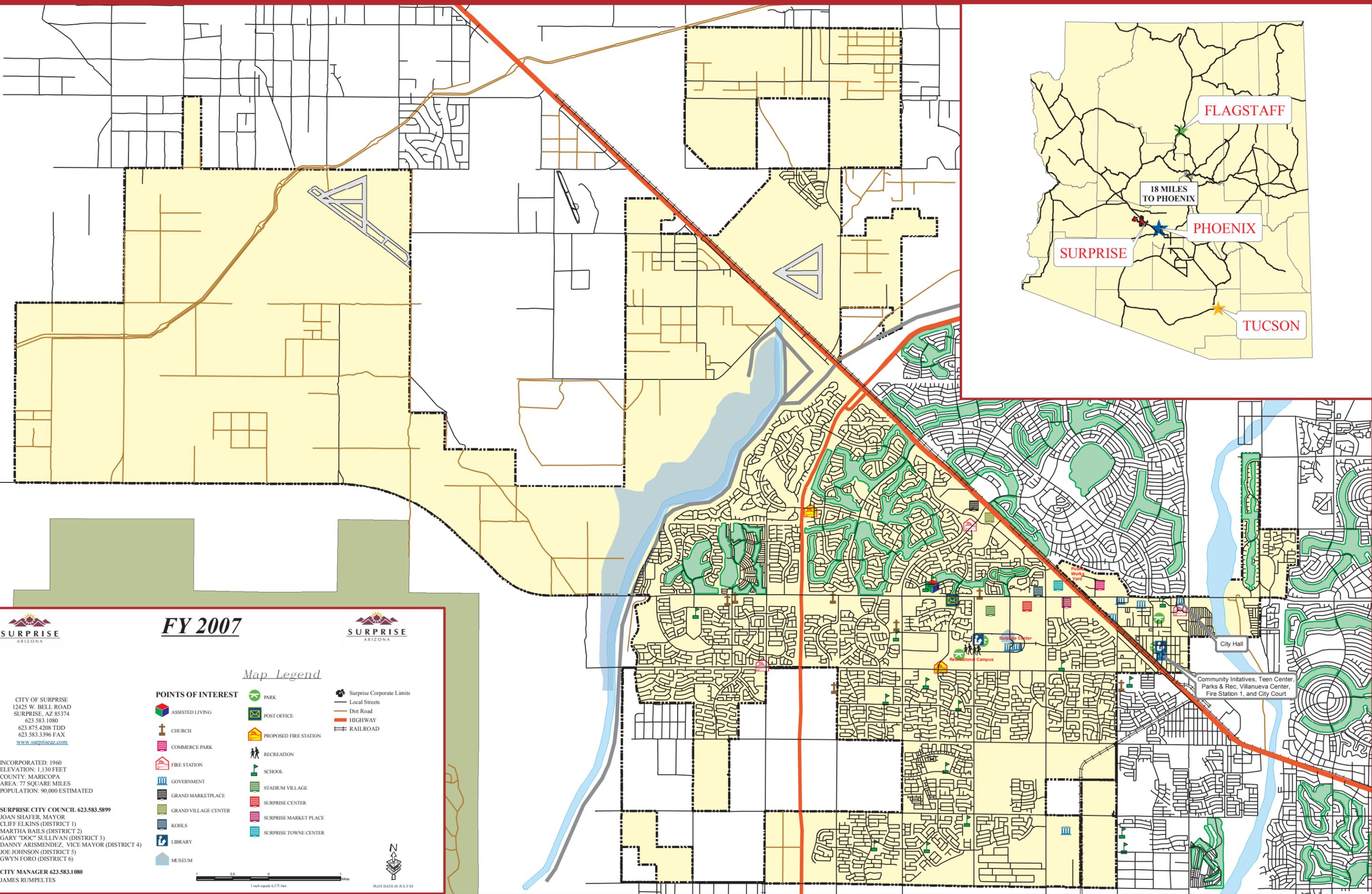
*Nancy L. Ziehl*  
President

*Jeffrey R. Emer*  
Executive Director

The Government Finance Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Surprise for its annual budget for the fiscal year beginning July 1, 2005.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# FY 2007



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INCORPORATED: 1960  
 ELEVATION: 1,130 FEET  
 COUNTY: MARICOPA  
 AREA: 77 SQUARE MILES  
 POPULATION: 90,000 ESTIMATED

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

CITY MANAGER 623.583.1080  
 JAMES RUMPELTES

- POINTS OF INTEREST**
- ASSISTED LIVING
  - CHURCH
  - COMMERCE PARK
  - FIRE STATION
  - GOVERNMENT
  - GRAND MARKETPLACE
  - GRAND VILLAGE CENTER
  - KOHLS
  - LIBRARY
  - MUSEUM
  - PARK
  - POST OFFICE
  - PROPOSED FIRE STATION
  - RECREATION
  - SCHOOL
  - STADIUM VILLAGE
  - SURPRISE CENTER
  - SURPRISE MARKET PLACE
  - SURPRISE TOWNE CENTER

*Map Legend*

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



PLOT DATE: 06 JULY 03

Community Initiatives, Teen Center, Parks & Rec, Villanueva Center, Fire Station 1, and City Court

City Hall

SURPRISE

PHOENIX

18 MILES TO PHOENIX

FLAGSTAFF

TUCSON

**CITY OF SURPRISE, ARIZONA  
FY2007 BUDGET**

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## COUNCIL MEMBERS

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



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

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

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

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

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### **VICE-MAYOR DANIEL ARISMENDEZ** – [danny.arizmendez@surpriseaz.com](mailto:danny.arizmendez@surpriseaz.com)



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

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

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

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

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

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

Arismendez's term expires in November 2007.

**GWYN FORO** – [gwyn.foro@surpriseaz.com](mailto:gwyn.foro@surpriseaz.com)



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

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

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

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

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

Foro's term expires in November 2009.

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



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

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

He has worked as a human resources manager for an agricultural chemical company and as a supervisor for a large air conditioning firm before starting his own business, Custom Air Design Inc. The father of a junior high and high school student, Johnson has been active in the Dysart Unified School District, serving on subcommittees and as a founding member and immediate past president of Parents Plus, a parent/teacher organization at Willow Canyon High School.

Johnson said he wants Surprise to be a destination - a City where people can live, work and play. "Right now people are leaving here to go to work, to go to the mall...they're conducting their day outside of Surprise," he said. "I would like to see us doing everything here." As a result, his goals are to attract more family entertainment venues to Surprise, as well as high-end industrial employers such as Honeywell or Motorola.

Transportation is one of Johnson's main concerns and, he said, public safety (police and fire departments) should keep pace with the City's growth. In his spare time, Johnson plays tennis and coaches the Willow Canyon Varsity Girls Tennis Team.

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

Johnson's term expires in November 2009.

**GARY “DOC” SULLIVAN** – [doc.Sullivan@surpriseaz.com](mailto:doc.Sullivan@surpriseaz.com)



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

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

A resident of Greenway Parc I, Sullivan quickly became involved in the community. He is a member of the Greenway Parc homeowners’ association and architectural review committee, the Surprise Economic Development Advisory Board and Future Focus II, a group formed to provide direction on implementation of the City’s general plan.

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

Sullivan and his wife, Stephanie, have been married more than 33 years and have two grown sons. For the time-being, he’s putting his bowling hobby on hold to devote the time to City business. He wants residents to know he welcomes their input and he will return phone calls.

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

Sullivan’s term expires in November 2007.

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**MARTHA BAILS** – [martha.bails@surpriseaz.com](mailto:martha.bails@surpriseaz.com)



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

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

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

Bails supports low density development for Surprise and her primary goal as a council member is to help the City Council and/or voters determine the City’s growth rate. “I would also like the City to

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rethink its position of no more senior communities because of the demands on the school district, and particularly in light of Luke Air Force Base's position that no new schools be built in the flight path," she said. Bails is also concerned about transportation issues.

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

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

Bail's term expires in November 2007.

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### **CLIFF ELKINS** – [cliff.elkins@surpriseaz.com](mailto:cliff.elkins@surpriseaz.com)



Cliff Elkins, a Surprise resident since July 1997, represents the Acacia District (1). He was elected to the City Council in a September 2004 recall election. His current term expires in November of 2009.

Elkins, a graduate of Georgetown University's School of Foreign Service, has an extensive background in transportation issues. He spent 15 years in the steamship business representing ship owners and managing cargo operations before moving to Washington D.C. where he worked as a transportation economist on various international projects.

In 1967, Elkins moved to Albany, NY where he worked as a planner for the New York State Department of Transportation, and helped to author the state's master plan for transportation. He later returned to Washington, D.C. as Associate Deputy Director of the American Association of State Highway & Transportation Officials, and Staff Director of the House Transportation, Commerce & Tourism Subcommittee. After a 10-year stint as a lobbyist, he worked as a regional manager for Holiday Retirement Corporation.

Since moving to Surprise, the Sun City Grand resident has served as a member of the Parks and Recreation Advisory Board and helped with the management of adult programs for ASU West.

Elkins says Surprise has "great, great potential," but it's critical to seek long term solutions for transportation. "Obviously the City can't do everything, but we've got to be on the cutting edge with the County - with Maricopa County Department of Transportation (MCDOT)," he said.

A competitive race walker who officiates up to 500 games a year in a variety of sports, Elkins also favors continued development of recreational opportunities in the City, as well as employment centers. Elkins and his wife Claire, have six children and 12 grandchildren. Claire is a real estate agent.

The Acacia District includes Arizona Traditions, Happy Trails, West View Estates, the area northwest of the Beardsley Canal, including Saguaro Acres, Saguaro View, Happy Valley, Martin Acres and the portion of Sun City Grand west of the Estrella Freeway (Loop 303), and the portion of Sun City Grand east of the Estrella Freeway and bounded by Mountain View, Sunrise and Clearview Boulevards.

Elkins's term expires in November 2009.

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***City Manager's Budget Message***

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**City of Surprise, Arizona**  
**FY2007 City Managers**  
**Budget Message**



*Beyond Expectations*

*To the Honorable Mayor and City Council:*



The City Administration is pleased to once again present a balanced and sustainable budget for Fiscal Year 2007 prepared in accordance with the Home Rule option re-affirmed by the Citizens of Surprise in March 2003. It is through this confidence in the City that we are able to provide the service level that our citizens have come to expect.

The total proposed FY2007 Budget is \$471,289,700, which reflects a 40% increase over last year. This budget continues to address growth, stabilization and maintenance of existing City facilities, programs, services and commitments through the “Getting Ahead of the Curve” concept introduced by city administration last fiscal year.

The Mayor and City Council through the City Manager had identified five goals for the FY2006 Budget. The strategic areas listed below continue to serve as focus areas for the City and the basis for the City Manager’s recommended FY2007 budget:

- Transportation
- Public Safety
- Local Economy
- City Parks and Amenities
- City Operations

This budget funds major projects, adding staff and setting programs in place that will implement these goals for Surprise residents, visitors and business owners. These goals and our continuing need to ensure that everything we do is sustainable in the long run have guided the development of this budget. Adherence to these goals and the concept of “Getting Ahead of the Curve” are extremely important as the City continues to grow. After issuing 6,488 and 7,711 single-family residential building permits in FY2004 and FY2005 respectively, the City experienced a decline in permit issuance, issuing 3,794 during FY2006.

Due to a high inventory of outstanding permits and an overall cooling of the local housing market, it is anticipated that for FY2007 approximately 3,600 new single-family residential building permits will be issued. While permit issuance will be lower than previous fiscal years, the City of Surprise still anticipates a population increase of more than 7,000 citizens over the next twelve months. It is our intent to continue to provide the level of service our current residents have come to expect to the constantly expanding population base.

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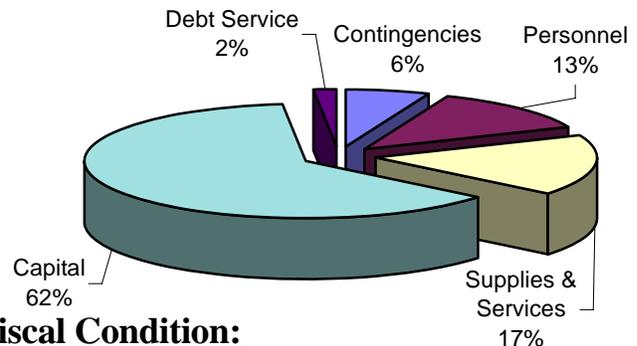
To deal with the continued “steady” rate of growth, the City will spend time throughout the upcoming fiscal year continuing to develop the five goals into a more definitive, strategic plan for the community and the organization. The development of a revised Citywide Strategic Plan will be completed in time to be incorporated into the development of the FY2008 budget. This process will include information from the Funding the General Plan project and additional input from Mayor and Council, staff and residents. The information gathered will provide strategic policy direction for future years. All departmental master plans included in this budget, or proposed for the future will follow the development of the Citywide Strategic Plan and will link development of their goals and objectives to those contained in the Citywide Strategic Plan.

As a newly developing city, resources continue to be heavily targeted towards capital infrastructure and the operating costs associated with it. This trend continues into FY2007 with capital and other one-time expenditures composing 77% of the total budget. This is a trend that the City expects to continue for several years as the development boom progresses. This intensive capital investment and the overall increase in the city’s population are having a significant impact on the operating budget.

Although representing only 23% of the City’s total budget, operational expenditures continue to grow and represent a significant investment in our residents. Operational expenditures are programmed to increase by 42% over FY2006 estimates to a total of \$107.7 million. The increased operational budget has been planned, and given the continuing growth of the City, is sustainable.

This year’s **\$471,289,700** expenditure limitation budget, includes:

1. \$59.4 million for Personnel Costs
2. \$80.4 million for Supplies & Services
3. \$294.4 million for Capital/Depreciation
4. \$ 8.2 million for Debt Service
5. \$28.9 million for Contingencies



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

Over the last three years, the City of Surprise has seen unprecedented growth fueled by an incredibly strong housing market. Over the last six months, the local housing market has cooled following a peak in housing prices and permit issuance. This situation has resulted in a large number of permits that have been issued but have not yet resulted in completed homes. For FY 2007, the City expects 3,600 single family residential permits to be issued as this large outstanding inventory of permits are completed.

Due to rapid residential growth in the City over the last five years, retail and commercial development continues to follow the rooftops. From 2000 to 2005, the number of jobs in the City of Surprise has increased by 93.1%, tops in the nation. In recent years, our residents have seen the addition of nationally known large retail stores, and now more specialized shops, restaurants, and facilities are being completed. Many retail commercial corners are expanding and adding banks, gas stations, and drive through restaurants. The City at Surprise, located in the City’s future downtown



area, continues to expand with offices and the Heard Museum West which recently conducted a grand opening. In the years to come, residents can also anticipate the arrival of a regional mall to be located along the expanded 303 freeway. It is retail

development such as this that will provide the City with a reliable, long term, source of revenue.

This growth has led to a 13% increase in the projected local retail and restaurant transaction tax collection. The increased number of retail establishments, apartment complexes and rental homes has led to a substantial increase in the collection of real estate rental transaction taxes which have increased by 580% over the last three years to an estimated \$4.5 million for FY2007. In order to provide funding for the overall goal of transportation, the City Council has dedicated a 1.5% construction transaction tax rate to transportation improvements. Including this dedicated increase, collections from the construction market now account for approximately 70% of the total transaction tax collection. Absent this dedicated increase, construction continues to make up 44% of the total local transaction tax collection.

A strong housing market, overall population growth, retail development and continuing commercial construction within the City of Surprise ensure that the City's fiscal condition will remain strong as the overall state and national economy continue to strengthen. However, it must be noted that despite the positive economic outlook, the City continues to take a conservative, yet realistic, approach to all revenue projections for FY2007 and beyond.

### **Financial Strategies:**

#### **Balanced Growth**

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

To this end the City has begun to aggressively implement an economic development program to increase the mix of residential, commercial, retail and industrial construction within the City of Surprise. It is the intent of the City to ensure that Surprise is a healthy community with a balanced local economy in which people are able to live, work and play. In the past year this strategy has paid off through the location of new commercial and industrial complexes within the City.

#### **Sustainability**

The City Council and city administration recognize the need to assure a reserve fund for future revenue shortfalls due to unforeseen economic downturns. Approximately 49% of General Fund operating revenue comes from construction related activities, with that in mind the following policy

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guidelines have been implemented to assist in assuring an adequate fund balance and sustainable operating expenditures:

1. The equivalent of two months in operating revenue will be placed in reserve as an economic stabilization fund in all operating funds. (\$24,657,800)
2. Allocate 25% of main construction related transaction taxes to subsidize general fund operations and 75% to subsidize one-time expenditures and capital construction and acquisition. (\$19,903,400 total)
3. Allocate 100% of collections from the 1.5% construction transaction tax to transportation improvements. (\$12,200,000)
4. Maintain a minimum reserved fund balance equal to one year of non-G.O. debt service payments. (\$5,661,100)

Reserve amounts are not programmed for expenditure and are only available for use within the confines of our expenditure limits. All remaining estimated sources have been programmed for use; \$37,133,700 is listed as Contingency in various funds, which means that it has not been allocated for any specific activity. Although not allocated to a specific purpose in FY2007, these funds are a critical component of the City's five-year capital improvement plan. Any excess of revenues over expenditures will be carried forward into future budgets to establish a beginning Fund Balance. As a non-recurring revenue source, beginning fund balances are only to be used to fund capital or other one-time projects.



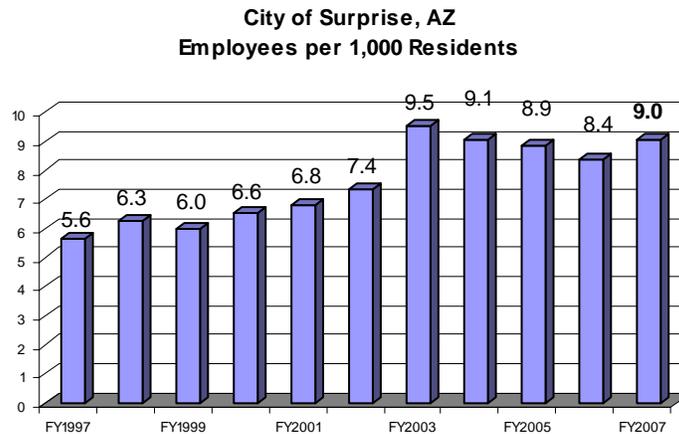
The major theme of the City's budget and financial forecasts is that construction and growth is a one-time activity and that the City cannot rely on revenues generated by it in the long term. In order to maintain services at a sustainable level in the long-term one-time revenues from construction related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

### *New\Increased Demands for Service*

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

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Intensive concentration of our resources in the building of our City's infrastructure continues to define the budget for FY2007. However, the operational costs of these facilities and other existing infrastructure are becoming a larger factor for the current, and future, budgets. In addition to the new facilities that have come on line the City must also maintain existing facilities and infrastructure. As a relatively new city, maintenance costs have historically been low, however as our streets and facilities age, maintenance is becoming more costly. The City Council has committed to maintain not only our service levels but our facilities and infrastructure as well.



In addition to the large investment in capital construction and maintenance, there is also the need to prepare for the ongoing operational costs of those facilities and systems. In order to continue providing service to the City's expanding population and infrastructure base it is crucial that the City's workforce keep pace. For FY2007, a total of 97.4 FTE new positions have been recommended for council approval. With these new positions the City of Surprise will have an authorized employee base of 760.8 FTE positions.

Getting ahead of the curve and maintenance of sustainable service levels is the driving force behind this budget and the implementation of Council's goals. In the environment of unprecedented growth that the City of Surprise is in, maintenance does not mean zero growth. In order to continue providing the same service levels to an ever-expanding service base additional capital, positions and expenditures are required. All new positions and the vast majority of capital items have been approved to maintain existing levels of service or to position the city to more effectively predict and manage growth.

### Budget Highlights

In order to ensure long-term sustainability the City needs to know what services we provide, why we provide them and if they are the services that our residents want and need. Many of the positions and projects that are funded in this budget are intended to answer these and other questions concerning how the City of Surprise does business. The FY2007 budget is based on five goals that have been crafted to address the needs of the residents. These goals will be further defined during our strategic planning process and the following gives some examples of what the City will be doing over the next twelve months to address these goals.

## ***Transportation***

### *One-time and Capital*

- Development of **dedicated funding** sources. 1.5% Construction Transaction Tax, Roads of Regional Significance Development Fee, General Obligation Bonding.
- **Planning & design** of transit infrastructure and arterial road capacity. Multiple Design Concept Reviews (DCR) are planned to help advance the Transportation Action Plan from a plan to reality.
- Year three of the **Bell Road** transportation improvement project. This \$17.7 million project will improve the overall appearance and flow of the busiest road in the City of Surprise.
- Planning, design & construction of **signalized intersections**. With the increasing population several intersections now warrant traffic signals. Precise locations will be determined as warrants reflect need.

### *Operations*

- Funding is included to increase the number of departure times for the **Grand Avenue Express Route Bus** through the City of Surprise.
- The development of a **Transit Plan** is included in the budget to efficiently tie local and regional transit efforts.
- Continued funding of the annual **\$2.0 million street maintenance** project. This project ensures that all City streets are in good condition and maintained properly to ensure long life.
- The inclusion of a **Pavement Maintenance Inspector** in the FY 2007 Budget will ensure proper maintenance of the streets in the City.

## ***Public Safety***

### *One-time and Capital*

- Construction of **two fire stations**. These fire stations will be constructed concurrently and will be completed in the summer of calendar year 2007. Included in the total budget for these projects is all equipment and vehicles. A third fire station will begin the design phase during this fiscal year as well.
- Funding for the first phase of the **Regional Joint Training Center** for fire/emergency services is included in this fiscal year. The City of Surprise has partnered with other west valley cities in constructing and operating a state of the art emergency services training center.
- The **Public Safety Building** enters the construction phase and is expected to be occupied in the summer of calendar year 2007.

*Operations*

- Funding for the hiring of **15 firefighters** for one of the new fire stations to be constructed. Firefighters will be hired in groups of five each quarter beginning in the second quarter of FY2007. Each group will go through training and full staffing for both fire stations will be achieved by June of 2007.
- The addition of **two patrol squads** (16-Officers and two Sergeants) will allow the Police department to continue to maintain their current level of service.
- Three **Incident Safety Officers**, one for each shift, will be added to the Fire department to focus on operational safety at the scene of an emergency.

***Local Economy***

*One-time and Capital*

- Additional funding for **economic development incentives**. This program has been used in the past year to assist companies that would like to locate in Surprise.
- The expansion of the **Special Planning Area 1 Water Reclamation Facility** is underway and the **Water Reclamation Facilities in Special Planning Areas 2 & 3** enter their planning stages during this fiscal year.
- Re-authorized funding for the **minor repair and beautification program**. This program assists homeowners in improving their property thereby revitalizing the overall community.

*Operations*

- Specific funding for **Tourism Promotion** is included in this budget. The aim is to build on the successes of Spring Training and expand tourism to new areas.
- Funding has been set aside to revamp **Economic Development Promotion**, centered on increased advertisement in business journals. The goal is to attract businesses with an increased and refocused effort in the promotion of the City.
- With our recent population growth the City has now achieved **Entitlement City** status with HUD for CDBG & Home Funding. This allows the City to qualify for non-competitive grants from the Federal government.

***Parks & Amenities***

*One-time and Capital*

- **Shared Recreation Facilities** at the new Valley Vista High School will help to maximize the City's resources and provide expanded amenities to the community.
- Construction of **Dream Catcher Park**. This park will be a state of the art multi-purpose recreational facility designed specifically for adaptive recreation programs and for use by people with disabilities in an inclusive environment.

- Construction of the **Surprise Tennis and Racquet Center**. This facility will be a tournament level racquet center offering 25 tennis courts allowing the City to pursue national tournaments.
- Planning funds for the potential **expansion of the NW Regional Library**. Based on the outcome of this study this project may transform into the construction of an additional library facility within the City.
- Continued expansion and improvement of the City's inventory of **neighborhood and regional parks**.

*Operations*

- An additional **8.0 FT positions** were included in this budget to help maintain current and expanding recreation facilities.
- A **Tennis Manager** was added to oversee the operation of the Surprise Tennis and Racquet Center and attract national tournaments.

**City Operations**

*One-time and Capital*

- Design and construction of a new **City Hall** to be located at Surprise Center. This project will be designed during the current fiscal year with anticipated completion of the facility in calendar year 2008.
- Continued investment in **information technology and software**. Expansion of the City's internal network, GIS system, Website and Mobile Solutions Project are fundamental to the success of the city in the long term. Technology improvements will ensure that we are responsive to the needs of the residents.
- The Surprise 11 **Broadcast Center** will be completed in conjunction with the Public Safety Building. This will allow the City to increase the public information efforts to its citizens.

*Operations*

- Full funding for a **city-wide strategic plan** that will more fully develop the goals that this budget is based on and all future decisions will be tied to.
- Continuation of the annual **City Manager's departmental operational audit** program. Each year the City will contract with an outside agency to conduct an operational audit on one or two departments to increase responsiveness, efficiency and effectiveness.
- The Communications Department will add a **Web Specialist** and **Graphics Designer** as well as a **Broadcast Manager** at mid year to help oversee the new Broadcast Center.
- Implemented the results of the compensation and classification study completed during FY 2006 to allow the City to attract and keep top employees.

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### Comprehensive Document

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

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

In order to gauge our success at achieving our goals and objectives the budget includes expanded performance measures for several departments and activities of the City. Without developing measures of effectiveness it is impossible to gauge the success or failure of funded programs. It is our goal to fund only those programs and activities that are beneficial to our residents and that are proven to be successful at meeting their stated goals and objectives in relation to the City's overall goals and objectives. The City will continue to develop our performance reporting in order to ensure that the public's limited resources are spent in an efficient, effective and responsive manner.

### Summary

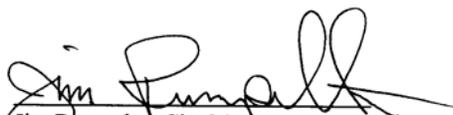
The City continues to be challenged by growth and the accompanying need to meet our citizen's demands related to our stated goals of transportation, public safety, local economy, parks & amenities and city operations. The demands for additional services, programs and projects far out reach our means. Therefore, the council and management have had to make some difficult decisions on funding recommendations. These decisions followed long and intense deliberations and are based solely on the goals and objectives that we are committed to meeting in order to address the needs of our citizens and community, now and into the future.

Throughout the year the Council has reaffirmed our mission and the overall vision of the community as a City where its diverse residents can live, work, and play. This message and the following summary will give you insight into the FY2007 budget, how it relates to the overall City vision, the process that got us here and an idea of where we are going.

### Acknowledgments:

It is only through the tireless efforts of every member of the City Council and City staff that the process of adopting a budget and the production of a document such as this can be accomplished. Given the rate of change occurring within the City of Surprise, this process was once again extremely difficult and there are far too many people to thank to single them all out individually.

Respectfully Submitted,

  
Jim Rumpeltes City Manager

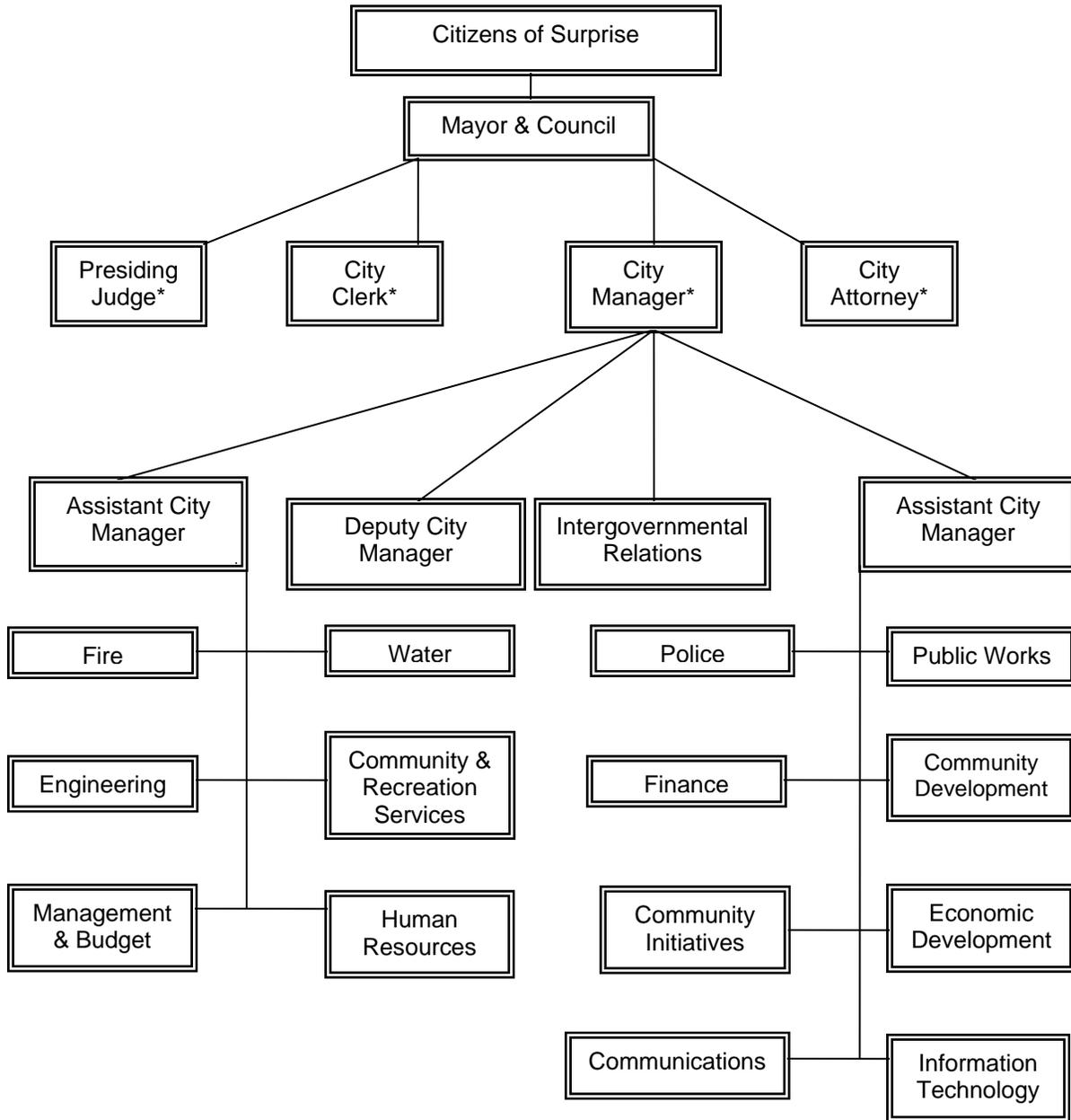
## ***General Information***

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- Organizational Chart
- Budget Calendar
- History
- Statistical Information



# Organizational Chart FY2007



**\*Appointed by Council**



*City of Surprise, Arizona*  
*Budget Calendar*  
*FY2007 Budget*

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<b><u>Start Date</u></b>	<b><u>Activity</u></b>
December	City Manager, Department Heads and Council discuss policies, goals and objectives
December	Post Budget Request Database and Budget Manual on Network
January 10	Budget Kick-off Session
January 20	Public Works, Human Resources and IT review deadline
<b><u>February 14</u></b>	<b><u>All Budget Requests Due</u></b> – Review and compile requests
Ongoing	Review and Revise Budget Requests with Departments
March 6 - 17	Management Team Budget Review <ul style="list-style-type: none"><li>• Budget presentations, review, discussion and recommendation</li></ul>
March 10 - 24	Management Team budget recommendations available for review
April 7	Review of Final Tentative Budget with City Manager
April 14	Distribute Budget Documents to Council
April 28	Council Retreat - Presentation of Recommended Budget to Council
June 7	Truth-in-Taxation 1 <sup>st</sup> notice published
June 14	Truth-in-Taxation 2 <sup>nd</sup> notice published
June 8	Public Hearing on Tentative Budget – Council Adoption of Tentative Budget
June 22	Public Hearing on Truth-in-Taxation, Tax Levy, and Final Budget – Council Adoption of Final Budget
July 13	Adoption of Property Tax Levy

# History of Surprise

Surprise, located just 25 minutes west of downtown Phoenix along U.S. Route 60/State Highway 93, was founded in 1929 and incorporated in 1960. The name “Surprise” came from Surprise, Nebraska, hometown of the city’s founder, Homer C. Ludden. What was once a small farming village now encompasses more than 70 square miles, including urban and commercial developments, ranches and industrial parks. The once irrigated farmlands and orchards are now affordable real estate for people and industry who wish to live, work and play in a progressive city. Surprise strikes the perfect balance between the need of residential community and the growth of its business and industrial sections.

Over the past 40 years, Surprise has grown from 500 residents to a city of over 100,000 people in 2005. The city offers a broad range of living styles, from small family subdivisions to a number of secluded ranches. Surprise also offers a number of retirement communities that address the needs and lifestyles of active adults. There are a number of recreation facilities including several beautiful golf courses. Beginning in 2003, the City of Surprise became the Major League Baseball Spring Training home of the Texas Rangers and Kansas City Royals. Industrial growth zones have been carefully selected to operate competitively, but harmoniously, with the residential community.

Year	End of the Year Population	Percentage Change
2000	30,848	N/A
2001	38,400	24.48%
2002	45,125	17.51%
2003	51,885	14.98%
2004	64,210	23.75%
2005	88,265	37.46%
2006	96,425	9.24%
2007	104,585	8.46%
2008	112,745	7.80%
2009	120,905	7.24%
2010	129,065	6.75%
2011	137,225	6.32%
2012	145,385	5.95%
2013	153,545	5.61%
2014	161,705	5.31%
2015	169,865	5.05%
2016	178,025	4.80%
2017	186,185	4.58%
2018	194,345	4.38%
2019	202,505	4.20%
2020	210,665	4.03%

## MUNICIPAL SERVICES

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

### Mission

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

### We Value

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

# Statistical Information

## City of Surprise, Arizona

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	12.8%

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	\$48,984	10.9%

Source: U.S. Census Bureau

Median Age

Year	Median Age	Percentage Change
1980	20.3	
1985	24.19	19.16%
1990	33.0	62.56%
1995	41.7	26.36%
2000	46.1	10.55%
2003	45.3	-1.73%

Source: U.S. Census Bureau

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

Date	Incorporated Square Miles (Approximately)
1960	1.0
1970	1.0
1980	1.67
1990	62.62
1997	67
2000	72
2005	76

Source: City of Surprise

## ***Budget Summary***

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## *City of Surprise, Arizona*

*FY2007*

### *Budget Summary*

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

The City must adopt an expenditure limitation budget on an annual basis that is enforced under state law for the City as a whole. According to the Arizona Department of Revenue, individual departments and projects may exceed their budgets as long as total City expenditures do not exceed the adopted budget total. For the City of Surprise the adopted FY2007 budget is \$471,289,700.

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

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

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

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

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

- The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process should be discouraged.
- Ongoing revenues should fund ongoing expenditures. One-time sources of revenues should not be used to fund ongoing activities.
- A diversified and stable revenue system should be developed to protect programs from short-term fluctuations in any single revenue source.

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- No revenues should be dedicated for specific purposes, unless required by law, Council Policy or generally accepted accounting practices (GAAP). All non-restricted revenues should be deposited in the General Fund and appropriated by the budget process.
- User fees and charges should be examined annually to ensure that they recover all direct and indirect costs of service, unless full cost recovery would be excessively burdensome on citizens receiving service and approved by the City Council. Rate adjustments for enterprise operations (Water, Water Replenishment, Sewer, and Solid Waste Management) should be based on five-year fund plans.
- Development fees for capital expenses attributable to new development should be updated bi-annually to ensure that fees match development-related expenses.
- Grant funding should be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant moneys should be budgeted in separate Program cost centers, and the service program should be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources should be substituted only after all program priorities and alternatives are considered during the budget process.
- Revenue and expenditure forecasts should be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, service levels and capital improvements. The forecast should encompass five years and should be updated annually.
- Council contingency funds are used when additional funds are necessary to offset *unexpected* expenditure increases; and when *unanticipated* and/or inadequately budgeted events threaten the public health or safety. All requests for use of contingency require written justification explaining the fiscal impact, which is reviewed by Management & Budget and approved by the City Manager, prior to requesting Council approval.
- An Economic Stabilization Reserve should be maintained as part of each operating fund balance to help offset operating revenue sources which are most susceptible to changes in the economy. The ultimate goal is for the Economic Stabilization Reserve balance to be equal to two months of operating revenues.
- Reserve funds are not budgeted. Reserve funds are "savings" which are intended to offset shortfalls in revenues during the course of the fiscal year.
- Debt, other than voter approved general obligation debt, requires reserves equal to one year of debt service payments.
- The operating budget is adopted at the department level, as presented in schedule E of state budget forms, and the Capital Improvement Plan is adopted at a project level. Any transfers between departments, funds, or projects and out of contingency require City Council approval. All requests for adjustment require written justification explaining the fiscal impact, which is reviewed by Management & Budget and approved by the City Manager, prior to requesting Council approval. In accordance with adopted budget transfer policies and procedures.
- Comparison of service delivery should be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments should identify all activities that can be provided by another source and review options/alternatives to current

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service delivery. The review of service delivery alternatives should be performed continually.

### **Employee Needs Assessments:**

During FY 2006, an outside consulting firm was hired to work with staff to perform a comprehensive compensation and classification study to ensure not only external competitiveness, but also internal equity. As part of this pay plan an annual market review is to be conducted on all benchmark positions. The results of this review determine whether a position will receive a cost of living allowance (COLA) within their existing pay range or if a position will receive a market adjustment moving the position to a higher pay range.

The goals of the new pay plan are to emphasize retention, recruitment, and high performance. Preliminary work began in FY 2005 and the plan was completed in spring of 2006. Upon completion of this study, the results were presented to Council for adoption and then implemented with the FY 2007 budget.

### **Budget Process:**

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

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

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

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

City of Surprise voters approved an Alternative Expenditure limitation (Home Rule Option) on March 20<sup>th</sup>, 2003. In adhering to the city's expenditure limitation, once the limit has been approved by adoption of the tentative budget, total expenditures cannot exceed the total appropriated for all funds. For FY2007 the Council adopted a Tentative Expenditure Limitation budget of \$471,289,700

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thus setting the ceiling for all expenditures. The budget calendar summarizes the steps involved in adopting the Budget.

### **Budget Amendments:**

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

### **Budget Basis:**

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

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

In all cases (General Government Funds and Enterprise Funds) when goods and services are not received by year end the encumbrances lapse unless re-budgeted as a carry-forward into the next budget year.

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

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

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

### **Funds:**

State law only requires the existence of two funds, the General Fund and the Highway Users Revenue Fund (HURF). All other funds of the City have been created by agreement, ordinance, contract, or desire to provide balance sheet accounts for tracking purposes. To the extent feasible the City has attempted to limit the number of funds to comply with GAAP.

**City of Surprise, AZ**  
**Summary of Major Revenues & Expenditures**  
**FY2007**

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Funds	Enterprise Funds
<b>REVENUES</b>						
Local Sales Tax	45,955,800	0	0	12,200,000	0	0
State Shared Revenue	18,515,200	5,845,500	0	0	0	0
Building & Zoning Fees	6,637,500	0	0	0	0	0
Property Tax	5,030,600	1,565,500	1,091,700	0	0	0
Franchise Fees	3,400,000	0	0	0	0	0
Engineering Fees	2,500,000	0	0	0	0	0
Community & Recreation Services Fees	1,248,200	1,568,000	0	0	0	0
Court Revenue	1,515,000	0	0	0	0	0
Development Fees	0	0	0	26,171,500	0	0
Other	4,261,300	34,206,300	1,500	87,257,100	1,000	186,800
Service Collection Fee	19,000	0	0	0	0	24,822,600
Transfers In	1,818,600	8,788,700	0	77,980,600	0	0
<b>Total Revenues</b>	<b>90,901,200</b>	<b>51,974,000</b>	<b>1,093,200</b>	<b>203,609,200</b>	<b>1,000</b>	<b>25,009,400</b>
<b>EXPENDITURES</b>						
Current						
Community & Recreation	9,118,500	5,923,300	0	2,742,900	0	0
Community Development	6,541,600	40,000	0	300,000	0	0
General Government	13,034,250	2,745,300	0	0	0	60,000
Non-Departmental	4,333,800	749,900	0	20,458,200	91,200	0
Public Safety	27,943,300	39,300	0	1,309,400	0	0
Public Works	5,720,250	7,630,600	0	3,119,000	0	3,802,800
Water Services	95,800	0	0	10,798,500	0	13,194,100
Capital & Depreciation	1,034,400	38,459,300	0	242,995,400	0	3,687,800
Debt Service	2,200,000	0	1,163,100	4,824,000	0	0
Contingencies	51,300	5,797,900	0	19,226,800	0	12,057,700
Transfers Out	48,505,900	0	0	26,299,800	0	13,782,200
<b>Total Expenditures</b>	<b>118,579,100</b>	<b>61,385,600</b>	<b>1,163,100</b>	<b>332,074,000</b>	<b>91,200</b>	<b>46,584,600</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>(27,677,900)</b>	<b>(9,411,600)</b>	<b>(69,900)</b>	<b>(128,464,800)</b>	<b>(90,200)</b>	<b>(21,575,200)</b>
<b>OPERATING RESERVES</b>	<b>13,392,200</b>	<b>1,211,300</b>	<b>0</b>	<b>5,661,100</b>	<b>0</b>	<b>4,393,200</b>
<b>FUND BALANCES, beginning of year</b>	<b>27,677,900</b>	<b>9,411,600</b>	<b>69,900</b>	<b>128,464,800</b>	<b>90,200</b>	<b>21,575,200</b>
<b>FUND BALANCES, end of year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

- General Fund – The primary operating fund of the City. Any activity that does not belong to another fund is placed in the general fund.
- Special Revenue Funds – These funds account for specific non-capital revenues that are restricted for specific purposes.
  - Campus Operations – This fund was established to track all revenues and expenditures associated with the City of Surprises Spring Training Complex. These funds are restricted by contract.
  - Vehicle Replacement – This newly established fund provides a mechanism whereby funds are set aside for the future replacement of fleet vehicles. City Policy restricts the use of these funds.
  - Transit – The transit fund tracks all revenues and expenditures associated with providing transit services within the City of Surprise. Included in this fund are federal transit dollars as well as city dedicated transportation funds. City Policy and State Law restrict the use of these funds.

- *Highway User Revenue* – This is the only fund, besides the general fund, which is required by Arizona State law. HURF is used for tracking non-transit transportation related activities.
- *10% Set-Aside* – This fund was established when the city first implemented a property tax. 10% of the total primary property tax must be set aside for use in the Original Townsite. City Policy restricts the use of these funds.
- *Donations* – This fund is set up to monitor revenues and expenditures associated with donated funds. City Policy restricts the use of these funds.
- *Municipal Court Enhancement* – Established in FY2003 this fund tracks revenue associated with fines dedicated to court technology improvements. City Policy restricts the use of these funds.
- *Neighborhood Revitalization* – All revenues and expenditures associated with the City’s neighborhood revitalization program. This program is funded through a combination of Federal, State and Local funds. City Policy, Grant Agreements and contractual obligations restrict the use of these funds.
- *Scholarship* – Employee dependent scholarships awarded to the dependents of current City of Surprise employees. Donations and interest earnings fund these scholarships. City Policy restricts the use of these funds.
- *Street Light Improvement District(s)* – Fifty-one (51) SLID’s have been established by ordinance to provide a centralized location for the collection of taxes from properties located in the district. These proceeds are legally restricted to the payment of electricity to operate the streetlights within the district.
- *Community Facilities District* – One (1) CFD has been established by ordinance to provide a centralized location for the collection of taxes from properties located in the district. These proceeds are legally restricted to the payment of debt service and operations associated with capital infrastructure improvements within the district.
- *Debt Service Fund* – This fund is used to track those activities relating to the issuance and repayment of General Obligation debt.
- *Capital Projects Funds* – These funds are used to track the activities related to the collection and expenditure of funds dedicated to capital acquisition.
  - *Capital Projects* – This fund provides a mechanism whereby all risk related expenditures are monitored and insurance reserves are established. City Policy restricts the use of these funds.
  - *Development Fee Funds* – These funds have been established to track all revenues and expenditures associated with Development fees. Each development fee is levied to maintain the current level of service for a specific purpose (i.e. fire, police, parks, etc...) and is restricted to that specific purpose. City Policy and State Law restricts the use of these funds.
  - *Municipal Property Corporation* – The MPC capital Projects fund serves as a clearinghouse for the payment of debt service on MPC bonds, monitoring of bond proceeds and the expenditure of those and related funds. City Policy, State Law and Contractual obligations restrict the use of these funds.

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- *Transportation Improvement Fund* – This fund has been established to track the proceeds of the dedicated 1.5% construction transaction tax premium. City policy restricts the use of these funds to capital projects which will improve the overall transportation and/or transit system in and around Surprise.
- *Permanent Funds* – These funds are used to track the City’s non-expendable trust activities for outside agencies. Currently the City has only the firefighter’s pension fund.
- *Internal Service Funds* – These funds are used to report any activity that provides goods or services to other funds, departments, or divisions of the City and its component units, or to other governments, on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges.
  - *Risk Management* – This fund provides a mechanism whereby all risk related expenditures are monitored and insurance reserves are established. City Policy restricts the use of these funds.
- *Enterprise Funds* – These funds are used to account for the business-type activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

### **Sources of Funds:**

The City has three primary sources of funding. The first of these is through **revenues** generated by a variety of different activities. Such activities include but are not limited to state shared revenue, charges for service, user fees, taxes, and development fees. This year the city is projecting \$193,700,100 in revenues relating to all funds, included in this amount is both one-time and ongoing revenue.

The second source of funding is from **fund balance**, which are prior years excess revenue carried forward into the current fiscal year (savings). For the second year in a row this source of funding is expected to be tapped to offset capital expenditures. The programmed beginning fund balance for all funds is \$187,289,600. The large available fund balance is due exclusively to the investment in infrastructure that the City of Surprise has committed to. The FY2007 budget includes approximately \$100.9 million in rollover capital projects.

The final source is **borrowing**. Borrowing can be done through a variety of methods; leases and lease purchase agreements can be entered into without affecting the City’s debt limit. The debt limit applies in instances where the City desires to issue “General Obligation” (G.O.) bonds. These bonds are backed by the full faith and power of the City, and are to be repaid from Secondary Property Taxes. G.O. bonds can only be issued when approved by a vote of the People of Surprise. There is a further limitation on G.O. bonds of 6% & 20% of assessed valuation. The 20% limitation can only be used for water, wastewater, open space preserves, parks, and recreational facilities. All other purposes fall under the 6% limitation. For FY2007 the following table shows the City’s anticipated G.O. debt capacity.

<b>City of Surprise, AZ</b>			
<b>FY2006 Legal General Obligation Bond Capacity</b>			
		<u><b>6% Limitation</b></u>	<u><b>20% Limitation</b></u>
Secondary Assessed Valuation		744,529,285	744,529,285
Limitation	X	6%	20%
G.O. Bond Limit	=	<u>44,671,757</u>	<u>148,905,857</u>
Less Outstanding G.O. Debt	-	<u>0</u>	<u>3,157,311</u>
<b>Available Debt Capacity</b>	<b>=</b>	<b><u>\$44,671,757</u></b>	<b><u>\$145,748,546</u></b>

Anticipated borrowing during FY2007 totals \$90.3 million. Of that total, \$20.0 million is associated with the Marley Park Community Facilities District (CFD) and \$10.0 million is for future CFDs. As a separate legal entity any debt issued by the CFDs does not count towards the City's Debt limit. The construction of Water Reclamation Facilities accounts for \$44.0 million of the borrowing. Additionally, there is \$16.3 million in borrowing programmed for possible land purchase or economic development. With the continued growth and strengthening of the City's financial position it is the intent of the City to have the current bond rating of A+ reviewed and potentially increased to AA-.

In addition to the revenue sources described above *Inter-fund transfers* represent a reallocation of resources between funds that do not impact the bottom line of the expenditure limitation budget. For FY2007 inter-fund transfers have been programmed at \$88,587,900 and are detailed in the appendix of this document as part of the state required budget adoption forms.

## ***Revenue***

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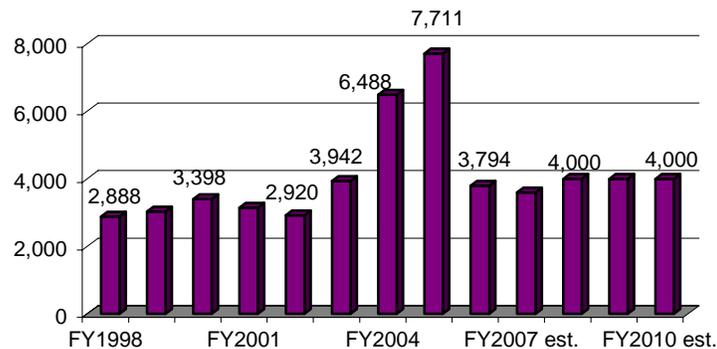
*City of Surprise, Arizona*

*Revenue Sources*

*FY2007 Budget*

For FY2007 general fund revenue is expected to increase by 33% over the FY2006 budget and 18% over the FY2006 estimate. Construction continues to fuel the local economy of Surprise. From FY1999 through FY2003 an average of 279 new single-family home permits were issued each month, in FY2004 this number increased to 540 and in FY2005 increased to 642 per month. This level of single-family permits did not continue for FY2006 when the monthly average lowered to 316 issued. It is anticipated that for FY2007 the number will remain closer to 3,600 or 300 per month due to an overall cooling of the local housing market and a previously high inventory of outstanding permits. This is the most conservative projection that the City has as there is no factor for new developments that have yet to be platted and approved; however, annexations are currently underway for over 4,000 additional acres of property that will include a high concentration of single family land use for future platting into home lots. A current inventory of approximately 6,000 platted single family home lots exists.

Single Family Building Permits Issued  
by Fiscal Year



Source: City of Surprise, Community Development

In addition to new home construction, increased commercial and retail development, state shared revenue and program income account for the continued revenue growth within the general fund. This new level of residential and commercial construction is also leading to decreased collections of development fees, engineering fees, permit fees and all other construction related revenue when compared to previous fiscal years. Homes continue to be relatively affordable so it is not anticipated that the dramatic rise in home prices will affect the construction of new homes in outlying valley cities such as Surprise.

Enterprise fund revenues are determined exclusively by a combination of the number of users and the rate that is charged. These fees were adjusted over a three-year period beginning in FY2001, for FY2007 all enterprise funds are recovering their own costs and no rate increases are planned. Enterprise funds are examined on an annual basis to ensure that their fees continue to cover all costs of doing business.

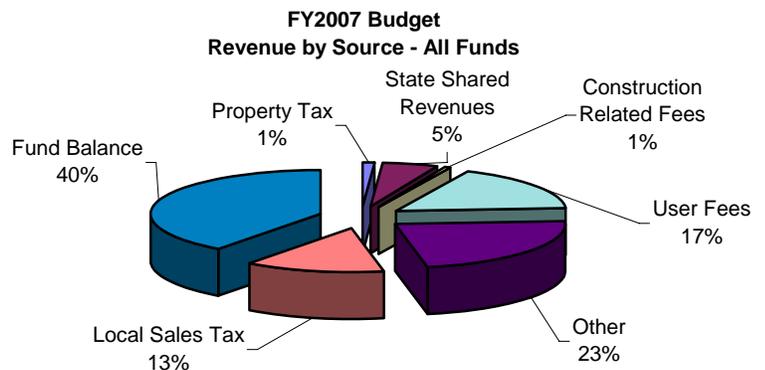
As presented, the FY2007 budget has expenditures equal to revenues, however \$37,133,700 of expenditures are currently programmed as un-obligated contingencies. The majority of those contingencies are in restricted special revenue or capital funds. All transfers of funds from any contingency account, requires both city manager and council approval.

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

1. **Beginning Fund Balance/Retained Earnings (\$187,289,600)** – Beginning fund balances are revenues carried forward from the previous fiscal year (savings). Funds that remain unspent at year-end due to expenditure savings or increased revenue collections are brought forward as a beginning fund balance. If a fund overspends a negative fund balance is brought forward. Council has established a policy mandating that beginning fund balance may only be used to fund capital or one time expenditures. This balance does not include unbudgeted operating reserves of \$24.7 million.

2. **Construction Related (\$67,778,800)** – Revenues that are collected or earned by the City that are directly related to the level of construction activity.

Although these revenues will continue to occur on an annual basis for as long as the city continues to grow, it is imperative to understand that they are one-time revenues. Examples of construction related revenue include: Building Permit fees, Engineering fees and Development Fees. The construction portion of the local sales tax is included as part of local taxes and will generate approximately \$38.7 million in FY2007, including \$12.2 million that has been dedicated for transportation improvements.



Examples of construction related revenue include: Building Permit fees, Engineering fees and Development Fees. The construction portion of the local sales tax is included as part of local taxes and will generate approximately \$38.7 million in FY2007, including \$12.2 million that has been dedicated for transportation improvements.

3. **Local Taxes (\$69,243,600)** – Local taxes are the largest source of general fund revenue. These revenues are generally re-occurring with little or no external restrictions on their use. Examples of local taxes are sales tax, property tax and franchise fees. As previously stated approximately 56% of the local sales tax is directly related to construction and is included in this category.

4. **Other Revenues (\$37,129,000)** – Included in this category are grants, audit, building rent, internal service payments, court revenue, program revenue, and other miscellaneous revenue. Also included in this category is \$5.0 million in unforeseen grants. Unforeseen grants is a budget authority mechanism that allows the city to spend new revenues that were not foreseen at the time of budget preparation.

5. **Borrowing (\$90,300,000)** – Borrowing for FY2007 consists of \$30.0 million for Community Facility Districts, \$44.0 million for Water Reclamation Facility construction, and \$16.3 million for land purchases and economic development activities.

6. **User Fees (\$27,638,800)** – User fees are revenues associated with the provision of utility services by the city. The City of Surprise provides water, sewer, replenishment and sanitation services. A small portion of this source is associated with administration of the Street Light Improvement Districts that have been established throughout the City.
7. **State Shared Revenue (\$24,360,700)** – State shared revenues are distributed to Cities and towns based generally on the population at the last census or special census. Included in this category are State Sales Tax, State Income Tax, Highway User Revenue, Local Transportation Assistance Fund and Vehicle License Tax.

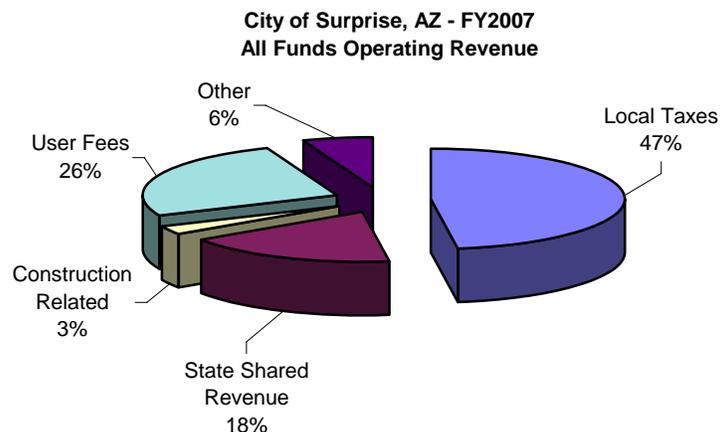
The following pages will explain in detail the major revenue sources of the City, underlying assumptions and financial trends.

### **Operating Revenues**

Operating Revenues are estimated at \$137,801,200 for FY2007. Local taxes are the largest category of operating revenue for the City of Surprise composing 47% of total operating revenue. Included in this total is both sales and property tax, the non-dedicated construction portion of local sales tax is included as an operating revenue and composes nearly half of this total. Following local taxes is the user fee category that is mainly associated with utility services and makes up 26% of operating revenue. The other category consists mainly of internal service payments including MPC rent revenue and Insurance premium revenue. Included in the other category is \$5.0 million in unforeseen grants. Unforeseen grants is a budget authority mechanism that allows the city to spend new revenues that were not foreseen at the time of budget preparation.

Construction related revenue such as building permits and engineering fees makes up 3% of operating revenue. State shared revenue accounts for approximately 18% of total operating revenue.

The following information will summarize all major revenues by fund and major source as well as provide a brief history and basis of the city's revenue projection.



The differentiation between operating revenues and total revenues is extremely important in the high growth mode that the City is in. The City must ensure the long-term sustainability of all services and programs and it is this differentiation of our revenue that lets us know if we are doing that. For FY2007 operating revenue is covering all operating expenditures, this ensures that the city is in structural balance.

**General Fund**

The General fund revenue estimate of \$89,082,600 represents an increase of \$13,635,600 (18%) over the FY2006 Estimate of \$75,447,800 and 33% over the FY2006 Adopted Budget. This increase is mainly due to increases in intergovernmental revenues resulting from the use of mid decade population figures. Revenue sources within the general fund not itemized below constitute a relatively small portion of total general fund revenue (1.0%). General Fund revenue accounts for 37% of all revenue earned by the City.

Primary Property Taxes

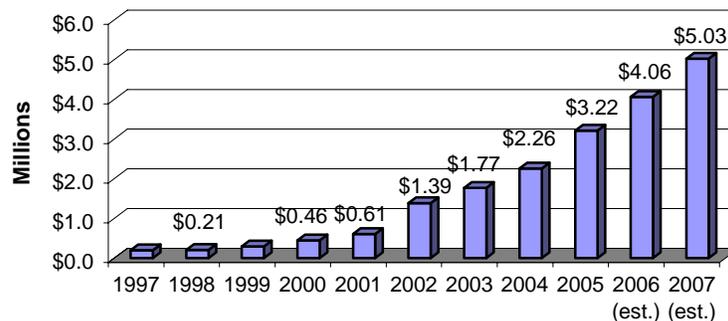
The FY2007 Primary Property tax levy is estimated at \$5,030,600. At this levy amount the tax rate will decrease by \$0.0048 per \$100 of assessed value at from \$0.7277 to \$0.7229. This tax rate keeps the City of Surprise’s Primary Property Tax Rate at the maximum amount allowable under Arizona law. The owner of a home in the City of Surprise valued at \$150,000 will pay approximately \$108.44 in primary property tax to the City, a decrease of \$7.20 from the amount in FY2006.

**City of Surprise, AZ  
Primary Property Tax Rates  
FY1988 - FY2006**



The increase in collections is largely attributable to the \$122 million in new construction that accounts for 89% of the total increase in valuation for FY2007. There was not a large increase in overall valuation of existing homes. The City estimates a 24% increase in this revenue source over FY2006.

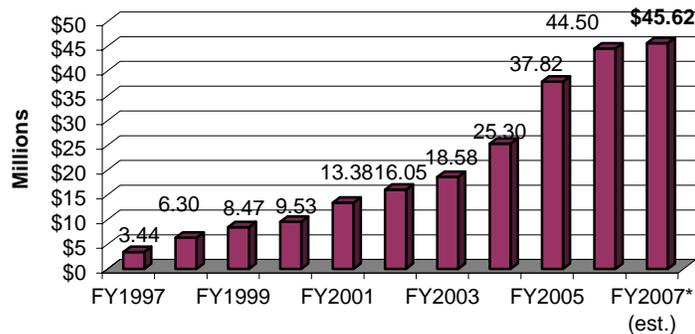
**City of Surprise, AZ  
Primary Property Tax Collection**



Local Sales Tax

Currently set at 2.2% (3.2% for hotel/motel & restaurants) the local sales tax is anticipated to generate approximately \$45,620,000 in FY2007. Approximately 56% of the local sales tax collections are directly related to construction and have increased due to rising materials costs over the last year. Retail trade is expected to increase 15% over the projected FY2006 collection and represents approximately 26% of the total collection. The increasing number of retail establishments and the increasing population frequenting them are the main reasons behind this increase.

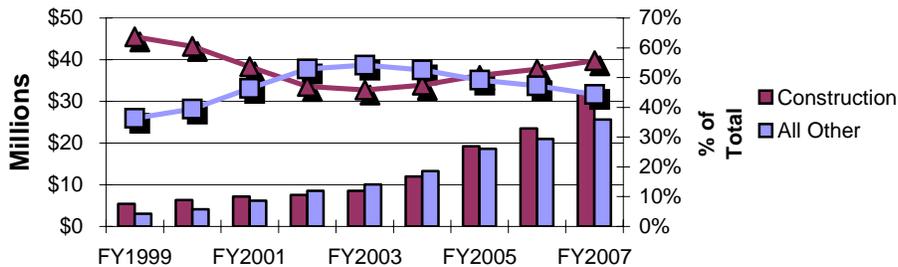
**Local Sales Tax Collections\***



\*Excludes \$12.2 Million construction sales tax dedicated for Transportation Enhancement

Reversing the trend of the last few fiscal years, construction related sales tax collections have increased as a percentage of the total. The main cause of this is the rising materials costs in the construction field. This revenue source is one-time in nature and the city relies on it substantially. As the City's retail and restaurant base increases, there will be less reliance on construction related revenue. Council has made the policy decision to recognize the one-time nature of this revenue source and set aside 75% of construction related sales tax collection for use on one-time expenditures only. The graph below shows a comparison of construction sales tax collection and all other sales tax collections.

**City of Surprise, AZ  
Sales Tax Collection  
Construction\* vs. All Others**

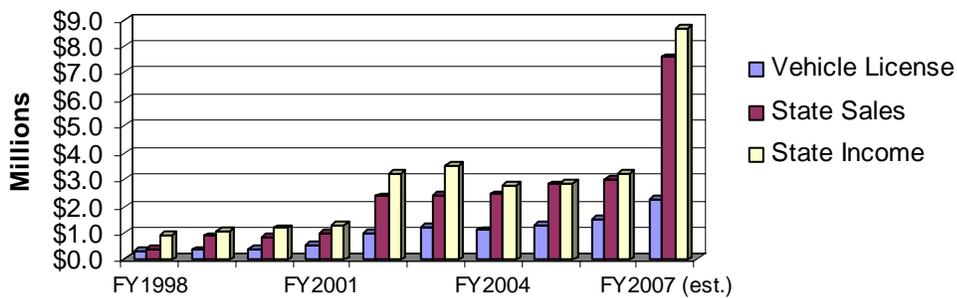


\*Excludes \$12.2 million construction sales tax dedicated for Transportation Enhancement

Intergovernmental Revenue

Intergovernmental revenue represents 21% of general fund operating revenues. The three major sources of general fund intergovernmental revenue are State Shared Income Taxes (\$8,662,300), State Shared Sales Tax (\$7,602,900) and Vehicle License Tax (\$2,250,000). For FY2007 state shared revenues have increased by \$10,764,900 or 139%. All three of these revenue sources are based on population and the sizable gains are a direct result of the revised mid decade population estimates that the state will be using to calculate the distribution of these revenues for FY2007.

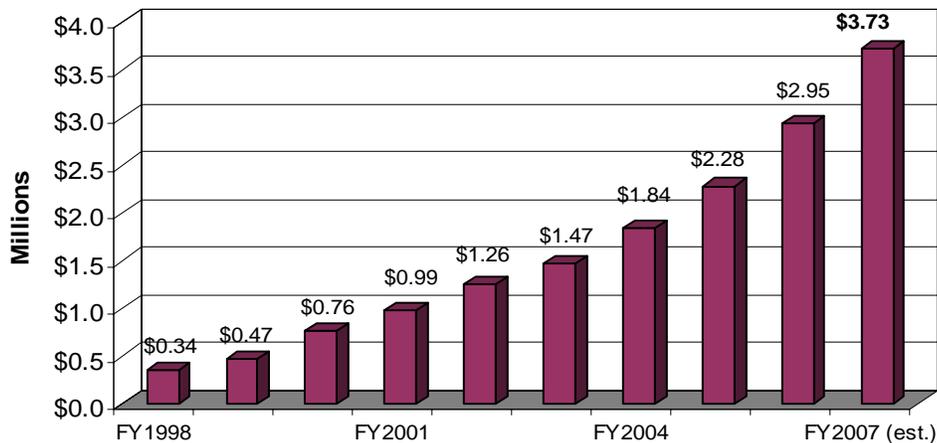
**State Shared Revenue - FY2007**



Licenses & Permits

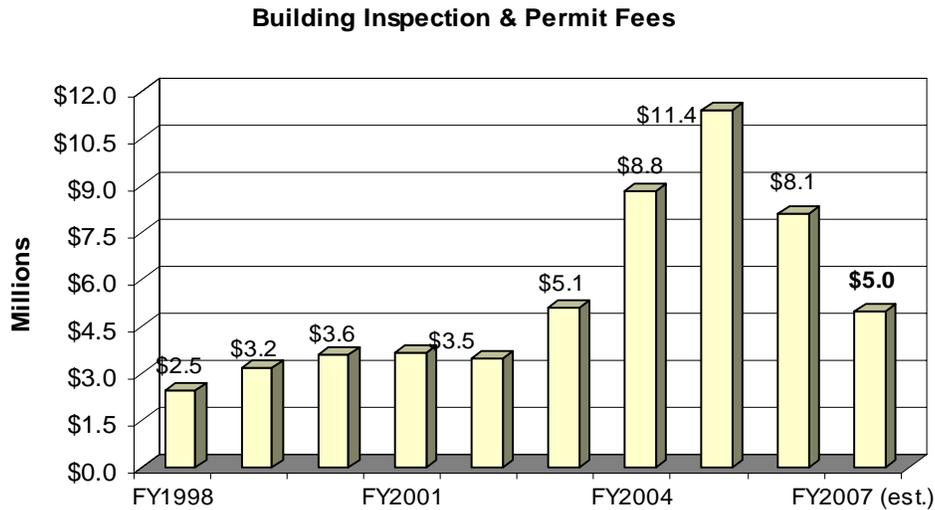
Licenses and permits consist of franchise agreements with APS, COX Cable, Southwest Gas, Arizona American Water Works and the sale of business licenses. This revenue source is directly related to gross sales of the franchised companies and the number of businesses located in the City, as such it is estimated that this revenue source will increase by 26% over the FY2006 estimate to \$3,730,000.

**Licenses & Permits**



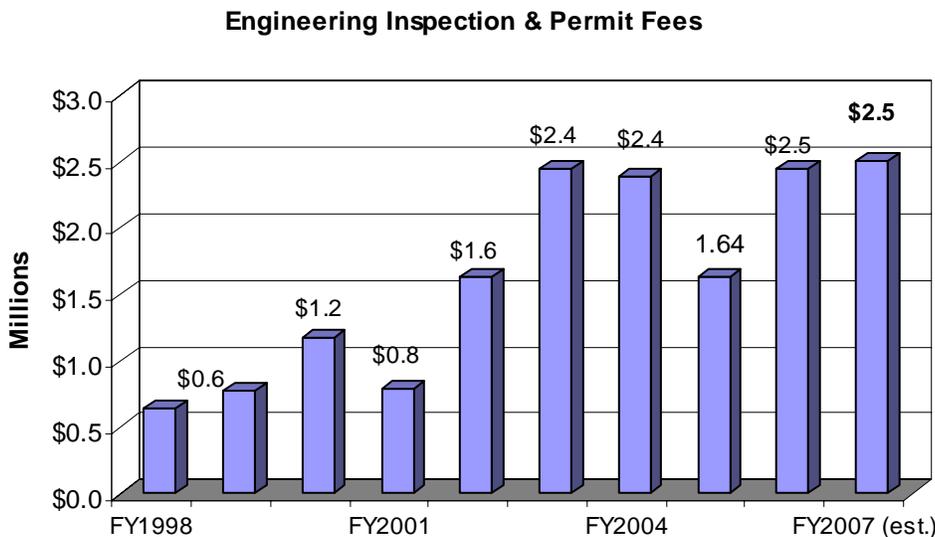
Building Inspection Fees

New home construction is anticipated to remain relatively stable at 5,000 completed single family residences for FY2007. Revenue is anticipated to decline due to the large number of currently outstanding SFR permits. ICBO valuation schedules will remain unchanged for FY2007 pending the outcome of a cost allocation study. As such projected revenues of building inspection fees are \$4,981,000 or 38% less than the FY2006



Engineering Inspection & Permit Fees

The Engineering department will continue to perform its tasks at a high level as retail construction attempts to catch up with the explosive growth that has been seen in the City of Surprise. Projected revenues of Engineering Inspection & Permit fees are expected to remain relatively constant rising 2.0% over the FY2006 Estimate or \$2,500,000.

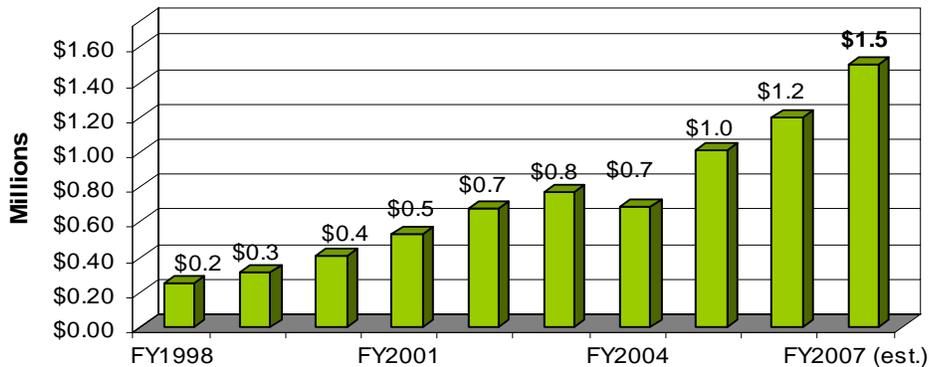


Overall general fund user fees that include engineering inspection fees, building inspection fees, permit review etc... are projected to decline to \$10,631,100.

Fines, Forfeitures & Penalties

Fines, forfeitures and penalties consist of all court-imposed fines issued by the City Court. With a full-time judge and enhanced court collection capabilities revenues in this category continue to grow steadily. The city estimates that this revenue source will grow 25% over the FY2006 collections to \$1,500,000.

**Fines, Forfeitures & Penalties**



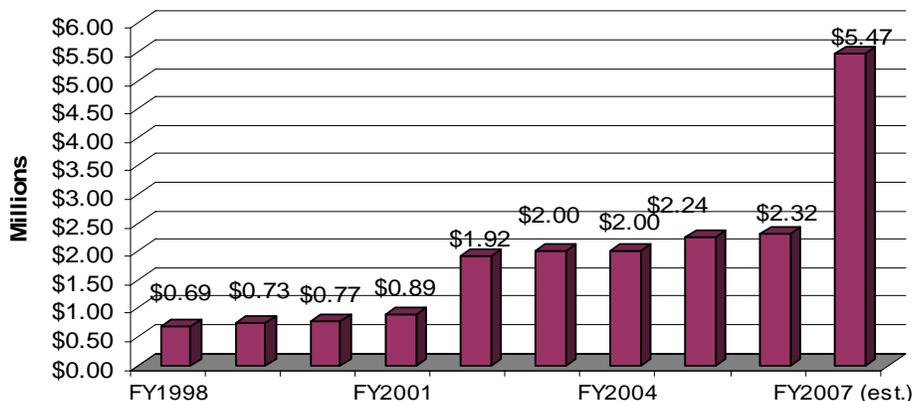
**Special Revenue Funds**

The City of Surprise has formed several special revenue funds to account for the proceeds of restricted funds. Including Street Light Improvement Districts (SLIDS), there are over 50 special revenue funds that comprise 5.5% of total revenue. The following are summaries of the major special revenue funds utilized by the City.

Highway Users Revenue Fund (HURF)

Besides the general fund, HURF is the only other fund that the city is required by law to maintain. This revenue source is commonly known as the gasoline tax, however there are a number of transportation related fees that are placed in the Highway Users Fund for distribution by the State.

**Highway Users Revenue Fund (HURF)**

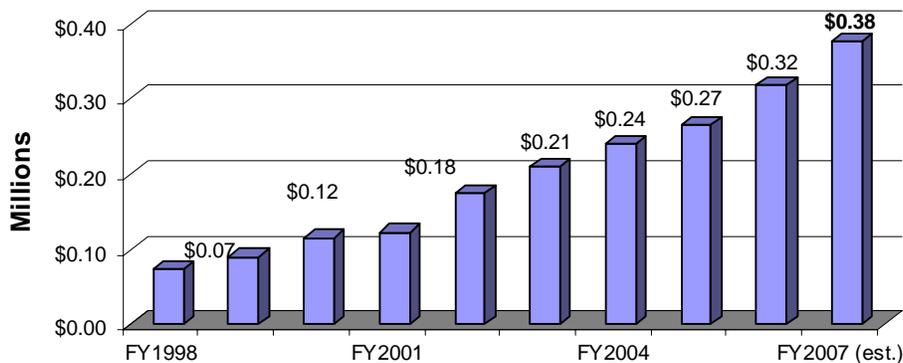


The distribution of this revenue is based on population and county of sales origin. There is a state constitutional restriction that requires that HURF funds be spent on highway and street purposes. For FY2007 HURF revenues have increased by \$3,150,000 or 135%. Since it is population based, the increase in HURF is attributable to the use of mid-decade census population figures.

Transit

The City of Surprise established its transit services as a special revenue fund in FY2001 utilizing transfers from HURF, User Fees and grants as a funding source. Beginning in FY2004 the City established its Local Transportation Assistance Fund (LTAF) as a dedicated source of revenue for transit services. LTAF is state shared lottery revenue proceeds that are to be used for any transportation related activity. Prior to FY2004 these funds were programmed in the HURF budget. According to state revenue estimates LTAF will increase by 18.0% to \$375,300.

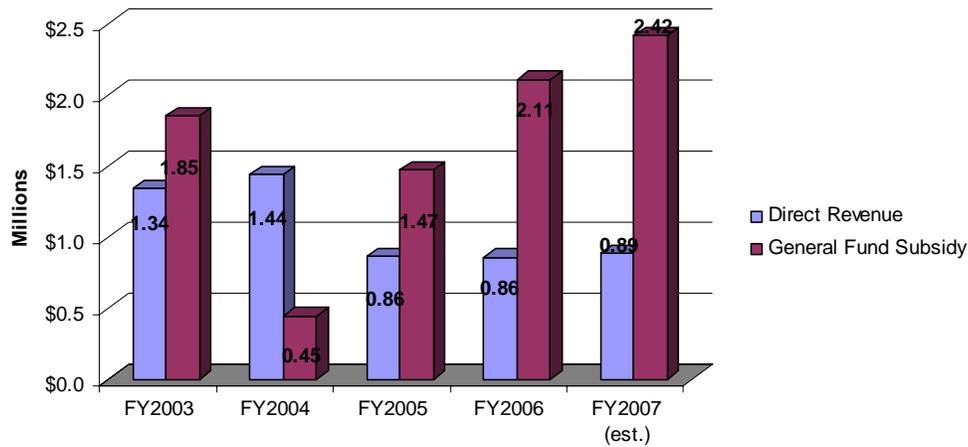
**Local Transportation Assistance Fund (LTAF - Lottery)**



Campus Operations

The Campus Operations fund has been established by the City to account for the operational activities associated with Spring Training and the new Sports Campus located at Surprise Center. Included in the revenue estimate is the City's share of the ticket and concession revenue that is distributed from the Sundancer Organization. For FY2007 \$890,000 of revenue directly related to the operation of the campus has been programmed along with a general fund subsidy of \$2.42 million for a total budget of \$3.31 million. The general fund subsidy is adjusted to reflect the actual amount necessary to balance the fund. For FY2006 the general fund subsidy is estimated to require \$2.11 million. The increases are due mainly to the funding of replacement of necessary equipment at the Sports Campus.

### Campus Operations



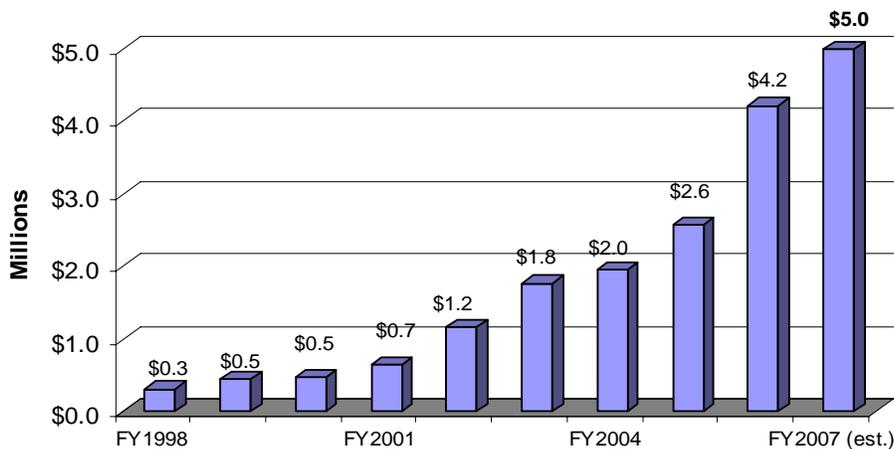
### Enterprise Funds

Revenues of Enterprise funds are established to cover all costs associated with providing a specific service. The rates of the water, sewer and sanitation funds were last increased in FY2004 as part of the final increase of a phased three-year ramp up of rates for the sanitation and sewer funds. Both the water fund and the water replenishment fund had fees established in the initial year of the program to support their operations. Under the current adopted rates all enterprise funds are self-sufficient. For FY2007, enterprise funds will be charged for indirect expenses to ensure that the total cost of providing these services will be captured by the user fees. Additionally, a utility rate study is currently underway to ensure that these indirect cost are included in the rates.

### Sanitation

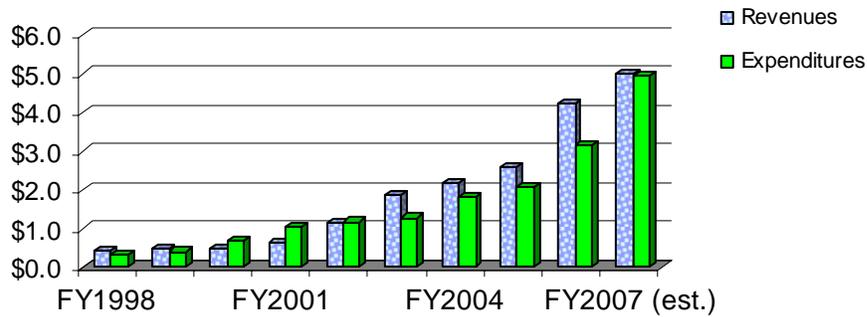
The sanitation department is projected to be servicing 34,900 residences each month by the end of the fiscal year for a monthly fee of \$12.50. At this fee and service level, sanitation is anticipated to generate revenue of \$5.0 million in FY2007.

### Sanitation Fee Collections



Revenues are anticipated to cover expenditures so there is no rate increase anticipated for FY2007, at the current rate the sanitation fund is self-supporting and will not require a general fund subsidy. Overall revenues for the sanitation fund increase 18% over the FY2006 projected year-end actual.

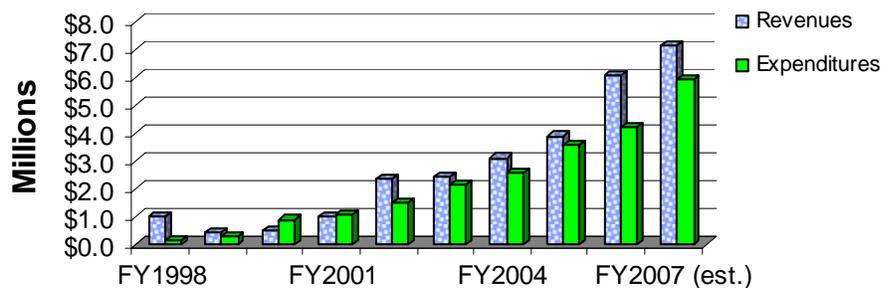
**Sanitation Fund Comparison of Revenues/Expenditures**  
(excluding General Fund Subsidies)



Water Fund

It is anticipated that the Water Utility will service 16,500 accounts per month using a total of 99.7 million gallons of water per month by the end of the fiscal year. As presented both the water services base rate and the usage rate will remain constant at \$12.20 per month and \$2.25 per 1,000 gallons of water used. Under the rate structure adopted by council in FY2002 it was mandated that the water fund be self-sufficient. With the new growth and expenditure limitations the water fund continues to cover its own costs under the existing rates. It is estimated that these two fees will generate \$7,169,000 in revenue; an increase of 17% over the FY2006 projected year-end actual

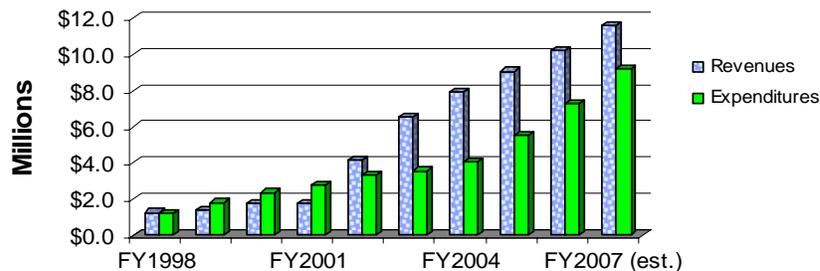
**Water Enterprise Fund Comparison of Revenues/Expenditures**  
(Excludes General Fund Transfers)



Sewer Fund

It is anticipated that the Sewer Utility will service 45,400 connections per month by the end of FY2006. As presented the sewer services base rate will remain at \$21.75 per month for single family residential connections (rates also remain constant for RV's, commercial and multi-family accounts). The current rate is anticipated to generate revenue of \$11,576,000 in FY2007, a 13% increase over the estimated FY2006 year-end actual. At this proposed rate the sewer operations fund will be self-sufficient and beginning to accumulate funds for depreciation.

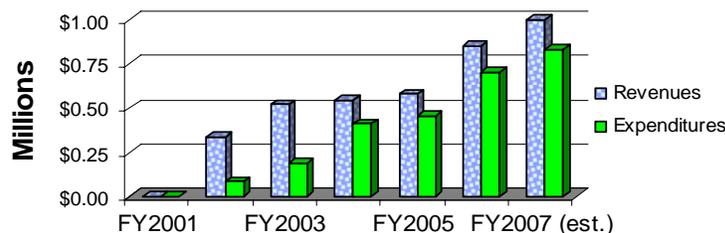
**Sewer Enterprise Fund Comparison of Revenues/Expenditures**  
(Excludes General Fund Transfers)



Water Replenishment Fund

The water replenishment operations fund is utilized to cover the costs of required replenishment operations. Under the water replenishment rate structure adopted in FY2002, a base monthly charge of \$0.90 will apply to all water and sewer customers. An additional usage charge of \$0.25 per 1,000 gallons of water used will apply to all metered water customers. As a recently developed fee it is anticipated that this service will continue to be self-supporting utilizing its beginning fund balance. The water replenishment fee is forecasted to generate \$1,092,400 in revenue, a 28% increase over the estimated FY2006 year-end actual.

**Replenishment Fund Comparison of Revenues/Expenditures**



Other Funds

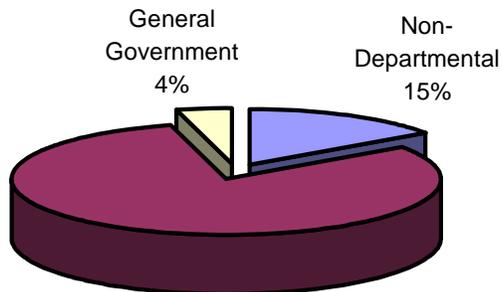
Revenue for all other funds covers a relatively small portion of total revenue.

## ***General Government***

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- City Council
- City Manager
- Government Relations
- Communications
- City Attorney
- City Clerk
- Finance
- Management & Budget
- Human Resources
- Information Technology
- Debt Service Fund
- Employee Dependant Scholarship Fund
- Donations Fund
- General Government Development Fund
- General Operations

**\$91,046,250**





*City of Surprise, Arizona*  
*City Council*  
*FY2007 Budget*

**Mission Statement:**

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

**Goals/Objectives:**

- Ensure that the community is a place where its diverse residents can Live, Work, and Play
- Ensure the balanced growth of the City of Surprise.
- Increase Citizen Awareness and participation in the community.
- Ensure the continued high level of services that citizens have become accustomed to.

**Department Budget:**

The Mayor/Council budget of \$521,600 represents a slight increase over the FY2006 adopted budget of \$501,600. Supplies and Services increase by 9.8% primarily due to an increase of \$5,000 for the National League of Cities membership dues which are determined by population. A significant portion of the Mayor/Council budget is for community relations items. This budget will continue to allow the council to provide policy guidance to the City Manager and to play an active role in the Community.

<b>City of Surprise</b>						
<b>City Council</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Personnel	125,802	156,281	272,000	215,800	269,600	-0.9%
Supplies/Services	117,146	106,007	229,600	107,462	252,000	9.8%
Capital	0	0	0	0	0	0.0%
<b>sub-Total</b>	<u>242,948</u>	<u>262,288</u>	<u>501,600</u>	<u>323,262</u>	<u>521,600</u>	<u>4.0%</u>
Arts Commission	<u>93,300</u>	<u>62,607</u>	<u>265,800</u>	<u>57,166</u>	<u>586,300</u>	<u>120.6%</u>
<b>Total</b>	<u>336,248</u>	<u>324,895</u>	<u>767,400</u>	<u>380,428</u>	<u>1,107,900</u>	<u>44.4%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>242,948</u>	<u>262,288</u>	<u>501,600</u>	<u>323,262</u>	<u>521,600</u>	<u>4.0%</u>
<b>Total</b>	<u>242,948</u>	<u>262,288</u>	<u>501,600</u>	<u>323,262</u>	<u>521,600</u>	<u>4.0%</u>

Back to Contents

<b>Position Summary</b>					
<b>Mayor/City Council</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
Mayor	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0
Office Support Specialist	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>8.0</u>	<u>8.0</u>	<u>7.0</u>	<u>7.0</u>	<u>0.0</u>

**Capital:**

No capital items have been programmed for this department.



*City of Surprise, Arizona*

*City Manager*

*FY2007 Budget*

**Mission Statement:**

The City Manager’s Office is organized, managed and dedicated to providing high quality professional service to the City Council, all departments of City Government, and the citizens of the City of Surprise.

**Divisions:**

**City Manager & Assistant City Manager:**

The City Manager’s office is responsible for insuring that operations are running effectively throughout the entire organization. To that end, the Department focuses on funding programs to achieve Council goals through strategic planning, process improvement assessments, and improving internal and external customer service. The Department manages an organization that continues to be in transition and is experiencing rapid growth. The Assistant City Manager Division continues to provide administrative oversight to frontline services departments.

<b>Position Summary</b>					
<b>City Manager's Office</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
City Manager	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	1.0	1.0	2.0	2.0	0.0
Deputy City Manager	0.0	1.0	0.0	1.0	1.0
Assistant to City Manager	0.0	1.0	1.0	1.0	0.0
Executive Assistant	1.5	2.0	2.0	2.0	0.0
Intern	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>3.5</u>	<u>6.0</u>	<u>6.0</u>	<u>7.0</u>	<u>1.0</u>

**Accomplishments:**

**Community:**

- Continued to attend community gatherings and neighborhood meetings on a consistent basis

**Organizational:**

- Guided the City departments in establishing their department goals in line with the City’s broad goals and established priorities in the areas of Transportation, Public Safety, Local Economy, Parks and Amenities, Efficient and Effective City Operations, and Customer Service. These goals are reflected in the various department sections throughout this document.
- Continued moving the City forward in both technology and personnel.

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- Continued strategic planning processes for community and organizational growth.
- Continued communication with all employees through the use of newsletters, staff meetings, shift briefings, brown bag luncheons, and the sharing of notes from senior staff meetings with all staff.

**Regional:**

- Continued to establish and maintain regional connections to position Surprise as a major presence in the valley including the school district, MAG, Regional and state organizations and other cities.
- Continued ongoing relationships with the command staff at Luke Air Force Base

**Department Budget:**

The City Manager’s Office Budget of \$1,079,200 represents an increase of 39.1% over the FY2006 adopted budget of \$775,700. Of this amount \$935,100 (87%) is for salaries and fringe benefits. The increase is primarily due annual pay adjustments and to the programming of a Deputy City Manager position. This position will complement the existing management staff and offer expertise and oversight of specialized projects as needed outside of managing normal day to day operations of the City. The remaining budget is to provide supplies and services essential to the operations of this administrative function.

<b>City of Surprise City Manager Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b><u>Department - Summary</u></b>						
Personnel	444,581	534,747	641,600	565,400	935,100	45.7%
Supplies/Services	92,121	62,017	134,100	45,617	144,100	7.5%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>536,702</u></b>	<b><u>596,764</u></b>	<b><u>775,700</u></b>	<b><u>611,017</u></b>	<b><u>1,079,200</u></b>	<b><u>39.1%</u></b>
<b><u>Revenues</u></b>						
General Fund Subsidy	<u>536,702</u>	<u>596,764</u>	<u>775,700</u>	<u>611,017</u>	<u>1,079,200</u>	<u>39.1%</u>
<b>Total</b>	<b><u>536,702</u></b>	<b><u>596,764</u></b>	<b><u>775,700</u></b>	<b><u>611,017</u></b>	<b><u>1,079,200</u></b>	<b><u>39.1%</u></b>

**Capital:**

No capital funds are programmed for this fiscal year.



*City of Surprise, Arizona*  
*Government Relations*  
*FY2007 Budget*

**Mission Statement:**

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

**Accomplishments:**

- Continued to coordinate intergovernmental regional meetings and represent the city at the regional and state level.

**Budget Summary:**

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

The total budget amount of \$449,800 programmed for FY2007 represents a 49.1% increase over the FY2006 budget and represents 48% of the total budget. The 33.7% increase in personnel is due primarily to pay adjustments resulting from the recent compensation and classification study. The remaining (52%) is for supplies and services to effectively operate the government relations' activities of the city. The large increase in Supplies & Services includes a \$144,000 one-time expenditure to provide a federal lobbyist to lobby at the federal level for transportation funding for the City.

<b>City of Surprise</b>						
<b>Government Relations</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Personnel	72,498	96,808	161,900	126,400	216,500	33.7%
Supplies/Services	8,309	15,634	139,700	124,358	233,300	67.0%
Capital	0	0	0	0	0	0.0%
<b>Total</b>	<b><u>80,807</u></b>	<b><u>112,442</u></b>	<b><u>301,600</u></b>	<b><u>250,758</u></b>	<b><u>449,800</u></b>	<b><u>49.1%</u></b>
<b>Revenues</b>						
General Fund Subsidy	<u>80,807</u>	<u>112,442</u>	<u>301,600</u>	<u>250,758</u>	<u>449,800</u>	<u>49.1%</u>
<b>Total</b>	<b><u>80,807</u></b>	<b><u>112,442</u></b>	<b><u>301,600</u></b>	<b><u>250,758</u></b>	<b><u>449,800</u></b>	<b><u>49.1%</u></b>

<b>Position Summary</b>					
<b>Government Relations</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Director of Governmental Relations	0.0	1.0	1.0	1.0	0.0
Intern	0.0	0.5	0.0	0.0	0.0
Management Assistant	0.0	0.0	1.0	1.0	0.0
Governmental Relations Liason	1.0	0.0	0.0	0.0	0.0
Administrative Assistant	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>1.0</u>	<u>1.5</u>	<u>2.0</u>	<u>2.0</u>	<u>0.0</u>

**Goals & Objectives:**

Transportation

- Continue to lobby bills at the state legislature on behalf of Surprise. Specifically related to transportation and protection of HURF funds.
- Continue to expand our regional and federal coalition for transportation improvements and increase meeting attendance as related to transportation.
- Continue to increase information and contact with residents and Council on transportation initiatives through:
  - Development of IGR webpage
  - Expand e-mail list by partnering with the Communications Department
  - With the Communications Department, develop storylines on transportation issues to get story to active residents and county and state representatives.
- Continue to increase internal coordination on the City’s transportation efforts to ensure that Surprise is maximizing regional funding and pursue state and federal funding.
- Ensure that all applicable MAG communities are staffed with city representatives.

Public Safety

- Continue to be proactive with proposed legislation facing public safety departments and increase meetings with Police and Fire departments during legislative session to formulate and advocate the city’s position on bills
- Continue to work with Fire Department as well as other West Valley cities and work with Grants Division on pursuing homeland security funding.

Local Economy

- Advocate for proposed legislation that would benefit the City’s economic development opportunities and viability and advocate for economic development opportunities and funding.
- Promote the positive highlights for business growth in Surprise and increase awareness of arts and culture in Surprise.

Parks & Amenities

- Continue to engage in proposed legislation that would increase recreation amenities for residents.

Efficient & Effective City Operation

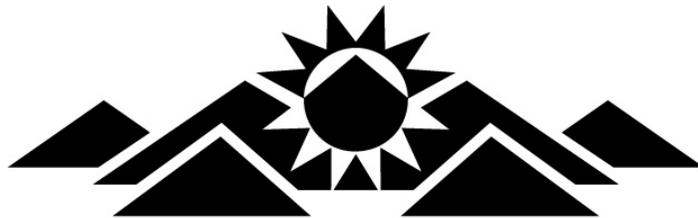
- Maximize use of the Management Assistant position for the department and improve efficiency of department's operation.
- Remain abreast of City operation, Council initiatives and operations and projects in the City Manager's office and increase public art projects in the City according to the Arts & Cultural Strategic Plan and enhance organizational leadership.

Customer Service

- Communicate key intergovernmental issues with residents IGR webpage and expand Citizen involvement in the legislative process and regional issues.
- Continue to involve Council and staff in development of the city's legislative agenda and increase bill tracking and communication to internal departments on proposed legislation that affect city operations.

<b>Government Relations Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Percentage of items on City's legislative agenda which went in the City's favor	86%	86%	87%	90%
Percentage of Council meetings during legislative session that presentations are made to Council concerning progress in the City's legislative agenda	75%	75%	77%	80%

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Communications*  
*FY2007 Budget*

**Mission Statement:**

Through the dissemination and sharing of information, to help create a sense of community throughout the entire city – uniting neighborhoods, cultures and age groups.

**Divisions:**

Public Information - Oversees the general overall operations of the department.

Broadcast - Maintains the government access channel and related activities

Web - Maintains the City website and related activities.

**Budget Highlights:**

The Communications Department of the City of Surprise acts as a clearinghouse for outgoing mass communications and serves as a consult to city departments and the City Council on media-related issues. The Communications Department is charged with keeping lines of communication open between City Hall and the residents, merchants and stakeholders of Surprise. This is accomplished through the dissemination of news releases, newsletters, brochures, flyers, Surprise11, the City's government access TV channel and the City's website at [www.surpriseaz.com](http://www.surpriseaz.com).

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

**Accomplishments:**

- *Surprise Progress* was presented its third consecutive Award of Excellence by 3CMA at its annual convention in Anaheim, CA.
- Designed and produced new collateral materials for City promotions, marketing initiatives and public information needs.
- Created several public information campaigns i.e., West Nile Virus, monsoon storms, electricity crisis and amended sign code.
- Began airing live and videotape-delayed coverage of City Council, Planning & Zoning Commission meetings on Surprise11.
- Added Closed Captioning services to Surprise11 and Assisted Listening Devices in Council Chambers for people with hearing disabilities.
- Produced first TV ads promoting Spring Training and other activities at Surprise Recreation Campus.
- Created and activated City's first intranet *Inside Surprise*. Worked closely with Forms Committee to place all City forms on intranet.

**Department Budget:**

The Communications Department’s budget of \$982,500 represents a 28% increase from the FY2006 budget of \$769,600. Personnel costs increase by 60.2% primarily due to the programming of additional positions as outlined in the table below. These positions will enhance the City’s ability to produce “top notch” broadcast capabilities, graphics, and web page design and maintenance.

<b>Position Summary</b>					
<b>Communications - PIO</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Communications Director	1.0	1.0	1.0	1.0	0.0
Public Information Officer	0.0	0.0	0.0	1.0	0.0
Public Information Specialist	1.0	1.0	1.0	0.0	0.0
Management Assistant	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0
Broadcast Manager	0.0	0.0	0.0	1.0	1.0
Graphic Designer	0.0	0.0	0.0	1.0	1.0
Web Master	0.0	1.0	1.0	1.0	0.0
Web Specialist	0.0	0.0	0.0	1.0	1.0
Video Production Specialist	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>3.0</u>	<u>5.0</u>	<u>5.0</u>	<u>8.0</u>	<u>3.0</u>

Supplies and Services are programmed at \$295,900 reflects a net decrease of -13% over last fiscal year. This decrease is primarily due to one time costs that were budgeted last year for new divisions and are not part of the continuing base. Operating supplies and services are included for the new positions.

<b>City of Surprise</b>						
<b>Communications</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2006</u>	<u>FY2007</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Department Summary</b>						
Personnel	221,334	319,690	428,500	427,700	686,600	60.2%
Supplies/Services	185,303	242,548	341,100	281,881	295,900	-13.3%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>406,637</u>	<u>562,238</u>	<u>769,600</u>	<u>709,581</u>	<u>982,500</u>	<u>27.7%</u>
<b>Division Summary</b>						
Public Information	406,637	474,956	492,400	465,452	610,800	24.0%
Broadcast	0	87,282	145,900	169,441	189,100	29.6%
Web	<u>0</u>	<u>0</u>	<u>131,300</u>	<u>74,688</u>	<u>182,600</u>	<u>0.0%</u>
<b>Total</b>	<u>406,637</u>	<u>562,238</u>	<u>769,600</u>	<u>709,581</u>	<u>982,500</u>	<u>27.7%</u>
<b>Revenues</b>						
Surprise Store Sales	15,949	0	0	0	0	0.0%
General Fund Subsidy	<u>390,688</u>	<u>562,238</u>	<u>769,600</u>	<u>709,581</u>	<u>982,500</u>	<u>27.7%</u>
<b>Total</b>	<u>406,637</u>	<u>562,238</u>	<u>769,600</u>	<u>709,581</u>	<u>982,500</u>	<u>27.7%</u>

**Capital:**

Capital programmed for FY2007 totals \$1,629,300 as outlined in the table below. This capital item is to improve broadcast capabilities for the City. Additionally, \$14,300 is carried over as indicated for computer supplies and equipment.

City of Surprise Communications-Capital Fiscal Year 2007		
Description	Account	Amount
Computer Supplies & Equipment Carry Forward	21112-145-834-39431-29999	14,300
Surprise11 Broadcast Center Carry Forward \$315,000	21412-145-112-39411-20623	1,615,000
		1,629,300

**Goals & Objectives:**

Public Safety

- Through the use of televised and printed public service announcements, increase public awareness of safety programs and information for residents as part of an overall public information and education program. Focus on encouraging residents to partner with Surprise Police for a safer community by reporting suspicious activity.

Efficient & Effective City Operations

- Begin e-commerce initiative by placing the Surprise City Store on-line. Visitors to the on-line Surprise City Store will be able to purchase City logo merchandise on-line and/or request collateral materials. (Temporarily on hold). E-commerce will become part of overall city marketing efforts.
- Evaluate and consider in-house development of a City map or continue to purchase from chamber of commerce. Focus on more City pertinent information.

Customer Service

- Continue with the *Surprise Progress Plus* and produce five issues in 2006-2007. This on-line newsletter, a supplement to the bi-monthly Surprise Progress print version, will be posted to our website and e-mailed to a subscriber list allowing us to deliver more timely news and information to many of our residents.
- Plan needs for broadcast center which will serve as the backbone for the customer services provided by the broadcast division to all City employees and residents.
- Begin/explore web casting to expand the service of the Broadcast and Web divisions and to enhance customer service by enabling residents to access video on demand.
- Begin original programming to educate and inform our residents on a wide variety of topics including: Public Safety, Transportation, Parks & Amenities, and other public information/education outreach topics.

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- Increase press releases to inform the public as to what is currently happening in their City with current news events and available recreational events.
- Evaluate publications and asses city needs prior to redesign of City publications.
- Consider a department retreat to review Communication’s policy for updates and changes; brainstorm future direction; and evaluate mission statement.

<b>Communications Performance Measures</b>	<b>Actual FY 04</b>	<b>Actual FY 05</b>	<b>Actual FY 06</b>	<b>Target FY 07</b>
Number of services added to web site	12	14	18	20
Number of pages expanded and redesigned for <i>Surprise Progress</i>	12	16	16	Evaluate and maintain at 16 or reduce as appropriate
Expand Surprise11	200 slides + video	Live coverage of meetings.	Council and P & Z Meetings	Council and P & Z Meetings; expand add qrtly “Update on Surprise” 30 minute program and more PSAs.
News releases produced and distributed (Calendar Year)	128	140	168	185
Circulation of <i>Surprise Progress</i> (Calendar Year)	29,000	36,000	42,000	50,000 based on population growth.
E-Newsletter <i>Surprise Progress Plus</i>	n/a	0	2	5
Website Visits (Calendar Year)	334,900	715,200	1,121,150	1.3 million
Contributions made in joining the Chamber of Commerce campaign to promote local businesses	Directory, <i>Surprise Life</i> , phones book, newcomer kits and map.	Directory, <i>Surprise Life</i> , phones book, newcomer kits and map.	Marley park paid partial cost of newcomer booklets	Evaluate all publications and assess needs that maximize information versus cost
Produce City map	n/a	n/a	n/a	Will evaluate need/cost
Develop story ideas for local newspapers	n/a	n/a	5 per month undocumente d	4 per month Documented



## *City of Surprise, Arizona*

*City Attorney*

*FY2007 Budget*

### **Mission Statement:**

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

### **Divisions:**

- Civil - tasked with providing legal services to the City Council and city staff including preparation of ordinances, resolutions, contracts and legal opinions.
- Criminal - provides legal assistance to the police and prosecutes cases. The general division represents 59% of the total department budget, with the remaining 41% for criminal.

### **Accomplishments:**

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

### **Department Budget:**

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

The department budget of \$1,038,100 represents an overall increase of 25.5% increase from last year. The increase is primarily due the programming of an additional position as indicated in the table below. This includes an additional legal clerk added to the criminal division to accommodate the increased case loads in this area. Personnel costs account for 79% of the department's budget. The remaining 21% of the budget is for the necessary operating supplies and services to operate the department and for the new position.

City of Surprise City Attorney's Office Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b>Department Summary</b>						
Personnel	537,041	550,405	856,600	685,300	1,030,400	20.3%
Supplies/Services	94,351	72,450	185,600	182,655	277,700	49.6%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>631,392</u>	<u>622,855</u>	<u>1,042,200</u>	<u>867,955</u>	<u>1,308,100</u>	<u>25.5%</u>
<b>Division Summary</b>						
General	425,487	367,623	628,100	549,244	766,100	22.0%
Criminal	<u>205,905</u>	<u>255,232</u>	<u>414,100</u>	<u>318,711</u>	<u>542,000</u>	<u>30.9%</u>
<b>Total</b>	<u>631,392</u>	<u>622,855</u>	<u>1,042,200</u>	<u>867,955</u>	<u>1,308,100</u>	<u>25.5%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>631,392</u>	<u>622,855</u>	<u>1,042,200</u>	<u>867,955</u>	<u>1,308,100</u>	<u>25.5%</u>
<b>Total</b>	<u>631,392</u>	<u>622,855</u>	<u>1,042,200</u>	<u>867,955</u>	<u>1,308,100</u>	<u>25.5%</u>

Position Summary City Attorney's Office Fiscal Year 2007					
	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Actual</u>	FY2007 <u>Adopted</u>	<u>change</u>
City Attorney	1.0	1.0	1.0	1.0	0.0
Chief Deputy City Attorney	0.0	1.0	1.0	1.0	0.0
Deputy City Attorney	3.0	1.0	2.0	2.0	0.0
Assistant Deputy City Attorney	0.0	1.0	2.0	2.0	0.0
Legal Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Secretary	1.0	1.0	1.0	1.0	0.0
Legal Clerk	1.0	1.0	2.0	3.0	1.0
Intern	<u>0.7</u>	<u>0.7</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>8.7</u>	<u>8.7</u>	<u>11.0</u>	<u>12.0</u>	<u>1.0</u>

**Goals & Objectives:**

- Work on reorganizing the City Attorney's to maximize efficiencies and increase productivity.
- Continue to provide consistent and timely review and preparation of ordinances, resolutions, contracts and written legal opinions as well as assistance in handling matters identified by officials as priority projects.
- Continue to provide consistent and timely prosecution of the increasing number of misdemeanor and traffic cases in the Surprise Municipal Court.
- Continue to foster a more cohesive working relationship both within and without the department.
- Continue to monitor the City Attorney's Office ongoing operations budget to determine where money can be saved in the future.

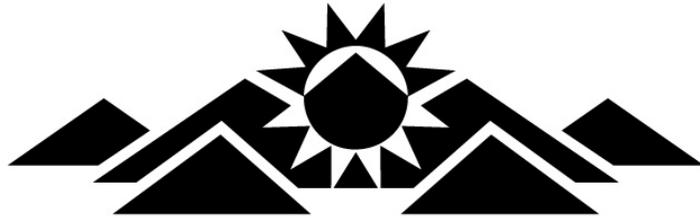
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- Continue to assist the City Manager's Office and the Mayor and Council with developing new policies and amending existing policies in order to help the City of Surprise and the City Organization become more successful.

### **Capital:**

No capital items have been programmed for this department.

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*

*City Clerk*

*FY2007 Budget*

**Mission Statement:**

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

**Department Budget:**

The Clerk’s Office continues to coordinate all council related activities and meetings, and prepares the agendas and minutes. Additionally, the city clerk handles all annexations to ensure legal compliance and proper accounting in population estimates and serves as the chief elections officer. The city clerk also attests to all official acts of the Mayor and Council.

The City Clerk’s budget of \$786,200 represents an increase of 65% from the FY2006 budget of \$467,200. Personnel increases by 9.3% due to the salary adjustments resulting from the recent compensation and classification study. The largest increase is in supplies and services (275%) due to the programming of several one-time-cost - service agreements including; \$10,000 - agenda packet scan for the web, \$30,000 - agenda manager program, \$20,000 - laserfiche upgrades, and \$100,000 - for the records management project to continue this city – wide project.

<b>Position Summary</b>					
<b>Clerk's Office</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
City Clerk	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	2.0	2.0	2.0	2.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	0.0
Secretary	1.0	1.0	1.0	1.0	0.0
Records Clerk	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<b><u>5.0</u></b>	<b><u>5.0</u></b>	<b><u>6.0</u></b>	<b><u>6.0</u></b>	<b><u>0.0</u></b>

**Accomplishments:**

- Finished microfilming all City permanent documents to date. (Approximately 25,000)
- Created Council Agenda Timeline for the entire year for distribution to all departments.
- City Clerk graduated from Certified Public Manager’s Program – 300+ credit hours @ ASU Downtown. Starting online classes in spring 2006.
- City Clerk serving as Board Liaison for the League of Cities & Towns Election Certification Committee.
- City Clerk elected to Arizona Municipal Clerk’s Association Board – Secretary.
- Both Deputy Clerk’s became Certified Municipal Clerk’s this year.
- Council packets now scanned and available on City’s Website.
- Coordinated City’s first all mail ballot primary & general election.
- Continued updating the City Clerk section of the City website.

<b>City of Surprise City Clerk Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Personnel	289,401	309,612	383,600	369,700	419,100	9.3%
Supplies/Services	73,978	179,332	92,600	104,210	347,100	274.8%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,000</u>	<u>0.0%</u>
<b>Total</b>	<b><u>363,379</u></b>	<b><u>488,944</u></b>	<b><u>476,200</u></b>	<b><u>473,910</u></b>	<b><u>786,200</u></b>	<b><u>65.1%</u></b>
<b>Revenues</b>						
General Fund Subsidy	<u>363,379</u>	<u>488,944</u>	<u>476,200</u>	<u>473,910</u>	<u>786,200</u>	<u>65.1%</u>
<b>Total</b>	<b><u>363,379</u></b>	<b><u>488,944</u></b>	<b><u>476,200</u></b>	<b><u>473,910</u></b>	<b><u>786,200</u></b>	<b><u>65.1%</u></b>

**Capital:**

A new postage meter is programmed for this fiscal year as indicated below.

<b>City of Surprise City Clerk-Capital Fiscal Year 2007</b>			
Description	Account	Amount	
New Postage Meter	21111-141-112-39411-29999	<u>20,000</u>	<u>20,000</u>

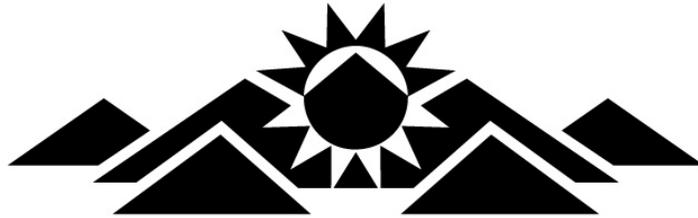
**Goals & Objectives:**

*Efficient & Effective City Operations*

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

<b>City Clerk Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Number of resolutions processed.	209	250	201	200+
Number of ordinances processed.	31	38	62	70+
Number of affidavit of publications processed.	320	468	497	500+
Number of registered voters.	29,000	35,000	40,000	50,000+
Number of elections held.	0	3	1	2
# Employees that can access scanned council packets on personal computers	35	50	55	60+
# Permanent Documents Scanned	15,000	20,000	25,000	30,000+
# Agreements Processed	87	179	323	400+

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Finance Department*  
*FY2007 Budget*

**Mission Statement:**

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

**Divisions:**

- Administration - Offers support and leadership to all divisions within the Finance Department.
- Accounting - Establishes and maintains efficient accounting systems and controls and maintains reports of a fiscal or financial nature in accordance with city ordinances and policies adopted by Council, the law, and Generally Accepted Accounting Principals.
- Auditing - Facilitates and promotes voluntary compliance from vendors with the Business License and Tax Code.

<b>Position Summary</b>					
<b>Finance Department</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004*</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>change</b>
Chief Fiscal Officer	1.0	1.0	1.0	1.0	0.0
Executive Assistant	0.5	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	1.0	1.0	1.0	0.0
Accounting Manager	1.0	1.0	1.0	1.0	0.0
Revenue Manager	0.0	0.0	0.0	1.0	1.0
Accounting Clerk Supervisor	0.0	0.0	0.0	0.0	0.0
Budget Manager	1.0	0.0	0.0	0.0	0.0
Purchasing & Materials Mgr	1.0	0.0	0.0	0.0	0.0
Senior Accountant	2.0	2.0	3.0	3.0	0.0
Accountant II	1.0	1.0	2.0	2.0	0.0
Accountant	1.0	1.0	1.0	1.0	0.0
Tax Auditor	1.0	1.0	1.0	1.0	0.0
Grants Administrator	1.0	0.0	0.0	0.0	0.0
Risk Coordinator	1.0	0.0	0.0	0.0	0.0
Clerk III	0.0	0.0	0.0	0.0	0.0
Accounting Technician	3.2	3.2	3.2	3.2	0.0
Accounting Clerk	2.0	2.0	2.0	3.0	1.0
Purchasing Clerk	1.5	0.0	0.0	0.0	0.0
Financial Services Supervisor	0.0	0.0	0.0	0.0	0.0
Senior Management Analyst	1.0	0.0	0.0	0.0	0.0
Management Analyst	0.0	0.0	0.0	0.0	0.0
Collector	0.0	0.0	0.0	0.0	0.0
Records/Mail Clerk	0.0	0.0	0.0	0.0	0.0
Intern P.T.	0.5	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.0	0.0
Cashier	<u>0.0</u>	<u>0.5</u>	<u>1.0</u>	<u>1.5</u>	<u>0.5</u>
<b>Total</b>	<u>19.7</u>	<u>13.7</u>	<u>16.2</u>	<u>18.7</u>	<u>2.5</u>

*\*Includes positions transferred to the Management & Budget Department*

**Accomplishments:**

- Obtained the Government Finance Officers Association Comprehensive Annual Financial Report Award for 2004.
- Trace and record on an accrual basis monthly revenue, deposits and prepayments based on AAWC’s submitted payment summaries and their detailed reports.
- Recalculated Development Impact Fees to ensure that growth pays for itself.
- Improved quality and availability of brochures explaining tax and business licensing requirements for the public’s reference.
- Increased the City of Surprise General Obligation bond rating from A+ to AA-.
- Increase the accuracy and speed up the processing of cashiering functions by upgrading the existing cashiering system.
- Created and published a citywide trends analysis that graphically and narratively addresses the corporate and financial growth of the City of Surprise.

**Department Budget:**

The Finance Departments adopted budget of \$1,956,450 represents an overall increase of 30.9% over the adopted FY2006 budget of \$1,494,200. This increase is primarily due to the salary and operating costs of 2.5 additional F.T.E. positions programmed for FY2007. This includes a Revenue Manager position to manage the revenue recovery functions for the City and an Account Clerk and part time Cashier positions to accommodate the growth of the City and resulting demand for financial services. It should be noted also that that an I.T. Specialist position was programmed in the Information Technology Department; however, this position will be dedicated to maintaining the computerized financial systems within the Finance Department.

Supplies and Services increase by 11.1% and are primarily due to the operating supplies and equipment for the new positions as well as increases due to growth and inflationary costs.

<b>City of Surprise</b>						
<b>Finance</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b><u>Summary</u></b>						
Personnel	725,478	823,593	1,054,300	1,016,800	1,467,900	39.2%
Supplies/Services	235,507	219,215	439,900	274,545	488,550	11.1%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>960,985</u></b>	<b><u>1,042,808</u></b>	<b><u>1,494,200</u></b>	<b><u>1,291,345</u></b>	<b><u>1,956,450</u></b>	<b><u>30.9%</u></b>
<b><u>Division Summary</u></b>						
Administration	210,801	193,158	276,300	224,777	309,700	12.1%
Accounting	604,812	608,297	784,900	753,126	1,048,000	33.5%
Auditing	<u>145,372</u>	<u>241,353</u>	<u>373,000</u>	<u>313,442</u>	<u>598,750</u>	<u>60.5%</u>
<b>Total</b>	<b><u>960,985</u></b>	<b><u>1,042,808</u></b>	<b><u>1,434,200</u></b>	<b><u>1,291,345</u></b>	<b><u>1,956,450</u></b>	<b><u>36.4%</u></b>
<b>Revenues</b>						
Audit Proceeds	1,595	203,428	200,000	200,000	200,000	<u>0.0%</u>
General Fund Subsidy	<u>959,390</u>	<u>839,380</u>	<u>1,294,200</u>	<u>1,091,345</u>	<u>1,756,450</u>	<u>35.7%</u>
<b>Total</b>	<b><u>960,985</u></b>	<b><u>1,042,808</u></b>	<b><u>1,494,200</u></b>	<b><u>1,291,345</u></b>	<b><u>1,956,450</u></b>	<b><u>30.9%</u></b>

**Capital:**

\$18,000 has been programmed to purchase document imaging equipment to decrease the need for hard copy filing of documents. This process is part of the City's financial software system and moves the City closer to a paperless process.

City of Surprise Finance-Capital Fiscal Year 2007			
Description	Account	Amount	
Document Imaging	21412-142-111-39411-29999	18,000	18,000

**Goals & Objectives:**

- Implement and collect Development Impact Fees to ensure that growth pays for itself.
- Improve financial reporting capabilities citywide.
- Improve storage, retrieval, and processing of Accounts Payable Invoices and Payroll Records.
- Enhance revenue collection.
- Verify that businesses in Surprise are licensed and properly reporting tax obligations.
- Analyze funding proposals, on a case-by-case-basis to determine the best method of funding operations and capital.
- Maintain and improve educational classes in regards to business license and tax code.
- Audit and monitor operations of Arizona American Water to ensure that the City of Surprise receives proper utility billing service, and remittance.
- Provide for complete policies and procedures to direct and govern the operations of the Finance Department.
- Implement document imaging software and processes to allow authorized personnel to research and see documents immediately, and reduce paper retention.
- Provide training and instructions to other department personnel to ensure the accuracy and appropriateness of payroll, accounts payable and travel related records.
- Provide training to all City departments so they can look up financial information and run reports independent of the finance department.
- Increase the use of ACH and other electronic payments by customers and vendors.
- Improve quality and availability of the tax and business licensing requirements for the public's reference on the City of Surprise website [www.surpriseaz.com](http://www.surpriseaz.com).
- Implement a collection program to collect City of Surprise delinquent utility bills.
- Continue to enhance revenue collection and compliance through the increased performance of field audits and contact with the public and business community.
- Continue to train personnel responsible in the use of automated access providing for expedited bank reconciliations, cash balances and wire payments.
- Improve the business license process to enable us to issue a license in 7 days.

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<b>Finance Department – Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Bond Rating (General Obligation)	A+/A+	A+/A+	AA-/AA-	AA-/AA-
Percentage of Financial Policies & Procedures Completed or Improved	35%	35%	40%	80%
Payroll transmissions completed on schedule	99%	100%	100%	100%
Accounts payable completed on schedule	95%	100%	95%	96%
Accounts Payable Postings	24,546	21,758	26,310	30,000
W-2's Issued	638	704	833	900
General ledger processed by 5 <sup>th</sup> working day of the month	97%	92%	100%	100%
Project Tracking reports finished by 7 <sup>th</sup> working day of the month	100%	100%	67%	92%
Refunds and Funds collected based on examinations	\$110,000	0*	\$133,655	150,000
Number of transaction privilege tax examinations completed	5	10	25	30
Business licenses issued within 14 days	97%	97%	97%	98%
Business licenses issued within 7 days	n/a	n/a	n/a	50%



*City of Surprise, Arizona*  
*Management & Budget Department*  
*FY2007 Budget*

**Mission Statement:**

The Management & Budget Department provides comprehensive budget, procurement & materials management, research, risk management, and grant services to all customers, including accurate and timely dissemination of information, expert advice, guidance and assistance in order to enhance all processes within the City.

**Divisions:**

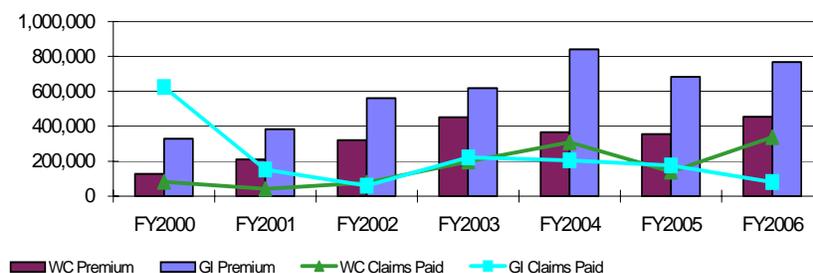
- Management & Budget - Provides comprehensive budget, research, and grant services to all customers.
- Purchasing & Materials Management - Provides service & expertise in the area of materials procurement and materials handling and disbursement.
- Risk Management - Protects the City against loss through risk management, loss control and safety programs.

<b>Position Summary</b>					
<b>Management &amp; Budget Department</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004*</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Management and Budget Director	0.0	1.0	1.0	1.0	0.0
Purchasing & Materials Manager	0.0	1.0	1.0	1.0	0.0
Budget Manager	1.0	0.0	0.0	1.0	1.0
Contract Officer	0.0	1.0	1.0	1.0	0.0
Risk Coordinator	0.0	1.0	1.0	1.0	0.0
Disability Advocate	0.0	0.0	0.0	1.0	1.0
Safety Coordinator	0.0	0.0	0.0	1.0	1.0
Senior Analyst	0.0	1.0	2.0	2.0	0.0
Analayst	0.0	0.0	1.0	1.0	0.0
Grants Administrator	0.0	1.0	1.0	1.0	0.0
Buyer	0.0	1.0	1.0	2.0	1.0
Purchasing Clerk	0.0	1.5	1.5	1.5	0.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.5	0.5	0.0
Intern	<u>0.0</u>	<u>0.5</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>1.0</u>	<u>9.0</u>	<u>11.0</u>	<u>15.0</u>	<u>4.0</u>
<i>*Included in Finance Department</i>					

**Accomplishments:**

- Awarded the GFOA’s Distinguished Budget Award for fifth consecutive year.
- Continued improvement of revenue and expense reports.
- Began meeting quarterly with Assistant City Manager and Departments to review capital projects.
- Directed the development and implementation of the Disability Advisory Commission’s Five-Year Strategic Plan.
- Expanded the Economic Impact Model to include tourism impact for related projects.
- Coordinated all activities of Disability Advisory Commission, and developed and continued to monitor a Transition ADA Plan.
- Prepared job description and obtained approval to hire a Safety Administrator and a Disability Advocate.
- Coordinated all activities of the Safety Committee.
- Increased the number of procurement cards from 122 to 178.
- Sold \$138,500 of surplus property through the auction process
- Documented cost-savings was \$1,131,100
- Updated the Surprise Procurement Code.
- The Purchasing Manager was named Purchasing Manager of the Year by the Arizona State Capitol Chapter of NIGP (National Institute of Governmental Purchasing, Inc.)
- Enhanced the Purchasing Division Webpage to include information on auctions.

**City of Surprise, AZ  
Risk Management  
Premiums vs. Losses**



**Budget Summary**

The Management & Budget department has an adopted budget of \$3,438,900. The department consists of 15.0 FTE positions a net increase of 4.0 FTE positions over FY2006. Programmed for FY2007 are new positions including a 1.0 FTE Budget Manager, 1.0 FTE Buyer, 1.0 FTE Disability Advocate and 1.0 FTE Safety Coordinator to manage the Budget Division and

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accommodate the increasing service demands of the Risk Management Division related to safety issues and ADA compliance.

The budget represents a 18.5% increase over the FY2006 budget of \$2,903,000. Personnel costs increase by 57.9% primarily due to the new positions and salary adjustments. Supplies and Services has a slight increase of 2.2% due to the necessary operating supplies for the new positions as well as supplies and services required for the activities of the department such as office supplies, travel and training, dues and membership subscriptions and other operating needs.

City of Surprise Management & Budget Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b>Department Summary</b>						
Personnel	476,891	617,946	848,800	717,700	1,340,000	57.9%
Supplies/Services	1,071,538	908,460	2,054,200	1,200,552	2,098,900	2.2%
Capital	0	0	0	0	0	0.0%
Contingencies	0	0	0	0	0	0.0%
<b>Total</b>	<u>1,548,429</u>	<u>1,526,406</u>	<u>2,903,000</u>	<u>1,918,252</u>	<u>3,438,900</u>	<u>18.5%</u>
<b>Division Summary</b>						
Management & Budget	266,473	290,585	510,300	413,833	800,900	56.9%
Purchasing	175,424	299,147	348,400	329,448	483,600	38.8%
Risk Management	<u>1,106,532</u>	<u>936,674</u>	<u>2,044,300</u>	<u>1,174,971</u>	<u>2,154,400</u>	<u>5.4%</u>
<b>Total</b>	<u>1,548,429</u>	<u>1,526,406</u>	<u>2,903,000</u>	<u>1,918,252</u>	<u>3,438,900</u>	<u>18.5%</u>
<b>Revenues</b>						
Insurance Premiums	1,106,532	936,674	2,044,300	1,174,971	2,154,400	5.4%
General Fund Subsidy	<u>441,897</u>	<u>589,732</u>	<u>858,700</u>	<u>743,281</u>	<u>1,284,500</u>	<u>49.6%</u>
<b>Total</b>	<u>1,548,429</u>	<u>1,526,406</u>	<u>2,903,000</u>	<u>1,918,252</u>	<u>3,438,900</u>	<u>18.5%</u>

**Capital:**

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

City of Surprise Management & Budget-Capital Fiscal Year 2007			
Description	Account	Amount	
Accessibility Enhancement Fund	22611-146-823-39212-29999	<u>300,000</u>	<u>300,000</u>

**Goals & Objectives:**

Transportation

- Increase awareness concerning Safety and Liability issues on City street construction sites (and other sites)
- Continue to facilitate all procurement associated with the transportation needs of the city.
- Continue to facilitate the RFQ process for planning and design services associated with implementation of the Transportation Action Plan.
- Continue the facilitation of the Transportation Action Plan.
- Monitor Revenues and Expenditures associated with 1.5% Construction Sales Tax
- Assist with Development Fee update and creation
- Continued CIP Improvements concerning transportation and transit projects
- Continue research and grant submittal for Transportation items for both capital and operational funding.
- Increased coordination with Government Relations.

Public Safety

- Continue with Fleet Safety Program.
- Continued work with Safety Committee and Special Needs Commission
- Continue to facilitate all procurement associated with the Public Safety Building & Fire Stations
- Continue to assist with Development Fee updates.
- Continued research and grant submittal for Police and Fire for both capital and operational funding assistance.
- Enhance communication regarding Homeland Security Funds between all city departments.
- Regular inter-departmental meetings and increased coordination with City Managers Office.

Local Economy

- Work with Business and Development Community on Disability Awareness
- Ensure all bids, RFP's and Quotes are advertised extensively to ensure that local business is aware of process
- Continue refining "How to do Business with the City" web page and develop a brochure for local business
- Continue to work with Economic Development and the Chamber of Commerce
- Increased use and understanding of Economic Development Impact Model

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- Continued research and grant submittal for Economic Development projects for both capital and operational funding assistance
- Continued participation in Development of CDBG Consolidated Plan for Entitlement City Status

### Parks & Amenities

- Continue to review parks and programs in regards to ADA Compliance and Disability Awareness
- Ensure Adequate and Appropriate coverage for programs
- Establish Term contracts for frequently ordered items and services
- Continue assisting with Development Fee update
- Continued research and grant submittal for Recreational grants via the Arizona State Parks for park development and park rehabilitation
- Continued assistance in the development of the Adaptive Recreation process

### Efficient & Effective City Operations

- Continued improvement in tracking and reporting procedures to provide factual, useful and accurate data-
- Continued coordination and direction of Disability Advisory Commission and Safety Committee
- Increased use of electronic communication and website
- Assist with and actively participate in City Managers Strategic Planning process
  - Establish clear link with budget
- Performance measures
  - Continue to refine and develop meaningful performance measures
  - Evaluate methods of data collection and storage
  - Benchmarking and balanced scorecard
- Increase accuracy and understanding of all revenues and revenue forecasting
- Improve understanding of the total financial implications of the budget as it relates to grants and other city funding sources
- Provide mandatory Purchasing 101 training to all employees involved in purchasing, and provide mandatory training all employees involved in the formal bidding process.
- Increase the number of contracts for goods and services City-wide.
- Provide quarterly purchasing training on various topics to all departments, and provide a monthly purchasing newsletter to all employees involved in the purchasing process.

<b>Management &amp; Budget – Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Awarded GFOA Distinguished budget award	Yes	Yes	Yes	Yes
Percentage of departments using program budgeting and/or performance measures	55%	60%	65%	70%
Number of grants applied for	24	24	30	35
Number of grants received	22	22	20	25
Total dollar amount of grants applied for	\$2,500,000	\$4,219,000	\$5,415,292	\$6,000,000
Total dollar amount of grants received	\$2,056,616	\$2,108,600	\$2,393,239	\$3,500,000
Total dollar volume of purchases using Procurement card	\$314,612	\$836,400	\$706,741	\$1,000,000
Number of formal bids/RFP's processed	26	45	26	50
Cost Savings Realized	\$40,000	400,000	\$957,303	\$1,500,000
Percentage of Purchase Orders issued within two days of council action	60%	80%	90%	95%
Liability Insurance - Premiums	\$840,700	\$682,401	\$767,624	\$877,700
Liability – Claims (incurred)	\$204,784	\$173,369	\$80,093	\$200,000
Liability - Claims Incurred (occurrences)	41	59	55	55
Workers Compensation – Premiums	\$365,321	\$354,397	\$453,729	\$500,000
Workers Compensation – Claims (incurred)	308,724	\$139,958	\$337,856	250,000
Workers Compensation – Claims Incurred (occurrences)	52	50	75	70
Workers Compensation – Experience Modifier	0.88	0.85	.88	.85



*City of Surprise, Arizona*  
*Human Resources*  
*FY2007 Budget*

**Mission Statement:**

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

**Budget Highlights:**

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



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

**Accomplishments:**

- Conducted and Implemented new classification and compensation program
- Created and implemented full day New Employee Orientation (NEO) which incorporates training on Employee Policies & Guidelines, anti-harassment policy, and quality customer service.
- Redesigned and bid out all employee benefit programs. Enhanced the current benefit offerings to include a choice of 457 plans, Health Savings Accounts and employee paid retiree health.
- Effectively provided dispute resolution and management of employee conflict issues resulting in positive outcomes in arbitrations and EEO complaints and successfully

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completed Meet & Confer process with fire and submitted joint recommendation to City Council

- Conducted HRIS evaluation and scheduled detailed implementation plan for FY07 to enhance process and provided electronic access to Employee Policies and Guidelines and HR forms to all employees via City intranet
- Recruited for approximately 325 vacant positions and facilitated hiring 4 executive management positions
- Designed and implemented updated compliance training for CDL/FTA and enhanced and continued HR supervisory training program with a continued emphasis in coaching, counseling and performance evaluation
- Implemented monthly Wellness Program and implemented on-line writeable internal and external employment applications
- Reviewed current bi-lingual pay program, implemented changes and enhancements, and selected new vendor
- Improved tuition reimbursement process

**Department Budget:**

The Human Resources Department budget of \$1,261,600 represents an increase of 54.3% over the FY2006 budget of \$817,800. Personnel costs make up 84% of the budget. Personnel increases by 58.5 primarily due to the programming of 2.0 additional Human Resource Consultant positions as outlined in the table below. These positions are directly related to the growth of City staff and the related demands on Human Resource services.

City of Surprise Human Resources Department Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b><u>Department Summary</u></b>						
Personnel	358,276	475,130	665,500	600,000	1,054,500	58.5%
Supplies/Services	124,986	148,912	152,300	133,526	207,100	36.0%
Capital	0	0	0	0	0	0.0%
<b>Total</b>	<b>483,262</b>	<b>624,042</b>	<b>817,800</b>	<b>733,526</b>	<b>1,261,600</b>	<b>54.3%</b>
<b><u>Division Summary</u></b>						
General	473,520	613,492	799,300	716,172	1,228,100	53.6%
Training	9,743	10,550	18,500	17,354	33,500	81.1%
<b>Total</b>	<b>483,262</b>	<b>624,042</b>	<b>817,800</b>	<b>733,526</b>	<b>1,261,600</b>	<b>54.3%</b>
<b><u>Revenues</u></b>						
General Fund Subsidy	483,262	624,042	817,800	733,526	1,261,600	54.3%
<b>Total</b>	<b>483,262</b>	<b>624,042</b>	<b>817,800</b>	<b>733,526</b>	<b>1,261,600</b>	<b>54.3%</b>

Supplies and services increase by 36% over last year primarily due to the operating and equipment needs of the new positions. Other increases in this department include \$40,800 (\$24,200 is one-time) to obtain license to use on-line services from NEOGOV which will streamline recruiting, hiring and retention processes city-wide, \$6,100 for computer equipment for presentations, \$13,000 for additional P2K (HR Database programming) software and training, and \$15,000 for services related to new employee orientation.

<b>Position Summary</b>					
<b>Human Resources Summary</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Human Resources Director	1.0	1.0	1.0	1.0	0.0
Human Resources Manager	0.0	1.0	1.0	1.0	0.0
Senior Human Resource Consultant	0.0	0.0	0.0	1.0	1.0
Human Resource Consultant	0.0	0.0	0.0	1.0	1.0
Benefits Coordinator	0.0	0.0	0.0	0.0	0.0
Human Resources Analyst	2.0	2.0	4.0	4.0	0.0
St. Human Resources Coordinator	1.0	0.0	0.0	0.0	0.0
Human Resources Technician	1.0	2.0	2.0	2.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	0.0
Clerk	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	<u>0.5</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>5.5</u>	<u>7.0</u>	<u>10.0</u>	<u>12.0</u>	<u>2.0</u>

**Capital:**

No Capital is programmed for the Department this fiscal year.

**Goals & Objectives:**

Efficient & Effective City Operations

- Create and implement new performance management system to include pay for performance component and provide improved benefits management and employee benefits servicing by administering benefits internally
- Conduct first Meet & Confer process with AFSCME, and conduct Meet & Confer with Fire Association
- Create and implement new on-line recruiting process and convert, test and implement improved Human Resources information system
- Assume responsibility for HRIS data maintenance and evaluate and implement employee testing programs
- Provide increases training opportunities by offering programs to accommodate 24/7 employee work shifts.

<b>Human Resources Department - Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Number of employees hired (Includes PT and seasonal)	158	274	375	470
Number of training programs offered	6	7	7	7
Avg. length of time for hiring process from receipt of application (workdays)	30	30	30	30



*City of Surprise, Arizona*  
*Information Technology*  
*FY2007 Budget*

**Mission Statement:**

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

**Divisions:**

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

**Accomplishments:**

- Completed training and implementation for Hansen management system in Fleet Management, Facilities and Water and Sewer. Completed data collection for Streets/Engineering transportation inventory and pavement conditions.
- Installed and implemented recreation and payment applications for Community and Recreation Services.
- Moved technology for Fire, Purchasing, Public Works, Economic Development departments to new buildings
- Purchased and implemented the following CIP projects:
  - Infrastructure—Storage Area Network (10.6 terabytes of centralized data storage), Network/switch management software, disk to disk backup.
  - Telephony—Unified Messaging, VoIP (PBX) upgrade, core switch upgrades
  - GIS—ArcSDE test system
- Staffed and implemented the Real Estate and Survey divisions.
- Built three Intranet maps for storm, vertical control and webmap as-builts.
- Enabled LIS (Land Information System) with Crystal Reports and online help menus.
- Created storm water system layer

**Budget Highlights:**

The Information Technology (IT) Department is the central technology provider for the City. The Department includes the Information Services Division and Geographic Information Systems (GIS) Division which now is programmed to include both a Real Estate and a Survey component to provide real estate and survey services to all City departments. Together, both divisions manage all aspects of information technology. As such, the Department has two primary responsibilities: First, to provide centralized information technology services required by city departments. These services include data center operations, network services, database development and support, end-user support for PCs, project oversight, telecommunications support, and now real estate and survey services. Second, to provide vision, leadership, strategic planning and innovative technology that will benefit the City and improve services provided to its citizens.

**Department Budget Summary:**

The Information Technology Department budget of \$3,504,300 represents an increase of 28% over the adopted FY2006 budget of \$2,737,500. Personnel costs increases by 50% over last year due to salary adjustments and the programming of additional staff as indicated in the table below. The addition of these new staff will enable the department to support the current demand for services. Supplies and services increase by 8.4%. Major expenditures in the supplies and services category of the department include: base adjustments for software maintenance/aerial photography (\$13,200), Hansen training (\$25,000), mobile solutions (\$12,000), additional high speed phone circuits (\$36,000), new software licenses (\$67,900), new computers and related equipment (\$76,500), and operating supplies and services for the new positions.

City of Surprise Information Technology Department Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b><u>Department Summary</u></b>						
Personnel	639,146	823,605	1,287,600	934,800	1,933,900	50.2%
Supplies/Services	855,583	876,840	1,429,900	1,210,768	1,550,400	8.4%
Capital	0	20,000	20,000	20,000	20,000	0.0%
<b>Total</b>	<u>1,494,729</u>	<u>1,720,445</u>	<u>2,737,500</u>	<u>2,165,568</u>	<u>3,504,300</u>	<u>28.0%</u>
<b><u>Division Summary</u></b>						
Information Services	1,128,922	1,325,295	1,852,200	1,728,184	2,195,100	18.5%
GIS (Incl: Real Estate & Survey Prog.)	<u>365,807</u>	<u>395,150</u>	<u>885,300</u>	<u>437,384</u>	<u>1,309,200</u>	<u>47.9%</u>
<b>Total</b>	<u>1,494,729</u>	<u>1,720,445</u>	<u>2,737,500</u>	<u>2,165,568</u>	<u>3,504,300</u>	<u>28.0%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>1,494,729</u>	<u>1,720,445</u>	<u>2,737,500</u>	<u>2,165,568</u>	<u>3,504,300</u>	<u>28.0%</u>
<b>Total</b>	<u>1,494,729</u>	<u>1,720,445</u>	<u>2,737,500</u>	<u>2,165,568</u>	<u>3,504,300</u>	<u>28.0%</u>

<b>Position Summary</b>					
<b>Information Services Division</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
<b><u>Information Services</u></b>					
Chief Information Officer	1.0	1.0	1.0	1.0	0.0
Network Administrator	1.0	1.0	2.0	2.0	0.0
Database Analyst	1.0	1.0	1.0	1.0	0.0
Application Analyst	0.0	0.0	1.0	1.0	0.0
Security Analyst	0.0	0.0	0.0	1.0	1.0
Telecommunication Administrator	1.0	1.0	1.0	1.0	0.0
Computer Network Specialist	0.0	0.0	0.0	0.0	0.0
IT Training Specialist	1.0	1.0	1.0	1.0	0.0
IT Specialist II	1.0	2.0	1.0	2.0	1.0
IT Specialist I	0.0	0.0	1.0	1.0	0.0
GIS Administrator	1.0	1.0	1.0	1.0	0.0
GIS Specialist	2.0	2.0	3.0	4.0	1.0
Real Estate Manager	0.0	0.0	1.0	1.0	0.0
Real Estate Specialist	0.0	0.0	1.0	1.0	0.0
Survey Party Chief	0.0	0.0	0.0	1.0	1.0
Survey Supervisor	0.0	0.0	1.0	1.0	0.0
Survey Technician	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	0.0
Office Support Specialist	<u>0.0</u>	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<b><u>9.0</u></b>	<b><u>11.0</u></b>	<b><u>18.0</u></b>	<b><u>22.0</u></b>	<b><u>4.0</u></b>

**Capital:**

The Information Services Division budget includes capital items totaling \$899,800 for the purchase of various items as indicated in the following table. A major expenditure carried forward from last year is for a series of projects to improve customer service titled Infrastructure Technology Initiatives. This includes new software for creating work orders, tracking and maintaining city assets and an Auto Call Distribution System for the phone system. This is anticipated to generate cost savings in the operating budget by providing technology that improves efficiency and employee time savings.

City of Surprise Information Services-Capital Fiscal Year 2007		
Description	Account	Amount
Blade Servers	21111-144-832-39411-29999	30,000
Exchange Server Expansion	21111-144-832-39411-29999	22,000
Infrastructure Technology Initiatives Carry Forward	21412-144-832-39411-20402	325,000
Licensed Microwaves	21111-144-832-39411-29999	32,000
LTO Computer Backup	21111-144-832-39411-29999	60,000
Mobile Solutions	21112-144-832-39411-20701	391,000
Network Operations Center Carry Forward	21112-144-832-39212-20603	19,800
Routers, Switches, Network Hardware Carry Forward	21111-144-832-39411-29999	20,000
		899,800

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

**Goals & Objectives:**

Transportation

- Implement the infrastructure for the Traffic Operations Center (temporary and permanent)
- Work with Traffic Engineering on its ITS system

Public Safety

- Implement the new police/courts building and data center.
- Created web application for police vehicle checklist.

Local Economy (Employment)

- Implement a city Wi-Fi network.
- Work with telecommunications providers to provide new and innovative products to the citizens of Surprise
- Develop strategies and plans for Surprise to become an “Intelligent Community”.
- Develop an Economic Development ArcIMS interactive internet map site (GIS)

Efficient & Effective City Operations

- Design and implement a new “state of the art” City government data center.
- Provide extensive time to the Hansen project to ensure success both at the departmental level and an organizational level. Facilitate the use of Hansen data to make decisions.
- Provide project management tools and training for other departments to integrate the project management environment for the entire city.
- Design and install infrastructure for new facilities build in FY 07-08.
- Implement LIS mobile field inspection and code enforcement applications (GIS)
- Develop and implement online permitting web site (GIS)
- Establish Policy and Procedure for acquisition of property and right of ways.(GIS/RE)

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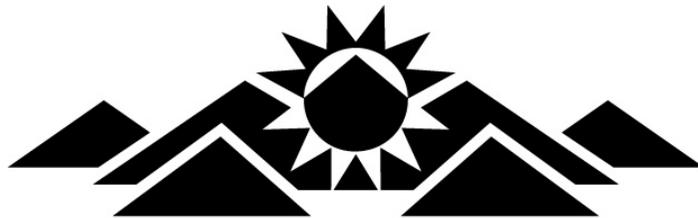
- Develop a database to track all real estate transactions (GIS/RE)
- Develop the city's 1<sup>st</sup> survey crew (GIS/Survey)
- Develop a city wide network of horizontal and vertical control points (GIS/Survey)

Customer Service

- Maintenance of Current Service Levels to include:
  - Manage the Help Desk queue to be less than 70 open work orders
  - Implement changes to the Help Desk system to the end that calls are answered by a person 65% of the time with an initial assessment of the problem while on the call.
  - Create an atmosphere of service excellence within staff.

<b>Information Technology Division Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Number of users supported	428	623	745	860
Number of personal computers supported	320	465	575	680
Network devices supported	80	110	125	145
Average monthly help-desk calls	137	248	494	535
Dollars spent for GIS data layer maintenance	\$25,000	\$24,953	\$24,975	\$25,000
Number of GIS data layers maintained	147	149	152	153
Number of new GIS/ArcIMS applications developed	1	3	3	5
Number of Real Estate requests processed	na	na	14	45

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Debt Service*  
*FY2007 Budget*

**Mission Statement:**

To account for the accumulation of resources for and the payment of, general long-term debt principal and interest

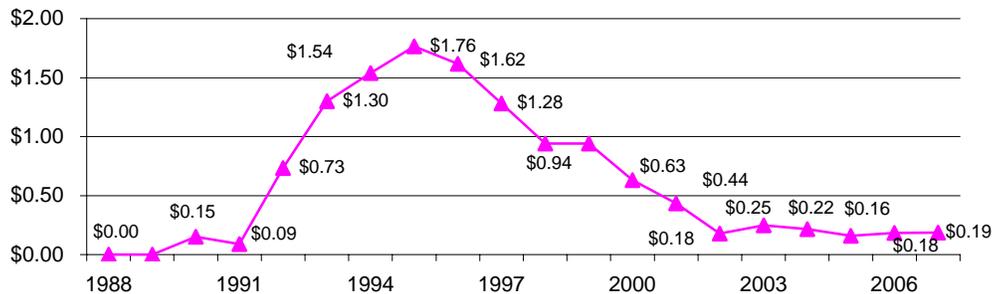
**Purpose:**

- The purpose of the Debt Service Fund is to separate general obligation debt, which is repaid from secondary property taxes from other debt that is paid with operating revenues. Secondary property taxes can only be levied in an amount equal to the estimated annual debt service needs. Secondary property taxes cannot be used to subsidize operational expenditures.

**Budget Highlights:**

- Series (A) Bonds principal remaining prior to FY2007 payment - \$730,000
- Series (B) Bonds principal remaining prior to FY2007 payment - \$1,225,000
- Waste Water Revolving Loan principal remaining prior to FY2007 payment -\$1,202,311

**City of Surprise, AZ**  
**Secondary Tax Rates**  
**FY1988- FY2007**



**Fund Budget:**

For FY2007 the secondary property tax levy increases from \$0.1824 to \$0.1872 per \$100 of assessed valuation. As the City has now reached the constitutionally allowed maximum primary property tax rate, the secondary property tax rate will be increased annually to keep the total tax rate constant and reduce the level of outstanding debt. All Debt Service Fund revenues are utilized to pay off existing debt.

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In order to retire outstanding debt early the secondary tax rate is set at a level greater than what is required to pay FY2007 principal and interest. For FY2007 this premium is approximately \$0.0841 per \$100 of value. To meet the actual debt service requirements the rate required is \$0.1031. All excess collections are utilized to pay off existing general obligation debt. The City of Surprise has not issued voter authorized General Obligation (G.O.) bonds since 1994.

<b>City of Surprise</b>						
<b>Debt Service Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Debt Service	<u>772,158</u>	<u>770,115</u>	<u>1,156,700</u>	<u>1,156,700</u>	<u>1,163,100</u>	<u>0.6%</u>
<b>Total</b>	<u>772,158</u>	<u>770,115</u>	<u>1,156,700</u>	<u>1,156,700</u>	<u>1,163,100</u>	<u>0.6%</u>
<b>Revenues</b>						
Property Tax	769,850	761,328	1,091,700	1,091,700	1,091,700	0.0%
Investment Earnings	5,989	11,039	1,500	1,500	1,500	0.0%
Other Sources of Funds	<u>127,420</u>	<u>131,100</u>	<u>63,500</u>	<u>133,352</u>	<u>69,900</u>	<u>10.1%</u>
<b>Total</b>	<u>903,259</u>	<u>903,467</u>	<u>1,156,700</u>	<u>1,226,552</u>	<u>1,163,100</u>	<u>0.6%</u>



*City of Surprise, Arizona*  
*Employee Dependant Scholarship Fund*  
*FY2007 Budget*

**Mission:**

The purpose of the Employee Dependent Scholarship fund is to temporarily hold and collect assets for a third party (employees). These assets are than awarded as scholarships to dependents of employees who are attending, or plan on attending college.

**Goals/Objectives:**

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

**Budget Highlights:**

At least two scholarships will be awarded to City of Surprise employee dependents prior to the commencement of fall 2006 classes.

**Department Summary:**

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

<b>City of Surprise Scholarship Fund Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
Supplies/Services	2,000	1,500	10,100	2,143	11,500	13.9%
<b>Total</b>	<b>2,000</b>	<b>1,500</b>	<b>10,100</b>	<b>2,143</b>	<b>11,500</b>	<b>13.9%</b>
<b>Revenues</b>						
Investment Earnings	158	190	600	600	600	0.0%
Donations	789	824	0	600	0	0.0%
Other Sources	11,213	10,159	9,500	9,674	10,900	14.7%
<b>Total</b>	<b>12,160</b>	<b>11,173</b>	<b>10,100</b>	<b>10,874</b>	<b>11,500</b>	<b>13.9%</b>

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*

*Donations Fund*

*FY2007 Budget*

**Mission:**

The purpose of the Donations fund is to temporarily hold and collect assets that have been donated to the city for a specific department or purpose. These assets are then expended according to the designated use of the donation. The establishment of a separate fund allows these donations to be carried forward from year to year.

**Goals/Objectives:**

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

**Budget Highlights:**

The donations fund has been established to allow departments to expend donations without having an impact on their adopted expenditure limitation budget. These funds will be monitored to ensure that adequate revenue is available prior to expenditures being approved.

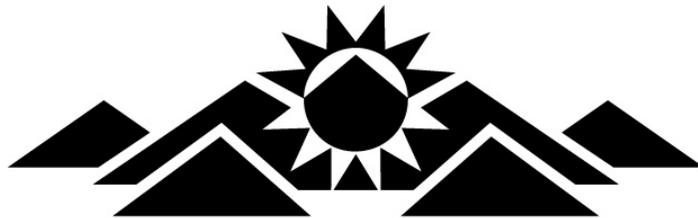
Included in the donations fund is the council approved public art set-aside. Each year the equivalent of 1% of eligible Capital Improvement Projects funding is set-aside for use on public art projects. The City's art commission has control over the public art set-aside and has the ability to recommend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

**Department Summary:**

The Donations fund has been set up so that expenditures are equal to resources. Resources for this fund are composed entirely of donations, in future years there will be beginning fund balance and potentially some investment earnings. Expenditures will be by department and program and must have adequate resources available prior to being approved.

<b>City of Surprise Donations Fund Fiscal Year 2007</b>						
	<b>FY2004 Actual</b>	<b>FY2005 Actual</b>	<b>FY2006 Budget</b>	<b>FY2006 Estimate</b>	<b>FY2007 Budget</b>	<b>Budget Change</b>
<b>Expenditures</b>						
Supplies/Services	137,600	182,616	865,800	272,481	1,186,300	37.0%
<b>Total</b>	<u>137,600</u>	<u>182,616</u>	<u>865,800</u>	<u>272,481</u>	<u>1,186,300</u>	<u>37.0%</u>
<b>Revenues</b>						
Donations	153,117	200,008	600,000	24,800	600,000	0.0%
Art Commission	70,800	105,800	142,700	142,729	586,300	310.9%
Other Sources	94,997	181,741	123,100	304,871	0	0.0%
<b>Total</b>	<u>318,915</u>	<u>487,549</u>	<u>865,800</u>	<u>472,400</u>	<u>1,186,300</u>	<u>37.0%</u>

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*General Government Development Fund*  
*FY2007 Budget*

**Purpose:**

To account for the inflow of General Government Development Fees levied on new home starts. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on general government services caused by growth. Development fees cannot be used to subsidize operational needs.

**Budget Highlights:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the general government development fee decreased \$40 to \$314 per single family home on August 27, 2004.

For FY2007, a transfer of \$5,891,000 is being made from this fund to the General Capital Fund for the City Hall Project set to begin this fiscal year.

<b>City of Surprise</b>						
<b>General Government Development Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 Actual</b>	<b>FY2005 Actual</b>	<b>FY2006 Budget</b>	<b>FY2006 Estimate</b>	<b>FY2007 Budget</b>	<b>Budget Change</b>
Supplies/Services	1,066,435	0	55,700	4,653	0	-100%
Capital	1,026,085	199,568	1,212,900	764,900	1,748,000	44%
Transfer Out	0	0	0	0	5,891,800	0%
Contingencies	<u>0</u>	<u>0</u>	<u>6,181,200</u>	<u>0</u>	<u>0</u>	<u>-100%</u>
<b>Total</b>	<u>2,092,520</u>	<u>199,568</u>	<u>7,449,800</u>	<u>769,553</u>	<u>7,639,800</u>	<u>3%</u>
<b>Revenues</b>						
Development Fees	2,760,946	2,494,928	2,264,000	1,605,900	1,196,400	-47%
Miscellaneous	18,211	99,001	81,600	81,600	81,600	0%
Other Sources	<u>1,310,889</u>	<u>3,219,493</u>	<u>5,104,200</u>	<u>5,512,636</u>	<u>6,361,800</u>	<u>25%</u>
<b>Total</b>	<u>4,090,045</u>	<u>5,813,422</u>	<u>7,449,800</u>	<u>7,200,136</u>	<u>7,639,800</u>	<u>3%</u>

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

<b>City of Surprise</b>	
<b>General Government Development Fund</b>	
<b>Fiscal Year 2007</b>	
Communications	1,615,000
Finance	18,000
Information Services	<u>115,000</u>
Total General Government Development Fund	<u>1,748,000</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected, general fund subsidies will be required in future years in order to fund all projects included in the CIP.

**21412 - General Government Capital Development Fee Fund**

	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>
Beginning Balance	6,361,800	0	0	0	0
Revenues	1,278,000	1,848,200	1,861,900	1,845,700	1,788,900
Transfers In (Out)	0	(1,348,200)	(1,011,900)	(1,405,700)	(24,200)
Bond Proceeds	0	0	0	0	0
Expenditures	7,639,800	500,000	850,000	440,000	1,764,700
<b>Ending Balance</b>	<u><u><b>0</b></u></u>	<u><u><b>0</b></u></u>	<u><u><b>0</b></u></u>	<u><u><b>0</b></u></u>	<u><u><b>0</b></u></u>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>



*City of Surprise, Arizona*  
*General Operations*  
*FY2007 Budget*

**Mission Statement:**

The General Operations Department is structured to support the general operating activities of the City. General Operating activities are those that cannot be accurately charged to a specific department, or those that serve a citywide purpose.

**Budget Highlights:**

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

**Department Summary:**

The General Operations Department budget of \$71,400,400 represents an increase of (68%) from the FY2006 budget of \$42,572,600. This increase is due to increases in inter-fund transfers and funds programmed to use as incentives for economic development.

<b>City of Surprise General Operations Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 Actual</b>	<b>FY2005 Actual</b>	<b>FY2006 Budget</b>	<b>FY2006 Estimate</b>	<b>FY2007 Budget</b>	<b>Budget Change</b>
Personnel	68,965	0	0	0	0	#DIV/0!
Supplies/Services	1,596,975	2,683,173	9,429,700	3,300,036	22,860,200	142.4%
Capital/Transfers	10,738,854	6,508,059	32,642,900	25,961,700	48,505,900	48.6%
Contingencies	0	0	500,000	0	34,300	-93.1%
<b>Total</b>	<u>12,404,794</u>	<u>9,191,232</u>	<u>42,572,600</u>	<u>29,261,736</u>	<u>71,400,400</u>	<u>67.7%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>12,404,794</u>	<u>9,191,232</u>	<u>42,572,600</u>	<u>29,261,736</u>	<u>71,400,400</u>	<u>67.7%</u>
<b>Total</b>	<u>12,404,794</u>	<u>9,191,232</u>	<u>42,572,600</u>	<u>29,261,736</u>	<u>71,400,400</u>	<u>67.7%</u>

A sample of items included in this department budget is:

- Economic Development \$15,800,000
- Public Defender \$300,000
- Jail Services \$800,000
- Essential Services \$150,000
- General Insurance \$784,500
- Tuition Reimbursement \$121,000

**Transfers:**

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

<b>City of Surprise</b>	
<b>General Fund - Transfers/Loans</b>	
<b>Fiscal Year 2007</b>	
<b><u>Transfers</u></b>	
10% Set-Aside	500,000
Campus Operations	2,523,200
Public Arts	586,300
HURF	2,008,500
General Capital - 75% construction sales tax	19,903,400
General Capital	<u>22,984,500</u>
<b>Total General Fund Transfers</b>	<b><u>48,505,900</u></b>

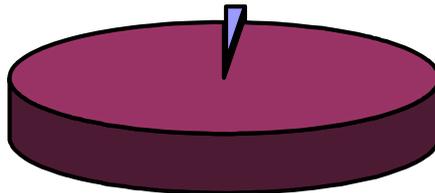
## ***Community Development***

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- Economic Development
- Community Development

**\$6,881,600**

Community  
Development  
1%





*City of Surprise, Arizona*  
*Economic Development*  
*FY2007 Budget*

**Mission Statement:**

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

**Accomplishments:**

- Negotiated development agreements with 7 auto dealers representing more than \$500 million in projected annual sales and 1,000 employees.
- Helped 169 entrepreneurs, 30 of which started new businesses employing 319 people.
- Facilitated development of Skyway Business Park, Phases I & II.
- Began execution of multi-year marketing plan.
- Facilitated start-up of Surprise Pointe Business Park.
- Helped BNSF Railroad acquire 750 acres for future rail-served industrial park.
- Surveyed 165 businesses with Northwest Valley Chamber of Commerce.
- Provided information and/or assistance to 207 companies and 36 developers.
- Conducted feasibility study for biotech incubator.
- Conducted visioning study for future tourism program.
- Assisted Maricopa Community Colleges purchase land for future community college.
- Helped attract five new retail developments, including Prasada regional mall.

<b>Position Summary</b>					
<b>Economic Development Division</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Economic Development Director	0.0	1.0	1.0	1.0	0.0
Economic Development Manager	1.0	0.0	0.0	1.0	1.0
Economic Development Specialist	1.0	2.0	3.0	2.0	(1.0)
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Intern	<u>0.0</u>	<u>0.0</u>	<u>0.5</u>	<u>0.5</u>	<u>0.0</u>
<b>Total</b>	<u>3.0</u>	<u>4.0</u>	<u>5.5</u>	<u>5.5</u>	<u>0.0</u>

**Department Budget:**

The Economic Development Department budget of \$809,300 represents a 38% overall increase from the budget amount programmed for FY2006. The increase is primarily due to the programming of economic development funding (\$70,000), tourism seed funding (\$20,000) and the reclassification of a Specialist to a Manager.

Personnel composes 67% of the Department’s budget with supplies and services representing the remaining 33%. Economic development incentive funding is included in the General Operations budget as does not appear in these totals.

<b>City of Surprise</b>						
<b>Economic Development Department</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
Personnel	111,596	202,868	417,400	334,300	538,600	29.0%
Supplies/Services	89,728	117,640	169,200	75,443	270,700	60.0%
Capital	0	0	0	0	0	0.0%
<b>Total</b>	<b>201,324</b>	<b>320,508</b>	<b>586,600</b>	<b>409,743</b>	<b>809,300</b>	<b>38.0%</b>
<b>Revenues</b>						
General Fund Subsidy	201,324	320,508	586,600	409,743	809,300	38.0%
<b>Total</b>	<b>201,324</b>	<b>320,508</b>	<b>586,600</b>	<b>409,743</b>	<b>809,300</b>	<b>38.0%</b>

**Capital:**

No capital is programmed for this fiscal year.

**Goals and Objectives:**

Transportation

- Update and continue to implement Focused Future II plans

Public Safety

- Foster development of medical campus at Surprise Center

Local Economy (Employment)

- Execute marketing programs in key markets, including responding to information requests from 300 companies.
- Foster development of a medical campus at Surprise Center.
- Develop plan for biotech incubator/accelerator.
- Update and continue to implement Focused Future II plan.
- Expand small business assistance program, including help for at least 100 entrepreneurs.
- Plan and begin execution of tourism and arts and culture development programs.
- Attract certain high priority amenities, such as a movie theater and resort/hotel.
- Continue efforts to attract a college, university, and/or community college.
- Work with other departments to develop a viable commercial development strategy for Original Townsite.

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### Parks & Amenities

- Update and continue to implement Focused Future II plan.
- Plan and begin execution of tourism and arts and culture development programs.
- Continue efforts to attract a college, university, and/or community college.
- Attract certain high priority amenities, such as a movie theater and resort/hotel.

### Efficient & Effective City Operations

- Update and continue to implement Focused Future II plan
- Develop service standards for responding to clients.

### Customer Service

- Expand and improve department web site.
- Develop service standards for responding to clients.
- Expand small business assistance program, including help for at least 100 entrepreneurs.

<b>Economic Development Performance Measures</b>	<b>Actual I 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Projected New Jobs	670	1,505	1300	1300
Value of New Business Investment*	--	--	--	\$75 mill.
New Businesses Created	--	--	30	40
Retail sales tax collections**	22%	12%	32%	--
Business Retention Visits/Surveys**	24	40	165	--

\*New Measure for 2007

\*\*Discontinued Measures for 2007

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Community Development*  
*FY2007 Budget*

**Mission Statement:**

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

**Divisions:**

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

Planning & Zoning - Responsible for improving the quality of development in the City by developing and enforcing guidelines, ordinances, policies and codes that elevate not only the level of quality expected by the people of Surprise, but also the level of customer service that is provided. At the forefront of all projects is the implementation of the general plan.

Building Safety - Provides quality service to its customers in the areas of plan review, building inspection, and code enforcement. The division receives and reviews plans and permits for development/remodeling in the City; performs building inspections and monitors code enforcement.

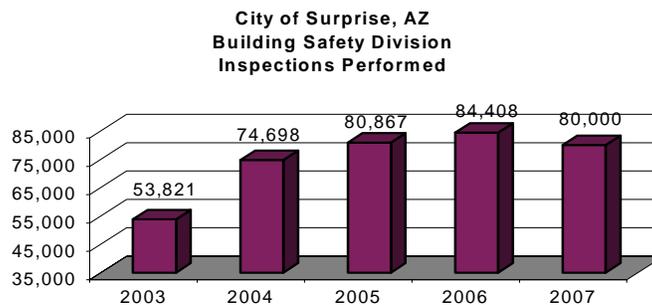
Development Services - Administers development agreements and oversees the licensing and permit processes. Conducts project development meetings to facilitate interdepartmental communication and to address customer concerns.

**Accomplishments:**

- Completion of three major General Plan Amendments including Daimler/Chrysler Proving Ground, Transportation Element, and Rancho Mercado.
- Council approval of annexation and PAD for Prasada, Asante, and Bendalin property (Surprise Pointe) projects.
- Completion and publication of Transportation Plan.
- Successfully negotiated with developers in County jurisdiction to agree to pre-annexation development agreements with the City prior to commencing development.

<b>Position Summary</b>					
<b>Community Development Department</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Community Development Director	1.0	1.0	1.0	1.0	0.0
Planning Manager	1.0	1.0	1.0	1.0	0.0
Senior Planner	1.0	1.0	3.0	3.0	0.0
Building Official	1.0	1.0	1.0	1.0	0.0
Transportation Planner	0.0	0.0	0.0	0.0	0.0
Development Services Manager	1.0	1.0	1.0	1.0	0.0
Development Project Coordinator	0.0	0.0	0.0	0.0	0.0
Planner II	3.0	3.0	2.0	2.0	0.0
Planner I	1.0	2.0	2.0	5.0	3.0
Planning Technician	3.0	2.0	3.0	3.0	0.0
Plans Examiner	3.0	6.0	6.0	6.0	0.0
Code Compliance Supervisor	1.0	1.0	2.0	2.0	0.0
Code Compliance Specialist II	2.0	2.0	2.0	2.0	0.0
Code Compliance Specialist	8.5	14.0	16.0	16.0	0.0
Administrative Assistant	1.0	1.0	2.0	2.0	0.0
Development Services Supervisor	0.0	0.0	1.0	1.0	0.0
Permit/Licensing Technician II	2.0	2.0	3.0	3.0	0.0
Permit/Licensing Technician I	3.0	4.0	5.0	5.0	0.0
Office Support Specialist	0.5	1.0	1.0	2.0	1.0
Intern	0.5	0.5	0.5	0.5	0.0
Secretary	2.0	2.0	1.0	1.0	0.0
<b>Total</b>	<u>35.5</u>	<u>45.5</u>	<u>53.5</u>	<u>57.5</u>	<u>4.0</u>

- Implementation of “One-Stop-Shop” for permitting, changed policies. Changed policies and procedures for Planning, Building Safety and Development Services process guides and public information materials.
- Study completed for the Sun Valley Parkway corridor, which was funded by the Maricopa County Department of Transportation.



- Initiation of a revitalization study for the Original Townsite intended to economically re-position the area to preserve the heritage of the original Surprise, establish a

community gateway along the US Highway 60 corridor, and create a vibrant neighborhood.

- Regional funding was received or programmed for several corridor studies and transportation public works projects in Surprise including:
  - Bell sidewalk design/construction: \$600,000.
  - US 60 Access Management Study: \$500,000.
  - Patton/Jomax Corridor Study: \$660,000.
  - Jackrabbit Trail Corridor Study: \$240,000.
- Planning and permit records were digitized and archived in conjunction with the Archiving System implemented by the City Clerk’s Office. A comprehensive archiving plan was developed to support state requirements.
- Continue partnering with Dysart School District and initiated communications with Nadaburg School District in an effort to develop a relationship similar to the Dysart District partnership.

**Department Budget:**

The community development department budget of \$6,072,300 represents an increase of (36%) over the FY2006 budget of \$4,470,200. Personnel costs increase by 46% and account for 85% of the Department budget. The increase is due to the programming of 4.0 FTE new positions consisting of 3.0 FTE Planners and 1.0 FTE Office Support Specialist. These positions were added to accommodate the growth of the services demand on the department due to the rapid growth of the City. The remaining 15% is for supplies and services for the new positions general base increases due to price increases.

<b>City of Surprise Community Development Fiscal Year 2007</b>						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b>Department Summary</b>						
Personnel	2,292,864	2,709,377	3,558,300	2,960,200	5,186,300	45.8%
Supplies/Services	493,470	364,043	871,400	393,560	886,000	1.7%
Capital	<u>0</u>	<u>124,461</u>	<u>40,500</u>	<u>40,500</u>	<u>0</u>	-100.0%
<b>Total</b>	<u>2,786,334</u>	<u>3,197,881</u>	<u>4,470,200</u>	<u>3,394,260</u>	<u>6,072,300</u>	<u>35.8%</u>
<b>Division Summary</b>						
Administration	200,565	200,957	196,700	179,028	350,800	78.3%
Planning & Zoning	820,749	625,290	1,190,800	590,655	1,766,600	48.4%
Building Safety	1,269,212	1,826,629	1,766,800	1,587,260	1,823,900	3.2%
Code Enforcement	0	0	506,500	324,792	824,300	62.7%
Development Services	<u>495,807</u>	<u>545,005</u>	<u>809,400</u>	<u>712,525</u>	<u>1,306,700</u>	61.4%
<b>Total</b>	<u>2,786,334</u>	<u>3,197,881</u>	<u>4,470,200</u>	<u>3,394,260</u>	<u>6,072,300</u>	<u>35.8%</u>
<b>Revenues</b>						
Building & Planning Fees	<u>2,786,334</u>	<u>3,197,881</u>	<u>4,470,200</u>	<u>3,394,260</u>	<u>6,072,300</u>	<u>35.8%</u>
<b>Total Revenue</b>	<u>2,786,334</u>	<u>3,197,881</u>	<u>4,470,200</u>	<u>3,394,260</u>	<u>6,072,300</u>	<u>35.8%</u>

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**Capital:**

No capital items have been programmed for this department.

**Goals & Objectives:**

Transportation

- Regional Transportation Planning and Inter-governmental Agency Networking.

Public Safety

- In support of and in cooperation with the Engineering and Fire Departments will move forward recommendations for amended street cross-sections. These amended cross-sections provide increased roadway surface area and add multi-modal transportation elements to maximize public safety and enhance roadway performance.
- Master planned communities will be developed to ensure that the configuration of lots, buildings and open spaces do not create dark, low visibility areas which create potential crime areas.
- In addition to requiring developers of master planned communities to provide land for public safety facilities, staff will research methods for requiring funding for building, & maintenance and operational expenses.
- Work towards the completion of the Surprise Unified Development Code, which employs zoning as a mechanism for ensuring the development of healthy communities.

Local Economy

- Ensuring the viable employment, commercial uses are developed on this site to include Class A office space, medical center and upscale retail and entertainment type uses.
- Stadium Village, the 67-acre mixed use project is currently under development. A new master site plan will be submitted for review and approval this fiscal year.
- Annexation of State Lands.
- General Plan Update

Parks & Amenities

- Continue to participate in the plan and development of regional trail systems.
- Move forward on a Desert Preservation Ordinance.
- Continue to work with State Lands in an effort to designate lands within the Luke AFB Aux 1 APZ's as Desert Preservation/Environmentally Sensitive lands.

Efficient & Effective City Operations

- Continue working on development of a structured Code Enforcement Program with performance measures.
- Implement the interactive Voice Response System, which allows customers to schedule, cancel and check status of inspections via telephone.

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- Community Development cost recovery review.
- Continue working on implementation of the on-line permitting system.

### Customer Service

- Conduct Global Project Development Processes - Development Services will continue to conduct weekly training sessions of the global project development processes. Following is a tentative training schedule:
- AZ Building Official Conference (AZBO) Participation - Development Services and Building Safety will continue annual participation in the AZBO Conference.
- Urban Land Institute (ULI) Participation - Development Services and the Planning Division will continue participation in the ULI Real Estate Development courses.
- Conduct Project Development Tours - Land and Infrastructure Development
- Development Regulations Workshops – Department will host a series of workshops on development.

<b>CDD – Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Percentage completion of general plan implementation strategies	35%	45%	50%	60%
Number of Planning and Zoning applications processed	412	432	624	600
Number of planned area development (PAD) applications processed	4	7	27*	20
Total approved platted single-family home lots	9,229	11,080	3,189*	3,000
Number of applications received for commercial properties	32	67	110	100
Preliminary Plats Processed	16	28	27	35
Final Plats Processed	46	36	37	45
Site Plans Processed	37	36	70	60
Pre-application Meetings Held	66	105	154	150
Building inspections performed (Calendar Year) – Residential Single Family	70,604	75,397	84,408	80,000
Building inspections performed (Calendar Year) – Commercial	4,094	5,470	5,784	5,800
Number of Building Inspectors	11	13	14	14
Average # of Inspections Performed per Inspector per month	566	518	536	525
Number of permits issued (Calendar Year)	14,561	14,421	13,126	13,000

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Percentage completion of departmental web site	80%	90%	95%	100%
Percentage completion of Development Services Permit Center Plan	85%	90%	95%	100%
Percentage of LIS and Project Development Training	40%	80%	95%	100%
Digitize and archive permit and planning records	0%	0%	100%	100%

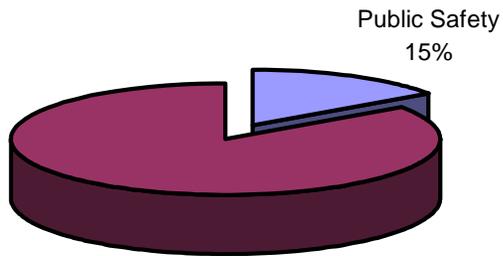
\*Lot number is low for 2006 because of the large number of PADs that were approved; therefore, 2007 will reflect a large number of platted single family home lots.

## ***Public Safety***

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- Fire
- Firefighter's Pension Fund
- Fire & EMS Development Fund
- Police
- Police Development Fund
- Municipal Court
- Municipal Court Enhancement Fund

**\$71,477,400**





*City of Surprise, Arizona*

*Fire Department*

*FY2007 Budget*

**Mission Statement:**

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

**Divisions:**

Administration - Responsible for all the administrative and support functions of the department.

Operations - Responsible for all field operations and provides emergency service to the City 24 hours per day 7 days a week.

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

Community Services - Offers programs and services directly benefiting the community such as the alternative response program, baby shot program, fire and life safety programs within the schools, juvenile fire starter programs, and CPR training programs.

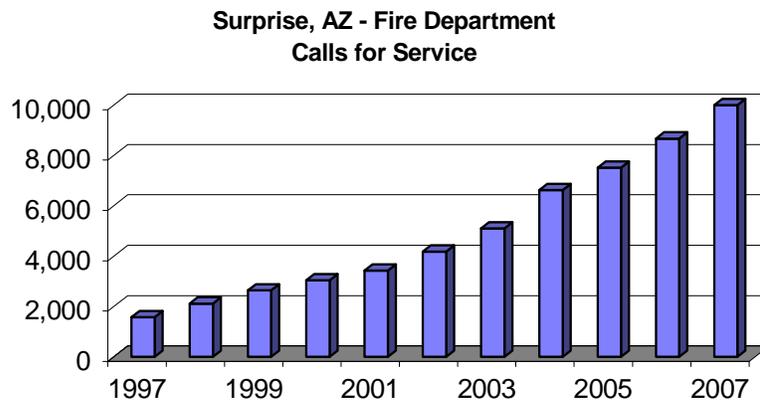
<b>Position Summary</b>					
<b>Fire - Emergency Services - Department</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Fire Chief	1.0	1.0	1.0	1.0	0.0
Assistant Fire Chief	1.0	2.0	2.0	2.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	0.0
Batallion Chief	3.0	3.0	3.0	3.0	0.0
Fire Captain	13.0	13.0	16.0	22.0	6.0
Fire Inspector	1.0	2.0	2.0	4.0	2.0
Fire Engineer	12.0	12.0	15.0	18.0	3.0
Firefighter	30.0	30.0	39.0	48.0	9.0
Public Safety Education Specialist	1.0	1.0	1.0	1.0	0.0
AR Van Coordinator	1.0	1.0	1.0	1.0	0.0
Secretary	0.0	1.0	2.0	2.0	0.0
Plans Examiner	0.0	1.0	1.0	1.0	0.0
Permit/Licensing Technician	0.0	0.0	1.0	1.0	0.0
Management Assistant	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	0.0	0.0	0.0	0.0
Laborer	<u>0.0</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>66.0</u>	<u>69.0</u>	<u>88.0</u>	<u>108.0</u>	<u>20.0</u>

**Budget Highlights:**

New programs and initiatives include, a new Community Services Division to oversee programs and services directly benefiting the community and to provide better span of control and efficiency in the department, fire house software updated and running to support statistical and information tracking, the annual report completed and printed, worked with the architect in designing replacement fire station 301, successfully maintaining self contained breathing apparatus and turn-out gear in house, continuing expansion of the Crisis Response Van Program, increased education on fire prevention at various schools, and continuing to enhance programs such as the Bike Team, CPR & Pool Safety, and Baby Shots Program. Over the course of FY2007, the final members of two new engine companies will be brought on-line. These companies are associated with fire stations 5 & 6 and will be hired in groups of five over the two year period that began in FY 2006.

**Accomplishments:**

- Responded to 8,668 calls representing a 17% increase over last year.
- Awarded Homeland Security grant in the amount of \$200,000 to purchase Mobile Fire Training Simulator.
- Opened replacement fire house 301 at new location on Village Drive East.
- Trained 15 new firefighters and 10 new Paramedics.



- Completed IGA for participation in the Westside Regional Training Facility.
- Emergency Access Detail Guide, a road map for builders depicting graphic installation details of City of Surprise Fire Code requirements, was authored by the Fire Department, placed on the Web Site and available in CD format to all builders.
- Engine Companies and Fire Inspectors assisted business owners on the benefits of Loss Prevention Strategies such as good housekeeping practices for businesses in an attempt to reduce unwanted costly errors.

- Successfully coordinated City of Surprise Fire Department’s **1<sup>st</sup> Annual Awards banquet**. Banquet was a huge success!
- Successfully accomplished goal of organizing a process for all Fire Department EMS incident reports.
- Initiated an annual commercial safety self inspection program for business owners of which 45% returned their surveys.
- Volunteers have served 7412 hours during shifts on the Crisis Response Van. Additional shifts have been donated for outside community events and meetings.

**Budget Summary:**

The FY2007 budget is programmed for \$11,709,200 (39% increase over FY2005). Personnel costs increase by 41% over the FY2006 budget of \$6,737,900. Increases are primarily due to the addition of new positions. Being very labor intensive, personnel costs compose 81% of the total fire department budget. There are 20.0 FTE new positions programmed for FY2007.

This includes the necessary staff to operate a new engine company that will come on line this fiscal year consisting of 9.0 FTE Firefighters, 3.0 FTE Captain Positions and 3.0 FTE Fire Engineers. Additionally, 3.0 FTE Captains that will operate as Incident Safety Officers and 2.0 FTE Fire Inspector positions are programmed to accommodate the increasing support demands due to the growth of the department.

<b>City of Surprise</b>						
<b>Fire - Emergency Services - Department</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b><u>Department Summary</u></b>						
Personnel	4,915,175	5,578,841	6,737,900	6,337,200	9,521,700	41.3%
Supplies/Services	784,197	1,258,192	1,680,700	1,178,837	2,187,500	30.2%
Capital	0	97,076	0	0	0	0.0%
<b>Total</b>	<b><u>5,699,372</u></b>	<b><u>6,934,109</u></b>	<b><u>8,418,600</u></b>	<b><u>7,516,037</u></b>	<b><u>11,709,200</u></b>	<b><u>39.1%</u></b>
<b><u>Division Summary</u></b>						
Administration	328,466	755,780	870,400	744,351	908,000	4.3%
Operations	5,071,163	5,609,962	6,485,200	6,059,016	9,227,900	42.3%
Prevention	297,475	359,616	779,100	564,050	1,187,400	52.4%
Community Services	<u>2,269</u>	<u>208,751</u>	<u>283,900</u>	<u>148,620</u>	<u>385,900</u>	<u>35.9%</u>
<b>Total</b>	<b><u>5,699,372</u></b>	<b><u>6,934,109</u></b>	<b><u>8,418,600</u></b>	<b><u>7,516,037</u></b>	<b><u>11,709,200</u></b>	<b><u>39.1%</u></b>
<b><u>Revenues</u></b>						
ALS Paramedic Charges	98,998	97,295	100,000	120,000	150,000	50.0%
State Fire Insurance Tax	118,599	0	125,000	0	125,000	0.0%
Fire Plan Review Fees	0	55,851	300,000	300,000	300,000	0.0%
General Fund Subsidy	<u>5,481,775</u>	<u>6,780,963</u>	<u>7,893,600</u>	<u>7,096,037</u>	<u>11,134,200</u>	<u>41.1%</u>
<b>Total</b>	<b><u>5,699,372</u></b>	<b><u>6,934,109</u></b>	<b><u>8,418,600</u></b>	<b><u>7,516,037</u></b>	<b><u>11,709,200</u></b>	<b><u>39.1%</u></b>

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Supplies and services are programmed at \$2,187,500, which represents a 30% increase over the FY2006 budget of \$1,680,700. Significant costs in this category are (\$301,200) to continue to contract for a full time fire plans examiner and permit technician to handle increases in plans review for residential and commercial growth. The major one time cost (\$85,000) is to hire a consultant to master plan the fire department for the entire City for the next 20 years. This item was carried over from FY 2006 to allow the master plan to follow the strategic plan update.

**Capital:**

Total fire suppression capital has been programmed at \$14,406,000 for FY2007. Included in this amount is funding carried forward for construction of Fire station #1, and funds for construction and equipment for two new fire stations that will be built concurrently and completed in late FY 2007. A third fire station will begin the design phase during this fiscal year as well. Additional funds are programmed for the remodeling of Fire Station #302.

As indicated in the table below funds are programmed for fire apparatus vehicles and related equipment, and vehicles for new positions. The remaining projects include a new joint training facility and funds carried over for communications equipment.

City of Surprise Fire Emergency Services-Capital Fiscal Year 2007			
Description	Account	Amount	
Equipment for new personnel	21416-342-316-39421-29999	80,800	
Fire Station #1 Carry Forward	21112-342-316-39211-20404	40,000	
Fire Station #5 Carry Forward \$1,850,000	21416-342-316-39211-20559	5,350,000	
Fire Station #6 Carry Forward \$1,855,000	21416-342-316-39211-20602	4,720,000	
Fire Station #7	21416-342-316-39111-20702	400,000	
Fire Station 302 Remodel Carry Forward \$384,600	21112-342-316-39212-20624	769,200	
Joint Training Center	21416-342-316-39311-20604	3,000,000	
Parking Canopy for Fire Apparatus Carry Forward	21112-342-316-39211-20641	32,000	
Vehicle Operations & Communication Equipment /OPS	21111-342-316-39431-29999	14,000	14,406,000

**Goals & Objectives:**

Transportation

- Provide yearly driver education training to all fire department employees.
- Strategically place fire stations to accommodate a 5-minute response time by the safest, quickest route.
- Work with City engineer to enhance traffic preemption to improve driver safety.
- Increase awareness concerning safety and liability issues on City street construction sites and or other sites where fire inspections are needed.
- Through the pre-application process, review plans for street connectivity and access.

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### Public Safety

- Continued work with Safety Committee and Special Needs Commission.
- Establish Resource Management Division at the Hollyhock site.
- Assist with Development Fee update.
- Assist with identifying training facility needs, locations, planning and funding.
- Develop a Homeland Security strategy for all stakeholders and increase coordination with City Manager's Office and all city departments in regards to training and Homeland Security issues.
- Train all Department Heads in National Incident Management System.
- Continue to work with the West Side training consortium to improve fire fighter safety, strengthen performance skills and meet the fire fighter training goal.
- Provide education to homebuilders and citizens on new fire prevention guidelines and other prevention and safety information.

### Local Economy (Employment)

- Maintain an effective hazardous material response team to entice manufacturing and other employment kinds of businesses into our community.
- Work with Economic Development and the Chamber of Commerce to bring new business into the community by providing pro-active fire prevention code awareness.
- Maintain a user friendly and rapid turn around on our plans review process.
- Maintain modern up-to-date fire codes to include reasonable and customary fee schedules.
- Participation in development of CDBG Consolidated Plan for Entitlement city status.

### Parks & Amenities

- Collaborate with Community Recreation Services (CRS) and Police Department to develop a public safety memorial park.
- Support CRS in the development of Dream Catcher Park.
- Ensure adequate and appropriate staffing coverage for programs and special events.
- Assist development community in designing and building of safe parks.
- Conduct CPR classes and pro-active anti-drowning safety walks.

### Efficient & Effective City Operation

- Maintain and add to department policies and procedures.
  - Training manuals and on-going training of employees Volume II.
  - Administrative regulations.
- Fire Department Strategic Plan
  - Present for council adoption.

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- Continue development of performance reporting through data collection.
- Improve and enhance current incident reporting mechanisms (Fire House and Deccan Programs) to support statistical reporting, tracking and resource management.
- Implement new Telestaff software to enhance the management of personnel staffing.
- Institute a customer satisfaction survey on website.
- Improve safety communication to staff through continued participation in the safety committee.
  - OSHA training
  - Target Safety training
  - Minimum company standards training
  - Paramedic and E.M.T. training
- Inspect 100% of new commercial construction as required by code.
- Outsource fire plan review to 3rd party until it is economically viable to incorporate in house review

Customer Service

- Work with surrounding fire departments to explore innovative and alternative methods of enhancing common service and delivery needs.
- Expand Alternative Response Program within the department.
- FIRELINE newsletter as a prime source of communication for our department on a quarterly basis.
- Customer satisfaction survey on website.
- Provide in-house maintenance of self-contained breathing apparatus and personal protective clothing to our members reducing the cost to the City.
- Timely turn-around for plan review and guaranteed 72-hours new construction inspections.
- Citizens contacts will be made through community programs such as baby shots, CPR, CERT, public education, station tours, community events and pool safety,

<b>Fire Department - Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Telephone Calls Answered	n/a	4,000	7,600	9,000
Request for Public Records	n/a	100	145	250
Requests for Insurance Services Organization (I.S.O.) Rating	n/a	500	573	700
Purchase Requests and Invoices Processed	n/a	500	635	800

<b>Fire Department - Performance Measures Continued</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Number of Public Contacts at Service Counter	n/a	700	880	1200
Average response time. (Minutes) NFPA 1710 Standard - 5:00 Minutes	5:23	5:33	5:52	5:00
Total number of Fire Department responses.	6,628	7,416	8,668	10,000
Number of Hazmat Certified Fire Fighters	15	15	15	15
Number of Fire Fighter Paramedics	24	24	27	44
Provide timely comments for Technical Advisory Committee meetings	412	433	500	500
Provide a timely review of commercial construction projects	127	32	600	600
Provide prompt & efficient new construction inspections	8	187	900	1,200
Provide an annual business inspection to commercial occupancies	840	823	100	800
Provide a home inspection program	n/a	4	25	50
Conduct fire scene investigations to determine the cause & origin of fires	18	8	20	25
Fireworks Display & TUP inspections	4	5	30	40
Business License reviews	n/a	820	150	250
Liquor License reviews	n/a	6	4	8
Number of Residential Lock Boxes Installed	50	123	128	150
Number of citizens attending CPR training.	521	1,005	325	500
Number of citizens participating in Pool Safety Program.	500	1,500*	500	1500
Children immunized.	333	300	244	350
Number of citizens trained as Community Emergency Response (C.E.R.T.) personnel.	40	78	138	150
Number of citizens participating in the Senior Outreach Program.	97	197	749	750
Number of Juvenile Fire Setters Referred To Program.	16	10	9	10
Number of Children Attending Juvenile Fire Setter Intervention Education Program	7	10	8	10
Community Events & Station Tours Conducted	75	65	51	75

<b>Fire Department - Performance Measures Continued</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Children's Safety Classes Conducted	500	540	550	600
Attendance at Children's Safety Classes	12,717	13,581	13,849	15,000
Number of Child Safety seats installed or inspected.	24	115	186	200
Number of Public Access Defibrillators installed and maintained for public use.	0	4	4	4
Number of City Employees trained in the use of Public Access Defibrillators.	0	65	20	20
Number of Community events attended by Honor Guard	12	10	14	15
Number of hours AR Van was available per week.	78	94	57	75
Total Number of Volunteer Hours Donated for AR Van Program	7,700	9,900	7,400	10,000
Number of Active Volunteers for AR Van Program	64	54	42	75
Total Number of A.R. Responses	641	800	688	800



*City of Surprise, Arizona*  
*Firefighters Pension Fund*  
*FY2007 Budget*

**Mission Statement:**

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

**Goals/Objectives:**

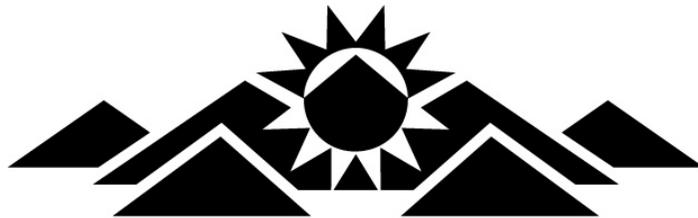
The Firefighters Pension Fund has been established to account for the inflow and distribution of contributions and other revenues.

**Budget Summary:**

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

<b>City of Surprise</b>						
<b>Firefighter's Pension Fund</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Supplies/Services	<u>0</u>	<u>0</u>	<u>88,200</u>	<u>0</u>	<u>91,200</u>	<u>3.4%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>88,200</u>	<u>0</u>	<u>91,200</u>	<u>3.4%</u>
<b>Revenues</b>						
Investment Earnings	1,361	3,026	1,000	1,000	1,000	0.0%
Other Sources	<u>84,801</u>	<u>86,162</u>	<u>87,200</u>	<u>89,188</u>	<u>90,200</u>	<u>3.4%</u>
<b>Total</b>	<u>86,162</u>	<u>89,188</u>	<u>88,200</u>	<u>90,188</u>	<u>91,200</u>	<u>3.4%</u>

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Fire and EMS Development Fund*  
*FY2007 Budget*

**Purpose:**

To account for the inflow of Fire and EMS Development Fees levied on new home starts. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on fire and emergency medical services caused by growth. Development fees cannot be used to subsidize operational needs.

**Budget Highlights:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the Police, Fire and EMS development fee has been separated into two fees, one for police and one for Fire & EMS on August 27, 2004. The Fire & EMS development fee increased \$146 to \$454 per single family home. This development fee has been separated in order to more accurately reflect the impact of growth on both the police and fire departments.

\$200,000 is programmed as rent to be used as payment on the MPC lease for the new Public Safety Building that includes Fire Administration. Expenditures are expected to exceed anticipated revenues for FY 2007. The shortfall will be augmented with an inter-fund loan which will be repaid in FY 2008 and FY 2009.

<b>City of Surprise</b>						
<b>Fire &amp; EMS Development Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004*</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	0	344,405	292,500	216,107	660,500	125.8%
Capital	0	112,236	5,809,400	2,104,400	13,296,300	128.9%
Contingencies	0	0	0	0	0	0.0%
<b>Total</b>	<u>0</u>	<u>456,641</u>	<u>6,101,900</u>	<u>2,320,507</u>	<u>13,956,800</u>	<u>128.7%</u>
<b>Revenues</b>						
Development Fees	0	2,732,689	3,459,000	2,767,900	1,915,400	-44.6%
Interest	0	52,453	20,000	20,000	20,000	0.0%
Transfers In	0	1,429,197	1,162,900	0	7,996,300	0.0%
Other Sources	0	<u>1,229,183</u>	<u>1,460,000</u>	<u>3,557,698</u>	<u>4,025,100</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>5,443,522</u>	<u>6,101,900</u>	<u>6,345,598</u>	<u>13,956,800</u>	<u>128.7%</u>
* Included in Police Development						

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

<b>City of Surprise</b>	
<b>Fire &amp; EMS Development Fund</b>	
<b>Fiscal Year 2007</b>	
Fire	13,956,800
Total Fire & EMS Development Fund	<u>13,956,800</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2006 – FY2010 CIP for this fund. As projected, general fund subsidies will be required in the current fiscal year as well as future years in order to fund all projects included in the CIP.

<b>21416 - Fire &amp; EMS Development Fee Fund</b>					
	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>
Beginning Balance	4,025,100	0	(2,100,000)	8,460,400	5,946,600
Revenues	1,935,400	2,672,200	2,692,000	2,668,700	2,586,400
Transfers In (Out)	7,996,300	(409,700)	(7,586,600)	0	0
Bond Proceeds	0	0	24,000,000	0	0
Expenditures	13,956,800	2,262,500	8,545,000	5,182,500	8,295,000
<b>Ending Balance</b>	<u><b>0</b></u>	<u><b>0</b></u>	<u><b>8,460,400</b></u>	<u><b>5,946,600</b></u>	<u><b>238,000</b></u>
2-Months Operating Reserves	<u>200,000</u>	<u>200,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>

*\*Fire Vehicles & Equipment are included with new stations*



## *City of Surprise, Arizona*

*Police Department*

*FY2007 Budget*

### **Mission Statement:**

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

### **Department Components:**

#### *Office of the Chief*

Responsible for the performance of the Surprise Police Department and its commanding Officers. The Professional Standards Unit is also a component of this office and is responsible for the internal inspections and investigations, at the direction of the Chief of Police.

#### *Administrative Services*

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

#### *Criminal Investigations*

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

#### *Field Operations*

Directly responsible to provide service in the field to the community, and further includes Traffic Enforcement, Animal Control and directed community policing activities.

### **Accomplishments:**

- Implemented Crime and Traffic Analysis component with the hiring of the department Analyst.
- Continued partnership with Public Works has provided for the new Public Safety Building to continue successfully through programming and design and has kept schedule with current construction.
- Additional Community Relations Officer added, focusing efforts on senior services such as the RUOK program and assisting with other community relations programs and services, such as Block Watch, and Crime Free Multi-housing.
- Reached our desired level of 80% completion of required standards for CALEA accreditation through policy and procedures that have been completed or are in development.

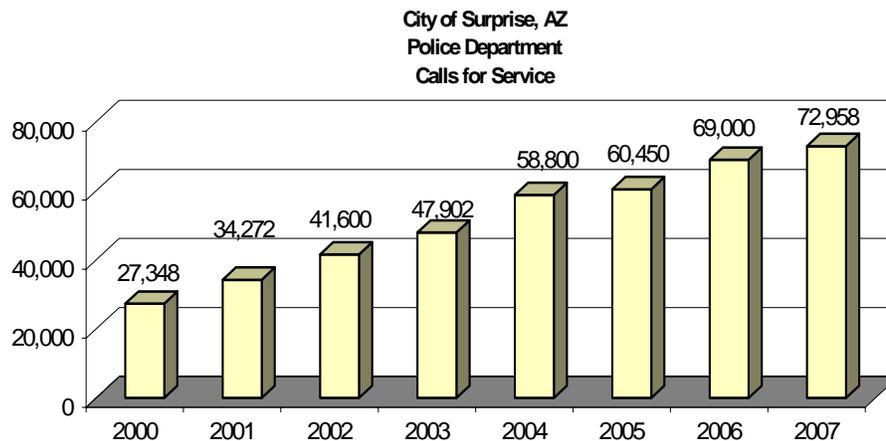
<b>Position Summary</b>					
<b>Police Department</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Police Chief	1.0	1.0	1.0	1.0	0.0
Police Commander	2.0	2.0	2.0	2.0	0.0
Police Lieutenant	3.0	4.0	4.0	4.0	0.0
Police Sergeant	12.0	12.0	14.0	16.0	2.0
Police Officer	59.0	67.0	81.0	97.0	16.0
Community Service Officer	4.0	6.0	6.0	9.0	3.0
Technical Services Manager	1.0	1.0	1.0	1.0	0.0
IT Administrator	0.0	0.0	0.0	1.0	1.0
Property Evidence Specialist	0.0	0.0	0.0	0.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Police Records Clerk	3.0	4.0	4.0	5.0	1.0
Office Support Specialist	1.0	1.0	1.0	1.0	0.0
Criminal Traffic Analyst	0.0	0.0	1.0	1.0	0.0
Communications Manager	0.0	0.0	0.0	1.0	1.0
Communications Supervisor	1.0	1.0	4.0	4.0	0.0
Communications Officer	11.0	11.0	11.0	12.0	1.0
Animal Control Officer	2.0	2.0	3.0	3.0	0.0
Victim Advocate (Grant Funded)	1.0	1.0	1.0	1.0	0.0
Information Technology Specialist	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>103.0</u>	<u>116.0</u>	<u>137.0</u>	<u>162.0</u>	<u>25.0</u>

**Accomplishments (continued):**

- Participation of in the West Valley Police Radio Interoperability study has yielded a report which is being formulated for west valley Chief's of Police, to consider recommendations and future options for short and long term solutions.
- The move was completed in to the new Evidence Storage Facility, which provided for better housing and managing of seized and secured property and evidence
- Completed a property/evidence purge which included the elimination of weapons, drugs and other contraband
- Purchase and installation of the MILO simulated firearms training system to enhance use of force and officer safety training opportunities
- Implementation of redundant back up system for CAD/RMS to ensure secure records
- Homeland Security grant funding allowed for the purchase of personal protective equipment to Field Operations Personnel
- Grant funding was received for the purchase of in car camera systems
- Grant funding obtained for the purchase of \$133,000 of radio communications equipment which addresses interoperability issues
- Grant funding was received which provided for the purchase of two roadside radar trailers

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- Grant funding was received for the purchase of a video analyst system which is used by the Criminal Investigations Division to enhance crime scene photographs and video
- Grant funding was obtained to purchase a computer system specifically designed to aid in the apprehension of internet predators and those who commit internet crimes against children
- Purchase of Command Vehicle
- \$70,000 in grant funding was received to provide the purchase of electronic technological equipment for Command Vehicle.
- Addition of an overlap squad of officers to provide added personnel on the street during 2<sup>nd</sup> and 3<sup>rd</sup> shift.



### **Budget Highlights:**

Calls for police services are increasing correspondingly with our population growth each year. For 2006 the estimated number of calls for service is 72,958. The growth of the City is projected at over 3600 new homes this year and a resulting population increase of possibly 10,000. As a result the Police Department continues to address the safety of the citizens of Surprise and the safety of officers.

In the continuing effort to provide quality community-based policing, we continue to dedicate ourselves to being active members of the community and identify problems that affect these areas. We utilize community based crime prevention programs as well as employ the idea of beat teams. These teams allow our officers to become actively involved in the affairs of the community while seeking out innovative ideas prioritize and solve neighborhood problems.

The Police Department's overall staffing is programmed at 162.0 FTE positions, of which 123.0 are sworn positions. With a potential population increase to over 100,000 by the end of 2006, this will provide a ratio of 1.1 sworn positions for every 1,000 residents. The goal is to achieve the national standard a ratio of 2.0 patrol officers per 1,000 residents.

As adopted the police department is authorized for an additional 25.0 FTE employees. Sixteen (16.0) police officers and two (2.0) sergeants are being added to the department to address the growing population of the city. Additionally, three (3.0) Community Service Officers, one (1.0) Police Records Clerk and one (1.0) full time IT Administrator are added due to the growth of the Department and increasing demand for services.

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The IT Administrator position is in addition to an existing IT Specialist. Currently, only one IT Specialist is on staff to address daily and ongoing hardware/software and repair issues. With multiple officer computers, mobile data computers in the field and very high security systems in use, the addition of the IT Administrator position will allow for an increase in productivity by addressing computer security and system administration needs as they occur without backlog issues.

**Budget Summary:**

The Departments FY2007 Operating Budget of \$15,725,200 represents an increase of \$3,399,000 (28%) over the adopted FY2006 Operating Budget of \$12,326,200. Personnel costs total \$13,510,700 for the police department as a whole, representing an increase of 29% over the adopted FY2006 total of \$10,498,600, due to additional positions and annual pay increases. Personnel costs represent 86% of the Police Department’s budget.

As programmed the authorized police department position count will increase from the current 137.0 FTE positions to 162.0 FTE positions. Included in the police department’s personnel costs is a total of \$272,600 in overtime costs to maintain the increasing demand for programs above and beyond normal patrol operations. Overtime is used to cover shifts, unexpected call outs, and training and court appearances.

Supplies and services experience an increase of \$301,900 (16.5%) from the FY2006 budget primarily due to the operating and equipment needs of the new positions programmed. Additional items programmed are \$85,000 for replacement of the department recording system, \$7,300 for a replacement canine, \$70,600 for a radio console for communications and \$30,100 for an electronic citation system.

City of Surprise Police Department Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b>Department Summary</b>						
Personnel	6,588,479	7,867,829	10,498,600	8,762,800	13,510,700	28.7%
Supplies/Services	1,607,706	729,421	1,827,600	1,787,232	2,129,500	16.5%
Capital	<u>13,398</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>85,000</u>	<u>0.0%</u>
<b>Total</b>	<b><u>8,209,583</u></b>	<b><u>8,597,250</u></b>	<b><u>12,326,200</u></b>	<b><u>10,550,032</u></b>	<b><u>15,725,200</u></b>	<b><u>27.6%</u></b>
<b>Division Summary</b>						
Administration	920,818	925,809	1,757,200	1,528,855	2,353,300	33.9%
Inspections & Investigations	866,207	854,577	1,448,000	924,427	1,501,200	3.7%
Patrol	4,033,801	4,963,902	7,055,700	6,194,468	9,368,550	32.8%
General Operations	965,021	651,565	477,100	511,179	477,100	0.0%
Community Services	653,408	666,539	0	0	0	0.0%
Communications	<u>770,329</u>	<u>942,100</u>	<u>1,588,200</u>	<u>1,358,552</u>	<u>2,025,050</u>	<u>27.5%</u>
	<b><u>8,209,583</u></b>	<b><u>9,004,492</u></b>	<b><u>12,326,200</u></b>	<b><u>10,517,481</u></b>	<b><u>15,725,200</u></b>	<b><u>27.6%</u></b>
<b>Revenues</b>						
Grants	336,183	275,470	62,300	80,300	82,300	32.1%
Finger Printing	15,019	21,768	16,000	20,000	20,000	25.0%
General Fund Subsidy	<u>7,858,381</u>	<u>8,707,254</u>	<u>12,247,900</u>	<u>10,417,181</u>	<u>15,622,900</u>	<u>27.6%</u>
<b>Total</b>	<b><u>8,209,583</u></b>	<b><u>8,597,250</u></b>	<b><u>12,326,200</u></b>	<b><u>10,550,032</u></b>	<b><u>15,725,200</u></b>	<b><u>27.6%</u></b>

**Capital:**

Capital is programmed for the department at \$27,957,800. Design and construction of the public safety building began in late FY2005 and is anticipated to be completed by the end of calendar year 2008. This project is funded through a combination of MPC bond funds, Development Fees and general fund subsidies. New and replacement vehicles are programmed at \$695,000. Communications capital that has been programmed for FY2007 is generally related to expanding staff and technology requirements.

<b>City of Surprise</b>		
<b>Police Department - Capital</b>		
<b>Fiscal Year 2007</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
City Owned Radio System Carry Forward	21413-341-313-39311-20558	150000
Equipment for new personnel	21413-341-312-39421-29999	394000
Firearms Judgment Shooting Carry Forward	21413-341-111-39431-20643	10500
Public Safety Building Carry Forward \$13,123,300	31111-341-111-39211-20219	26,623,300
Replacement of Dept Recording System	21111-341-313-39431-29999	85,000
Replacement Vehicles	21114-341-312-39421-29999	695,000
		<u>27,957,800</u>

**Goals & Objectives:**

Transportation & Public Safety

- Implement new Crime View software to the Crime and Traffic Analysis component, to provide effective and efficient information relating to crime statistic and trends.

Efficient & Effective City Operation & Public Safety

- Reach 100% in compliance of our required standards for CALEA accreditation, to prepare for our Pre-Mock and Mock assessment in FY07.
- Implement new Electronic Citation System which will interface with the Police Department and City Municipal Court for a more efficient method of processing traffic citations.
- Achieve interoperability as well as data and resource sharing with west valley agencies
- Separation of the Criminal Investigations Division into two investigative units which will specialize in specific areas of criminal investigations to improve quality of investigations and efficiency of the personnel assigned.
- To create a centralized records tracking/filing system in the Criminal Investigations Division. The centralized records filing system will encompass all investigations assigned to detectives and will assist in monitoring, tracking and purging of files.
- Completion and implementation of Beat re-alignments for the City. This will allow officers to respond quicker for calls for service. The measures will the re-balance of calls for service and reduction of call holding times.

Customer Service

- Redesign the current web pages for the Police Department to reflect current operations and provide quality information to the public such as crime statistics through city and neighborhood maps.
- Provide School Resource Officer presence in both High Schools to interact in both an enforcement and instructional development. Introducing the first “Teen Academy” for teenagers to interact with law enforcement.
- New procedures in Criminal Investigations to further enhance the investigation, follow up process and contact with victims of crimes.
- 360 evaluation of all front line supervisors
- Complete Quality Customer Service (Respect) training for all Departmental employees.

<b>Police Department - Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Calls for service	58,800	60,450	69,000	72,958
Citations issued	9,119	11,080	12,117	14,500
Sworn officers per 1,000 residents	1.2	1.1	1.1	1.1



*City of Surprise, Arizona*  
*Police Development Fund*  
*FY2007 Budget*

**Purpose:**

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

**Budget Highlights:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the Police, Fire and EMS development fee has been separated into two fees, one for police and one for Fire & EMS. Effective August 27, 2004 the Police development fee increased \$287 to \$424 per single family home. This development fee has been separated in order to more accurately reflect the impact of growth on both the police and fire departments.

\$477,100 is programmed as rent to be used as payment on the MPC lease for the new Public Safety Building. Anticipated resources of this fund exceed current year expenditures by \$1,631,700. This amount has been programmed as unallocated contingencies, however the availability of these funds is crucial to the funding of the City's five-year CIP.

<b>City of Surprise</b>						
<b>Police Development Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004*</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	1,066,435	354,826	565,200	620,858	617,400	9.2%
Capital	1,026,085	1,189,006	845,100	684,600	554,500	-34.4%
Transfers Out	0	1,429,197	0	0	4,000,000	0.0%
Contingencies	0	0	<u>5,862,400</u>	0	<u>1,631,700</u>	<u>-72.2%</u>
<b>Total</b>	<u>2,092,520</u>	<u>2,973,029</u>	<u>7,272,700</u>	<u>1,305,458</u>	<u>6,803,600</u>	<u>-6.5%</u>
<b>Revenues</b>						
Development Fees	2,760,946	3,859,184	3,381,000	2,626,800	1,939,400	-42.6%
Miscellaneous	18,211	52,599	20,000	20,000	20,000	0.0%
Transfers In	0	0	0	0	997,100	0.0%
Other Sources	<u>1,310,889</u>	<u>196,196</u>	<u>3,871,700</u>	<u>2,532,955</u>	<u>3,847,100</u>	<u>-0.6%</u>
<b>Total</b>	<u>4,090,045</u>	<u>4,107,979</u>	<u>7,272,700</u>	<u>5,179,755</u>	<u>6,803,600</u>	<u>-6.5%</u>
* Includes Fire & EMS						

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

<b>City of Surprise</b>	
<b>Police Development Fund</b>	
<b>Fiscal Year 2007</b>	
Police	<u>1,171,900</u>
Total Police Development Fund	<u>1,171,900</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2006 – FY2010 CIP for this fund. As projected, general fund subsidies and bonding will be required in future years in order to fund all projects included in the CIP.

**21413 - Police Capital Development Fee Fund**

	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Beginning Balance	3,847,100	0	1,021,500	7,408,500	873,700
Revenues	1,959,400	2,495,700	2,514,100	2,492,300	2,492,300
Transfers In (Out)	997,100	(997,100)	0	0	0
Bond Proceeds	0	0	12,000,000	0	0
Expenditures	6,803,600	477,100	7,077,100	9,027,100	3,027,100
<b>Ending Balance</b>	<b><u>0</u></b>	<b><u>1,021,500</u></b>	<b><u>8,458,500</u></b>	<b><u>873,700</u></b>	<b><u>338,900</u></b>
2-Months Operating Reserves	<u>477,100</u>	<u>477,100</u>	<u>477,100</u>	<u>1,527,100</u>	<u>1,527,100</u>



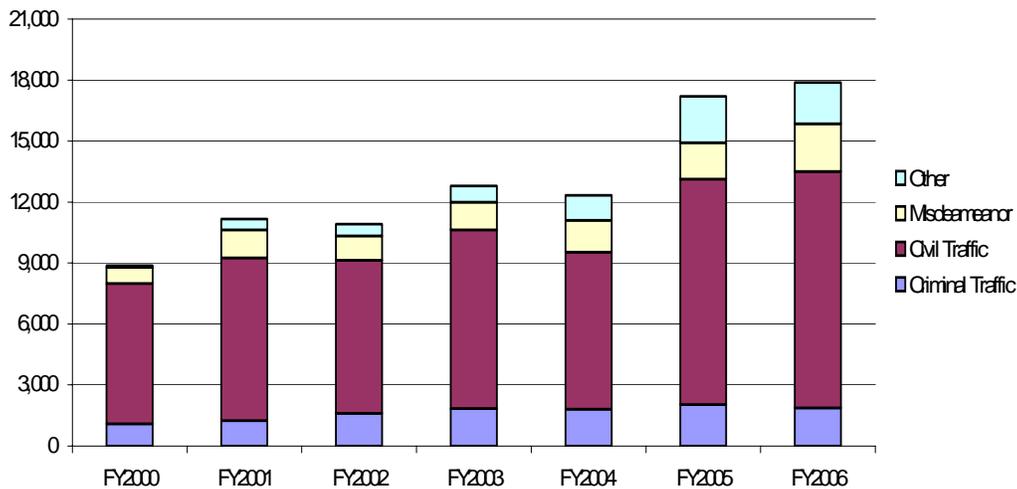
*City of Surprise, Arizona*  
 City Court  
 FY2007 Budget

**Mission Statement:**

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

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

**City of Surprise, AZ  
 Municipal Court Case Load**



**Accomplishments:**

- We have successfully implemented iCIS, a program that allows the court access to information on people in custody for our court. This has allowed the court to become more efficient on tracking anyone in custody for our court and to schedule on a timely basis.
- All past due accounts are referred to a collection agency through a State sanctioned program called FARE. Anyone whose account has been sent to collections can pay on-line at [www.azcourtpay.com](http://www.azcourtpay.com), or they can contact the court to make payments over the phone. The FARE website includes links to the Motor Vehicle Department so that defendants may pay reinstatement fees online as well.
- We have considerably reduced the amount of time a defendant must wait in order to be processed out of court. A second clerk has been installed inside the courtroom in order to expedite the paperwork process. As a result, defendants do not have to check out at the front counter, the lobby is not as crowded, and front counter staff is able to operate more efficiently.
- Defendants qualified to attend traffic school may now attend on-line classes at home, simply by contacting a state certified traffic school provider. More information is provided on our bail bond envelope.
- General court information can be accessed via the Surprise Internet website and at [www.supreme.state.az.us](http://www.supreme.state.az.us) at the Public Access link provided.

<b>Position Summary</b>					
<b>City Court</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Presiding Judge	1.0	1.0	1.0	1.0	0.0
Associate Judge	0.0	0.0	1.0	1.0	0.0
Court Administrator	1.0	1.0	1.0	1.0	0.0
Court Clerk Supervisor	3.0	2.0	2.0	2.0	0.0
Lead Court Clerk	0.0	0.0	1.0	1.0	0.0
Sr. Court Clerk	5.0	6.0	6.0	6.0	0.0
Court Clerk	<u>2.0</u>	<u>4.0</u>	<u>6.0</u>	<u>6.0</u>	<u>0.0</u>
<b>Total</b>	<u>12.0</u>	<u>14.0</u>	<u>18.0</u>	<u>18.0</u>	<u>0.0</u>

**Budget Highlights:**

In order to keep pace with an increasing workload additional staff were approved mid FY2006. The first quarter of FY2006 experienced a 38% increase in court activities over the prior fiscal year. A Management Assistant and 2.0 FTE Court Clerk positions were programmed for the municipal court at that time; no additional personnel were included for FY2007.

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

**Department Budget:**

The Municipal Court’s budget of \$1,899,300 represents a 25.4% increase over the FY2006 budget of \$1,514,600. As with most city departments, personnel services makes up the bulk of expenditures for this department (78%) and increased by 27.1% over last fiscal year. Supplies and Services increase by 19.8% due to additional computer licensing requirements, an increase of \$57,000 for the court security service agreement, and other base budget adjustments for juries, interpreters and computer maintenance. Included in services are one-time costs of \$7300 for the E-Citation project and \$7500 in audit service fees.

<b>City of Surprise Municipal Court Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
Personnel	694,082	834,342	1,160,900	1,054,100	1,475,500	27.1%
Supplies/Services	227,911	324,859	353,700	403,267	423,800	19.8%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>921,993</u>	<u>1,159,201</u>	<u>1,514,600</u>	<u>1,457,367</u>	<u>1,899,300</u>	<u>25.4%</u>
JCEF	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>921,993</u>	<u>1,209,201</u>	<u>1,514,600</u>	<u>1,457,367</u>	<u>1,899,300</u>	<u>25.4%</u>
<b>Revenues</b>						
Grants	0	53,800	0	0	0	0.0%
Court Fines	689,721	1,011,850	1,015,000	1,215,000	1,515,000	49.3%
General Fund Subsidy	<u>232,272</u>	<u>143,551</u>	<u>499,600</u>	<u>242,367</u>	<u>384,300</u>	<u>-23.1%</u>
<b>Total</b>	<u>921,993</u>	<u>1,209,201</u>	<u>1,514,600</u>	<u>1,457,367</u>	<u>1,899,300</u>	<u>25.4%</u>

**Capital:**

Capital projects at the current court location are not planned at this time. It is expected that the courts operation will relocate to the new public safety facility at the start of FY2008.

**Goals & Objectives:**

Public Safety, Efficient & Effective City Operations, Customer Service

- To continue to assist in the planning and construction of the future municipal court building.
- Together with seven (7) other West Valley Municipal Courts and the Administrative Office of the Courts, we have successfully implemented “Wizard” for enhanced efficiency of court management. ‘Wizard’ allows staff a summarized view of a defendant’s case in detail and allows for a quicker response to callers inquiring about their case. We are continuing to enhance this program by adding components that will increase efficiency of case updating.
- To successfully implement the E-Citation program. Collaboration between the Surprise Police Department, the Supreme Court and our court should culminate in electronic filing of citations.
- To provide public access to justice by conducting all proceedings and other public business openly. By ensuring that the court facilities are safe, accessible and convenient.
- To promote expeditious and timely case processing while at the same time keeping current with the incoming caseload along with prompt implementation of new law and procedure.
- To preserve independence and accountability by maintaining institutional integrity and observing the principle of comity in governmental relations, and by giving a full and accurate accounting of all transactions and disbursements under the direct control of this department.

<b>Municipal Court Performance Measures</b>	<b>FY Actual 2004</b>	<b>FY Actual 2005</b>	<b>FY Actual 2006</b>	<b>FY Estimate 2007</b>
Case filings	12,308	15,000	17,882	20,000
Case filings per FTE Clerk staff	1,119	1,500	1,375	1,538
Number of Jury trials conducted	2	4	5	5



*City of Surprise, Arizona*  
*Municipal Court Enhancement Fund*  
*FY2007 Budget*

**Mission:**

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

**Budget Highlights:**

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

<b>City of Surprise</b>						
<b>Municipal Court Enhancement Fund</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Supplies/Services	0	0	32,000	21,558	39,300	22.8%
Contingencies	<u>0</u>	<u>0</u>	<u>47,200</u>	<u>0</u>	<u>99,100</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>79,200</u>	<u>21,558</u>	<u>138,400</u>	<u>74.7%</u>
<b>Revenues</b>						
Court Fines	33,445	0	0	50,000	0	0.0%
Other Sources	<u>27,798</u>	<u>29,700</u>	<u>61,243</u>	<u>109,993</u>	<u>138,400</u>	<u>126.0%</u>
<b>Total</b>	<u>61,243</u>	<u>29,700</u>	<u>79,200</u>	<u>159,993</u>	<u>138,400</u>	<u>74.7%</u>

**Fund Budget:**

Approximately (\$32,000) has been programmed to contract with a computer programmer who will provide services related to the AZTEC and Wizard programs used by the courts and a total of (\$7300) has been programmed for the E-Citation project. The remaining (\$99,100) is for contingencies.

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

*City of Surprise, Arizona*



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

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A R I Z O N A

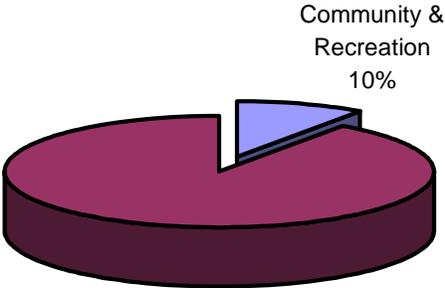
*FY2007 Adopted Budget*

***Community & Recreation Services***

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- Parks, Recreation & Library
- Campus Operations
- Parks & Recreation Development Fund
- Library Development Fund
- Community Initiatives
- Transit Fund
- 10% Set-A-Side Fund

**\$45,855,400**





*City of Surprise, Arizona*  
*Community & Recreation Services Department*  
*FY2007 Budget*

**Mission Statement:**

To enrich and compliment the lives of Surprise residents through the stewardship of our resources while providing responsive programs which promote and prioritize neighborhood, family, diversity, quality, cultural and educational wellness opportunities.

**Budget Highlights:**

The Community & Recreation Services Department functions through nine (9) divisions of specialization as follows: Recreation, Surprise Campus Operations, Aquatics, Special Events, Parks Maintenance, Right of Way Maintenance, Community Promotions, and Library. Additionally, there is an Administrative Division that provides support to all the divisions. Some significant highlights for FY 2006 are:

- The Community and Recreation Service Department hosted the Special Olympics Fall Games Opening Ceremonies and swim competition at the Surprise Aquatic Center.
- Successfully facilitated the IGA with Dysart Unified School District.
- Recruited and trained over 1,090 youth sports volunteer coaches and assistant coaches totaling over 32,670 volunteer hours.

The City continues to grow at a phenomenal rate and this department is preparing itself to meet the diverse needs of the community through innovative and progressive programming. Staff's dedication and commitment to providing quality customer service is consistent with the 2020 General Plan – Live, Work and PLAY in Surprise!

**Accomplishments:**

- Recruited and trained over 1,090 youth sports volunteer coaches and assistant coaches totaling over 32,670 volunteer hours.
- Increased youth sports participation over 30% facilitating over 6,000 participants.
- Increased swim lessons at the Hollyhock Community Pool by 165%
- Increased community and corporate cash sponsorship by 25% allowing Community and Recreation Services Department to enhance special event programming and delivery.
- Increased special event attendance by 10% with Surprise Party and Spring Eggstravaganza attracting over 25,000 participants.
- Introduced Senior Classes and Teen Turn Around Trips to the Special Interest Class Programming
- The Community & Recreation Service Department implemented on-line registration through the CLASS Software Program.
- The Community and Recreation Service Department hosted the Special Olympics Fall Games Opening Ceremonies and swim competition at the Surprise Aquatic Center.

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- Hosted and facilitated second annual High School 1A – 3A and 4A – 5A High School All Star Football Games.
- Hosted and facilitated first annual High School Academic All Star Baseball Game.
- Successfully facilitated the IGA with Dysart Unified School District.
- Completed Phase I of the Gaines Park expansion project.

**Department Budget:**

New personnel were identified due to the increase in recreation center facilities and City park land inventories. The new full time positions include 1.0 FTE Recreation Manager to operate and program the new tennis facility expected to be completed by February 2007. This position will develop and implement tennis lessons, camps and leagues; negotiate local, regional and national tournaments as well as provide overall management duties with regards to operations and programming.

Parks maintenance personnel were added to account for other recreational center additions and new park land inventory and include six maintenance workers and two maintenance technicians. Total authorized personnel increases from 90.2 positions to 99.2 with 37.4 positions being seasonal part-time.

<b>Position Summary</b>					
<b>Community &amp; Recreation Services Department</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
Parks & Recreation Director	1.0	1.0	1.0	1.0	0.0
Recreation Manager	2.0	2.0	2.0	3.0	1.0
Construction Project Manager	0.0	0.0	1.0	1.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	2.0	3.0	4.0	4.0	0.0
Recreation Programs Coordinator	2.0	4.0	5.0	5.0	0.0
Senior Recreation Aide	1.0	4.0	4.0	4.0	0.0
Recreation Aide	2.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	1.0	1.0	1.0	0.0
PT Seasonal Positions	55.3	56.2	37.4	37.4	0.0
Administrative Assistant	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<b><u>67.3</u></b>	<b><u>74.2</u></b>	<b><u>58.4</u></b>	<b><u>59.4</u></b>	<b><u>1.0</u></b>

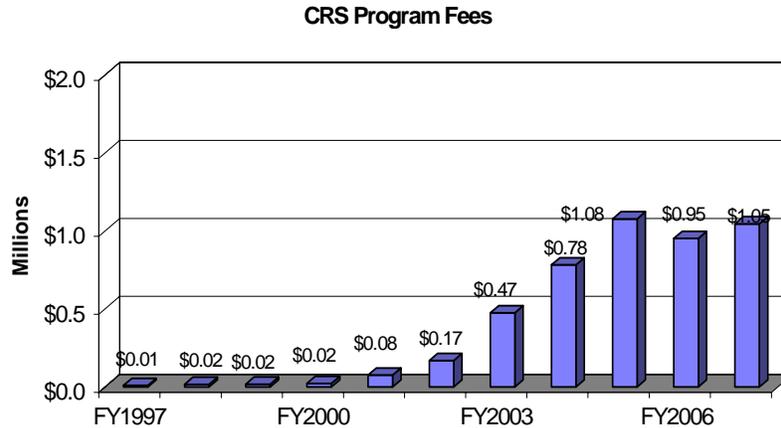
Additional programming needs were identified and include approximately \$185,000 for Youth Sports, a program that predicts an increase of 20% more participation. It is expected that direct costs are associated with this increase and are recovered 50% by revenue. Teen programming received further funding in the amount of \$32,000 to increase current service levels for this age group. A third high school is expected to open FY2007 and a total of 5000 high school students for all high schools have been identified by Dysart Unified School District. The number of total students will represent a 50% increase over the prior two fiscal years.

Adaptive recreation programming to compliment Dream Catcher Park was funded at \$31,000 and represents one of the most recently created programs. It is planned that the special needs community be served through Special Olympic tournaments and other specialized events.

The total budget of \$7,610,900 represents an increase of 13% over the FY2006 adopted budget. Included in this amount are personnel costs of \$4,050,800 that equates to 53% of the total department operating budget. Supplies and services are programmed for \$3,560,100 representing an increase of 22.7% over the FY 2006 adopted budget and totals 47% of the total operating budget. Increases are due primarily to inflationary costs of supplies and services and growth in the demand for services.

<b>City of Surprise</b>						
<b>Community &amp; Recreation Services</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b><u>Department Summary</u></b>						
Personnel	1,830,314	2,361,051	2,954,100	2,487,500	4,050,800	5.4%
Supplies/Services	1,636,511	1,880,308	2,745,400	2,307,701	3,560,100	22.7%
Capital	<u>24,926</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>3,491,750</u></b>	<b><u>4,241,359</u></b>	<b><u>5,699,500</u></b>	<b><u>4,795,201</u></b>	<b><u>7,610,900</u></b>	<b><u>13.1%</u></b>
<b><u>Division Summary</u></b>						
Administration	190,309	192,003	347,000	280,648	393,400	46.2%
Aquatics	377,807	459,168	813,600	654,443	805,200	42.5%
Special Events	465,385	387,640	1,021,100	530,557	674,200	36.9%
Recreation	1,323,916	1,642,754	1,886,400	1,705,612	3,207,700	3.8%
Maintenance	707,305	760,856	974,400	882,931	1,819,600	16.0%
Community Promotions	5,002	84,656	92,300	91,743	131,500	8.4%
Right of Way	278,896	300,965	392,300	314,609	401,900	4.5%
Library	<u>143,130</u>	<u>150,642</u>	<u>172,400</u>	<u>121,917</u>	<u>177,400</u>	<u>-19.1%</u>
<b>Total</b>	<b><u>3,491,750</u></b>	<b><u>3,978,684</u></b>	<b><u>5,699,500</u></b>	<b><u>4,582,460</u></b>	<b><u>7,610,900</u></b>	<b><u>15.2%</u></b>
<b><u>Revenues</u></b>						
Program Income & Advertising	838,629	1,775,492	991,400	892,000	1,239,400	-49.8%
General Fund Subsidy	<u>2,653,122</u>	<u>2,465,867</u>	<u>4,708,100</u>	<u>3,903,201</u>	<u>6,371,500</u>	<u>58.3%</u>
<b>Revenue</b>	<b><u>3,491,750</u></b>	<b><u>4,241,359</u></b>	<b><u>5,699,500</u></b>	<b><u>4,795,201</u></b>	<b><u>7,610,900</u></b>	<b><u>13.1%</u></b>

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



Program fees consist of all user fees charged to participate in city run recreation programs and other activities. Revenue recovery of direct program costs ranges from 0% to 150% for all programs offered by the city. The city is making huge progress in the variety of activities offered and in the cost recovery of those activities. Program revenue has increased by over 6687% since FY1998 when a total of \$15,873 was collected. Please note: the AM/PM program was turned over to the Dysart Unified School District in 2005 which is reflected in the lower dollar amount in 2006.

**Capital:**

Capital programmed for the C&R department totals \$26,396,400 including projects that have been carried forward from FY2006. New capital for FY2007 includes \$3,000,000 for recreational enhancements at Dysart High School #3 (now named Valley Vista High School) to include the design and construction of ball fields and soccer fields, track, football and ball field lighting, parking lot, gymnasium bleachers, misc. infrastructure and hardscape landscape. By partnering on this project, the District and the City will provide the citizens of Surprise a wide range of recreational options all within walking distance of each other. Valley Vista High School is directly located west of the Surprise Recreation Campus and these recreational facilities will directly benefit both the District and the City.

Other capital projects include \$2,000,000 for a recreation center to be incorporated with the Surprise Tennis Facility (carry forward project). This center will be programmed to include racquet sports, meeting / instructional rooms and a fitness room. Bicentennial Park renovations are planned for \$1,000,000 in order to modernize and enhance the current facility. Also planned is \$400,000 for Phase II of the Youth Baseball Facility, \$30,000 for an aquatic asset plan, and \$250,000 to landscape Elm Street. Remaining projects and equipment are detailed in the table below. More detail on the projects is available in the FY2007 Capital Improvements Plan document.

<b>City of Surprise</b>			
<b>Community and Recreation Services-Capital</b>			
<b>Fiscal Year 2007</b>			
Description	Account	Amount	
<b>Administration</b>			
Dysart High School #3 - Recreation Enhancements	21414-444-111-39311-20704	3,000,000	
Recreation Admin Office Exp Carry Forward \$887,800	21414-444-111-39211-20661	1,387,800	4,387,800
<b>Aquatics</b>			
Aquatic Asset Plan	21111-444-422-39212-29999	30,000	30,000
<b>Library</b>			
City Library #3	21417-444-433-39212-20619	200,000	200,000
<b>Parks Maintenance</b>			
Bicentennial Park	21112-444-431-39223-29999	1,000,000	
Bicentennial Park Carry Forward	21213-444-431-39112-20324	53,700	
Equipment/Vehicles	21111-444-431-39431-29999	240,000	
Landscape Elm Street	21213-444-431-39112-29999	250,000	
Lizard Run Rec Complex - Greenbelt Carry Forward	21213-444-431-39211-20517	1,020,900	
Maintenance Yard Carry Forward	21112-444-431-39211-20637	30,000	
Mower Carry Forward	21414-444-431-39431-20636	137,500	
OTS Park - Habitat for Humanity Carry Forward	21213-444-431-39112-20673	75,000	
Park Maintenance Replacement Fund	21111-444-431-39431-29999	17,000	
Park Maintenance Yard & Shop Carry Forward	21414-444-431-39211-20658	1,023,500	
Surprise Recreation Campus Park - Phase 3	21414-444-431-39211-20550	1,000,000	
Lizard Run Recreational Complex - Phase II	21414-444-431-38199-20708	100,000	
Youth Baseball Facility Phase II	21414-444-431-39211-20709	400,000	5,347,600
<b>Recreation</b>			
Citywide Trail/Bike System Carry Forward	21414-444-429-39112-20516	85,000	
Dream Catcher Park Carry Forward \$1,028,000	21414-444-429-39211-20556	1,200,000	
Gaines Park Carry Forward	21213-444-429-39212-20522	481,500	
Lighting Shared Facilities Carry Forward \$147,700	21414-444-429-39211-20605	372,700	
Skate Park	21414-444-429-38199-20618	50,000	
Public Safety Park Development Carry Forward	21414-444-429-39211-20635	200,000	
Recreation Center - 2007	21414-444-429-39211-20707	2,000,000	
Recreation Center Carry Forward	21414-444-429-39211-20551	1,636,000	
Scoreboards Carry Forward	21414-444-429-39411-20553	183,800	
Softball Complex Carry Forward	21414-444-429-39211-20552	2,000,000	
Surprise Farm Park Development I Carry Forward	21414-444-429-39112-20606	1,725,000	
Surprise Tennis and Raquet Facility Carry Forward	21414-444-429-39211-20660	4,660,000	
Youth Baseball/Softball Complex Carry Forward	21414-444-429-39211-20554	1,690,000	16,284,000
<b>Right of Way</b>			
Electrical upgrades to Bullard Carry Forward	21112-444-432-39224-20620	147,000	147,000
			<u>26,396,400</u>

**Goals & Objectives:**

- Introduce 325 NEW Recreation Programs to the residents of Surprise in the areas of Youth Sports, Special Interest Classes and Teen Programming.
- Introduce three new summer recreation sites.

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- Introduce Adaptive Recreation Programming to include Special Olympic Tournaments, Special Olympic Fall Games, Wheel Chair Basketball and Bambino Buddy Ball/ Miracle League.
- Successfully open and operate: Sierra Montana Recreation Center, Youth Baseball Complex, Dream Catcher Park, Surprise Tennis and Racquet Facility.
- Develop and coordinate an October Fest Signature Event at the Surprise Recreation Campus.
- Develop, implement and coordinate (2) NEW community based events to include a Family Fun Run and Family Campout.
- Acquire host opportunities for regional and national baseball tournaments.
- Continue to foster the relationship with Dysart Unified School District.
- Complete construction of the Community and Recreation Services Office Expansion.
- Increase park inventory through the addition of Marley Park (35 Acres).
- Complete Master plan and design of Bicentennial Park renovations.
- Complete Phase I of Lizard Run Corridor.

<b>Community &amp; Recreation Services Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Recreation Program Participants	34,700	41,700	29,000	44,100
Aquatics Program Participants	73,500	73,100	74,000	75,000
Special Event Attendance	72,700	77,200	70,000	80,000
Parks - Acres Mowed	1,025	1,285	1,692	2,200
Softball Preps - Parks	480	512	1,242	1,600
Irrigation (Hours)	2,080	3,120	3,200	4,160
Trees & Shrubs (Hours)	624	832	1,779	2,300

*\*Decrease in recreation program participants from 2005 to 2006 due to Dysart taking over the AM/PM program*



## *City of Surprise, Arizona*

### *Campus Operations*

#### *FY2007 Budget*

#### **Mission Statement:**

To enrich and compliment the lives of Surprise residents through the stewardship of our resources while providing programs which promote and enhance the economic viability of the Surprise Recreation Campus, Cactus League Baseball and the City of Surprise.

#### **Budget Highlights:**

The campus operations division of the Community & Recreation Services Department is responsible for the operation and maintenance of the 145-acre Surprise Recreation Campus, specifically stadium operations, turf and ground maintenance.

In addition to Spring Training/Cactus League Baseball, the Surprise Recreation Campus plays host year round to the City Of Surprise's Youth/Adult Sports recreational programming and city sponsored Special Event events including the Spring Training Fan Fest, Surprise Party, Easter Extravaganza and the July 4<sup>th</sup> celebration. Other signature events include the Coca Cola College Baseball Classic and the Major League Baseball Alumni Legends Game. Community partners such as the Dysart School District, Northwest Chamber of Commerce, Sun Health, Valley Big Brothers, Arthritis and Alzheimer's Foundations will all utilize the Recreation Campus for community events during FY06/07.

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

#### **Accomplishments:**

- Facilitated, coordinated and maintained 4<sup>th</sup> Annual Celebration of Baseball and Spring Training season activities/games, as well as, positive year round day-to-day operations with the Kansas City Royals and Texas Rangers organizations.
- Facilitated Golden Baseball Leagues' Surprise Fightin' Falcons independent baseball team and their season.
- Facilitated, staffed and operated two Major League Baseball's Arizona Fall League teams (Surprise Scorpions/Grand Canyon Rafters).
- Facilitated and continued positive relations with outside organizations' use of facilities at the Recreation Campus: NW Valley Chamber of Commerce (Home & Garden show and Art show), Magic Bird Arts & Crafts Festival, Sun Health (Stork Exchange and volunteer luncheon), Dysart Unified School District (district baseball games, cross country meets, graduation ceremonies), Arizona High School Football Coaches Association (All-Star games), Arizona Senior Olympics, Arizona Special Olympics (opening ceremonies), Men's Senior Baseball League & National Adult Baseball

Association World Series tournaments, Mickey Owen Baseball schools, USA Baseball Junior Olympic tournament, Sanderson Ford (tent sale).

- Awarded the 2005 Professional Sports Complex of the Year by Sports Turf Managers Association.
- Awarded 2005 Professional Fields Grand Award from Professional Grounds Maintenance Society.
- Completed second year of operation with fertigation system and fertility program. Sustaining a tissue analysis of turf with a 90 % of all tests' results in optimum range.
- Initiated equipment replacement program for the Surprise Recreation Campus.

**Department Budget:**

Personnel costs represent 35% of the total campus operations budget and increase 15% over last year. The increase is primarily due to the programming of new positions including six maintenance workers and two maintenance technicians. These positions are necessary due to recreation centers that are expected to become operational in FY2007 and include the Sierra Montana Recreation Center and the Youth Baseball/Softball Complex. City Park inventories and involves properties in Marley Park, Surprise Farms, & the City Civic Center. All of these facilities require operational funding for park maintenance upon completion.

<b>Position Summary</b>					
<b>Community &amp; Recreation Services Department - Complex</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Sports Complex Operations Manager	1.0	1.0	1.0	1.0	0.0
Parks Maintenance Manager	1.0	2.0	2.0	2.0	0.0
Assistant Parks Maintenance Manager	1.0	0.0	0.0	0.0	0.0
Baseball/Parks Maintenance Supervisor	3.0	3.0	3.0	3.0	0.0
Maintenance Technician	5.0	6.0	6.0	8.0	2.0
Facilities Maintenance Technician	0.0	1.0	1.8	1.8	0.0
Maintenance Worker	9.0	9.0	10.0	16.0	6.0
Laborer	0.0	0.0	2.0	2.0	0.0
Groundskeeper	0.0	0.0	6.0	6.0	0.0
<b>Total</b>	<u>20.00</u>	<u>22.00</u>	<u>31.80</u>	<u>39.80</u>	<u>8.00</u>

The largest component of this budget is supplies & services that accounts for 51% of the total budget related directly to utilities, and turf and facility maintenance. Recreation Campus operations is a year round responsibility equally responsive to the needs of professional baseball and the recreational needs of the Surprise community.

City of Surprise						
Community & Recreation Services - Campus Operations						
Fiscal Year 2007						
	FY2004	FY2005	FY2006	FY2006	FY2007	Budget
Expenditures	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Personnel	1,073,118	1,150,400	1,341,600	1,006,800	1,543,700	15.1%
Supplies/Services	2,323,093	1,579,833	2,419,500	1,916,537	2,246,500	-7.2%
Capital	35,707	46,248	100,000	100,000	577,000	477.0%
Contingencies	0	349,200	0	0	0	0.0%
<b>Total</b>	<u>3,431,919</u>	<u>3,125,681</u>	<u>3,861,100</u>	<u>3,023,337</u>	<u>4,367,200</u>	<u>13.1%</u>
<b>Revenues</b>						
Building Rents	488,803	331,443	50,000	50,000	50,000	0.0%
Baseball Related	934,476	921,991	885,000	880,000	1,038,000	17.3%
Program Fees	17,310	0	20,000	20,000	20,000	0.0%
Other Sources	473,755	291,778	500,000	221,000	500,000	0.0%
General Fund Subsidy	446,054	1,474,466	2,406,100	2,106,956	2,759,200	14.7%
<b>Total Revenue</b>	<u>2,360,399</u>	<u>3,019,678</u>	<u>3,861,100</u>	<u>3,277,956</u>	<u>4,367,200</u>	<u>13.1%</u>

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

For FY2007 campus operations is expected to recover approximately 37% of its operating costs through baseball and other program revenue. A subsidy from the general fund and a beginning fund balance make up the remainder of programmed resources. It is anticipated that revenue generating special events such as trade shows, RV shows, baseball tournaments, etc...will enhance revenue recovery efforts of the campus. Unknown Special events have been programmed in the amount of \$500,000 to enable the campus to host revenue recovering events that arise throughout the year.

**Capital:**

Beginning in FY2007, an asset plan at approximately \$342,000 will be funded to maintain the aesthetic look of the Surprise Recreation Campus as it nears a five year life span.

City of Surprise		
Community and Recreation Services Campus Ops-Capital		
Fiscal Year 2007		
Description	Account	Amount
Campus Asset Plan	21113-444-421-39212-2999	342,000
Field Renovations	21113-444-421-39211-2070	205,000
IT Infrastructure Cost	21112-444-421-39211-2070	585,000
Ribbon Board	21112-444-421-39411-2999	600,000
Sidewalk Program	21113-444-421-39112-2999	30,000
		<u>1,762,000</u>

In conjunction with the campus asset plan, renovation of approximately 45 acres of sports field surface have been planned at a cost of \$205,000 as the campus playing fields are also 5 years old. Renovation is optimum in a 5-year cycle to insure safe playing conditions and proper grade per major league baseball standards. Additionally, the city's recreation programs utilize the fields. Other projects include \$585,000 in upgrades to the campus IT infrastructure. These upgrades are necessary as data/communications capabilities to connect to the City network have been exhausted. This request is the cost for conduit, fiber and copper infrastructure, as well as any IT related equipment that would reside in each facility. A new ribbon board for \$600,000 has been identified to provide technological enhancement, additional revenue to the City through advertisement and will be located on the white flashing (2nd deck).

A \$30,000 sidewalk addition has also been planned to be installed from the back of the stadium to the staff parking lot.

**Goals & Objectives:**

- Establish new baseball/sporting events, placing an emphasis on generating an increase of economic development avenues (heads in beds, etc) for the city.
- Establish and maintain facility maintenance programs which will provide positive upkeep and integrity of the facilities.
- Maintain, with the emphasis or improving the day-to-day operations of the campus and its operating partners: Royals, Rangers, Aramark, Sundancers, Library, other city departments, campus sponsors, clients, vendors and Surprise citizens.
- Maintain standard set of being the premiere Spring Training Facility in all of Major League Baseball and number one Professional Sports Complex in the nation while adapting to increased operational activity.
- Provide safe and well-maintained facilities in accordance with existing contract to Major League Baseball Standards while remaining within current budget parameters.
- Provide training for all division employees in product safety and horticultural practices.

<b>C&amp;R Services – Campus Operations Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Number of Volunteer Hours	26,500	27,830	31,550	32,500
Spring Training Attendance	152,680	165,686	142,319**	167,500
Recreation Campus – Non Spring Training Events	42	44	65	70
Recreation Campus - Non Spring Training Attendance	92,550	97,200	99,572	105,000
Non Spring Training Revenue Generating Events	16	18	17	18
Non Spring Training Revenue Generated	\$212,400	\$222,000	\$263,884	\$265,000

*\*Numbers do not reflect recreation and aquatic programs and attendance*

*\*\*Decrease in 2006 Spring Training Attendance due to (2) rain out games & inclement weather*



*City of Surprise, Arizona*  
*Parks & Recreation Development Fund*  
 FY2007 Budget

**Purpose:**

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

**Budget Highlights:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the Parks, Recreation & Library Development fee has been separated into two fees, one for Parks & Recreation and one for Library. As of August 27, 2004 the parks & recreation development fee decreased \$25 to \$1,127 per single family home. These fees have been separated in order to more accurately reflect the impact of growth on these two services.

For FY 2007, \$1,922,300 is programmed as rent to be used as payment on the MPC lease for debt associated with the Surprise Stadium and other Surprise Center amenities. Expenditures are expected to exceed anticipated revenues for FY 2007. The shortfall will be augmented with an inter-fund loan which will be repaid in FY 2008 and FY 2009.

<b>City of Surprise</b>						
<b>Parks &amp; Recreation Development Fund</b>						
Fiscal Year 2007						
<b>Expenditures</b>	<b>FY2004*</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	1,055,363	1,933,246	1,931,700	1,924,207	2,707,300	40.2%
Capital	413,000	788,657	16,709,700	1,305,400	22,391,300	34.0%
Contingencies	0	0	<u>798,800</u>	0	0	-100.0%
<b>Total</b>	<u>1,468,363</u>	<u>2,721,903</u>	<u>19,440,200</u>	<u>3,229,607</u>	<u>25,098,600</u>	<u>29.1%</u>
<b>Revenues</b>						
Development Fees	7,376,309	8,277,665	7,889,000	5,121,700	4,057,200	-48.6%
Grants	48,000	0	0	0	0	0.0%
Interest	49,733	468,684	75,000	400,000	200,000	166.7%
Transfers In	0	0	0	0	6,076,900	
Other Sources	<u>1,117,100</u>	<u>6,465,791</u>	<u>11,476,200</u>	<u>12,478,538</u>	<u>14,764,500</u>	<u>28.7%</u>
<b>Total</b>	<u>8,591,142</u>	<u>15,212,140</u>	<u>19,440,200</u>	<u>18,000,238</u>	<u>25,098,600</u>	<u>29.1%</u>
* Includes Library						

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

<b>City of Surprise</b>	
<b>Parks &amp; Recreation Development</b>	
<b>Fiscal Year 2007</b>	
Community & Recreation Services	25,098,600
Total Parks & Recreation Development Fund	<u>25,098,600</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected, a general fund subsidy will be required in future years in order to fund all projects included in the CIP.

**21414 - Parks & Recreation Capital Development Fee Fund**

	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Budget</b></u>
Beginning Balance	14,764,500	0	0	28,794,500	4,046,800
Revenues	4,257,200	6,633,500	6,682,500	6,624,600	6,420,500
Transfers In (Out)	6,076,900	(5,936,200)	(140,700)	0	0
Bond Proceeds	0	0	47,625,000	0	0
Expenditures	25,098,600	697,300	21,222,300	31,372,300	10,272,300
<b>Ending Balance</b>	<u><b>0</b></u>	<u><b>0</b></u>	<u><b>32,944,500</b></u>	<u><b>4,046,800</b></u>	<u><b>195,000</b></u>
2-Months Operating Reserves	<u>1,922,300</u>	<u>1,922,300</u>	<u>1,922,300</u>	<u>6,072,300</u>	<u>6,072,300</u>



*City of Surprise, Arizona*  
*Library Development Fund*  
*FY2007 Budget*

**Purpose:**

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

**Budget Highlights:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the Parks, Recreation & Library Development fee has been separated into two fees, one for Parks & Recreation and one for Library. As of August 27, 2004 the library development fee increased \$62 to \$266 per single family home. These fees have been separated in order to more accurately reflect the impact of growth on these two services.

\$200,000 is programmed for consulting services to determine the whether the current library be expanded or an additional library constructed and for design services. Anticipated resources of this fund exceed current year expenditures by \$3,353,100. This amount has been programmed as unallocated contingencies, however the availability of these funds is crucial to the funding of the City's five-year CIP.

<b>City of Surprise</b>						
<b>Library Development Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004*</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
Supplies/Services	0	0	8,600	1,736	0	0.0%
Capital	0	0	200,000	0	200,000	0.0%
Contingencies	<u>0</u>	<u>0</u>	<u>2,475,900</u>	<u>0</u>	<u>3,353,100</u>	0.0%
<b>Total</b>	<u>0</u>	<u>0</u>	<u>2,684,500</u>	<u>1,736</u>	<u>3,553,100</u>	0.0%
<b>Revenues</b>						
Development Fees	0	1,381,304	1,862,000	1,164,900	957,600	51%
Interest	0	17,903	20,000	20,000	20,000	100%
Other Sources	<u>0</u>	<u>0</u>	<u>802,500</u>	<u>1,399,206</u>	<u>2,575,500</u>	<u>0%</u>
<b>Total</b>	<u>0</u>	<u>1,399,207</u>	<u>2,684,500</u>	<u>2,584,106</u>	<u>3,553,100</u>	<u>132%</u>
* Included in Parks & Recreation Development						

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

<b>City of Surprise</b>	
<b>Library Development Fund</b>	
<b>Fiscal Year 2007</b>	
Community & Recreation Services	<u>200,000</u>
Total Library Development Fund	<u>200,000</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected revenues exceed expenditures and funds are available for all projects included in the CIP.

**21417 - Library Development Fee Fund**

	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Beginning Balance	2,575,500	0	965,700	(3,457,100)	(2,679,900)
Revenues	977,600	1,565,700	1,577,200	1,577,200	1,577,200
Transfers In (Out)	0	0	0	0	0
Bond Proceeds	0	0	0	0	9,102,700
Expenditures	3,553,100	600,000	6,000,000	800,000	8,000,000
<b>Ending Balance</b>	<u><u>0</u></u>	<u><u>965,700</u></u>	<u><u>(3,457,100)</u></u>	<u><u>(2,679,900)</u></u>	<u><u>0</u></u>
2-Months Operating Reserves	0	0	0	0	0



*City of Surprise, Arizona*  
*Community Initiatives*  
*FY2007 Budget*

**Mission Statement**

To promote the self-sufficiency of Surprise residents, through the provision of social, senior, transit and neighborhood and volunteer services both as individuals and as members of the community.

**Divisions:**

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

**Budget Highlights**

The Community Initiatives Department is responsible for the development, management and coordination of programs to enhance and improve the quality of life for our residents as well as beautify and revitalize our neighborhoods and community. The philosophy of this department continues to be one of community stewardship and commitment to excellence. The department intends to continue building upon its existing network of agencies, organizations and volunteers to meet the increasing demands of a growing community.

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

<b>Position Summary</b>					
<b>Community Initiatives - Summary</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Community Initiatives Director	1.0	1.0	1.0	1.0	0.0
Community Initiatives Manager	1.0	1.0	1.0	1.0	0.0
Recreation Aide	0.5	0.5	1.5	1.5	0.0
Neighborhood Liaison	1.0	2.0	3.0	3.0	0.0
Senior Programs Coordinator	0.0	0.0	0.0	0.0	0.0
Community Programs Specialist	2.0	2.0	1.0	2.0	1.0
Senior Programs Supervisor	1.0	1.0	1.0	1.0	0.0
Management Assistant	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Social Worker	0.0	0.0	0.0	0.0	0.0
Volunteer Coordinator	0.0	0.0	0.0	0.0	0.0
Engineering Technician	0.0	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.5	0.5	0.5	0.5	0.0
Case Worker	0.0	0.0	0.0	0.0	0.0
Van Driver	3.5	0.0	0.0	0.0	0.0
Facilities Maintenance Worker	0.0	0.0	0.5	0.5	0.0
<b>Total</b>	<u>11.5</u>	<u>9.0</u>	<u>10.5</u>	<u>11.5</u>	<u>1.0</u>

### Accomplishments:

- Successfully completed and implemented several programs/projects including:
  - Training for citizens to fingerprint established in conjunction with Police Department.
  - Programs such as Pride Day, Senior Safety Day, and other Departments public safety awareness programs such as Victim’s Assistance, Baby Shots, GAIN Night and Alternative Response Van were accomplished in FY-06
  - Completed successful implementation of Emergency Housing Program to assist residents, and successful planning, development and agreement with local financial institution to conduct citizen workshops in money management and predatory lending practices to avoid.
  - Circulator route under study by RPTA to be completed by July 2007, and assisted in facilitating successful acquisition of land triggering land donation to city.
  - Successfully added 7 new programs for senior and disabled residents.
- Add employee parking west of building to increase client parking in front. Completed paving and striping June 2006 and enhance the covered patio for client and employee use. Completed June 2006.
- Complete participation in the development of Lizard Run Grant, Phase I, with Finance, Community Development, CRS, and Revitalization Board by June 2007.
- Assist with the transfer of ownership of the Habitat for Humanity Park within the Original Town site as part of a housing development project by December 2007.
- Promoted mediation throughout the City and Court system to decrease court loads and increase the awareness of mediation to resolve “neighbor” issues. Successfully created a video June 2006 to air on Channel 11 and other venues to promote mediation program.

- Review Administrative support of the Maricopa County Food Plus program and combine if possible with the new Essential Services senior supplemental food program. Council approved and implemented March 2006.
- Expansion design to make best use of space for Community Initiatives and senior growth. June 2007. Design 2007, build 2008. Design funding approved by council June 2006.
- Examine parking deficiencies and seek ways to resolve issues. Develop overflow-parking plan in Gaines Park by June 2006 with CRS Department. Completed in FY06
- Begin entitlement funding distribution with the addition of 1 staff member to oversee the allocation of \$318,182 as dictated by the one year action plan. Funding awarded on 7/1/2006. Hiring of staff member by 10/2006, and completion of project by 6/2007.
- Completion of an Arizona Department of Housing grant for Emergency Repair assisting 30 owner occupied homes needing housing repair assistance by August 2006. Program started 12/05.
- Completion of the Consolidated Plan contracting including technical assistance by December 2006. Completed Plan by May 2006. Acceptance by HUD on June 2006, and commission a Housing Plan to identify housing conditions within the City to seek and target grant funding effectively to be completed by 12/2006.

### Budget Summary:

The Community Initiatives Department budget is programmed for \$3,003,700 a slight net decrease of -3% from the FY2006 budget of 2,878,600 excluding capital. The decrease is primarily due to one time costs last year that are not carried over to this fiscal year. Personnel costs account for 36% of the total Community Initiatives budget excluding capital. Personnel increases include programming a 1.0 FTE Community Services Specialist, and part time hours equivalent to a 1.0 FTE Kitchen Assistant to growth and demand for services.

<b>City of Surprise Community Initiatives Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b><u>Department Summary</u></b>						
Personnel	471,064	533,680	720,800	606,000	1,013,400	40.6%
Supplies/Services	661,481	773,159	2,157,800	845,239	1,774,000	-17.8%
Capital	0	84,146	333,100	116,800	216,300	-35.1%
<b>Total</b>	<b><u>1,132,545</u></b>	<b><u>1,390,985</u></b>	<b><u>3,211,700</u></b>	<b><u>1,568,039</u></b>	<b><u>3,003,700</u></b>	<b><u>-6.5%</u></b>
<b><u>Division Summary</u></b>						
Administration	239,471	263,929	434,000	288,254	518,500	19.5%
Senior Services	224,639	318,173	494,400	304,421	619,200	25.2%
Human Services	72,048	82,960	96,700	79,355	104,100	7.7%
Neighborhood Services	<u>596,387</u>	<u>725,923</u>	<u>2,186,600</u>	<u>896,009</u>	<u>1,761,900</u>	<u>-19.4%</u>
<b>Total</b>	<b><u>1,132,545</u></b>	<b><u>1,390,985</u></b>	<b><u>3,211,700</u></b>	<b><u>1,568,039</u></b>	<b><u>3,003,700</u></b>	<b><u>-6.5%</u></b>
<b>Revenues</b>						
Grants	448,947	372,081	1,756,400	1,527,139	494,100	-71.9%
Program Fees	22,177	31,990	31,000	34,000	34,000	9.7%
Other	877	27,499	0	6,900	0	0.0%
General Fund Subsidy	<u>660,544</u>	<u>959,415</u>	<u>1,424,300</u>	<u>0</u>	<u>2,475,600</u>	<u>73.8%</u>
<b>Total</b>	<b><u>1,132,545</u></b>	<b><u>1,390,985</u></b>	<b><u>3,211,700</u></b>	<b><u>1,568,039</u></b>	<b><u>3,003,700</u></b>	<b><u>-6.5%</u></b>

Supplies and services have a net decrease; however it is programmed for \$20,000 to continue the displacement assistance program and \$10,000 for replacement equipment in the Senior Center. Other increases include the programming of funds for general cost increases for the supplies and services required to operate the department and for the additional positions.

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

**Capital:**

A total of \$251,900 has been programmed for capital in FY2007 as outlined in the table below. Included are carry over funds for covered parking at the community/senior center, additional parking on Rimrock, and a service drive which will increase the availability of parking, and improve access to the facility.

City of Surprise Community Initiatives-Capital Fiscal Year 2007		
Description	Account	Amount
Additional Parking on Rimrock Carry Forward	21112-441-111-39212-20630	70,000
Community Center Kitchen/Dining Expansion Project	21112-441-412-38199-20703	35,600
Covered parking and patio for senior center Carry Forward	21112-441-412-39212-20615	101,300
Service Drive Carry Forward	21213-441-111-39211-20610	45,000
		251,900

**Goals & Objectives:**

Public Safety

- Expand public awareness of citywide public safety programs (i.e. Senior Safety Day, Victim Assistance, Pride Day, Anti-Graffiti Forums, Mediation Support) through outreach and civic education and Revitalization Board by June 2007 with two new neighborhood programs.
- Develop collaborative process to report crime including graffiti to police department and code enforcement January 2007.

Local Economy (employment)

- Collaborate with Economic Development to design a citywide development strategy to attract businesses as part of the revitalization/redevelopment effort by June 2007.
- Develop plan to extend transit connection to the Southwest Valley (Luke AFB, Estrella Community College) by June 2007.
- Conduct two job seminars/job fairs in collaboration with Maricopa Work Force Connections by June 2007 to promote increased employment opportunities for residents and employers.

Parks and Amenities

- Expand or add five new senior program offerings with emphasis on fitness, nutrition, wellness and participants remaining mentally and socially active by June 2007.

- Develop design concept of expanded dining hall and staff work areas to accommodate future growth by June 2007.
- Refine planning model of Community Center to include a large, well-planned, well-equipped regional kitchen and Café concept co-located with future Fire Station at Cactus Lane Ranch after General Plan Review is completed December 2007 with construction in 2012.
- Begin to plan for boomer generation retirement – examine Life Option Blueprint by June 2007.
- Develop city plan to address Governors Strategic Plan on Aging Crisis by March 2007.
- Complete participation in the development of Lizard Run Grant Phase I with Finance, Community Development, CRS department, and Revitalization Board by June 2007.
- Assist in the development of the Habitat for Humanity Park within the Original Town site as part of a housing development project by June 2007.

#### Efficient and Effective City Operations

- Seek new avenues of outreach, marketing, and partnerships to reduce duplication of effort for services provided by June 2007.
- Continue to develop a new shared use facility with Fire and other city services as approved in CIP for 2011.
- Continue to work with code enforcement to streamline the method of referrals to Neighborhood Services programs by June 2007.
- Expand the Project Data base to track all department projects weekly by January 2007.

#### Customer Service

- Complete the staffing of the front desk to cover public use hours of operation by June 2007.
- Develop a Neighborhood Association Program by starting with two or three Surprise Neighborhoods to connect neighbors and create a stronger link between residents and their city.
- Institute a name tag system for senior participants to foster socialization, familiarization and camaraderie by December 2006.
- Expand the volunteer base through recruitment of new volunteers. Strengthen the city's volunteer program and community engagement with the addition of a volunteer coordinator by December 2006.
- Re-design the website for a new look by December 2006.
- Commission a Housing Plan to identify housing conditions within the city to seek and target grant funding effectively by June 2007.
- Continue to expand the relocation assistance program in conjunction with future city rental ordinance developed by the Community Development Department to provide emergency assistance to displaced families as part of code enforcement activities by June 2007.
- Implement a housing relocation assistance program in conjunction with future city rental ordinance by June 2007.

<b>Community Initiatives – Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Target 2006</b>	<b>Target 2007</b>
<b><u>Human Services</u></b> - Number of new programs added	6	2	7	6
<b><u>Human Services</u></b> - Total number of clients served	592	2,250	2,709	2,980
<b><u>Human Services</u></b> - Total number of Brown Bag/ Food Plus/Supplemental Food packages provided per year	61	850	1,007	900
<b><u>Human Services</u></b> - Number of new job skill workshop seminars and job fairs conducted	1	1	0	1
<b>Senior Services</b> - Number of new senior programs added.	11	10	10	10
<b><u>Senior Services</u></b> - Number of new partnerships developed.	4	4	7	5
<b><u>Senior Services</u></b> - Number of Senior Outreach Programs initiated.	3	5	5	5
<b><u>Senior Services</u></b> - Number of Senior Meals provided	7,844	15,000	9,825	10,000
<b><u>Senior Services</u></b> - New participants	335	360	322	325
<b><u>NH Services</u></b> - Develop Infill lots for neighborhood revitalization.	0	47	0	0
<b><u>NH Services</u></b> - Number of homes improved through grant funds.	10	16	48	50
<b><u>NH Services</u></b> - Homes aided through neighborhood improvement Pride Day.	13	17	10	20
<b><u>NH Services</u></b> - Tons of Refuse removed from neighborhoods.	150	500	550	600
<b><u>NH Services</u></b> - Gallons of paint used to paint homes & remove graffiti.	500	500	500	600
<b><u>NH Services</u></b> - Dollar amount in grants successfully awarded for Neighborhood Revitalization activities	\$550,000	\$746,000	805,000	711,400
<b><u>NH – Services</u></b> - Homes participating in Senior Safety Day	30	85	44	60



*City of Surprise, Arizona*  
*Dial-A-Ride Transportation (DART) Fund*  
*FY2007 Budget*

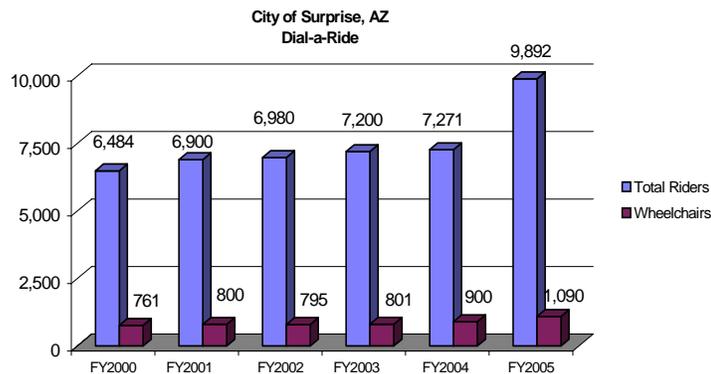
**Mission Statement:**

To provide transit services to Surprise residents with special emphasis to the elderly, disabled and low-income.

**Budget Highlights:**

The Community Initiatives department is responsible for providing a Transit and Dial-A-Ride Transportation (DART) program to meet the cities' transit needs. Initially implemented in 1988, the DART program is successfully meeting some of the needs of Surprise residents, however as the City continues to grow, a changing demand for service has been identified.

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



**Accomplishments:**

- Express bus route #571 started January 2006, and Council approved two new departure times in FY-07 with first starting July 24, 2006.
- Two vans/drivers, and a part time dispatcher approved in FY-07 budget.
- Conducting survey to see need for expanded service. Volunteer dispatcher to conduct survey.
- Implemented new "Taxi-Voucher Program" to augment Dial-a-Ride resources.
- Fleet watch training with police conducted March 2006 and expanding service to residents in FY-07.

<b>Position Summary</b>					
<b>Dial-a-Ride</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
Dispatcher	1.0	1.0	1.0	1.0	0.0
Transit Operator	0.0	5.0	6.0	8.0	2.0
Transit Supervisor	<u>0.0</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
Total	<u>1.0</u>	<u>6.0</u>	<u>8.0</u>	<u>10.0</u>	<u>2.0</u>

### Budget Summary

The DART budget is programmed this year for \$1,044,900. Excluding capital this represents an operating budget increase of 89 % over last fiscal year. This is primarily due to the programming of an additional 2.0 FTE Transit Operators and a .5 FTE Dispatcher position as well as expansion of the grand avenue limited service bus line. Supplies and services increase 192% primarily due to programming an expansion of the grand avenue limited service bus line as outlined below. Included additionally are the operating and equipment needs of the new positions and inflationary increases in fuel and maintenance costs of vehicles.

Programmed this year is \$200,000 to expand the grand avenue limited service bus line in Surprise to include two new departure times. This provides a limited stop community service into Phoenix four times per day during peak hours. The Grand Avenue express route is the first mass transit route that serves the City of Surprise and has been heavily utilized. The needs of the community cannot be met utilizing only Dial-a-Ride, the Transit division continues to explore alternatives including partnerships with RPTA for fixed Route buses, Circulator Route possibilities, and the creation of a commuter rail system for the northwest valley.

<b>City of Surprise</b>						
<b>Community Initiatives - Dial-a- Ride</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Personnel	149,525	227,360	336,700	255,100	498,500	48.1%
Supplies/Services	36,024	53,637	133,600	72,730	390,400	192.2%
Capital	99,140	46,497	207,800	207,800	156,000	-24.9%
Contingencies	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>284,689</u></b>	<b><u>327,494</u></b>	<b><u>678,100</u></b>	<b><u>535,630</u></b>	<b><u>1,044,900</u></b>	<b><u>54.1%</u></b>
<b>Revenues</b>						
Grants & Intergovernmental	387,200	392,629	389,800	389,800	447,300	14.8%
Investments	1,226	7,238	2,500	2,500	2,500	0.0%
User Fees	7,994	9,953	10,000	10,000	10,000	0.0%
General Fund Subsidy	208,100	0	100,000	100,000	258,900	0.0%
Other Sources	<u>(109,652)</u>	<u>0</u>	<u>175,800</u>	<u>33,330</u>	<u>326,200</u>	<u>85.6%</u>
<b>Total</b>	<b><u>494,868</u></b>	<b><u>409,820</u></b>	<b><u>678,100</u></b>	<b><u>535,630</u></b>	<b><u>1,044,900</u></b>	<b><u>54.1%</u></b>

**Capital:**

As programmed for FY2007 Capital totals \$156,000 as indicated in the table below.

City of Surprise Community Initiatives DART-Capital Fiscal Year 2007			
Description	Account	Amount	
Additional DART Vehicles and Operators	21211-441-414-39421-29999	156,000	156,000

**Goals & Objectives:**

Transportation

- Expand Transit Division service hours.
- Continue to explore new opportunities for expanded service by developing updated transit plan to get a head of the curve for future population growth.
- Continue to actively participate with City Transportation Commission, MAG, and Valley Metro stakeholders to extend bus services.

Local Economy

- Continue to assist the local economy by providing transportation to and from stores, medical facilities and work. And contact local employers to identify employee’s transit needs.

Efficient & Effective City Operations

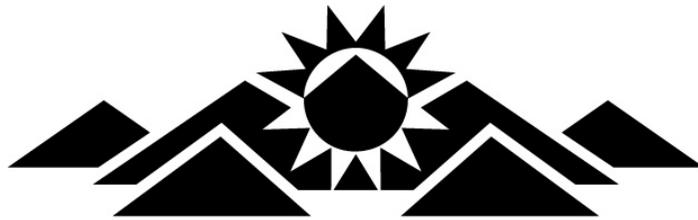
- Continue to expand service by effectively pooling resources with Senior Division.

Customer Service

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

Dial a Ride – Performance Measures	FY2004	FY2005	FY 006	FY2007
Number of Fleet Vehicles	3	4	5	7
Number of Trips	7,449	7,960	11,732	16,424
Operating Cost per Trip	\$24.00	\$21.00	\$32.06	\$37.16
Registered Clients	n/a	336	782	800

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*10% Set –A- Side Fund*  
*FY2007 Budget*

**Mission Statement:**

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

**Budget Summary:**

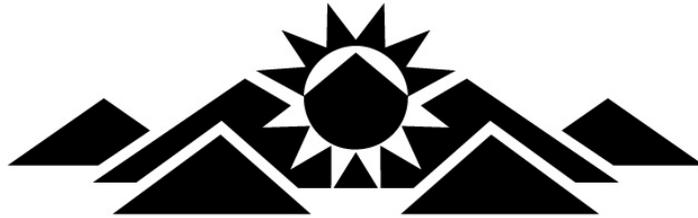
Funding for the 10% set-aside comes from a general fund transfer that represents 10% of the primary property tax levy. Funding for two parks projects came from grants from CDBG and the Arizona State Heritage Fund. These grants will be used to pay for improvements to Gaines Park and Lizard Run. In addition to this transfer, all funds remaining from the prior year are carried forward as beginning fund balance. For FY2007 this is estimated at \$1,651,500.

<b>City of Surprise</b>						
<b>10% Set Aside Fund</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
Supplies/Services	39,474	74,336	150,000	56,367	228,400	52.3%
Capital	<u>87,904</u>	<u>13,325</u>	<u>1,538,100</u>	<u>56,800</u>	<u>1,926,100</u>	<u>25.2%</u>
<b>Total</b>	<u>127,378</u>	<u>87,661</u>	<u>1,688,100</u>	<u>113,167</u>	<u>2,154,500</u>	<u>27.6%</u>
<b>Revenues</b>						
Investment Earnings	2,500	8,446	3,000	3,000	3,000	0.0%
General Fund Subsidy	225,200	369,200	374,200	374,200	500,000	33.6%
Grants	0	0	963,200	963,200	0	100.0%
Other Sources of Funds	<u>33,983</u>	<u>134,304</u>	<u>347,700</u>	<u>424,290</u>	<u>1,651,500</u>	<u>375.0%</u>
<b>Total</b>	<u>261,683</u>	<u>511,950</u>	<u>1,688,100</u>	<u>1,764,690</u>	<u>2,154,500</u>	<u>27.6%</u>

Expenditures are programmed for payment of electricity for original townsite streetlights (\$42,800), park Improvements at Bicentennial and Gaines parks, as well as other items that are described in each departments budget narrative. All funds are programmed for use in FY2007.

<b>City of Surprise</b>	
<b>10% Set Aside Fund - Capital</b>	
<b>Fiscal Year 2007</b>	
Community & Recreation Services	1,881,100
General Operations	88,400
Community Development	40,000
Community Initiatives	45,000
Engineering	<u>100,000</u>
<b>Total 10% Set Aside Fund Capital</b>	<u>2,154,500</u>

*City of Surprise, Arizona*



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

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A R I Z O N A

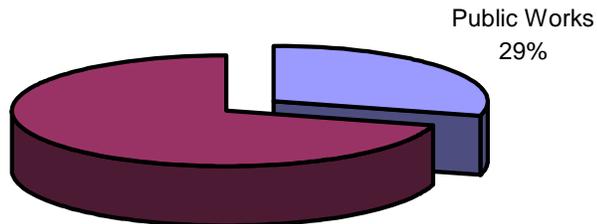
*FY2007 Adopted Budget*

## ***Public Works***

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- Engineering
- Traffic Engineering
- Vehicle Maintenance
- Facilities Management
- Streets
- Street Light Improvement District Fund
- Sanitation Enterprise Fund
- Public Works Development Fund

**\$138,073,450**





*City of Surprise, Arizona*  
*Engineering Department*  
*FY2007 Budget*

**Mission Statement:**

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

**Budget Highlights:**

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

The engineering department, working closely with other departments, will oversee the design, development and construction of several projects on Bell Road during FY2007. These projects include the design and construction of turn lanes, ITS, resurfacing, various other street and landscaping projects planned throughout the fiscal year.

<b>Position Summary</b>					
<b>Engineering Department</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
City Engineer	1.0	1.0	1.0	1.0	0.0
Assistant City Engineer	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	2.0	4.0	6.0	2.0
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Plans Examiner	2.0	2.0	1.0	1.0	0.0
Construction Inspector	3.0	5.0	6.0	6.0	0.0
Permit Licensing Technician	2.0	2.0	2.0	2.0	0.0
Secretary	0.0	1.0	1.0	1.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	0.0
Office Support Specialist	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>11.0</u>	<u>15.0</u>	<u>18.0</u>	<u>20.0</u>	<u>2.0</u>

**Accomplishments:**

- Hired two new Civil Engineer’s and one CIP Engineer.
- Completed the Eastbound left-turn lane at 115th Avenue, Friendship Bridge Joint Replacement, Traffic signal at 175th Avenue (Happy Trails), and Pavement resurfacing between 114th Avenue and Grand Avenue of the Bell Road Project.
- Completed Parkview and Palm View Intersection Improvements.
- Consultants have been hired to complete the Design Concept Reviews for New Arterial Capacity, 219<sup>th</sup> Ave Road & Drainage Improvements, and Martin Acres Road & Drainage Improvements.
- Design underway for Saguaro Acres, Section 10 & 11 Road & Drainage Improvements, and Reems Road Channel Box Culvert.

**Budget Summary:**

The \$1,967,000 budget of the engineering department represents an increase of 15% over the adopted FY2006 budget of \$1,710,000. Personnel costs increase by 32% and account for 84% of the engineering department budget. The increase is primarily due to the programming of two new Associate Engineer positions.

<b>City of Surprise Engineering Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
Personnel	686,102	874,869	1,243,600	1,047,700	1,646,400	32.4%
Supplies/Services	211,319	204,391	466,400	143,111	320,600	-31.3%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>897,421</u></b>	<b><u>1,079,260</u></b>	<b><u>1,710,000</u></b>	<b><u>1,190,811</u></b>	<b><u>1,967,000</u></b>	<b><u>15.0%</u></b>
<b>Revenues</b>						
Engineering Fees	<u>897,421</u>	<u>1,079,260</u>	<u>1,710,000</u>	<u>1,190,811</u>	<u>1,967,000</u>	<u>15.0%</u>
<b>Total</b>	<b><u>897,421</u></b>	<b><u>1,079,260</u></b>	<b><u>1,710,000</u></b>	<b><u>1,190,811</u></b>	<b><u>1,967,000</u></b>	<b><u>15.0%</u></b>

Supplies & Services decrease by 31% from the FY2006 budget. The decrease is primarily due to the programming of \$250,000 of one-time funding to hire specialized consultants during the previous fiscal year. The remaining costs are to maintain and operate the department and to provide the necessary operating and equipment requirements of the additional positions.

**Capital:**

Capital is programmed at \$33,471,400 for the Department as outlined in the table below. As indicated, Included is \$21,174,500 for road improvements including \$9,564,700 for the Bell Road Project, \$3,150,000 to support the Transportation Action Plan, and \$9,149,600 for drainage improvements. The additional roadway mileage and other improvements listed will have an impact on the Operating budget in the area of increased maintenance and utility costs.

City of Surprise Engineering-Capital Fiscal Year 2007		
Description	Account	Amount
136th Ave & Desert Cove Rd improvements Carry Forward \$404,100	21112-541-112-39211-20504	1,104,100
219 th ave Road & Drainage Improvements Carry Forward \$400,000	21112-541-112-39224-20628	2,400,000
Bell Road Project Carry Forward \$370,000	21112-541-112-39211-20547	9,564,700
Dysart & Thunderbird Intersection Improvements	21418-541-112-39211-20632	1,320,000
Dysart Road Improvements @ Grand Carry Forward	21418-541-112-39222-20509	2,374,000
Grand Ave-Greenway Rd. to Litchfield RD Carry Forward \$334,000	21112-541-112-39211-20425	534,000
Palm View Dr Carry Forward	21112-541-112-39223-20529	15,400
Paradise Acres	21418-541-112-39211-20713	1,000,000
Park View Place & Greenway Rd Carry Forward	21112-541-112-39221-20525	87,300
Pave Dirt Road Program	21112-541-112-39211-20612	1,280,000
Reems Rd Channel: Box Culvert Carry Forward \$310,000	21112-541-112-39211-20611	680,000
Reems Rd: Peoria to Cactus Carry Forward	21112-541-112-39222-20434	361,000
Right Turn Lanes	21418-541-112-39211-20657	1,000,000
RTL at Bell & 115th	21112-541-112-39211-20715	1,000,000
Saguaro View & Acres Rd Rehabilitation Project	21112-541-112-39211-20526	200,000
Sections 10 & 11 Road Impr Carry Forward	21112-541-112-39222-20432	100,000
Sections 10 & 11 Drainage & Rdwy Carry Forward \$669,600	21112-541-112-39211-20424	5,619,600
Traffic Calming - Original Townsite	21112-541-112-39223-20513	134,000
Area Drainage Master Plans	21112-541-112-38199-20710	350,000
Long Range Major Street Improvement Master Plans	21418-541-112-38199-20711	300,000
OTS Drainage Master Plan	21213-541-112-38199-20712	100,000
Rose Garden Lane-Low Water Crossing	21418-541-112-38199-20714	500,000
RTL at Bell & 115th	21112-541-112-38199-20715	100,000
Union Hills Drive Widening at 113th Avenue	21418-541-112-38199-20716	200,000
Transportation Action Plan - New Arterial Carry Forward \$500,000	21418-541-112-39221-20668	2,500,000
Transportation Action Plan-Transit Infrastructure	21418-541-112-39211-20669	650,000
		33,474,100

Implementation of the Transportation Action Plan is the highest priority of the City Council, City Manager and the Engineering Department. For FY2007 funds have been programmed for the planning and design of arterial roadway improvements and transit infrastructure improvements. The projects identified by the Engineering department will begin construction in late FY2007 and early FY2008 funded through the dedicated construction transaction tax.

**Goals & Objectives:**

*Transportation, Public Safety, Efficient & Effective City Operations, & Customer Service*

- Ensure that City of Surprise’s roadway network is developed with the proper amount of capacity to serve traffic generated by the land uses depicted on the General Plan Land Use Map.
- Promote access management practices for significant roadways in an attempt to reduce the likelihood of future conflicts and multiple access points. Implement Access Control Guidelines for arterial streets.
- Continue updating the CIP, prioritizing street and circulation capital improvements necessary to implement the General Plan Circulation and Transportation Element
- Develop a “building envelope” policy that establishes grading limits and encourages the preservation of the natural environment.

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- Continue requiring new developments to pay its fair share towards the cost of improvement needs generated by the new development.
- Explore the use of repayment agreements and financial participation in the construction of facilities by developers that are larger than needed by a new development or that extend beyond a new development.
- Implement the pavement preservation and street maintenance program.
- Coordinate street improvements with drainage and flood control needs and to evaluate wash crossings for collector streets and above to ensure minimal feasible impact on environmentally sensitive areas.
- Continue to work with Dysart School District to ensure coordinated planning of school facilities and exchange of information concerning development and engineering related issues.
- Develop a flood control ordinance that prohibits development within the floodway.

<b>Public Works - Engineering Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Commercial Improvement Plans Reviewed	123	139	85	120
Subdivision Improvement Plans Reviewed	302	238	120	150
Commercial Reports Reviewed	26	42	42	40
Subdivision Reports Reviewed	43	49	77	60
Commercial Construction Permits Issued	185	205	198	200
Subdivision Construction Permits Issued	514	274	427	400



*City of Surprise, Arizona*  
*Traffic Engineering*  
*FY2007 Budget*

**Mission Statement:**

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

**Divisions:**

- Operations - Provides overall oversight of the department and centralized administration.
- Signs - Responsible for installing, maintaining and repairing all signs and markings within the City.
- Signals - Responsible for installing, maintaining and repairing all traffic signals and city owned streetlights within the City.

<b>Position Summary</b>					
<b>Traffic Engineering</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Traffic Engineer	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	1.0	1.0	2.0	1.0
REACT Team Coordinator	0.0	1.0	1.0	1.0	0.0
Traffic Signal Technician	2.0	3.0	3.0	3.0	0.0
Traffic Sign/Striping Technician	1.0	1.0	1.0	2.0	1.0
Maintenance Worker	1.0	2.0	5.0	5.0	0.0
Secretary	<u>0.0</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>5.0</u>	<u>9.0</u>	<u>13.0</u>	<u>15.0</u>	<u>2.0</u>

**Accomplishments:**

- Developed and engaged the Regional Emergency Action Coordination Team (REACT) as a pilot program in cooperation with the Maricopa County.
- Designed eleven proposed traffic signals, installed 4 new traffic signals, installed and activated fire preemption at all signal locations west of Grand Avenue, resolved Bell Road street light outages and improved signal coordination on Bell Road.
- Coordinated with Maricopa County to establish IGA's for cost sharing for multiple traffic signals.
- Installed more than 600 signs, placed more than 100 lane miles of pavement markings, and completed 60 intersections.

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- Conducted traffic counts at 25 intersections, performed over 128 mid-block counts and 10 locations had vehicle classification counts.
- Approved over 300 maintaining traffic plans, reviewed 40 sets of plans prepared by developers for signing and striping, reviewed over 50 Traffic Impact Analyses and over 800 traffic crash reports.
- Enforced revised sight distance and lane requirements for developers.
- Worked to get Bell Road ITS (Phase 1) installed and operating.

**Budget Highlights:**

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

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

<b>City of Surprise Traffic Engineering Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
<b><u>Summary</u></b>						
Personnel	296,619	411,875	849,400	491,500	1,086,300	27.9%
Supplies/Services	572,100	441,964	963,500	760,406	916,300	-4.9%
Capital	<u>39,918</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>908,637</u></b>	<b><u>853,839</u></b>	<b><u>1,812,900</u></b>	<b><u>1,251,906</u></b>	<b><u>2,002,600</u></b>	<b><u>10.5%</u></b>
<b><u>Division Summary</u></b>						
Operations	228,991	138,449	472,900	292,186	752,900	59.2%
Signals	365,377	379,199	868,900	547,317	724,500	-16.6%
Signs	<u>314,269</u>	<u>336,191</u>	<u>471,100</u>	<u>412,403</u>	<u>525,200</u>	<u>11.5%</u>
<b>Total</b>	<b><u>908,637</u></b>	<b><u>853,839</u></b>	<b><u>1,812,900</u></b>	<b><u>1,251,906</u></b>	<b><u>2,002,600</u></b>	<b><u>10.5%</u></b>
<b><u>Revenues</u></b>						
HURF	868,637	853,839	1,812,900	1,251,906	2,002,600	10.5%
Other Sources of Funds	<u>40,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>908,637</u></b>	<b><u>853,839</u></b>	<b><u>1,812,900</u></b>	<b><u>1,251,906</u></b>	<b><u>2,002,600</u></b>	<b><u>10.5%</u></b>

**Budget Summary:**

The budget for this department is programmed at \$2,002,600 representing an overall 10.5% increase over last year. Personnel costs total \$1,086,300 and increase by 28% over FY 2006 primarily due to the programming of 2.0 FTE net new positions. The new positions are an Associate Engineer and a Traffic Signing/Striping Technician. These positions are added due to growth and increased demand for services.

A total of \$916,300 is programmed for supplies and services representing a 5% decrease from last year’s budget. The decrease is primarily due to large one-time costs from the previous year being offset somewhat by operating supplies and equipment for the new positions and base adjustments for growth and inflationary increases. Portions of HURF revenues and beginning fund balance fund expenditures of this division.

**Capital:**

Capital for the Traffic Engineering department is programmed at \$9,883,500 as outlined in the table below. A total of \$1,343,000, of which \$325,000 is carried forward, is programmed for improvements including designing the fiber optics system, traffic signal master computer system, traffic control cameras, improvements at the Litchfield & Waddell intersections, and the repair and replacement of streetlights. A total of \$4,096,300, of which \$2,165,900 is carried forward, is programmed for traffic signals & equipment.

City of Surprise Traffic Engineering-Capital Fiscal Year 2007		
Description	Account	Amount
Bell Intelligent Transp. System Phase II Carry Forward \$125,000	21415-545-112-39223-20456	325,000
Fiber Optics - CityWide	21415-545-112-39211-20718	418,000
Geometric Imp for Signalized Intersection Carry Forward	21418-545-511-39224-20654	1,365,000
Historical Lighting and Signage	21112-545-112-39223-29999	500,000
Master Computer System Carry Forward \$200,000	21415-545-511-39411-20428	600,000
Purchase Temporary Traffic Signals Carry Forward	21112-545-511-39223-20653	38,200
Sign Fabrication Shop Carry Forward \$180,000	21415-545-512-39211-20651	901,000
Sign Rehabilitation	21112-545-512-39211-20719	300,000
Signal upgrade and re-wire Carry Forward \$160,000	21112-545-511-39224-20652	440,000
Traffic Calming - Original Townsite Carry Forward	21112-545-112-39211-20513	800,000
Traffic Control Cameras Carry Forward	21112-545-112-39223-20512	100,000
Traffic Signals Carry Forward \$2,165,900	21415-545-511-39223-29999	4,096,300
		9,883,500

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

**Goals and Objectives FY2007:**

Transportation, Public Safety, Efficient & Effective City Operations, & Customer Service

- Maintain Traffic Signals, Signage and Markings to ensure public safety.
- Improve safety by placing thermoplastic pavement markings at 50 major intersections.
- Provide quality customer service to the citizens of Surprise and the general public.
- Provide efficient Traffic Engineering support to the City.

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- Utilize the temporary Master Computer System to manage Bell Road east of Grand Avenue. (Traffic Operations Center)
- Design fiber optic cable, video cameras and message boards on Greenway from Grand Avenue to Loop 303.
- Design and install 8 Traffic Signals.

<b>Public Works-Traffic Engineering Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Total Number of Traffic Signals installed.	5	2	4	10
Number of Streetlights repaired.	50	135	150	175
Number of Traffic Signals Retimed/Adjusted/Phased.	36	250	25	30
Number of Locations Blue Staked.	180	640	1000	1100
Number of Signs Installed.	700	550	600	600
Number of Miles of Pavement Markings.	30	85	240	275
Number of Intersections with Thermoplastic	30	45	50	50
Number of Traffic Impact Analysis revised.	25	40	50	50
Number of intersection studies completed.	18	20	30	30
Number of crash reports reviewed.	300	320	600	600
Number of signing and striping plans approved.	30	50	40	50
Number of Maintaining Traffic Plans approved.	300	400	500	600



*City of Surprise, Arizona*  
*Fleet Management*  
*FY2007 Budget*

**Mission Statement:**

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

**Budget Highlights:**

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

The fleet maintenance division attained ASE shop certification with 85% of its staff holding professional certificates of qualification. The FY07 focus will continue to be an upgrade and overhaul of the qualifications of staff, an addition of specialty equipment to enable more in-house repairs and a continued upgrade of the facility to support the professionalism and increased services offered by the division.

<b>Position Summary</b>					
<b>Public Works - Fleet Management</b>					
<b>Fiscal Year 2007</b>					
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Fleet Manager	1.0	1.0	1.0	1.0	0.0
Fleet Services Supervisor	0.0	0.0	0.0	1.0	1.0
Heavy Equipment Mechanic	3.0	3.0	3.0	4.0	1.0
Small Equipment Mechanic	1.0	1.0	1.5	1.5	0.0
Mechanic	2.0	3.0	3.0	4.5	1.5
Mechanic - Fire Apparatus	0.0	1.0	1.0	1.0	0.0
Administrative Assistant	0.0	1.0	1.0	1.0	0.0
Secretary	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Total</b>	<u>8.0</u>	<u>10.0</u>	<u>10.5</u>	<u>14.0</u>	<u>3.5</u>

**Accomplishments:**

- Earned ASE professional shop certification.
- Adding alternative fuels and vehicles to city fleet
- Fleet operations work area and storage. Due to our present situation and the cities rapid growth.
- Hansen- City wide training and use to be utilized in all depts.
- Install new electrical system to the Fleet Maintenance Building.

**Budget Summary:**

The \$1,511,150 budget of the fleet management division represents a 42.2% increase over the FY2006 budget of \$1,062,900. Personnel costs account for 64% of the total and represent a 51.4% increase over the FY2006 budget. This increase is primarily due to (3.5 FTE) additional positions programmed for this fiscal year as indicated in the table below. These positions will help meet the demands of additional supervision and an increasing and more sophisticated fleet of heavy equipment in the City.

The budget for supplies and services increases by 28.3% from FY2006 primarily due to programming \$59,000 base increase for vehicle maintenance to meet the maintenance needs of new vehicles from all departments city-wide, other increases include operating supplies and equipment for the new positions.

<b>City of Surprise</b>						
<b>Public Works - Fleet Management</b>						
<b>Fiscal Year 2007</b>						
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2006</u>	<u>FY2007</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
Personnel	383,857	477,215	638,900	618,000	967,300	51.4%
Supplies/Services	274,044	366,638	424,000	387,456	543,850	28.3%
Capital	0	0	0	0	0	0.0%
<b>Total</b>	<u>657,900</u>	<u>843,853</u>	<u>1,062,900</u>	<u>1,005,456</u>	<u>1,511,150</u>	<u>42.2%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>657,900</u>	<u>843,853</u>	<u>1,062,900</u>	<u>1,005,456</u>	<u>1,511,150</u>	<u>42.2%</u>
<b>Total</b>	<u>657,900</u>	<u>843,853</u>	<u>1,062,900</u>	<u>1,005,456</u>	<u>1,511,150</u>	<u>42.2%</u>

**Capital:**

Capital items are programmed as indicated by the table below. In addition to the capital listed below the, fleet maintenance department is responsible for the acquisition of all new and replacement vehicles for the City.

<b>City of Surprise</b>		
<b>Fleet Maintenance-Capital</b>		
<b>Fiscal Year 2007</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
FY2007 Replacement Vehicles	21114-542-112-39421-29999	2,608,000
Pool Vehicles	21111-542-112-39421-29999	31,700
Upgrade Electrical	21111-542-112-39212-29999	90,000
		<u>2,729,700</u>

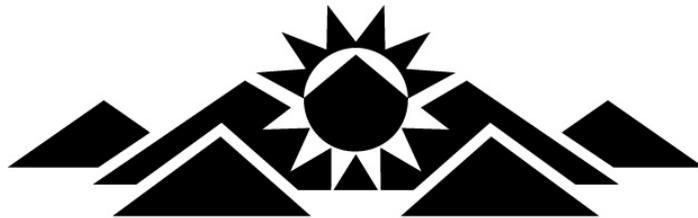
Goals & Objectives:

*Efficient & Effective City Operations & Customer Service*

- Provide increasingly technical training to improve skills in the management and operation of the City’s fleet and fleet services.
- Maintain a skilled and effective workforce by providing training, advancement and incentive-based opportunities for the dedicated employees of the division.
- Continue a proactive planning approach to fleet management to increase the efficiency and reduce maintenance costs to the city.
- Continue to increase standards of customer service and decrease downtime for essential city vehicles.
- Add second service truck to handle service work for fire fleet.

<b>Public Works – Fleet Management Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Vehicles/Equip. Maintained Per Mo.	200	229	244	250
Avg. Monthly Downtime (Hrs)	448	507	523	500
Avg. Monthly Vehicles for Prev. Maint.	23	28	33	35
Avg. Monthly PM’s on Time	20	23	26	28
Avg. Monthly PM’s Late	3	5	7	5
% of PM’s On Time	87%	82%	82%	85%
% of PM’s Late	13%	18%	18%	15%
Avg. Monthly Service Calls	3	4	6	6
Avg. Monthly Time Spent on Service Calls (Hrs.)	2.3	4	6	6
Avg. Monthly Vehicles/Equip Worked on by Mechanic	33	28	35	38
Operating Cost per Vehicle per Month	700	734	752	752

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Facilities Management Department*  
*FY2007 Budget*

**Mission Statement:**

Plan and direct the City’s facilities asset management efforts to insure the highest possible level of asset preservation, and plan and direct the facility capital improvement processes.

**Divisions:**

Maintenance - Responsible for the over-all day to day operations and administrative activities including custodial and building maintenance responsibility for approximately 336,000 square feet of building and facilities.

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

<b>Position Summary</b>						
<b>Public Works - Facilities Management</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>		
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>	
Public Works Manager	0.0	1.0	2.0	2.0	2.0	0.0
Construction Project Manager	1.0	1.0	2.0	2.0	2.0	0.0
Construction Field Representative	0.0	0.0	1.0	2.0	2.0	1.0
Code Compliance Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Public Works Supervisor	2.0	2.0	2.0	2.0	2.0	0.0
Facilities Maintenance Technician	1.0	2.0	2.0	2.0	2.0	0.0
Facilities Maintenance Worker	4.0	4.0	4.0	4.0	4.0	0.0
Maintenance Worker	1.0	1.0	1.0	1.0	1.0	0.0
Laborer	1.0	1.0	1.0	1.0	1.0	0.0
Electrician	1.0	1.0	1.0	1.0	1.0	0.0
HVAC Technician	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>2.0</u>	<u>2.0</u>	<u>1.0</u>
<b>Total</b>	<u>13.0</u>	<u>15.0</u>	<u>18.0</u>	<u>20.0</u>	<u>20.0</u>	<u>2.0</u>

**Accomplishments:**

- Expanded contract custodial services to include all city facilities.
- Provided close support to Community and Recreation Services during spring training season.
- Complete Remodel of Building D City Hall
- Begin remodel and move to new Facilities Management warehouse.

**Budget Highlights:**

This division comprised of custodians, building maintenance personnel, and now project management is tasked with servicing approximately 471,000 square feet of buildings and facilities. By effectively administering contract services, utilizing temporary inter-division transfers and staff dedication, the division continues to meet the challenges in maintaining the city’s building and facilities assets to ensure their maximum efficiency and longevity, and to provide the quality customer services the employees, residents and visitors of the City have come to expect.

**Budget Summary:**

The Facilities Management department has a total operating budget of \$2,242,100 representing a 33.4% increase from FY2006. Included in this amount is \$1,525,500 (68%) for personnel costs. New personnel programmed this fiscal year include a 1.0 FTE HVAC Technician to handle the increasing demand for heating, ventilation, and air conditioning services and a 1.0 FTE Field Representative to assist the Project Managers in monitoring the growing list of capital projects.

<b>City of Surprise</b>						
<b>Public Works - Facilities</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
<b>Expenditures</b>						
Personnel	701,115	941,727	1,124,200	920,600	1,525,500	35.7%
Supplies/Services	289,465	380,936	521,200	498,801	716,600	37.5%
Capital	<u>0</u>	<u>0</u>	<u>35,000</u>	<u>35,000</u>	<u>0</u>	-100.0%
<b>Total</b>	<b><u>990,579</u></b>	<b><u>1,322,663</u></b>	<b><u>1,680,400</u></b>	<b><u>1,454,401</u></b>	<b><u>2,242,100</u></b>	<b><u>33.4%</u></b>
<b>Division Summary</b>						
General Operation	990,579	1,322,663	1,324,500	1,229,782	1,791,700	35.3%
Project Management	<u>0</u>	<u>0</u>	<u>355,900</u>	<u>224,619</u>	<u>450,500</u>	0.0%
<b>Total</b>	<b><u>990,579</u></b>	<b><u>1,322,663</u></b>	<b><u>1,680,400</u></b>	<b><u>1,454,401</u></b>	<b><u>2,242,200</u></b>	<b><u>33.4%</u></b>
<b>Revenues</b>						
Building Rents	55,510	56,400	56,400	56,400	56,400	0.0%
General Fund Subsidy	<u>935,069</u>	<u>1,266,263</u>	<u>1,624,000</u>	<u>1,398,001</u>	<u>2,185,700</u>	<u>34.6%</u>
<b>Total</b>	<b><u>990,579</u></b>	<b><u>1,322,663</u></b>	<b><u>1,680,400</u></b>	<b><u>1,454,401</u></b>	<b><u>2,242,100</u></b>	<b><u>33.4%</u></b>

A total of \$716,600 is programmed for supplies and services. This represents a 37.5% increase over last year’s budget. The increase is due primarily to programming of \$75,000 for a maintenance contract to operate the central plant, and base increases for building maintenance, custodial, pest control, and repair and maintenance supplies due to the additional square footage the City now maintains. Included in this amount are operating supplies and equipment for the new positions.

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**Capital:**

The Facilities Management Department budget includes capital totaling \$33,411,200 as outlined in the table below. Included in this amount is \$2,914,300 carried forward for building maintenance storage and work shop, Cultural Arts Center, and the Streetscape projects. Additionally \$5,673,700 is carried forward for the new City Hall project. Facilities are programmed at \$1,570,000 for a Central Plant, \$16,680,900 (\$5,673,700 carried forward) for the new City Hall, \$7,958,900 for Public Services Building, \$2,000,000 for a new Public Works Yard, Streetscape Project \$3,395,000 (\$1,440,000 carried forward), \$245,900 for HVAC Replacements & additions, Pave Back Parking Lot at City Hall, and Property & Evidence Building Site Improvements, and \$55,200 for vehicles and equipment for the new personnel.

City of Surprise Facilities Management-Capital Fiscal Year 2007		
Description	Account	Amount
Building Maintenance Storage/work shop Carry Forward	21112-543-112-39211-20515	300,000
Central Plant	21112-543-115-39211-20677	1,570,000
City Hall Carry Forward \$5,673,700	21112-543-115-39211-20675	16,680,900
City Hall Complex Remodel/Expansion Carry Forward	21112-543-112-39212-20411	31,000
Cultural Arts Facility Carry Forward	21112-543-112-39211-20527	1,174,300
Equipment for new personnel	21111-543-115-39421-29999	55,200
HVAC Replacements & additions	21111-543-112-39212-29999	75,600
New Public Works Yard (North)	21415-543-115-39111-20717	2,000,000
Pave City Hall Back Parking Lot	21111-543-115-39112-29999	80,000
PD Property & Evidence Bldg Site Improvements	21111-543-115-39112-29999	90,300
Public Services Building	21112-543-115-39211-20677	7,958,900
Streetscape Carry Forward \$1,440,000	21112-543-115-39211-20676	3,395,000
		33,411,200

All capital items are programmed and accounted for in the development fee funds or in the general capital fund.

**Goals and Objectives:**

*Efficient & Effective City Operations & Customer Service*

- Establish and implement a comprehensive asset management program to include preventive maintenance, general maintenance, and custodial services.
- Inspect, evaluate, and catalog all physical assets, and identify and prioritize remedial requirements.
- Fully incorporate Hanson software into our operations to improve work orders, service requests and asset inventories
- Create and implement a dept. review committee comprised of representatives from each division to examine the overall effectiveness of the department and develop strategies for improving operations
- Evaluate, cost and prioritize the remaining ADA improvements required at city facilities that are not addressed in FY2006

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- Work with purchasing in establish city wide contracts for additional basic services such as pest control, fire inspections and other services as identified.

<b>Public Works – Facilities Management Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Total Square feet of buildings	320,700	340,700	375,000	471,937
Square feet of buildings per FTE employee	35,600	30,900	31,250	29,500
Outsourced Cleaning (Square Feet)	196,700	300,000	300,000	400,000



*City of Surprise, Arizona*  
**Streets**  
*FY2007 Budget*

**Mission Statement:**

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

**Budget Highlights:**

The Streets division is responsible for the care and maintenance of dedicated pavement, sidewalks and rights of way within the City of Surprise. With over 600 centerline miles of roads in the city and still more proposed for acceptance in FY07 the demand for service for the Streets Division continues to grow along with the rapid growth of the City. The division employees have participated in advanced levels of training in street maintenance services.

<b>Position Summary</b>					
<b>Public Works - Streets</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
Public Works Director	1.0	1.0	1.0	1.0	0.0
Public Works Manager	1.0	1.0	1.0	1.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	0.0
Assistant P.W. Manager	0.0	0.0	0.0	0.0	0.0
Public Works Supervisor	1.0	1.0	1.0	1.0	0.0
Construction Inspector - Pavement	0.0	0.0	0.0	1.0	1.0
Heavy Equipment Operator	0.0	0.0	0.0	0.0	0.0
Equipment Operator	9.0	10.0	14.0	15.0	1.0
Maintenance Technician	2.0	2.0	4.0	4.0	0.0
Maintenance Worker	1.0	3.0	2.0	2.0	0.0
Laborer	7.0	5.0	5.0	5.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	<u>1.0</u>	<u>1.0</u>	<u>2.0</u>	<u>2.0</u>	0.0
<b>Total</b>	<b><u>24.0</u></b>	<b><u>25.0</u></b>	<b><u>31.0</u></b>	<b><u>33.0</u></b>	<b><u>2.0</u></b>

**Accomplishments:**

- Completed all of the work identified in FY2006 pavement management schedule, accelerated and completed many FY2007 projects.
- Responded to and resolved 307 Citizen Service Request
- Completed FY2006 sidewalk repair and maintenance schedule, budgeted and contracted for the work.

**Budget Summary:**

The FY2007 budget is programmed at \$5,421,700. This represents an increase of (41%) over the FY2006 amended budget. Personnel costs increase by 23% due to the addition of 1.0 FTE equipment operator positions and 1.0 FTE Pavement-Construction Inspector. These positions are directly related to growth of the City and the resulting demand for services. Supplies and services increase by 72 % primarily due to the programming of \$150,000 to contract out a concrete repair crew who will make permanent repairs to concrete structures such as curbs,

gutters, and sidewalks, and \$130,000 for a street preservation and maintenance program. Included additionally are supplies and operating needs of the new positions and adjustments for inflationary increases in fuel, landfill costs for street sweeping program, and other operating supplies services.

<b>City of Surprise</b>						
<b>Public Works - Streets</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Personnel	1,001,948	1,280,902	1,704,500	1,231,700	2,097,500	23.1%
Supplies/Services	594,808	573,892	654,200	668,300	1,127,000	72.3%
Capital	211,760	0	1,500,000	1,500,000	2,197,200	46.5%
Transfers to Other Funds	<u>208,100</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<b><u>2,016,616</u></b>	<b><u>1,854,794</u></b>	<b><u>3,858,700</u></b>	<b><u>3,400,000</u></b>	<b><u>5,421,700</u></b>	<b><u>40.5%</u></b>
<b>Revenues</b>						
Intergovernmental - HURF	1,266,706	2,242,575	584,700	839,100	3,302,100	464.8%
Grants	0	243,840	56,000	0	0	0.0%
Miscellaneous	557,123	0	0	5,000	0	0.0%
General Fund Subsidy	0	831,034	3,276,800	2,555,900	2,008,500	-38.7%
Other Sources of Funds	<u>510,322</u>	<u>0</u>	<u>(58,800)</u>	<u>(31,000)</u>	<u>111,100</u>	<u>0.0%</u>
<b>Total</b>	<b><u>2,334,151</u></b>	<b><u>3,317,449</u></b>	<b><u>3,858,700</u></b>	<b><u>3,369,000</u></b>	<b><u>5,421,700</u></b>	<b><u>40.5%</u></b>

Expenditures of the streets department are funded through Highway User Revenue Funds (HURF), investments, beginning fund balance and a subsidy from the general fund. For FY2007 the general fund is anticipated to subsidize the activities of this function in the amount of \$2,008,500 representing a 39% decrease from last year due to additional HURF fund revenue..

**Capital:**

Capital expenditures for the streets department total \$2,844,200. Included in this amount is funding for various street maintenance projects and for heavy equipment and vehicles for new positions. Programmed for \$1,870,000 is a continuation of the annual street maintenance program and \$150,000 for a street sweeper. Additionally \$345,500 is programmed for vehicles for new positions and equipment needed to maintain the expected level of service.

Capital items of this department are programmed and accounted for in the public works development fund, vehicle replacement fund and the general capital fund.

City of Surprise Streets-Capital Fiscal Year 2007			
Description	Account	Amount	
6 Yard Dump Truck	21212-544-112-39431-29999	80,700	
Heavy Duty Trailer	21212-544-112-39431-29999	35,000	
Equipment for new personnel	21415-544-112-39421-29999	345,500	
Pressure Sprayer & Paint Compressor	21212-544-112-39431-29999	12,000	
Prison Crew Trailer	21212-544-112-39431-29999	8,000	
Reems Road Co-op - Chipseal	21112-544-112-39222-20312	96,000	
Replacement Low-Boy Trailer Carry Forward	21112-544-112-39431-29999	47,000	
Street Preservation and Maintenance Program	21212-544-112-39211-29999	1,870,000	
Street Sweeper	21212-544-112-39421-29999	150,000	
Tow Compressor w/jackhammers	21212-544-112-39431-29999	20,000	
Wash Racks	21112-544-112-39211-20645	180,000	2,844,200

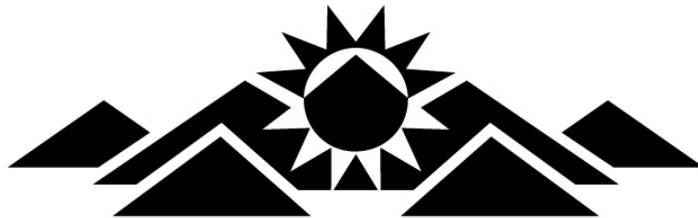
**Goals and Objectives:**

Transportation, Effective & Efficient City Operations, Customer Service

- Enhance current service levels by continuing to seek opportunities for improvement, establishing maintenance cycles and insuring personnel are trained to respond to maintenance and emergency road conditions immediately and more efficiently;
- Complete FY07 planned pavement preservation treatments;
- Respond to all emergency repairs of streets, sidewalks and rights of way immediately;
- Utilize pavement rating system to plan budgetary and resource allocations for both short and long-term;
- Accomplish permanent pavement repairs through the addition of approved funds and to improve responsiveness to damaged roadways;
- Utilize the Hansen Service Request and Work Order System to track all Service Request;
- Implement and utilize Hansen pavement management system to allow for improved monitoring and prioritization of future street repair work and to establish a 5-year preventative maintenance plan;

Public Works – Streets Performance Measures	Actual 2004	Actual 2005	Actual 2006	Target 2007
Centerline street miles maintained	525	550	592	600
Centerline street miles maintained – per front-line employee	32.8	39.0	24	23
Interval between unimproved roads maintenance services	3	3	3	3

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Street Light Improvement District Funds*  
*FY2007 Budget*

**Mission Statement:**

Street Light Improvement Districts (SLIDs) have been established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the district. These proceeds are legally restricted to expenditures of a specified purpose (the payment of electricity to operate the streetlights within the district). The City Council acts as the governing board for each of the districts. The City has the authority to levy taxes on all properties included in the district.

**Budget Highlights:**

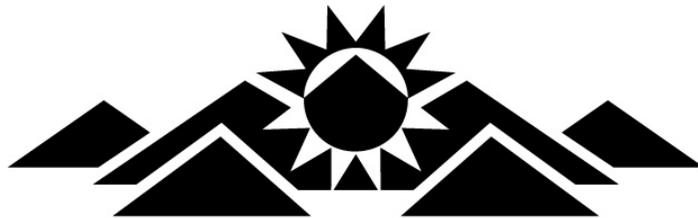
Currently there are (61) Street Light Improvement Districts operated by the City with additional districts to be added as new sub-divisions open. All street light operational costs are paid for through a special district property tax assessment. The City of Surprise assesses up to the maximum levy of \$1.20 per hundred dollars of assessed valuation for each district and has established a separate fund for each district. Actual assessment is based upon estimated expenditures.

**Budget Summary:**

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

<b>City of Surprise</b>						
<b>Street Lighting Districts Fund</b>						
<b>Fiscal Year 2007</b>						
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
<b>Expenditures</b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
Supplies/Services	840,408	981,941	2,389,200	1,151,400	2,812,900	17.7%
<b>Total</b>	<b>840,408</b>	<b>981,941</b>	<b>2,389,200</b>	<b>1,151,400</b>	<b>2,812,900</b>	<b>17.7%</b>
<b>Revenues</b>						
Property Tax	697,875	710,323	611,300	704,700	1,555,500	154.5%
SLID Revenue	94,343	0	1,049,300	0	1,208,900	15.2%
Interest Income	6,722	12,245	0	0	0	0.0%
Other Sources of Funds	<u>292,032</u>	<u>116,916</u>	<u>728,600</u>	<u>0</u>	<u>48,500</u>	<u>-93.3%</u>
<b>Total</b>	<b><u>1,090,972</u></b>	<b><u>839,484</u></b>	<b><u>2,389,200</u></b>	<b><u>704,700</u></b>	<b><u>2,812,900</u></b>	<b><u>17.7%</u></b>

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
**Sanitation**  
*FY2007 Budget*

**Mission Statement:**

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

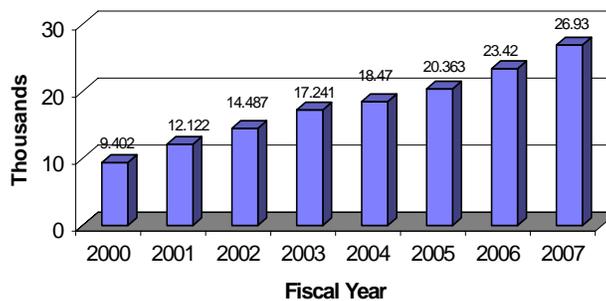
**Budget Highlights:**

The sanitation division of Public Works provides residential trash service within the City of Surprise. The quantity measure of sanitation services is containers emptied rather than households or residents, as many customers are multiple-container users. Currently there are approximately 28,625 residential containers being serviced by the sanitation division. This represents a 86% increase over the last 2 years. It is projected to be over 31,000 services by the end of FY2007.

With the continued growth of the City, it is the challenge of this department to plan adequately to provide this same level of quality service to all the city customers, old and new. In order to do so this budget has been designed to continue with the City provision of services, however the city is evaluating the privatization of collection that would also be accommodated within the existing budget and rate structure.

The department is continuing with the re-cycling program. It is anticipated there will continue to be an approximately 17% diversion of waste from the landfill due to the recycling program for the fiscal year. Additionally, the department oversees the Bulk Trash Program.

**City of Surprise, AZ**  
**Waste Collection - Tons Hauled to Landfill**



*Does not include Recycle Tons*

**Accomplishments:**

- Delivered a variety of solid waste services to all existing and approximately 5,300 new customers.
- Implemented and expanded the role of Inspectors to include container deliveries and repairs, quality control for product and services, education and outreach, liaison to sanitation drivers and other related personnel on behalf of customers.
- Provided and coordinated alternate environmental (diversion) programs such as Household Hazardous Waste events, glass recycling at certain drop-off locations and school-specific programs.

**Budget Summary:**

The Sanitation Department’s budget is programmed at \$6,891,800. Excluding capital and contingencies the budget is \$4,433,200 which represents an increase of 59% over the FY2006 adopted budget. Personnel increases by 26% over FY2006. This increase is due to the net addition of 2.0 FTE positions including a 1.0 FTE Public Works Supervisor, and a 1.0 FTE Office Support Specialist. These positions are directly related to the growth of the department and resulting increased demand for services.

<b>Position Summary</b>					
<b>Public Works - Sanitation</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Public Works Supervisor	1.0	1.0	1.0	2.0	1.0
Route Coordinator	0.0	1.0	0.0	0.0	0.0
Recycling Inspector	1.0	1.0	1.0	1.0	0.0
Laborer	0.0	5.0	5.0	5.0	0.0
Equipment Operator	0.0	1.0	2.0	2.0	0.0
Sanitation Driver	9.0	12.0	20.0	20.0	0.0
Office Support Specialist	0.0	0.0	0.0	1.0	1.0
Secretary	<u>0.0</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>11.0</u>	<u>21.0</u>	<u>30.0</u>	<u>32.0</u>	<u>2.0</u>

Supplies and services increase by 94% and represents 59 % of the budget (excluding capital and contingencies). Increases are primarily due to increases in landfill costs and the contract for billing services accounting for almost half of the amount programmed for supplies and services. Other increases include increases of \$133,000 for fuel, and additional increases include the supplies and operating needs of the new positions. Depreciation expenses total \$721,500 for the year. Both the recycling and bulk trash programs are included and represent 25% of the total budget (excluding capital and contingencies).

<b>City of Surprise PW - Sanitation Fiscal Year 2007</b>						
	<b>FY2004 Actual</b>	<b>FY2005 Actual</b>	<b>FY2006 Budget</b>	<b>FY2006 Estimate</b>	<b>FY2007 Budget</b>	<b>Budget Change</b>
<b>Expenditures</b>						
<b>Department Summary</b>						
Personnel	517,903	748,509	1,444,300	914,300	1,817,500	25.8%
Supplies/Services	1,028,076	1,147,826	1,351,700	1,338,720	2,615,700	93.5%
Capital/Depreciation	252,504	168,144	1,241,700	805,000	721,500	-41.9%
Contingencies	<u>0</u>	<u>0</u>	<u>102,500</u>	<u>0</u>	<u>1,737,100</u>	<u>0.0%</u>
<b>Total</b>	<b><u>1,798,483</u></b>	<b><u>2,064,479</u></b>	<b><u>4,140,200</u></b>	<b><u>3,058,020</u></b>	<b><u>6,891,800</u></b>	<b><u>66.5%</u></b>
<b>Division Summary</b>						
Sanitation	1,612,019	2,731,456	3,279,800	2,977,424	5,102,600	55.6%
Bulk Trash	0	0	579,700	321,091	606,500	0.0%
Recycling	186,464	263,606	178,200	489,531	530,600	197.8%
Other Departments	<u>0</u>	<u>0</u>	<u>102,500</u>	<u>0</u>	<u>652,100</u>	<u>0.0%</u>
<b>Total</b>	<b><u>1,798,483</u></b>	<b><u>2,995,062</u></b>	<b><u>4,140,200</u></b>	<b><u>3,788,046</u></b>	<b><u>6,891,800</u></b>	<b><u>66.5%</u></b>
<b>Revenues</b>						
User Fees	2,030,214	2,535,747	4,200,000	4,200,000	4,985,200	18.7%
Grants	111,631	5,982	0	0	0	0.0%
Miscellaenous	21,469	59,507	15,000	15,100	15,000	0.0%
General Fund Subsidy	0	0	0	0	0	0.0%
Other Sources of Funds	<u>780,670</u>	<u>784,603</u>	<u>(74,800)</u>	<u>734,484</u>	<u>1,891,600</u>	<u>-2628.9%</u>
<b>Total</b>	<b><u>2,943,983</u></b>	<b><u>3,385,839</u></b>	<b><u>4,140,200</u></b>	<b><u>4,949,584</u></b>	<b><u>6,891,800</u></b>	<b><u>66.5%</u></b>

**Capital:**

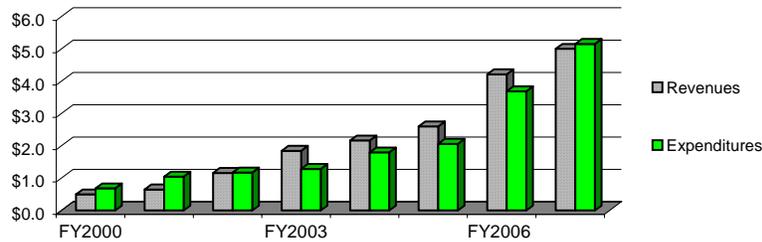
Capital for the Sanitation department totals \$1,806,500. This includes equipment as outlined below including new trucks and equipment needed to meet the demand for services. All capital is paid for utilizing public works development fee funds or sanitation user fees.

<b>City of Surprise Sanitation-Capital Fiscal Year 2007</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
12 cubic yard Automated side loader	21415-644-112-39421-29999	175,000
New Sanitation Trucks	21415-644-112-39421-29999	1,200,000
Rear Loader and Brush Tractor	21415-644-112-2055-39421-29999	170,000
Rear Loader Equipment	22541-644-112-2055-39713-29999	50,000
Equipment for new personnel	21415-644-112-39421-29999	21,500
Sanitation Truck	22541-644-112-39713-29999	<u>190,000</u>
		<u>1,806,500</u>

**Revenue:**

As an enterprise fund all expenditures of the Sanitation Fund are covered by fees charged to the users of the service. Due to an increasing customer base sanitation service revenues are rising annually, unfortunately so are expenditures. As presented the sanitation service user fee will remain constant at \$12.50 per month. For FY2007 estimated resources exceed expenditures by \$1,737,100. This amount is listed above as an un-programmed contingency that will carry forward into future years to meet the needs of the service.

**Sanitation Fund Comparison of Revenues/Expenditures**  
(excluding General Fund Subsidies)



**Goals & Objectives: Goals & Objectives:**

*Efficient & Effective City Operations, Customer Service, & Public Safety*

- Maintain current number of routes and improve efficiency by evaluating route size and number of routes.
- Promote recycling to keep city’s landfill expenditures to a minimum and thereby minimize or delay the need to increase fees despite increased landfill use fees.
- Resume recycling promotion through school visits and HOA presentations.
- Implement landfill diversion programs, such as a minimum of two (2) Household Hazardous Waste Programs, metal goods recycling, e-waste recycling, and tire recycling.
- Work with Code Enforcement to implement a solid waste enforcement campaign to reduce disposal issues and associated cost to the City.

<b>Public Works - Sanitation Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Sanitation Routes	8	11	31*	31*
Annual Tons Collected	18,470	21,200	28,100	31,200
Average tons collected per route	2,308	1,927	906	1006
Total Services	15,341	21,800	28,625	31,125
Average Services per route (31 routes)	1,917	1,982	923	1004
Average Services per employee per week (16 operators)	1,394	1,038	1,789	1945
Average Stops per Driver per Day (31 routes)	958	991	923	1004
Tons Recycled	1,582	4,277	7,112	7,895

*\*Used total number of refuse routes per week versus average routes per day. Provides greater accuracy of actual operational information.*



*City of Surprise, Arizona*  
*Public Works Development Capital Fund*  
*FY2007 Budget*

**Purpose:**

To account for the inflow of Public Works Development Fees levied on new home starts. This fee can only be used for the purchase, construction, financing, and furnishing of new capital or one-time items directly related to the increased demand on public works services caused by growth. Development fees cannot be used to subsidize operational needs.

**Budget Highlights:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the public works development fee rate increase \$361 to \$885 per single family home on August 27, 2004.

For FY2007, a transfer of \$4,649,500 is being made from this fund to the General Capital Fund for the City Hall Project set to begin this fiscal year.

<b>City of Surprise</b>						
<b>Public Works Development Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	180,942	422,591	1,300,300	695,896	690,400	-47%
Capital	1,380,505	1,337,295	4,898,500	1,311,700	8,610,400	76%
Transfers out	0	0	0	0	4,649,500	0%
Contingencies	0	0	<u>7,395,500</u>	0	0	-100%
<b>Total</b>	<u>1,561,447</u>	<u>1,759,886</u>	<u>13,594,300</u>	<u>2,007,596</u>	<u>13,950,300</u>	<u>3%</u>
<b>Revenues</b>						
Development Fees	3,187,463	5,944,360	6,331,600	4,115,300	3,322,600	-48%
Grants	200,982	0	0	6,000	0	0%
Miscellaneous	55,018	141,828	75,000	75,000	75,000	0%
Other Sources	<u>2,525,148</u>	<u>4,054,095</u>	<u>7,187,700</u>	<u>8,380,399</u>	<u>10,552,700</u>	<u>47%</u>
<b>Total</b>	<u>5,968,611</u>	<u>10,140,283</u>	<u>13,594,300</u>	<u>12,576,699</u>	<u>13,950,300</u>	<u>3%</u>

Public Works Capital purchases required due to growth are detailed in individual departmental budgets as summarized below.

<b>City of Surprise</b>	
<b>Public Works Development Fund</b>	
<b>Fiscal Year 2007</b>	
Engineering	4,779,900
Public Works	2,324,000
Sanitation	<u>2,196,900</u>
Total Public Works Development Fund	<u>9,300,800</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected, general fund subsidies will be required in future years in order to fund all projects included in the CIP.

**21415 - PW Development Fee Fund**

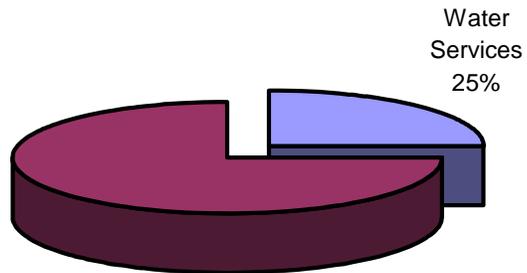
	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Beginning Balance	10,552,700	0	3,896,400	0	160,200
Revenues	3,397,600	5,209,100	5,247,600	5,202,100	5,041,800
Transfers In (Out)	0	(462,700)	0	(3,897,900)	0
Expenditures	13,950,300	850,000	9,144,000	1,144,000	5,202,000
<b>Ending Balance</b>	<b><u>0</u></b>	<b><u>3,896,400</u></b>	<b><u>0</u></b>	<b><u>160,200</u></b>	<b><u>0</u></b>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## ***Water Services***

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- Water Replenishment Enterprise Fund
- Water
- Sewer
- Stormwater

**\$117,955,600**





*City of Surprise, Arizona*  
*Water Replenishment Enterprise Fund*  
*FY2007 Budget*

**Mission Statement:**

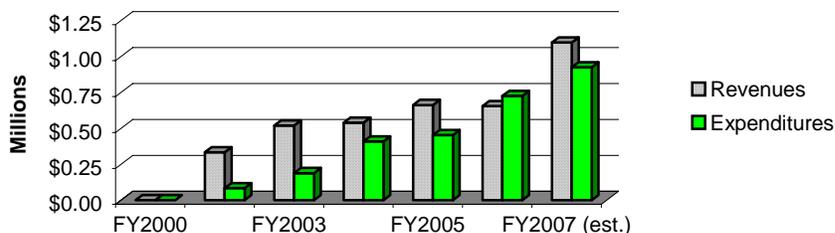
To store water utilizing replenishment facilities located throughout the City. Provide replenishment infrastructure in an effective and responsive manner. To provide for a long-term assured water supply so that the City and its residents may continue to grow and prosper. To be responsive to the replenishment issues and needs of the city residents within the City’s water service area.

**Budget Highlights:**

The water replenishment department is responsible for the planning, implementation, operation, and maintenance of the city’s water replenishment facilities and water conservation efforts. This is accomplished through three divisions within the department – the Administration Division maintains all the centralized administrative functions, the Operations Divisions handles all the day-to-day operations of the department, and the Conservation Division maintains all the conservation efforts. In FY2007 the City will continue a large scale, systematic replenishment effort. The water resources user fee allows for the long-term management and development of a comprehensive water recovery system for the City of Surprise.

Water recharge is a means of storing excess water supplies so that they may be used in the future. Artificial recharge is an increasingly important tool in the management of the City’s water supplies. Basically, recharge is the process of adding water to aquifers that have been drawn down over a period of time. Recharging the aquifers allow the City to accumulate long-term storage credits or the right to recover water at a later time. Recharge is accomplished by various means including percolation of excess water into aquifers and injection wells that introduces water directly into the aquifers. Storing water underground to ensure an adequate supply for the purpose of satisfying current and future needs is both practical and cost-effective in our desert environment.

**Replenishment Fund Comparison of Revenues/Expenditures**



In FY2006 the city will continue with its highly successful water conservation program. Established by council direction water services has developed a water conservation program that is based on increased educational and informational opportunities.

**Accomplishments:**

- Operated and maintained the South Recharge Facility within State and County requirements.

**Budget Summary:**

Water Resources operations are programmed at \$1,589,200 for FY2007, an increase of 23.3% over the FY2006 budget. Included in this amount is \$663,600 of un-programmed contingencies. Replenishment activities continue to be entirely supported by a separate water resources fee. The water resources fee will be charged to both water and sewer customers, with sewer customers paying a base rate of \$0.90 per month and water users paying the same base rate plus a usage rate of \$0.25 per 1,000 gallons of water used.

City of Surprise Water Services - Replenishment Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b>Department Summary</b>						
Personnel	145,183	121,075	163,800	149,600	235,700	43.9%
Supplies/Services	265,473	332,099	396,400	523,818	659,900	66.5%
Capital Debt Service	0	1,053	628,600	54,300	30,000	-95.2%
Contingencies	<u>0</u>	<u>0</u>	<u>100,000</u>	<u>0</u>	<u>663,600</u>	<u>563.6%</u>
<b>Total</b>	<u>410,656</u>	<u>454,227</u>	<u>1,288,800</u>	<u>727,718</u>	<u>1,589,200</u>	<u>23.3%</u>
<b>Division Summary</b>						
Administration	0	28,937	44,700	45,388	50,300	12.5%
Operations	333,618	377,800	1,071,600	615,521	678,100	-36.7%
Conservation	77,038	47,490	72,500	66,809	97,200	34.1%
Other Departments	<u>0</u>	<u>0</u>	<u>100,000</u>	<u>0</u>	<u>763,600</u>	<u>663.6%</u>
<b>Total</b>	<u>410,656</u>	<u>454,227</u>	<u>1,288,800</u>	<u>727,718</u>	<u>1,589,200</u>	<u>23.3%</u>
<b>Revenues</b>						
User Fees	535,862	650,604	650,000	650,000	1,092,400	68.1%
Miscellaneous	5,557	13,084	6,000	6,000	6,000	0.0%
Other Sources	<u>231,000</u>	<u>415,969</u>	<u>596,500</u>	<u>618,086</u>	<u>490,800</u>	<u>-17.7%</u>
<b>Total</b>	<u>772,419</u>	<u>1,079,657</u>	<u>1,252,500</u>	<u>1,274,086</u>	<u>1,589,200</u>	<u>26.9%</u>

The overall budget is made up of Personnel, Supplies, Services and Capital. The Water Resources fund consists of a Water Resource Specialist, Water Services Technician, and a Management Assistant. A 1.0 FTE Water Resources Specialist is full time in this department, the remainder of the positions are split between the Water and Sewer departments as indicated in the table below.

<b>Position Summary</b>					
<b>Water Services - Replenishment</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>change</u>
Water Resources Specialist	1.50	1.75	1.75	1.75	0.00
Water Services Technician	0.50	0.50	0.60	0.60	0.00
Management Assistant (25%)	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.00</u>
<b>Total</b>	<u>2.25</u>	<u>2.50</u>	<u>2.60</u>	<u>2.60</u>	<u>0.00</u>

The Water Resource Specialists are responsible for all reporting requirements and conservation activities associated with the replenishment division. The reports have a direct effect on the water credits that the City will receive and may impact the City’s 100 year assured water supply. Personnel costs compose 25% of the total water resources fund budget.

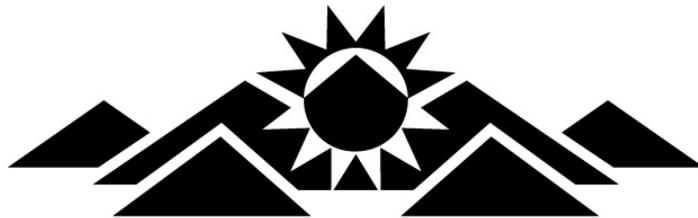
Supplies and Services represent 71% of the total replenishment-operating budget. The majority of these expenses are associated with the normal day-to-day operating expenses of this type of operation including water, electricity and lab services. Anticipated resources of this fund exceed expenditures by \$663,600 which is listed as un-allocated contingency.

**Goals/Objectives:**

- Ensure the long-term sustainability of the City’s water supply through the use of water replenishment credits.
- Maintain the present level of service to the City’s replenishment customers.

<b>Water Services – Water Resources Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Monthly average water replenishment bill per household	\$0.90	\$0.90	\$0.90	\$0.90
Monthly average water replenishment bill per household – within water service area	\$2.84	\$2.84	\$2.84	\$2.84

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Water Resources Capital Fund*  
*FY2007 Budget*

**Purpose:**

To account for the inflow of Water Resources Development Fees levied on new home starts. This fee can only be used for the purchase, construction, financing, and furnishing of new capital items directly related to the increased demand on Water services caused by growth. Development fees cannot be used to subsidize operational needs. Utilizing water resource development fees, the Water Services Department oversees the planning, designing, developing and operation of recharge facilities throughout the city.

**Budget Highlights:**

The Water Resources budget of \$6,307,200 is a decrease of \$617,900 over the adopted FY2006 budget. The overall budget consists of a portion of the development fee update study, capital projects that are related to the explosive growth being experienced by the City and unallocated contingencies. Infrastructure will be built as required within the financial constraints of this revenue source.

<b>City of Surprise</b>						
<b>Water Replenishment Development Capital Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
Supplies/Services	28,060	6,951	11,400	2,336	1,100,000	9549%
Capital	63,079	20,860	4,690,800	2,867,500	4,938,300	5%
Contingencies	<u>0</u>	<u>0</u>	<u>2,222,900</u>	<u>0</u>	<u>268,900</u>	<u>-88%</u>
<b>Total</b>	<u>91,139</u>	<u>27,811</u>	<u>6,925,100</u>	<u>2,869,836</u>	<u>6,307,200</u>	<u>-9%</u>
<b>Revenues</b>						
Development Fees	2,128,521	2,143,323	1,601,800	1,210,300	826,600	-48%
Investments	60,613	132,779	75,000	75,000	75,000	0%
Other Sources	<u>2,707,200</u>	<u>4,741,875</u>	<u>5,248,300</u>	<u>6,990,166</u>	<u>5,405,600</u>	<u>3%</u>
<b>Total</b>	<u>4,896,334</u>	<u>7,017,977</u>	<u>6,925,100</u>	<u>8,275,466</u>	<u>6,307,200</u>	<u>-9%</u>

**Revenue:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots, the city's' service area and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the water resources development fee decreased \$368 to \$454 per single family home on August 27, 2004.

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As budgeted, anticipated resources of this fund exceed current year expenditures by \$268,900. This amount has been programmed as unallocated contingencies; however the availability of these funds is crucial to the funding of the City’s five-year CIP.

**Capital:**

A large portion of the budget continues to be projects carried forward from the prior year (\$2.9 Million), including two groundwater savings and the Surprise Center and Special Planning Area 2 recharge facilities. Additional detail on these projects can be found in the City’s Capital Improvement Plan.

<b>City of Surprise</b>		
<b>Water Services Water Resources Development-Capital</b>		
<b>Fiscal Year 2007</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
Kennly GWSF Carry Forward	22522-642-112-39223-20415	63,300
Santa Lucia GWSF Carry Forward	22522-642-112-39223-20413	150,000
South Recharge Facility - Carry Forward	22522-642-112-39223-20541	580,000
South Recharge Fac-Ph 3 Carry Forward	22522-642-112-39223-20412	500,000
SPA 1 Non-potable Water System Expansion - Phase 1	22532-642-112-39211-20725	1,200,000
SPA 1 Surprise Center Recharge Facility - Phase 2	22522-642-112-39211-20523	515,000
SPA 2 Recharge Facility - Carry Forward	22522-642-112-39223-20502	1,100,000
Water Resources Master Plan	22522-642-111-38199-20724	100,000
SPA 1 Non-potable Water System Expansion - Phase 2	22522-642-112-38199-20726	250,000
SPA 1 Reclaim System Upgrade @ Bell Road Lake	22522-642-112-38199-20727	250,000
SPA 1 Reclaim System Upgrade @ Cactus	22522-642-112-38199-20728	250,000
SPA 1 Reclaimed Water Master Plan	22522-642-112-38199-20729	250,000
Surprise Center Replenishment Carry Forward	22522-642-112-39223-20234	530,000
		<u>5,738,300</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2006 – FY2010 CIP for this fund. As projected, development fee revenues are sufficient to fund all projects included in the CIP.

<b>22522 - Replenishment Capital Development Fee Fund</b>					
	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Beginning Balance	5,405,600	196,800	20,800	(1,875,300)	(224,900)
Revenues	1,098,400	2,684,000	2,703,900	2,680,400	2,597,800
Bond Proceeds	0	0	10,600,000	0	0
Expenditures	6,307,200	2,860,000	14,270,000	1,030,000	1,030,000
<b>Ending Balance</b>	<b><u>196,800</u></b>	<b><u>20,800</u></b>	<b><u>(945,300)</u></b>	<b><u>(224,900)</u></b>	<b><u>1,342,900</u></b>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>930,000</u>	<u>930,000</u>



*City of Surprise, Arizona*  
*Water Enterprise Funds*  
*FY2007 Budget*

**Mission Statement:**

To provide the City and its customer’s water for drinking, irrigation, commercial, and industrial uses. To provide a quantity and quality of water to its customers that meets or exceeds the standards or requirements for its intended use. Provide water infrastructure in an effective and responsive manner to meet the City’s needs and the needs of its customers. Ensure responsiveness to the issues and needs of the customers within the City’s water service areas. To provide for a long-term assured water supply so that the City and its residents may continue to grow and prosper.

**Budget Highlights:**

The Water Services Department consists of two divisions - an Administration Division that maintains all the centralized administrative functions and an Operations Division that oversees all the day-to-day operations of the department.

The Water Services Department is responsible for the planning, implementation, operation, and maintenance of all City of Surprise water facilities and systems. Additionally, the department is responsible for oversight of the water systems operation and maintenance agreement with Arizona-American Water Company.

The City of Surprise continues to be one of the fastest growing cities in the State of Arizona and the City of Surprise Water Services Department is focused on meeting the needs of its ever-expanding customer base. Most activities of the department revolve around the expansion of current facilities and the construction of new facilities. All capital projects and acquisitions associated with new growth are dealt with in the water capital fund section of this document.

<b>Position Summary</b>					
<b>Water Services - Water</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>change</b>
Water Services Manager	1.00	0.50	2.00	2.00	0.00
Construction Project Manager	0.00	1.50	1.50	1.50	0.00
Management Assistant (25%)	0.25	0.25	0.25	0.25	0.00
Information Technology Specialist	0.00	0.50	0.50	0.50	0.00
Water Services Technician	0.00	0.00	0.90	0.90	0.00
Water Resources Specialist	<u>0.50</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.00</u>
<b>Total</b>	<u>1.75</u>	<u>3.50</u>	<u>5.90</u>	<u>5.90</u>	<u>0.00</u>

The Water Services Department will continue to oversee the operation and maintenance of the existing water system as well as the overall development of the expanding system both within our current service area and into new service areas to the north. The City of Surprise is serviced by several water systems including Arizona-American Water Company, City of El Mirage, Beardsley Water Company and the City of Surprise. The Water Services Department provides for the coordination of these entities in providing quality service to the citizens of Surprise.

**Accomplishments:**

- Operated and maintained the City’s Water System within State and County requirements.
- Provided water customers with an Annual Quality Report.

**Budget Summary:**

The Water Enterprise Fund budget of \$7,744,000 (\$5,639,200 less capital & contingencies) represents an increase of \$2,460,800 (65%) over the FY2006 budget of \$4,030,400. The operating portion increased by \$2,134,300. A total of \$1,654,800 representing 21% of the overall adopted budget amount is for contingencies. Personnel costs increase by \$207,600 and account for 10% of the operating budget.

<b>City of Surprise</b>						
<b>Water Services - Water</b>						
<b>Fiscal Year 2007</b>						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b><u>Department Summary</u></b>						
Personnel	175,709	248,483	544,300	354,400	751,900	38.1%
Supplies/Services	2,152,652	2,988,741	3,059,300	3,013,199	4,887,300	59.8%
Capital/Depreciation/Debt	218,459	194,732	677,800	677,800	450,000	-33.6%
Contingencies	<u>0</u>	<u>0</u>	<u>401,800</u>	<u>0</u>	<u>1,654,800</u>	<u>311.8%</u>
<b>Total</b>	<b><u>2,546,820</u></b>	<b><u>3,431,956</u></b>	<b><u>4,683,200</u></b>	<b><u>4,045,399</u></b>	<b><u>7,744,000</u></b>	<b><u>65.4%</u></b>
<b><u>Division Summary</u></b>						
Administration	0	238,684	533,100	257,573	746,100	40.0%
Operations	2,546,820	3,301,615	3,748,300	3,785,683	5,243,100	39.9%
Other Departments	<u>0</u>	<u>0</u>	<u>401,800</u>	<u>2,143</u>	<u>1,754,800</u>	<u>0.0%</u>
<b>Total</b>	<b><u>2,546,820</u></b>	<b><u>3,540,299</u></b>	<b><u>4,683,200</u></b>	<b><u>4,045,399</u></b>	<b><u>7,744,000</u></b>	<b><u>65.4%</u></b>
<b><u>Revenues</u></b>						
User Fees	3,084,503	3,857,438	4,927,000	4,927,000	7,169,000	45.5%
Miscellaneous	18,034	275,639	5,800	5,800	5,800	0.0%
General Fund Subsidy	0	0	0	0	0	0.0%
Other Sources	<u>147,600</u>	<u>722,498</u>	<u>(249,600)</u>	<u>363,483</u>	<u>569,200</u>	<u>-328.0%</u>
<b>Total</b>	<b><u>3,250,137</u></b>	<b><u>4,855,575</u></b>	<b><u>4,683,200</u></b>	<b><u>5,296,283</u></b>	<b><u>7,744,000</u></b>	<b><u>65.4%</u></b>

The Arizona American service contract accounts for \$4,125,900 million (84%) of the supplies and services budget. The increase in the service contract accounts for the majority of the increase in the overall budget. Arizona American provides for all billing and servicing of City of Surprise water customers.

**Capital:**

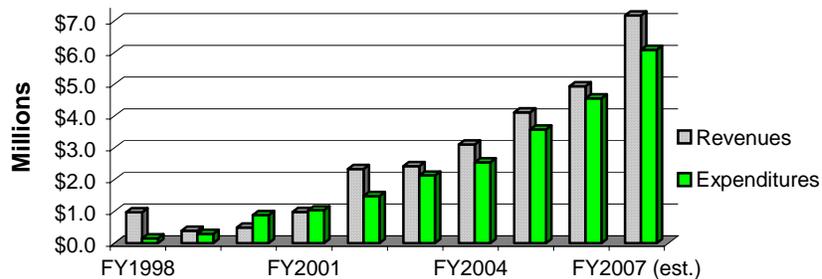
Capital items programmed in this fund represent replacement capital; all capital acquisitions related to new growth are programmed in the Water Capital Fund and paid for by impact fees. All replacement capital items must be paid for through water service user fees. One capital item carried forward from last fiscal year, Reems Road Co-op Chip Seal Project.

City of Surprise Water Services Water-Capital Fiscal Year 2007		
Description	Account	Amount
Reems Road Co-op - Chipseal Carry Forward	21112-641-112-39223-20312	160,000

**Revenue:**

As an enterprise fund all expenditures of the water system are to be covered by fees charged to the users of the system. Due to an increasing customer base water service revenues are rising annually, unfortunately so are expenditures. As presented the residential water system user fee will continue at a service rate of \$12.20 and a usage rate of \$2.25 per 1,000 gallons. At this rate, resources exceed expenditures by approximately \$1654,800. This amount is listed above as un-programmed contingencies and remains in the water enterprise fund available for future use.

**Water Enterprise Fund Comparison of  
Revenues/Expenditures**  
(Excludes General Fund Transfers)



**Goals/Objectives:**

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- Continued operation and maintenance of the city's water supply facilities, wells, and water distribution and transmission systems.
- Continue maintaining levels of service provided to the city's water customers at the most economical rate possible.
- Continue developing a long-term sustainable water supply.

<b>Water Services – Water Operations Performance Measures</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Target 2007</b>
Average Monthly residential water bill (Assumes 7,750 gallons of water use)	\$29.64	\$29.64	\$29.64	\$29.64



*City of Surprise, Arizona*  
*Water Capital Fund*  
*FY2007 Budget*

**Purpose:**

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

**Budget Highlights:**

During the previous fiscal year water services started several projects including three water service facilities, drilling and installation of three wells and the water services master plan. Construction was completed on one water service facility at Roseview and a well at Fox Trails. The Water Services department will continue to oversee the construction and design of several water related projects that will ensure the quality and quantity of drinking water for the city's water customers. All proposed projects address the needs of citizens due to the increased demand placed upon the system by growth.

<b>City of Surprise</b>						
<b>Water Development Capital Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
Supplies/Services	35,167	14,413	13,400	2,764	895,000	6579%
Capital	600,274	1,435,097	21,628,300	12,049,300	15,949,600	-26%
Contingencies	<u>0</u>	<u>0</u>	<u>1,531,400</u>	<u>0</u>	<u>0</u>	<u>-100%</u>
<b>Total</b>	<b><u>635,441</u></b>	<b><u>1,449,510</u></b>	<b><u>23,173,100</u></b>	<b><u>12,052,064</u></b>	<b><u>16,844,600</u></b>	<b><u>-27%</u></b>
<b>Revenues</b>						
Development Fees	5,246,978	6,940,661	11,447,500	4,913,700	5,218,900	-54%
Miscellaneous	137,286	281,583	150,000	150,000	150,000	0%
Other Sources	<u>2,214,400</u>	<u>7,539,619</u>	<u>11,575,600</u>	<u>13,312,352</u>	<u>11,475,700</u>	<u>-1%</u>
<b>Total</b>	<b><u>7,598,664</u></b>	<b><u>14,761,863</u></b>	<b><u>23,173,100</u></b>	<b><u>18,376,052</u></b>	<b><u>16,844,600</u></b>	<b><u>-27%</u></b>

The budget of \$16,844,600 for the water capital fund is a decrease of \$6.3 million (-27%) from the adopted FY2006 budget of \$23.2 million. A large portion of the budget continues to be projects carried forward from the prior year (\$8.5 Million). The entire budget of this fund consists of capital items required due to growth and expansion.

**Revenue:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, service area, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the water development fee decreased \$1,109 to \$2,879 per single family home on August 27, 2004.

**Capital:**

Capital projects funded through the development fee fund total \$16,634,000 for FY2007. Several projects are carried forward from prior years and will be finalized during the next few fiscal years. The Central Arizona Project (CAP) allocation is a payment to hold our rights to CAP water in the future. Several Water Service Facilities, Distribution Mains and monitoring wells will all be constructed, or started, over the next 12 months. Planning will commence for additional water service facilities associated with new developments.

City of Surprise Water Services Water Development-Capital Fiscal Year 2007		
Description	Account	Amount
Ashton Ranch Well 2 Carry Forward	22512-641-112-39223-20323	100,000
Ashton Ranch WSF - Phase 2 Carry Forward	22512-641-112-39223-20674	500,000
Ashton Ranch WSF Master Plan Carry Forward	22512-641-112-39223-20543	27,000
Ashton Ranch WSF-Carry Forward	22512-641-112-39223-20531	2,965,000
CAP Allocation	22512-641-112-39311-29999	1,105,000
Desert Oasis WSF - Phase 2 Carry Forward	22512-641-112-39223-20671	2,000,000
Litchfield Road Water Distr Main Carry Forward	22512-641-112-39223-20520	350,000
Rancho Gabriela WSF - Carry Forward	22512-641-112-39223-20532	2,100,000
Integrated Water Master Plan	22512-641-111-38199-20720	500,000
Rancho Gabriela WSF Master Plan Carry Forward	22512-641-112-39223-20542	30,000
Roseview WSF - Carry Forward	22512-641-112-39223-20521	1,000,000
SCADA - Upgrades/System Expansion	22512-641-112-39211-20721	250,000
SCADA Carry Forward	22512-641-112-39411-20533	169,000
SPA 1 16" Water Line @ Waddell/Reems	22512-641-112-39211-20723	200,000
SPA 1 Ashton Ranch WSF - Phase 2	22512-641-112-39211-20674	1,000,000
SPA 1 Rancho Gabriela Water Supply Facility-Ph 2	22512-641-112-39211-20532	1,900,000
SPA 1 Surprise Center Well Construction Carry Forward \$455,000	22512-641-112-39211-20244	832,400
SPA 2 Desert Oasis Well Site #3 Carry Forward	22512-641-112-39223-20648	105,600
Water Development Reimbursement	22512-641-112-39311-20655	1,500,000
		16,634,000

In addition to the projects listed above, numerous developer initiated projects will be completed throughout the fiscal year utilizing development fee credits. These projects are included as Water Development Reimbursements and will consist of the payment of credits to developers for the capital infrastructure that is constructed by them for the City's water system.

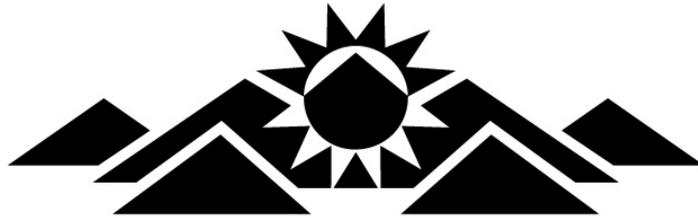
Additional detail on these projects can be found in the City's Capital Improvement Plan.

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As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected, development fee revenues are sufficient to fund all projects included in the CIP.

<b>22512 - Water Capital Development Fee Fund</b>					
	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Beginning Balance	6,324,000	(5,151,700)	(6,786,300)	(4,100)	3,052,500
Revenues	5,368,900	8,472,900	8,535,500	8,461,600	8,200,800
Bond Proceeds	0	0	5,151,700	0	0
Expenditures	16,844,600	10,107,500	6,905,000	5,405,000	4,255,000
<b>Ending Balance</b>	<b><u>(5,151,700)</u></b>	<b><u>(6,786,300)</u></b>	<b><u>(4,100)</u></b>	<b><u>3,052,500</u></b>	<b><u>6,998,300</u></b>
2-Months Operating Reserves	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>

*City of Surprise, Arizona*



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*FY2007 Adopted Budget*



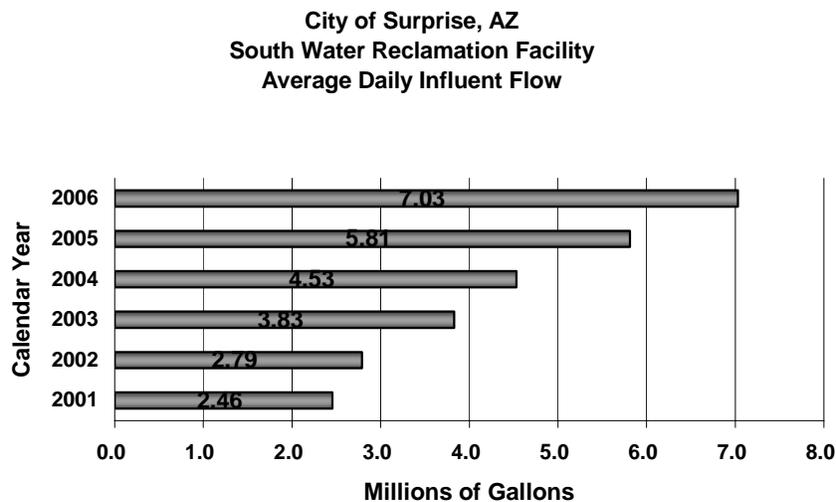
*City of Surprise, Arizona*  
*Sewer Enterprise Fund*  
*FY2007 Budget*

**Mission Statement:**

To protect the city and its residents from exposure to health related diseases and issues caused by inadequately treated sewage. To plan, design, implement, operate, and maintain the cities wastewater infrastructure in a cost effective and efficient manner. To satisfy all Federal, State, county and local agency permits, regulations and requirements. To provide infrastructure in an effective and responsive manner to meet the City’s needs for growth and expansion. To be responsive to the problems and needs of the city residents within the City’s wastewater service areas.

**Budget Highlights:**

The Sewer department is responsible for the planning, implementation, operation, and maintenance of the City’s wastewater facilities and lines. To accomplish this the department includes four divisions – the Administration Division maintains all centralized administrative functions, the Operations Division is responsible for all the day-to-day operations and oversight of construction activities, the Collections Division maintains all the collection activities, and the Blue Stake Division handles all the blue stake activities. Blue stake activities have increased at a rapid pace as indicated in the following performance measures table.



*Note: Influent information from 2000 through 2002 was estimated by converting actual effluent (flows out of plant) information to influent (flows coming into plant) by using a standard .97 factor. Effluent flows are approximately 3% less than the influent flows .from 2003 to 2004 actual influent totals are used.*

The City of Surprise continues to be one of the fastest growing cities in the State of Arizona, and the City of Surprise’s Sewer Department is focused on meeting the needs of its ever-expanding customer base. Most activities of the department revolve around the expansion of current

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facilities and the construction of new facilities. All capital projects and acquisitions associated with new growth are dealt with in the following sewer capital fund section of this document.

The Sewer Department will continue to oversee the operation and maintenance of the existing sewer system as well as the overall development of the expanding system. Unlike the water system, the City of Surprise provides nearly 100% of all sewer services within the City.

**Accomplishments:**

- Operated and maintained the Litchfield and South Water Reclamation Facilities within State and County requirements.
- Operated and maintained the sewer collection system within State and County requirements.

**Budget Summary:**

The sewer department budget of \$19,244,100 represents a decrease of \$3,002,000 (-14%) from the adopted FY200 budget of \$22,246,100. Contingencies make up 50% of the total budget. Depreciation costs are estimated at \$2,467,800 (13%) and will continue to increase as more and more capital is added to the city’s infrastructure base. With the increased growth of the department and customer base, the sewer services budget includes the addition of 6.4 FTE net new positions. These include a full time Water Operation Superintendent, a full time Water Operation Supervisor, two Water Operations Technician II’s, two Construction Project Managers, and a conversion of a Water Services Specialist from part time to full time.

<b>Position Summary</b>					
<b>Water Services - Sewer</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
Water Services Director	1.0	1.00	1.00	1.00	0.00
Water Services Manager	0.0	0.50	2.00	2.00	0.00
Construction Project Manager	0.0	0.50	0.50	2.50	2.00
Information Technology Specialist	0.0	0.50	0.50	0.50	0.00
Wastewater Operations Superintendent	0.0	0.00	0.00	1.00	1.00
Wastewater Operations Supervisor	1.0	1.00	1.00	2.00	1.00
Wastewater Operations Foreman	2.0	2.00	3.00	3.00	0.00
Wastewater Operations Technician II	3.0	4.00	4.00	6.00	2.00
Wastewater Operations Technician I	5.0	5.00	5.00	5.00	0.00
Wastewater Mechanic	0.0	2.00	2.00	2.00	0.00
Electrician	0.0	1.00	1.00	1.00	0.00
Utility Locator	2.0	1.00	1.00	1.00	0.00
Laborer	2.0	2.00	2.00	2.00	0.00
Management Assistant	0.5	0.50	0.50	0.50	0.00
Administrative Assistant	1.0	1.00	1.00	1.00	0.00
Secretary	2.0	2.00	3.00	3.00	0.00
Water Services Technician	0.5	0.50	0.50	0.50	0.00
Water Resources Specialist	<u>1.0</u>	<u>1.50</u>	<u>1.50</u>	<u>1.90</u>	<u>0.40</u>
<b>Total</b>	<b><u>21.0</u></b>	<b><u>26.0</u></b>	<b><u>29.5</u></b>	<b><u>35.9</u></b>	<b><u>6.40</u></b>

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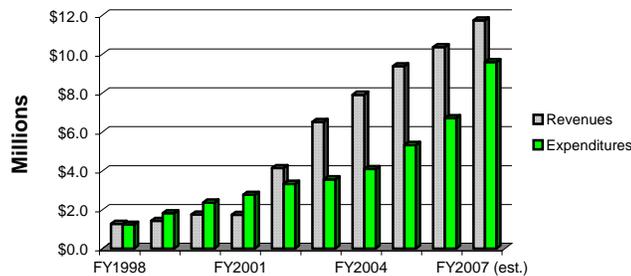
Personnel costs represent \$2,455,700 of the budget, an increase of \$530,400 (28%) over the FY2006 budget. This increase is due to the addition of the new positions described above and annual pay increases. Supplies and services account for \$4,663,600 an increase of \$1,442,000 (45%) over the FY2006 budget. Increases to these expenditure categories are driven by increased demand and increased scope of services.

Large expenditures of this department include: operating equipment and tools \$325,100 for the South Water Reclamation Facility and new growth, chemical supplies \$723,100, lab services \$155,000, electricity \$602,300, and wells/sewer/line/equipment maintenance \$491,000.

City of Surprise Water Services - Sewer Fiscal Year 2007						
Expenditures	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Budget</u>	FY2006 <u>Estimate</u>	FY2007 <u>Budget</u>	Budget <u>Change</u>
<b><u>Department Summary</u></b>						
Personnel	1,116,680	1,448,546	1,925,300	1,631,600	2,455,700	27.5%
Supplies/Services	1,665,280	2,265,406	3,221,600	2,807,134	4,663,600	44.8%
Capital/Depreciation/Debt S	1,313,263	1,617,883	2,515,800	2,275,000	2,467,800	-1.9%
Contingencies	<u>0</u>	<u>0</u>	<u>14,583,400</u>	<u>0</u>	<u>9,657,000</u>	<u>-33.8%</u>
<b>Total</b>	<b><u>4,095,223</u></b>	<b><u>5,331,835</u></b>	<b><u>22,246,100</u></b>	<b><u>6,713,734</u></b>	<b><u>19,244,100</u></b>	<b><u>-13.5%</u></b>
<b><u>Division Summary</u></b>						
Administration	0	667,456	1,478,000	1,177,824	1,874,700	26.8%
Operations	3,796,858	4,337,374	19,852,100	5,182,000	16,240,600	-18.2%
Collections	298,365	420,686	496,000	181,755	703,100	41.8%
Blue Stake	0	109,819	157,500	168,584	165,700	5.2%
Other Departments	<u>0</u>	<u>0</u>	<u>262,500</u>	<u>3,571</u>	<u>260,000</u>	<u>0.0%</u>
<b>Total</b>	<b><u>4,095,223</u></b>	<b><u>5,535,335</u></b>	<b><u>22,246,100</u></b>	<b><u>6,713,734</u></b>	<b><u>19,244,100</u></b>	<b><u>-13.5%</u></b>
<b><u>Revenues</u></b>						
User Fees	7,782,909	8,163,690	9,850,000	9,850,000	11,576,000	17.5%
Miscellaneous	132,019	307,395	160,000	109,000	160,000	0.0%
Other Sources	<u>315,700</u>	<u>905,091</u>	<u>12,236,100</u>	<u>400,000</u>	<u>7,508,100</u>	<u>-38.6%</u>
<b>Total</b>	<b><u>8,230,628</u></b>	<b><u>9,376,176</u></b>	<b><u>22,246,100</u></b>	<b><u>10,359,000</u></b>	<b><u>19,244,100</u></b>	<b><u>-13.5%</u></b>

As an enterprise fund all expenditures of the Sewer Fund are to be covered by fees charged to the users of the system. Due to an increasing customer base sewer service revenues are rising annually, unfortunately so are expenditures. As presented the Sewer System user fee is \$21.75 per month. This service is now self-sufficient and there is no general fund subsidy required, however indirect overhead costs are currently not assessed against this fund. For FY2007 resources exceed expenditures by an estimated \$9,657,000. This amount is listed above as an un-programmed contingency.

**Sewer Enterprise Fund Comparison of Revenues/Expenditures**  
(Excludes General Fund Transfers)



**Capital:**

Capital is programmed in this activity for \$802,200. Capital acquisitions related to new growth are programmed in the Sewer Capital Fund and paid for by development fees. Replacement equipment, manhole improvements, and carry forwards for plant construction and decommissioning complete the funded capital purchases for FY2007.

City of Surprise Water Services Sewer-Capital Fiscal Year 2007		
Description	Account	Amount
SPA 1 Happy Trails Manhole Improvements	22531-643-112-39211-20731	125,000
Decommission Litchfield WRF Carry Forward	22531-643-601-39223-20459	100,000
Flygt Pumps	22531-643-112-39432-29999	100,000
Equipment for new personnel	22531-643-111-39421-29999	102,000
WWTP Expansion #3 Carry Forward	31111-643-112-39223-20228	375,200
		<u>802,200</u>

**Goals & Objectives:**

- Start operations at the Desert Oasis Water Reclamation Facility
- Provide continued operation and maintenance of the South Water Reclamation Facility
- Provide continued operation and maintenance of the sewer collection system
- Maintain the present level of service to the City’s sewer customer’s at the most economical rate possible

Water Services – Sewer Performance Measures	Actual 2004	Actual 2005	Actual 2005	Target 2006
Number of Blue Stakes Performed	29,000	30,000	30,000	30,000
Monthly Residential Sewer Bill	\$21.75	\$21.75	\$21.75	\$21.75
Average Daily Influent Flow (Million Gallons per Day MGD)	4.5	5.9	7.0	8.2



*City of Surprise, Arizona*  
*Sewer Capital Fund*  
*FY2007 Budget*

**Purpose:**

To account for the inflow of Sewer Services Development Fees levied on new residential, commercial and industrial development. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on sewer services caused by growth. Development fees cannot be used to subsidize operational needs.

**Budget Highlights:**

The sewer services department will oversee the construction and design of several sewer related projects that will ensure the ability of the sewer system to cleanly and safely handle all effluent, ensuring excellent service for the residents of the City of Surprise. All proposed projects address the needs of citizens due to the increased demand placed upon the system by growth.

In FY2003 the sewer services department completed the design and began construction on a 4.0 million gallon per day sewer treatment plant expansion of the South Water Reclamation Facility. The expansion of this facility increased the total treatment capacity from 3.2 million gallons per day to 7.2 million gallons per day. With this expansion complete another 8.0 MGD expansion is now required due to the increased numbers of homes being constructed in the City.

<b>City of Surprise</b>						
<b>Sewer Capital Development Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	1,211,848	1,813,128	1,824,400	1,807,871	8,803,500	383%
Capital	523,091	3,736,154	39,662,900	13,115,200	69,847,700	76%
Contingencies	0	0	1,246,200	0	12,205,100	879%
<b>Total</b>	<u>1,734,939</u>	<u>5,549,282</u>	<u>42,733,500</u>	<u>14,923,071</u>	<u>90,856,300</u>	<u>113%</u>
<b>Revenues</b>						
Miscellaneous	10,556,379	13,674,632	13,233,200	8,434,364	6,937,400	-48%
Developer Funding	(600)	(800)	3,600,000	3,600,000	16,300,000	0%
General Fund Subsidy	212,399	0	0	0	0	0%
Other Sources	8,162,700	17,780,775	25,900,300	27,707,553	67,618,900	161%
<b>Total</b>	<u>18,930,878</u>	<u>31,454,607</u>	<u>42,733,500</u>	<u>39,741,917</u>	<u>90,856,300</u>	<u>113%</u>

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The budget for the Sewer capital fund of \$90,856,300 is an increase of \$48,122,800 over the adopted FY2006 budget of \$42,733,500. The entire budget of this fund consists of capital related projects, transfers, MPC-rent payments and unallocated contingencies. Payment to the MPC Capital projects fund, in the form of rent, is programmed at \$1,803,500 for debt service on the MPC bond sale.

**Revenue:**

Revenues are based upon an estimate that 3,600 new homes will pay this development fee. The estimated number of homes is based upon past experience, platted lots and existing development agreements. The City Council adopted updated development fees on May 27, 2004. In accordance with ordinance 04-19 the Wastewater System Development fee has been expanded into a two-tiered fee, one for Special Planning Area - 1 (SPA-1) and one for SPAs 2-5. On August 27, 2004 the Wastewater System development fee for SPA-1 decreased \$108 to \$1,808 per single family home and the fee for SPAs 2-5 increased \$329 to \$2,245 per single family home.

These fees have been separated in order to more accurately reflect the impact of where growth occurs on the resources of the wastewater system. Currently most of the development and thus most of the infrastructure has been concentrated in SPA-1, as development spreads out of SPA-1 the cost of providing required infrastructure will increase. It is anticipated that approximately 10% of the homes will be built in SPA 2- 5 during FY2007, this percentage will increase dramatically in future years as the growth in Surprise continues to move west.

Anticipated resources of this fund exceed current year expenditures by \$12,205,100. This amount has been programmed as unallocated contingencies; however the availability of these funds is crucial to the funding of the City's five-year CIP.

<b>City of Surprise</b>		
<b>Water Services Sewer Development-Capital</b>		
<b>Fiscal Year 2007</b>		
<b>Description</b>	<b>Account</b>	<b>Amount</b>
163rd Avenue Sanitary Sewer Interceptor - Phase 1	22532-643-601-39223-20616	200,000
Camera Truck	22532-643-112-39421-29999	250,000
Litchfield Rd Non Potable Carry Forward	22532-643-112-39223-20236	112,000
Litchfield Road SSI - Carry Forward	22532-643-601-39223-20538	63,000
Non-Potable to Bell Lake Carry Forward	22532-643-601-39223-20418	340,900
Sewer Development Reimbursements	22532-643-112-39311-20656	1,000,000
South Plant Interim Solids Handling Carry Forward	22532-643-112-39223-20670	28,800
South WRF - Plant 4 & 5 Carry Forward \$16,653,000	22532-643-112-39223-20519	53,153,000
SPA 1 Greenway Lift Station Wall/Site Improvments	22522-643-111-39211-20730	100,000
SPA 2 WRF - Plant 2 Carry Forward	22532-643-112-39223-20609	2,000,000
SPA 2 WRF Plant 1 - 4 MGD	22532-643-112-39211-20609	14,800,000
SPA 3 Sanitary Sewer Interceptor Carry Forward	22532-643-601-39223-20518	900,000
SPA 3 WRF Plant 1 Carry Forward \$1,600,000	22532-643-112-39223-20647	4,000,000
		<u>76,947,700</u>

**Capital:**

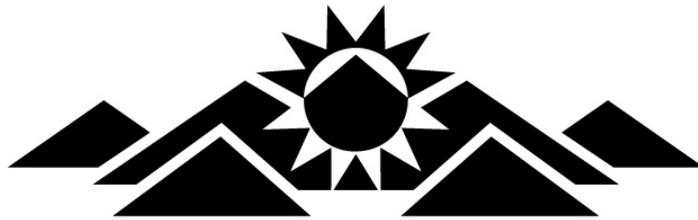
Included in the FY2006 sewer capital budget of \$76,947,700 are \$20.8 million of projects that have been carried forward from the prior year. The majority of this carry forward is associated with the plant 4 & 5 expansion that is projected to be a three-year project. New projects for FY2007 include the construction of a Water Reclamation Facility in SPA2 and the final portion of design for a WRF in SPA3. Construction of WRFs in these areas of the City will commence when developers agree to front the money to the City of Surprise and be reimbursed impact fees as homes are constructed.

In addition to the projects listed above, numerous developer initiated projects will be completed throughout the fiscal year utilizing development fee credits. These projects are included as Waste Water Development Reimbursements and will consist of the payment of credits to developers for the capital infrastructure that is constructed by them for the City's water system. Additional detail on these projects can be found in the City's Capital Improvement Plan.

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected, a bond issue and continued up front developer funding will be required in future years in order to fund all projects included in the CIP.

<b>22532 - Sewer Capital Development Fee Fund</b>					
	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Beginning Balance	24,818,900	(3,900,000)	(7,018,600)	(2,453,800)	12,500
Revenues	23,237,400	63,284,900	36,968,300	36,869,800	58,122,600
Transfers In (Out)	0	20,000,000	0	0	(1,800,100)
Bond Proceeds	44,000,000	0	24,000,000	0	0
Expenditures	92,056,300	86,403,500	54,303,500	34,403,500	56,003,500
<b>Ending Balance</b>	<b><u>0</u></b>	<b><u>(7,018,600)</u></b>	<b><u>(353,800)</u></b>	<b><u>12,500</u></b>	<b><u>331,500</u></b>
2-Months Operating Reserves	<u>1,803,500</u>	<u>5,703,500</u>	<u>5,703,500</u>	<u>7,803,500</u>	<u>7,803,500</u>

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Storm Water*  
*FY2007 Budget*

**Mission Statement:**

To meet all federal and state regulations established to prevent polluted storm water runoff by developing and complying with a Stormwater Management Program submitted as part of a Notice of Intent for Coverage under the AZPDES (Arizona Pollutant Discharge Elimination System) Permit No. AZG2002-002 for Discharges from Small MS4s to Waters of the United States.

**Budget Highlights:**

The Storm Water Management division is charged with insuring the City complies with all federal and state regulations established to prevent polluted storm water runoff. The primary focus of this program is to reduce the quantity and improve the quality of storm water runoff, to abide by the Federal Clean Water Act, and to restore and maintain the chemical, physical and biological integrity of surface waters in the City and State. The Department is staffed by a full time Storm water Specialist position that develops and implements the Storm water Management Program

<b>Position Summary</b>					
<b>Water Services - Stormwater</b>					
<b>Fiscal Year 2007</b>					
	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>change</u></b>
Water Resources Specialist	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>
<b>Total</b>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0</u>

**Accomplishments:**

- Development of public education and outreach of Storm water information through informational flyers and information available on the City’s web page.
- Monthly participation in regional watershed organization, STORM, focused on regional efforts to enhance message uniformity and cost effectiveness of public education and outreach of Storm water information.
- Inspected outfalls for illicit discharges.

**Budget Summary:**

The stormwater operations are programmed at \$95,800 representing a 21% increase from last years budget of \$79,000. Personnel costs increased by 26% due to the compensation and

classification study. Supplies and services remained equal to last fiscal year at \$14,100, and include the operating supplies and equipment to operate the division.

<b>City of Surprise</b>						
<b>Water Services - Stormwater</b>						
<b>Fiscal Year 2007</b>						
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2006</u>	<u>FY2007</u>	<u>Budget</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
<b>Expenditures</b>						
Personnel	0	25,831	64,900	54,900	81,700	25.9%
Supplies/Services	46,885	41,889	14,100	14,314	14,100	0.0%
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>46,885</u>	<u>67,720</u>	<u>79,000</u>	<u>69,214</u>	<u>95,800</u>	<u>21.3%</u>
<b>Revenues</b>						
General Fund Subsidy	<u>46,885</u>	<u>67,720</u>	<u>79,000</u>	<u>69,214</u>	<u>95,800</u>	<u>21.3%</u>
<b>Total</b>	<u>46,885</u>	<u>67,720</u>	<u>79,000</u>	<u>69,214</u>	<u>95,800</u>	<u>21.3%</u>

**Goals & Objectives:**

- Develop Stormwater Program as specified in City of Surprise Stormwater Management Plan as approved by the Arizona Department of Environmental Quality for coverage under the State General Permit referenced above
- Maintain the required level of storm water protection for the most economical rate possible

<b>Water Services – Stormwater Performance Measures</b>	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Target 2006</b>
% Of Annual Stormwater Management Plan requirements Completed	N/a	100%	100%	100%

## ***Capital Purchases/Projects***

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- General Capital Projects Fund
- Transportation Improvement Fund
- MPC – Capital Projects Fund
- Community Facilities District Funds
- Capital Improvement Program
- FY2007 Funded Capital



*City of Surprise, Arizona*  
*General Capital Projects Fund*  
*FY2007 Budget*

**Mission Statement:**

The purpose of the General Capital Projects fund is to provide a centralized location for the acquisition of replacement capital. The intent is to remove capital costs from department operating budgets to better analyze the cost of departmental operations as well as the need for capital and infrastructure.

**Fund Budget:**

Estimated revenues are based upon transfers from the general fund, miscellaneous items and other sources. At the direction of the City Council the City of Surprise dedicates 75% of estimated construction related sales tax collections to capital purchases. As a one-time source of revenue, the City of Surprise recognizes the importance of using this revenue source on one-time expenditures as opposed to operations. The construction sales tax component of the general fund subsidy is \$19.9 million. The remaining general fund subsidy is an estimate of remaining general fund beginning balance and general fund revenues in excess of approved expenditures (\$37.9 Million).

<b>City of Surprise</b>						
<b>General Capital Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004 <u>Actual</u></b>	<b>FY2005 <u>Actual</u></b>	<b>FY2006 <u>Budget</u></b>	<b>FY2006 <u>Estimate</u></b>	<b>FY2007 <u>Budget</u></b>	<b>Budget <u>Change</u></b>
Supplies/Services	2,009,428	664,522	4,688,600	735,921	22,003,900	369%
Capital	3,904,229	6,124,089	35,375,900	8,536,200	82,212,400	132%
Contingencies	0	455,400	3,219,200	458,200	458,200	-86%
Transfers Out	<u>0</u>	<u>11,069,100</u>	<u>5,592,100</u>	<u>5,592,100</u>	<u>1,529,200</u>	<u>-73%</u>
<b>Total</b>	<u>5,913,657</u>	<u>18,313,111</u>	<u>48,875,800</u>	<u>15,322,421</u>	<u>106,203,700</u>	<u>117%</u>
<b>Revenues</b>						
Miscellaneous	21,354	573,229	5,000,000	0	21,291,600	326%
Transfers In	9,946,800	26,469,700	27,028,400	27,028,400	57,758,600	114%
Other Sources	<u>1,787,216</u>	<u>5,409,880</u>	<u>16,847,400</u>	<u>14,476,132</u>	<u>27,153,500</u>	<u>61%</u>
<b>Total</b>	<u>11,755,370</u>	<u>32,452,809</u>	<u>48,875,800</u>	<u>41,504,532</u>	<u>106,203,700</u>	<u>117%</u>

All funds, including general capital fund balance (\$27.2 Million) are programmed for use. The remaining \$5,000,000 of revenue is programmed as unforeseen revenue. This amount is available to increase the budget authority of departments upon verification of a new grant or other unforeseen revenue source.

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In addition to the capital purchases detailed in individual departmental budget requests, \$458,200 is programmed as unallocated contingencies. Although not tied to any expenditure in the current year these funds are an integral part of the funding of the City’s 5-year CIP. Upon approval by council these funds may be used for one-time purchases. Any allocation by council from these funds will reduce the amount that is available and earmarked for the future funding of projects contained in the CIP.

**Capital:**

Capital projects as itemized in the individual departmental budgets total \$106,203,700.

<b>City of Surprise General Capital Fund Fiscal Year 2007</b>	
City Court	4,000
Communications	14,300
Community & Recreation Services	2,362,000
Community Development	300,000
Community Initiatives	206,900
Engineering	27,393,700
Fire - Emergency Services	841,200
General Operations	29,545,600
Information Services	583,700
Police	13,500,000
Public Works	31,433,100
Water Services - Water	<u>19,200</u>
<b>Total General Capital Fund</b>	<b><u>106,203,700</u></b>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected the general capital fund has revenues exceeding expenditures and funds available for all projects included in the CIP.

<b>21112 - General Capital Fund</b>					
	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	26,695,400	2,800	(27,962,500)	(11,377,100)	6,096,200
Revenues	21,291,500	0	0	0	0
Bond Proceeds	0	0	0	0	0
Transfers In (Out)	57,758,600	20,305,200	20,985,500	25,355,500	21,969,500
Expenditures	105,745,500	48,270,500	4,400,100	7,882,200	11,641,200
<b>Ending Balance</b>	<b><u>0</u></b>	<b><u>(27,962,500)</u></b>	<b><u>(11,377,100)</u></b>	<b><u>6,096,200</u></b>	<b><u>16,424,500</u></b>
2-Months Operating Reserves	<u>458,200</u>	<u>455,400</u>	<u>455,400</u>	<u>455,400</u>	<u>455,400</u>



*City of Surprise, Arizona*  
*Transportation Improvement Fund*  
*FY2007 Budget*

**Mission Statement:**

The purpose of the Transportation Improvement fund is to provide for the collection and expenditure of the dedicated 1.5% local construction transaction tax adopted by the City Council through Ordinance 05-13. This tax is dedicated for the improvement of existing roadway corridors and the related costs of the construction of new roadways.

**Fund Budget:**

Estimated revenues are based upon projected construction activity within the City of Surprise. Both the collections and expenditures associated with this dedicated transaction tax is directly related to the rate of growth within the City. The expenditure of these funds is restricted to roadway corridor improvements and construction of new roadways. Associated with that are the costs incurred to plan roadways and transit infrastructure. For FY2007 planning the future of transportation system is the primary use of these funds.

<b>City of Surprise</b>						
<b>Transportation Improvement Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	0	0	26,800	4,071	1,250,000	0.0%
Capital	0	0	11,510,000	511,000	9,959,000	0.0%
Contingencies	<u>0</u>	<u>0</u>	<u>663,200</u>	<u>0</u>	<u>991,000</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>12,200,000</u>	<u>515,071</u>	<u>12,200,000</u>	<u>0.0%</u>
<b>Revenues</b>						
Taxes	0	0	12,200,000	5,000,000	12,200,000	0.0%
Interest	0	0	0	300	0	
Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>12,200,000</u>	<u>5,000,300</u>	<u>12,200,000</u>	<u>0.0%</u>

Anticipated resources of this fund exceed current year expenditures by \$991,000. This amount has been programmed as unallocated contingencies, however the availability of these funds is crucial to the funding of the City’s five-year CIP.

All eligible capital purchases funded through this dedicated revenue source are detailed in the individual departmental budget and the adopted five-year CIP.

<b>City of Surprise</b>	
<b>Transportation Improvement Fund</b>	
<b>Fiscal Year 2007</b>	
Engineering	9,844,000
Traffic Engineering	<u>1,365,000</u>
Total Transportation Improvement Fund	<u>11,209,000</u>

As a capital improvements fund it is imperative that the city take a multi-year view of the expenditures and revenues of this fund. The following table shows the forecasted resources and planned expenditures as listed in the FY2007 – FY2011 CIP for this fund. As projected, bonding will be required in future years in order to fund all projects included in the CIP.

<b>21418 - Transportation Enhancement Fund</b>					
	<b>FY2007</b>	<b>FY2008*</b>	<b>FY2009*</b>	<b>FY2010*</b>	<b>FY2011*</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Beginning Balance	4,485,200	0	864,700	241,700	771,700
Revenues	12,200,000	18,274,700	18,887,000	22,820,000	19,772,600
Bond Proceeds	0	0	9,300,000	0	0
Expenditures	16,685,200	16,600,000	28,810,000	22,290,000	20,110,000
<b>Ending Balance</b>	<b><u>0</u></b>	<b><u>1,674,700</u></b>	<b><u>241,700</u></b>	<b><u>771,700</u></b>	<b><u>434,300</u></b>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>810,000</u>	<u>810,000</u>	<u>810,000</u>



*City of Surprise, Arizona*  
*Municipal Property Corporation Capital Projects Fund*  
*FY2007 Budget*

**Mission Statement:**

To account for projects funded through the proceeds of the \$59,180,000 MPC bond sale completed in the spring of 2000 and the proceeds of the \$32,000,000 grant from the Tourism and Stadium Authority (TSA). Bond proceeds are to be used for the acquisition or construction of capital assets for public safety facilities, sewer facilities and recreation facilities.

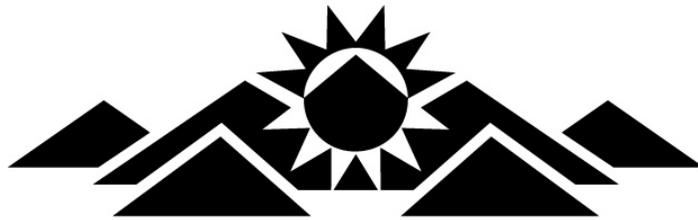
**Fund Budget:**

Estimated revenues are based upon lease payments from development fee funds for the retirement of debt. Other sources of funds are beginning fund balance from the remaining proceeds from the MPC bond sale and prior year transfers from the general fund. The MPC capital Projects fund serves as a clearinghouse for the payment of debt service on MPC bonds, monitoring of bond proceeds and the expenditure of those funds.

<b>City of Surprise</b>						
<b>Municipal Property Corporation Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	33,532	4,820	0	0	0	0.0%
Capital	4,986,501	2,886,269	15,084,400	1,585,900	13,498,500	-10.5%
Contingency	0	0	1,570,100	0	6,110,500	289.2%
Debt Service	<u>3,831,901</u>	<u>5,737,944</u>	<u>4,805,000</u>	<u>4,805,000</u>	<u>4,824,000</u>	<u>0.4%</u>
<b>Total</b>	<u>8,851,934</u>	<u>8,629,033</u>	<u>21,459,500</u>	<u>6,390,900</u>	<u>24,433,000</u>	<u>13.9%</u>
<b>Revenues</b>						
Lease Payments	5,699,739	4,831,500	4,805,000	4,805,000	4,824,000	0.4%
Transfers from other funds	0	5,755,700	0	0	0	0.0%
Interest	11,398	0	0	33,200	0	0.0%
Other Sources	<u>21,645,282</u>	<u>18,188,501</u>	<u>16,654,500</u>	<u>20,161,668</u>	<u>19,609,000</u>	<u>17.7%</u>
<b>Total</b>	<u>27,356,419</u>	<u>28,775,701</u>	<u>21,459,500</u>	<u>24,999,868</u>	<u>24,433,000</u>	<u>13.9%</u>

The \$16,654,500 budget is composed of all capital funded projects with portions of the proceeds of MPC issued bonds, a TSA Grant and the annual debt service payment on MPC bonds. This fund has been divided into individual projects for tracking purposes. All capital purchases are detailed in individual departmental budget requests and include all expenditures associated with finalizing the Public Safety Building (\$13,498,500). Annual debt service is programmed at \$4,824,000 for FY2007. Per the requirements of the bond sale, reserves equal to one year of debt service have been established in this fund.

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*City of Surprise, Arizona*  
*Community Facilities District Funds*  
*FY2007 Budget*

**Mission Statement:**

Community Facilities Districts (CFD's) have been established by ordinance to provide a centralized location for the collection of taxes from properties directly benefiting from the district. These proceeds are legally restricted to expenditures associated with the construction, development and ongoing maintenance of infrastructure within the district and the repayment of general obligation bonds. The City Council acts as the governing board for the district, which is a separate legal entity with the authority to levy taxes on all properties included in the district.

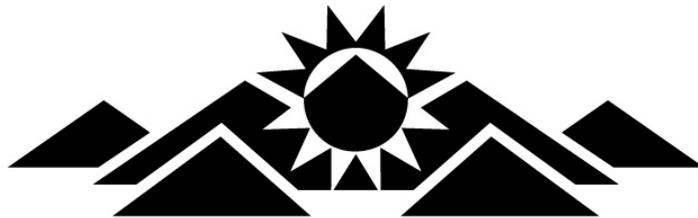
**Budget Summary:**

Currently there is one (1) CFD operated by the City with the possibility of additional districts to be added as the City continues to grow. All street light operational costs are paid for through a special district property tax assessment. The City of Surprise assesses up to the maximum levy of \$3.30 per hundred dollars of assessed valuation for the district and has established a separate fund for the district. The property tax rate is separated into an operational element and a debt service portion. \$0.30 of the rate may be used for operational expenditures including maintenance and administrative costs, the remaining \$3.00 may only be used for the payment of general obligation debt incurred by the District. The actual rate to be assessed is based upon estimated expenditures and required bond payments.

For FY2007 it is estimated that the O&M portion of the rate will generate approximately \$10,000 in taxes with all other operational costs to be covered by the developer. Since no debt has been issued there are no required debt payments and no tax levied for this purpose. The CFD has been authorized by the board to issue up to \$80.0 million of bonds. It is estimated that \$30.0 million will be issued over the course of FY2007. The proceeds of this issuance will be utilized to reimburse the developer for authorized infrastructure construction within the District. The estimated assessed value of this district is detailed in the appendix of this document.

<b>City of Surprise</b>						
<b>Community Facilities District Fund</b>						
<b>Fiscal Year 2007</b>						
<b>Expenditures</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Supplies/Services	0	0	125,200	108,606	50,000	0.0%
Capital	<u>0</u>	<u>0</u>	<u>20,000,000</u>	<u>20,000,000</u>	<u>30,000,000</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>20,125,200</u>	<u>20,108,606</u>	<u>30,050,000</u>	<u>0.0%</u>
<b>Revenues</b>						
Taxes	0	0	10,000	1,851	10,000	0.0%
Miscellaneous	0	0	40,000	75,000	40,000	0.0%
Other Sources	<u>0</u>	<u>0</u>	<u>20,075,000</u>	<u>20,000,000</u>	<u>30,000,000</u>	<u>0.0%</u>
<b>Total</b>	<u>0</u>	<u>0</u>	<u>20,125,000</u>	<u>20,076,851</u>	<u>30,050,000</u>	<u>0.0%</u>

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*



*Beyond Expectations*

**City of Surprise, Arizona  
Capital Improvement Program  
FY2007– FY2011**

The City of Surprise has transitioned from a small agricultural community to one of the fastest growing communities in the nation. New census numbers show the 2005 population of the city of Surprise to be 88,265, almost triple the 2000 census tabulation of approximately 30,000 residents. It is estimated that this population growth will continue with the City of Surprise increasing to over 150,000 people by the end of FY2011.



Much of Surprise’s infrastructure has been developed in conjunction with this growth with a mix of public and private service providers. Large master planned communities like Sun City Grand and Marley Park have installed local infrastructure (roads, water and sewer lines) to service the projects while the City continues to provide police, fire, and wastewater treatment infrastructure and services for the nearly 10,000 to 15,000 new residents expected to be added annually.



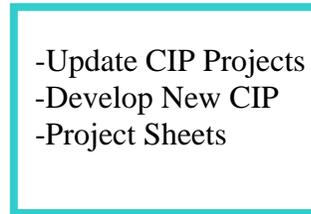
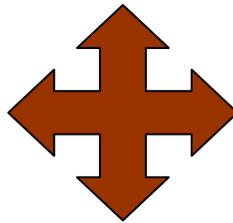
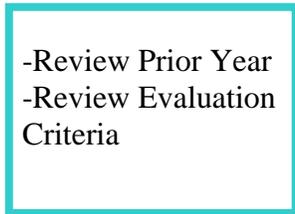
Rapid growth continues to place constant pressure on the City’s ability to provide services. Management worked with Council and all departments throughout the CIP process to develop the adopted CIP. The CIP process runs in conjunction with the operating budget process and both culminate with the adoption of the recommended budget and CIP, by Council in June.

The CIP is a critical piece in the City’s overall planning. It is the most important implementation tool of the City’s Surprise General Plan 2020. Development of the community’s facilities and services is one of the primary functions of municipal government. Without a functional transportation system, water and wastewater facilities, public safety services, drainage systems, parks and recreation facilities, and other public facilities, a community cannot reach its potential as a quality place to live.

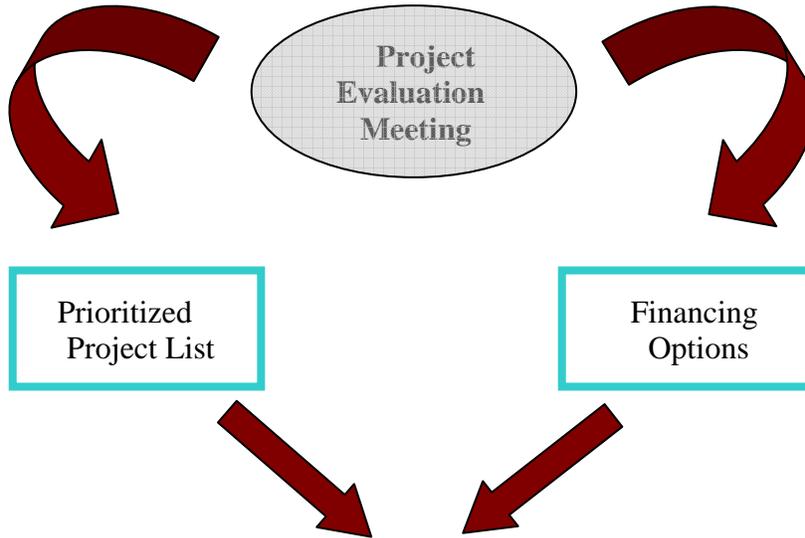
A CIP is a multi-year plan that outlines current capital and infrastructure needs, future anticipated needs, current projects, and future costs to the community. It addresses both repair and replacement of existing infrastructure and purchase of capital equipment as well as the development of new facilities to accommodate future growth and/or improve services. The CIP links the City’s planning and budgeting functions and is updated annually. The entire CIP document is available on our website [www.surpriseaz.com](http://www.surpriseaz.com).

### Annual Update Process

**January**



**March**



**May**



**Council Adoption**

As in prior years the recommended budget and CIP include a number of significant capital expenditures, which will greatly improve the desire to live, work and play in the City of Surprise. Most of the projects recommended for inclusion in the FY2007 budget have been in the CIP for several years. As a funded planning document this is what should be expected, most projects should be foreseen long before they become a reality.

The following is a summary of the process that was utilized to update this document and a breakdown of some of the major projects that are included in the recommended CIP and FY2007 18Budget. The entire CIP has been evaluated to ensure that the City has the ability to fund these projects through completion. Based on current five-year revenue projections the FY2007 – FY2011 CIP is funded and is within our means.

### **Major Accomplishments\Undertakings:**

#### Capital Improvements Plan (CIP)

Funding for FY2007 is \$151,802,000. The strategic areas that the City will be focusing on that serves as a basis for the City Managers recommended budget are: Transportation, Public Safety, Local Economy, City Parks & Amenities, and City Operations. The FY2007 major projects for each goal is summarized below.

- Transportation (\$32,622,700)

In the area of Transportation, some of the major projects include the continuation of the Bell Road Project, 219<sup>th</sup> Ave Road & Drainage Improvements, Section 10 & 11 Road & Drainage Improvements, Dysart & Thunderbird Intersection Improvements, Bus Bays, and Traffic Calming in the Original Town Site. Additionally there are projects for Long Range Major Street Improvement and Area Drainage Master Plans.

- Public Safety (\$20,473,500)

The three CIP projects planned for Public Safety include the Joint Training Facility and two fire stations.

- Local Economy (\$53,700,000)

Projects that will have a major effect on the Local Economy are the continuation of the South Plant Water Reclamation Facility Expansion and the start of the Regional Water Reclamation Facilities in Special Planning Areas 2 and 3.

- Parks & Amenities (\$9,917,600)

The major projects in Parks & Amenities scheduled for FY2007 are the Dysart High School #3 Recreation Enhancements, Recreation Center to be located at the Tennis Facility, Campus Park Phase III, and the Youth Baseball Facility Phase II.

- City Operations (\$35,088,200)

For City Operations, the major projects include the City Hall, Public Works North Yard, Surprise11 Broadcast Center, and various expansions and enhancements to the water, reclaimed water, and sewer systems.

## Back to Contents

In addition to the major projects listed above which are funded in the FY2007 budget, the City plans on continuing to make substantial investments in infrastructure and capital acquisition over the next five-years. The following projects are included in the FY2007 – FY2011 CIP:

- *Flood Control and Rural Roads* – Contained within the City of Surprise’s 74 square miles are several rural areas that are located within flood plains. Funds are allocated within the CIP to plan for and provide solutions to these problems.
- *Water & Sewer Infrastructure* – In addition to the infrastructure that will be installed by developers, the City will continue to invest funds in the upgrade and expansion of water, sewer and replenishment facilities.
- *Transit Park & Ride Lot* – In order to aid with the ongoing effort to reduce traffic congestion and air pollution a Park and Ride Lot is planned, contingent upon the expansion of valley metro transit services into the City.
- *Fire Stations* – To handle the explosive growth of the City, Five additional fire stations are planned.
- *Parks & Recreation* – The City of Surprise prides itself on the recreational amenities offered to its residents. This tradition will continue as plans are in place to build additional aquatics facilities, parks, playgrounds, ball fields, recreation centers, a library and bike/trail systems.
- *Engineering* – Implementation of the transportation action plan, including the potential of moving up construction of the 303 through borrowing and implementation of Fiber Optics – Citywide and Sign Rehabilitation.
- *Public Works* – Phase II of the Cultural Arts Facility, Streetscape expansion, Westgate Operation/Administration Building, and New Public Works Yard (North & West) are planned.
- *Police* – New substations, a Training Facility, and City Owned Radio Systems are planned.

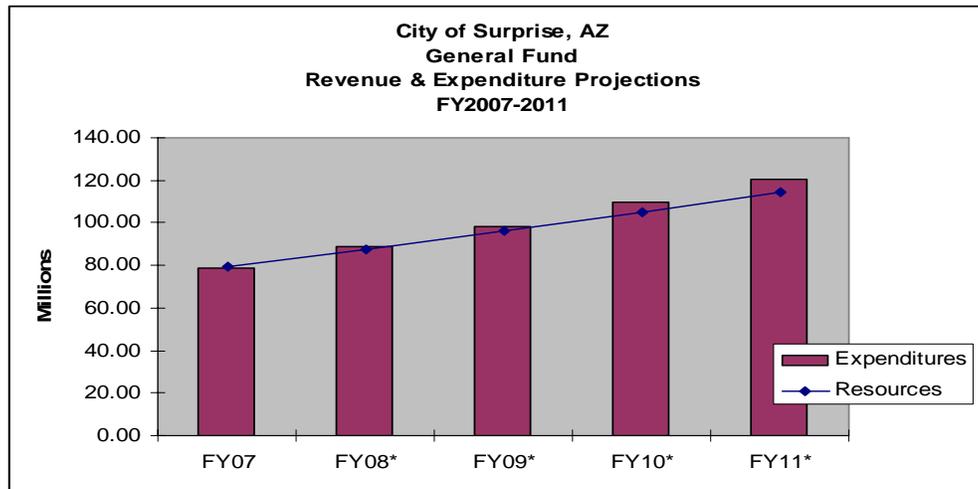


## **Capital & Operational Finances**

In keeping with the city’s policy of sustainability approved capital projects stress continuation of current service levels. Our 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 requirement of the massive amount of capital that has been built by the City of Surprise has been felt over the last couple of years. With each new project that comes on line there are staffing, maintenance, supply and services costs that must be absorbed on an ongoing basis. It is the funding of these ongoing operational costs that must be determined before a project is approved. By examining operational requirements early in the process the City is assured that when a library is completed, there is funding to open and operate that library without negatively affecting other city services.

The following chart demonstrates the problem that the City of Surprise may be facing in the future as these capital projects come on line. In this projection operating revenues are not keeping pace with operational expenses in the very near future. The cause of this is a combination of increased operational costs associated with both, growth and new capital facilities as well as a leveling off in construction related revenues based on projected Single Family Permit issuance. As construction related revenues level off, other ongoing revenues will continue to grow, including state shared revenues and retail sales taxes.



Due to the hyper-growth being experienced in the City of Surprise, the majority of approved capital projects are directly related to maintaining the current level of service. The City of Surprise is fortunate in that along with the increased spending associated with growth, also comes increased revenues. However, if our projections are accurate, current expenditures adjusted for new capital and services grow at a faster rate than operational revenue.

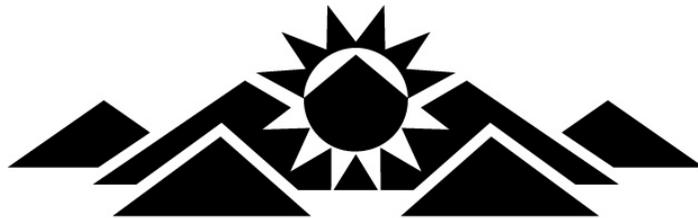
In order to address this potential scenario the City has developed a method by which operational cost estimates are included in all CIP requests. Operational cost estimates are currently collected and estimated for CIP projects.

The City of Surprise and other high growth cities in Arizona and across the country are facing challenges associated with growth that seem unimaginable in other areas of the country that are in a maintenance or retrenchment mode. Maintenance in the City of Surprise translates to a new fire station every 2-3 years, hundreds of acres of park and open space, several miles of streets, water lines and sewer lines added annually. With this expansion come operational costs that the City is attempting to accurately forecast and control.

The new residents who move to Surprise next year will be greeted with a high level of service and amenities. The City Council and City Manager have pledged that we will do what is required to ensure that this level of service is sustainable.

For FY2007 bonding will be necessary to complete the South Water Reclamation Facility, Plants 4 & 5 expansion, as well as the Special Planning Area 3 Water Reclamation Facility in the amount of \$44 million. Additionally, bonding will be necessary in FY 2009 to complete various other projects.

*City of Surprise, Arizona*



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

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A R I Z O N A

*FY2007 Adopted Budget*

**City of Surprise Arizona**  
**FY2007 - Approved Capital Projects Budget**

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY06 actual.  
- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>City Clerk</b>						
21111	141	112	39411	29999	New Postage Meter	20,000
<b>Communications</b>						
21412	145	112	39411	20623	Surprise11 Broadcast Center Carry Forward \$315,000	1,615,000
21111	145	834	39431	29999	Computer Supplies & Equipment Carry Forward	14,300
<b>Community &amp; Recreation Services</b>						
21213	444	431	39112	20324	Bicentennial Park Carry Forward	53,700
21414	444	429	39112	20516	Citywide Trail/Bike System Carry Forward	85,000
21213	444	431	39211	20517	Lizard Run Rec Complex - Greenbelt Carry Forward	1,020,900
21213	444	429	39212	20522	Gaines Park Carry Forward	481,500
21414	444	431	39211	20550	Surprise Recreation Campus Park - Phase 3	1,000,000
21414	444	429	39211	20551	Recreation Center Carry Forward	1,636,000
21414	444	429	39211	20552	Softball Complex Carry Forward	2,000,000
21414	444	429	39411	20553	Scoreboards Carry Forward	183,800
21414	444	429	39211	20554	Youth Baseball/Softball Complex Carry Forward	1,690,000
21414	444	429	39211	20556	Dream Catcher Park Carry Forward \$1,028,000	1,200,000
21414	444	429	39211	20605	Lighting Shared Facilities Carry Forward \$147,700	372,700
21414	444	429	39112	20606	Surprise Farm Park Development I Carry Forward	1,725,000
21414	444	429	38199	20618	Skate Park	50,000
21417	444	433	39212	20619	City Library #3	200,000
21112	444	432	39224	20620	Electrical upgrades to Bullard Carry Forward	147,000
21414	444	429	39211	20635	Public Safety Park Development Carry Forward	200,000
21414	444	431	39431	20636	Mower Carry Forward	137,500
21112	444	431	39211	20637	Maintenance Yard Carry Forward	30,000
21414	444	431	39211	20658	Park Maintenance Yard & Shop Carry Forward	1,023,500
21414	444	429	39211	20660	Surprise Tennis and Racquet Facility Carry Forward	4,660,000
21414	444	111	39211	20661	Recreation Admin Office Exp Carry Forward \$887,800	1,387,800
21213	444	431	39112	20673	OTS Park - Habitat for Humanity Carry Forward	75,000
21414	444	111	39311	20704	Dysart High School #3 - Recreation Enhancements	3,000,000
21113	444	421	39211	20705	Field Renovations	205,000
21112	444	421	39211	20706	IT Infrastructure Cost	585,000
21414	444	429	39211	20707	Recreation Center - 2007	2,000,000
21414	444	431	38199	20708	Lizard Run Recreational Complex - Phase II	100,000
21414	444	431	39211	20709	Youth Baseball Facility Phase II	400,000
21111	444	422	39212	29999	Aquatic Asset Plan	30,000
21111	444	431	39431	29999	Equipment/Vehicles	240,000
21111	444	431	39431	29999	Park Maintenance Replacement Fund	17,000
21112	444	421	39411	29999	Ribbon Board	600,000
21112	444	431	39223	29999	Bicentennial Park	1,000,000
21113	444	421	39112	29999	Sidewalk Program	30,000
21113	444	421	39212	29999	Campus Asset Plan	342,000
21213	444	431	39112	29999	Landscape Elm Street	250,000
<b>Community Initiatives</b>						
21213	441	111	39211	20610	Service Drive Carry Forward	45,000
21112	441	412	39212	20615	Covered parking and patio for senior center Carry Forward	101,300
21112	441	111	39212	20630	Additional Parking on Rimrock Carry Forward	70,000
21112	441	412	38199	20703	Community Center Kitchen/Dining Expansion Project	35,600
21211	441	414	39421	29999	Additional DART Vehicles and Operators	156,000
<b>Engineering</b>						
21112	541	112	39211	20424	Sections 10 &11 Drainage & Rdwy Carry Forward \$669,600	5,619,600
21112	541	112	39211	20425	Grand Ave-Greenway Rd. to Litchfield RD Carry Forward \$334,000	534,000
21112	541	112	39222	20432	Sections 10 & 11 Road Impr Carry Forward	100,000
21112	541	112	39222	20434	Reems Rd: Peoria to Cactus Carry Forward	361,000
21112	541	112	39211	20504	136th Ave & Desert Cove Rd improvements Carry Forward \$404,100	1,104,100
21418	541	112	39222	20509	Dysart Road Improvements @ Grand Carry Forward	2,374,000
21112	541	112	39223	20513	Traffic Calming - Original Townsite	134,000
21112	541	112	39221	20525	Park View Place & Greenway Rd Carry Forward	87,300
21112	541	112	39211	20526	Saguaro View & Acres Rd Rehabilitation Project	200,000

**City of Surprise Arizona**  
**FY2007 - Approved Capital Projects Budget**

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY06 actual.  
- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>Engineering Cont.</b>						
21112	541	112	39223	20529	Palm View Dr Carry Forward	15,400
21112	541	112	39211	20547	Bell Road Project Carry Forward \$370,000	9,564,700
21112	541	112	39211	20611	Reems Rd Channel: Box Culvert Carry Forward \$310,000	680,000
21112	541	112	39211	20612	Pave Dirt Road Program	1,280,000
21112	541	112	39224	20628	219 th ave Road & Drainage Improvements Carry Forward \$400,000	2,400,000
21418	541	112	39211	20632	Dysart & Thunderbird Intersection Improvements	1,320,000
21418	541	112	39211	20657	Right Turn Lanes	1,000,000
21418	541	112	39221	20668	Transportation Action Plan - New Arterial Carry Forward \$500,000	2,500,000
21418	541	112	39211	20669	Transportation Action Plan-Transit Infrastructure	650,000
21112	541	112	38199	20710	Area Drainage Master Plans	350,000
21418	541	112	38199	20711	Long Range Major Street Improvement Master Plans	300,000
21213	541	112	38199	20712	OTS Drainage Master Plan	100,000
21418	541	112	39211	20713	Paradise Acres	1,000,000
21418	541	112	38199	20714	Rose Garden Lane-Low Water Crossing	500,000
21112	541	112	38199	20715	RTL at Bell & 115th	100,000
21112	541	112	39211	20715	RTL at Bell & 115th	1,000,000
21418	541	112	38199	20716	Union Hills Drive Widening at 113th Avenue	200,000
<b>Traffic Engineering</b>						
21415	545	511	39411	20428	Master Computer System Carry Forward \$200,000	600,000
21415	545	112	39223	20456	Bell Intelligent Transp. System Phase II Carry Forward \$125,000	325,000
21112	545	112	39223	20512	Traffic Control Cameras Carry Forward	100,000
21112	545	112	39211	20513	Traffic Calming - Original Townsite Carry Forward	800,000
21415	545	512	39211	20651	Sign Fabrication Shop Carry Forward \$180,000	901,000
21112	545	511	39224	20652	Signal upgrade and re-wire Carry Forward \$160,000	440,000
21112	545	511	39223	20653	Purchase Temporary Traffic Signals Carry Forward	38,200
21418	545	511	39224	20654	Geometric Imp for Signalized Intersection Carry Forward	1,365,000
21415	545	112	39211	20718	Fiber Optics - Citywide	418,000
21112	545	512	39211	20719	Sign Rehabilitation	300,000
21112	545	112	39223	29999	Historical Lighting and Signage	500,000
21415	545	511	39223	29999	Traffic Signals Carry Forward \$2,165,900	4,096,300
<b>Finance</b>						
21412	142	111	39411	29999	Document Imaging	18,000
<b>Fire</b>						
21112	342	316	39211	20404	Fire Station #1 Carry Forward	40,000
21416	342	316	39211	20559	Fire Station #5 Carry Forward \$1,850,000	5,350,000
21416	342	316	39211	20602	Fire Station #6 Carry Forward \$1,855,000	4,720,000
21416	342	316	39311	20604	Joint Training Center	3,000,000
21112	342	316	39212	20624	Fire Station 302 Remodel Carry Forward \$384,600	769,200
21112	342	316	39211	20641	Parking Canopy for Fire Apparatus Carry Forward	32,000
21416	342	316	39111	20702	Fire Station #7	400,000
21111	342	316	39431	29999	Vehicle Operations & Communication Equipment /OPS	14,000
21416	342	316	39421	29999	Equipment for new personnel	80,800
<b>General Operations</b>						
22531	191	112	39411	20659	Hansen 7 Utility Billing Carry Forward	500,000
21112	191	112	39111	29999	Land Purchases	7,000,000
21112	191	112	39223	29999	Performing Arts Center	100,000
<b>Information Services</b>						
21412	144	832	39411	20402	Infrastructure Technology Initiatives Carry Forward	325,000
21112	144	832	39212	20603	Network Operations Center Carry Forward	19,800
21112	144	832	39411	20701	Mobile Solutions	391,000
21111	144	832	39411	29999	Blade Servers	30,000
21111	144	832	39411	29999	Exchange Server Expansion	22,000
21111	144	832	39411	29999	Licensed Microwaves	32,000
21111	144	832	39411	29999	LTO Computer Backup	60,000
21111	144	832	39411	29999	Routers, Switches, Network Hardware Carry Forward	20,000

**City of Surprise Arizona**  
**FY2007 - Approved Capital Projects Budget**

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY06 actual.  
- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>Management &amp; Budget</b>						
22611	146	823	39212	29999	Accessibility Enhancement Fund	300,000
<b>Police</b>						
31111	341	111	39211	20219	Public Safety Building Carry Forward \$13,123,300	26,623,300
21413	341	313	39311	20558	City Owned Radio System Carry Forward	150,000
21413	341	111	39431	20643	Firearms Judgment Shooting Carry Forward	10,500
21413	341	312	39421	29999	Equipment for new personnel	394,000
21111	341	313	39431	29999	Replacement of Dept Recording System	85,000
21114	341	312	39421	29999	Replacement Vehicles	695,000
<b>Public Works - Fleet Maintenance</b>						
21114	542	112	39421	29999	FY2007 Replacement Vehicles	2,608,000
21111	542	112	39421	29999	Pool Vehicles	31,700
21111	542	112	39212	29999	Upgrade Electrical	90,000
<b>Public Works - Facilities Management</b>						
21112	543	112	39212	20411	City Hall Complex Remodel/Expansion Carry Forward	31,000
21112	543	112	39211	20515	Building Maintenance Storage/work shop Carry Forward	300,000
21112	543	112	39211	20527	Cultural Arts Facility Carry Forward	1,174,300
21112	543	115	39211	20675	City Hall Carry Forward \$5,673,700	16,680,900
21112	543	115	39211	20676	Streetscape Carry Forward \$1,440,000	3,395,000
21112	543	115	39211	20677	Central Plant	1,570,000
21112	543	115	39211	20677	Public Services Building	7,958,900
21415	543	115	39111	20717	New Public Works Yard (North)	2,000,000
21111	543	112	39212	29999	HVAC Replacements & additions	75,600
21111	543	115	39112	29999	Pave City Hall Back Parking Lot	80,000
21111	543	115	39112	29999	PD Property & Evidence Bldg Site Improvements	90,300
21111	543	115	39421	29999	Equipment for new personnel	55,200
<b>Public Works - Streets</b>						
21112	544	112	39222	20312	Reems Road Co-op - Chip seal	96,000
21112	544	112	39211	20645	Wash Racks	180,000
21112	544	112	39431	29999	Replacement Low-Boy Trailer Carry Forward	47,000
21212	544	112	39211	29999	Street Preservation and Maintenance Program	1,870,000
21212	544	112	39421	29999	Street Sweeper	150,000
21212	544	112	39431	29999	6 Yard Dump Truck	80,700
21212	544	112	39431	29999	Heavy Duty Trailer	35,000
21212	544	112	39431	29999	Pressure Sprayer & Paint Compressor	12,000
21212	544	112	39431	29999	Prison Crew Trailer	8,000
21212	544	112	39431	29999	Tow Compressor w/jackhammers	20,000
21415	544	112	39421	29999	Equipment for new personnel	345,500
<b>Public Works - Sanitation</b>						
21415	644	112	39421	29999	12 cubic yard Automated side loader	175,000
21415	644	112	39421	29999	New Sanitation Trucks	1,200,000
21415	644	112-2055	39421	29999	Rear Loader and Brush Tractor	170,000
22541	644	112-2055	39713	29999	Rear Loader Equipment	50,000
21415	644	112	39421	29999	Equipment for new personnel	21,500
22541	644	112	39713	29999	Sanitation Truck	190,000
<b>Water Services - Water Resources</b>						
22522	642	112	20324	20234	Surprise Center Replenishment Carry Forward	530,000
22522	642	112	39223	20412	South Recharge Fac-Ph 3 Carry Forward	500,000
22522	642	112	39223	20413	Santa Lucia GWSF Carry Forward	150,000
22522	642	112	39223	20415	Kenly GWSF Carry Forward	63,300
22522	642	112	39223	20502	SPA 2 Recharge Facility - Carry Forward	1,100,000
22522	642	112	39211	20523	SPA 1 Surprise Center Recharge Facility - Phase 2	515,000
22522	642	112	39223	20541	South Recharge Facility - Carry Forward	580,000
22522	642	112	38199	20724	Water Resources Master Plan	100,000
22522	642	112	39211	20725	SPA 1 Non-potable Water System Expansion - Phase 1	1,200,000
22522	642	112	38199	20726	SPA 1 Non-potable Water System Expansion - Phase 2	250,000
22522	642	112	38199	20727	SPA 1 Reclaim System Upgrade @ Bell Road Lake	250,000
22522	642	112	38199	20728	SPA 1 Reclaim System Upgrade @ Cactus	250,000
22522	642	112	38199	20729	SPA 1 Reclaimed Water Master Plan	250,000

**City of Surprise Arizona**  
**FY2007 - Approved Capital Projects Budget**

*Note: - Carry forwards from prior fiscal years are noted. Budget will be adjusted to reflect FY06 actual.  
- Most Vehicle Improvements & Vehicles have been combined into one item*

<u>Fund</u>	<u>Dept</u>	<u>Division</u>	<u>Object</u>	<u>Project</u>	<u>Description</u>	<u>Budget</u>
<b>Water Services - Sewer</b>						
31111	643	112	39223	20228	WWTP Expansion #3 Carry Forward	375,200
22532	643	112	39223	20236	Litchfield Rd Non Potable Carry Forward	112,000
22532	643	601	39223	20418	Non-Potable to Bell Lake Carry Forward	340,900
22531	643	601	39223	20459	Decommission Litchfield WRF Carry Forward	100,000
22532	643	601	39223	20518	SPA 3 Sanitary Sewer Interceptor Carry Forward	900,000
22532	643	112	39223	20519	South WRF - Plant 4 & 5 Carry Forward \$16,653,000	53,153,000
22532	643	601	39223	20538	Litchfield Road SSI - Carry Forward	63,000
22532	643	112	39211	20609	SPA 2 WRF Plant 1 - 4 MGD	14,800,000
22532	643	112	39223	20609	SPA 2 WRF - Plant 2 Carry Forward	2,000,000
22532	643	601	39223	20616	163rd Avenue Sanitary Sewer Interceptor - Phase 1	200,000
22532	643	112	39223	20647	SPA 3 WRF Plant 1 Carry Forward \$1,600,000	4,000,000
22532	643	112	39311	20656	Sewer Development Reimbursements	1,000,000
22532	643	112	39223	20670	South Plant Interim Solids Handling Carry Forward	28,800
22522	643	111	39211	20730	SPA 1 Greenway Lift Station Wall/Site Improvements	100,000
22531	643	112	39211	20731	SPA 1 Happy Trails Manhole Improvements	125,000
22531	643	111	39421	29999	Equipment for new personnel	102,000
22531	643	112	39432	29999	Flygt Pumps	100,000
22532	643	112	39421	29999	Camera Truck	250,000
<b>Water Services - Water</b>						
22512	641	112	39211	20244	SPA 1 Surprise Center Well Construction Carry Forward \$455,000	832,400
21112	641	112	39223	20312	Reems Road Co-op - Chip seal Carry Forward	160,000
22512	641	112	39223	20323	Ashton Ranch Well 2 Carry Forward	100,000
22512	641	112	39223	20520	Litchfield Road Water Distr Main Carry Forward	350,000
22512	641	112	39223	20521	Roseview WSF - Carry Forward	1,000,000
22512	641	112	39223	20531	Ashton Ranch WSF-Carry Forward	2,965,000
22512	641	112	39223	20532	Rancho Gabriela WSF - Carry Forward	2,100,000
22512	641	112	39211	20532	SPA 1 Rancho Gabriela Water Supply Facility-Ph 2	1,900,000
22512	641	112	39411	20533	SCADA Carry Forward	169,000
22512	641	112	39223	20542	Rancho Gabriela WSF Master Plan Carry Forward	30,000
22512	641	112	39223	20543	Ashton Ranch WSF Master Plan Carry Forward	27,000
22512	641	112	39223	20648	SPA 2 Desert Oasis Well Site #3 Carry Forward	105,600
22512	641	112	39311	20655	Water Development Reimbursement	1,500,000
22512	641	112	39223	20671	Desert Oasis WSF - Phase 2 Carry Forward	2,000,000
22512	641	112	39223	20674	Ashton Ranch WSF - Phase 2 Carry Forward	500,000
22512	641	112	39211	20674	SPA 1 Ashton Ranch WSF - Phase 2	1,000,000
22512	641	111	38199	20720	Integrated Water Master Plan	500,000
22512	641	112	39211	20721	SCADA - Upgrades/System Expansion	250,000
22512	641	112	39211	20723	SPA 1 16" Water Line @ Waddell/Reems	200,000
22512	641	112	39311	29999	CAP Allocation	1,105,000

## ***Appendix***

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- Budget Adoption Resolution
- Tax Levy Resolution
- Budget Transfer Policies & Procedures
- Expenditure Summary
- Fund Balance Analysis
- Schedule of Personnel
- Glossary

**RESOLUTION #06-65**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA ADOPTING THE BUDGET FOR FISCAL YEAR 2006-2007.**

WHEREAS, in accordance with the provisions of ARIZ. REV. STAT. §42-17101 et. seq., the Council of the City of Surprise (the “City Council”) did, on June 8, 2006, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the City of Surprise, Arizona; and

WHEREAS, publication has been duly made as required by law of said estimates together with a notice that the City Council would meet on June 22, 2006, at the office of the City Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and,

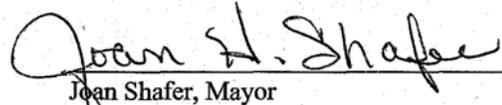
WHEREAS, in accordance with state law and following due public notice, The City Council met on June 22, 2006, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses of tax levies; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in ARIZ. REV. STAT. § 42-17051 (A).

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Surprise, Arizona, as follows:

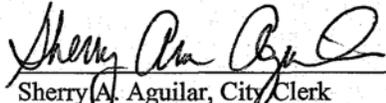
**Section 1.** That the statements and schedules attached hereto as Exhibit A and incorporated herein by reference are hereby adopted as the budget of the City of Surprise, Arizona for the fiscal year July 1, 2006 through June 30, 2007.

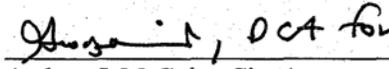
APPROVED AND ADOPTED this 22nd day of June, 2006.

  
Joan Shafer, Mayor

ATTEST:

APPROVED AS TO FORM:

  
Sherry A. Aguilar, City Clerk

  
Andrew J. McGuire, City Attorney

Yeas: Mayor Shafer, Vice-Mayor Arismendez, Council Members; Foro, Johnson & Sullivan. (Absent-Elkins)

Nays: Council Member Bails

**CITY OF SURPRISE**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2006-07**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2005-06*	ACTUAL EXPENDITURES/EXPENSES 2005-06*	FUND BALANCE/NET ASSETS (1) July 1, 2006**	DIRECT PROPERTY TAX REVENUES 2006-07	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2006-07	OTHER FINANCING		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE 2006-07	BUDGETED EXPENDITURES/EXPENSES 2006-07
						2006-07 SOURCES	<USES>	2006-07 IN	<OUT>		
1. General Fund	\$ 50,815,100	\$ 42,247,876	\$ 27,677,900	Primary: \$ 5,030,600	\$ 84,052,000	\$ 16,300,000	\$ 16,300,000	\$ 1,818,600	\$ 48,505,900	\$ 70,073,200	\$ 70,073,200
2. Special Revenue Funds	44,130,700	32,868,756	8,072,100	Secondary: 1,565,500	39,619,800	30,000,000	30,000,000	8,202,400	0	57,459,800	57,459,800
3. Debt Service Funds Available	1,156,700	1,156,700	69,900	1,091,700	1,500	0	0	0	0	1,163,100	1,163,100
4. Less: Designation for Future Debt Retirement			0	0	0	0	0			0	
5. Total Debt Service Funds	1,156,700	1,156,700	69,900	1,091,700	1,500	0	0	0	0	1,163,100	1,163,100
6. Capital Projects Funds	205,147,600	55,824,136	128,464,800	0	125,628,600	44,000,000	44,000,000	78,566,900	26,299,800	306,360,500	306,360,500
7. Permanent Funds	88,200	0	90,200		1,000	0	0	0	0	91,200	91,200
8. Enterprise Funds Available	32,470,000	14,544,974	21,575,200	0	25,009,400	0	0	0	13,782,200	32,802,400	32,802,400
9. Less: Designation for Future Debt Retirement			0	0	0	0	0			0	
10. Total Enterprise Funds	32,470,000	14,544,974	21,575,200	0	25,009,400	0	0	0	13,782,200	32,802,400	32,802,400
11. Total Internal Service Funds	2,044,300	1,174,971	1,339,500	0	2,000,000	0	0	0	0	3,339,500	3,339,500
12. TOTAL ALL FUNDS	\$ 335,852,600	\$ 147,817,413	\$ 187,289,600	\$ 7,687,800	\$ 276,312,300	\$ 90,300,000	\$ 90,300,000	\$ 88,587,900	\$ 88,587,900	\$ 471,289,700	\$ 471,289,700

**EXPENDITURE LIMITATION COMPARISON**

	2005-06*	2006-07
1. Budgeted expenditures/expenses	\$ 335,852,600	\$ 471,289,700
2. Add/subtract: estimated net reconciling items	0	0
3. Budgeted expenditures/expenses adjusted for reconciling items	335,852,600	471,289,700
4. Less: estimated exclusions	0	0
5. Amount subject to the expenditure limitation	\$ 335,852,600	\$ 471,289,700
6. EEC or voter-approved alternative expenditure limitation	\$ 335,852,600	\$ 471,289,700

\* Includes Expenditure/Expense Adjustments Approved in 2004-05 from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

**CITY OF SURPRISE**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2006-07**

	<u>2005-06</u> <u>FISCAL YEAR</u>	<u>2006-07</u> <u>FISCAL YEAR</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ <u>4,063,323</u>	\$ <u>5,030,601</u>
2. Amount received from primary property taxation in the 2004-05 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	\$ <u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>3,303,900</u>	\$ <u>5,030,600</u>
B. Secondary property taxes	<u>1,453,400</u>	<u>2,657,200</u>
C. Total property tax levy amounts	\$ <u>4,757,300</u>	\$ <u>7,687,800</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2004-05 levy	\$ <u>3,303,900</u>	
(2) Prior years' levy	<u>28,300</u>	
(3) Total primary property taxes	\$ <u>3,332,200</u>	
B. Secondary property taxes		
(1) 2004-05 levy	\$ <u>881,798</u>	
(2) Prior years' levy	<u>0</u>	
(3) Total secondary property taxes	\$ <u>881,798</u>	
C. Total property taxes collected	\$ <u>4,213,998</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.7277</u>	<u>0.7229</u>
(2) Secondary property tax rate	<u>0.1824</u>	<u>0.1872</u>
(3) Total city/town tax rate	<u>0.9101</u>	<u>0.9101</u>

**B. Special assessment district tax rates**

Secondary property tax rates - As of the date the proposed budget was prepared, the city was operating 51 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city.

\*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF SURPRISE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
 Fiscal Year 2006-07

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2005-06</b>	<b>ACTUAL REVENUES 2005-06*</b>	<b>ESTIMATED REVENUES 2006-07</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 36,800,000	\$ 44,700,000	\$ 45,955,800
Auto Lieu	1,500,000	1,500,000	2,250,000
<b>Licenses and permits</b>			
Franchise Licenses	1,925,000	2,675,000	3,400,000
Business Licenses	300,000	275,000	325,000
<b>Intergovernmental</b>			
State	6,375,300	6,250,300	18,590,200
Grants	97,300	117,800	514,800
<b>Charges for services</b>			
Building, Engineering & Landscape Charges	12,906,000	10,150,000	9,322,500
Program Fees	1,006,800	698,500	1,244,600
All Other Charges for Services	60,000	64,000	64,000
<b>Fines and forfeits</b>			
Court	1,015,000	1,215,000	1,515,000
<b>Interest on investments</b>			
Investments	500,000	500,000	500,000
<b>Miscellaneous</b>			
Miscellaneous	306,900	382,900	370,100
<b>Total General Fund</b>	<b>\$ 62,792,300</b>	<b>\$ 68,528,500</b>	<b>\$ 84,052,000</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Campus Operations</b>			
User Fees	\$ 905,000	\$ 1,121,000	\$ 1,058,000
Other (Rent/Special Events)	550,000	50,000	550,000
<b>Total</b>	<b>\$ 1,455,000</b>	<b>\$ 1,171,000</b>	<b>\$ 1,608,000</b>
<b>Transit (Local Transportation Assistance Fund)</b>			
LTAF (Lottery)	\$ 317,800	\$ 317,800	\$ 375,300
User Fees	10,000	10,000	10,000
Other (Grants/Interest)	74,500	74,500	199,300
<b>Total</b>	<b>\$ 402,300</b>	<b>\$ 402,300</b>	<b>\$ 584,600</b>
<b>Highway User Revenue Fund</b>			
State Gasoline Tax (HURF)	\$ 2,321,600	\$ 2,321,600	\$ 5,470,200
Other (Grants/Interest)	56,000	76,000	56,000
<b>Total</b>	<b>\$ 2,377,600</b>	<b>\$ 2,397,600</b>	<b>\$ 5,526,200</b>
<b>10% Set-Aside</b>			
Grants	\$ 963,200	\$ 963,200	\$ 0
Other (Interest)	3,000	3,000	3,000
<b>Total</b>	<b>\$ 966,200</b>	<b>\$ 966,200</b>	<b>\$ 3,000</b>
<b>Donations Fund</b>			
Donations	\$ 600,000	\$ 115,300	\$ 600,000
<b>Total</b>	<b>\$ 600,000</b>	<b>\$ 115,300</b>	<b>\$ 600,000</b>
<b>Municipal Court Enhancement Fund</b>			
Court Fines	\$ 0	\$ 50,000	\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 50,000</b>	<b>\$ 0</b>

\*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF SURPRISE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
 Fiscal Year 2006-07

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2005-06</b>	<b>ACTUAL REVENUES 2005-06*</b>	<b>ESTIMATED REVENUES 2006-07</b>
<b>Neighborhood Revitalization Fund</b>			
Grants	1,007,800	1,489,767	\$ 0
<b>Total</b>	<b>\$ 1,007,800</b>	<b>\$ 1,489,767</b>	<b>\$ 0</b>
<b>Scholarship Fund</b>			
Other (Interest)	600	1,200	600
<b>Total</b>	<b>\$ 600</b>	<b>\$ 1,200</b>	<b>\$ 600</b>
<b>Street Light Improvements Districts</b>			
Improvement District Payments	1,338,000	0	1,257,400
<b>Total</b>	<b>\$ 1,338,000</b>	<b>\$ 0</b>	<b>\$ 1,257,400</b>
<b>Community Facility Districts</b>			
Other (Bonding/Property Tax)	20,040,000	20,040,000	30,040,000
<b>Total</b>	<b>\$ 20,040,000</b>	<b>\$ 20,040,000</b>	<b>\$ 30,040,000</b>
<b>Total Special Revenue Funds</b>	<b>\$ 28,187,500</b>	<b>\$ 26,633,367</b>	<b>\$ 39,619,800</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Debt Service Fund</b>			
Investment Earnings	1,500	1,500	1,500
<b>Total</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>
<b>Total Debt Service Funds</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>General Capital Projects Fund</b>			
Grants	0	58,000	0
Other (Bonding/Unforeseen/Interest)	5,000,000	0	21,291,500
<b>Total</b>	<b>\$ 5,000,000</b>	<b>\$ 58,000</b>	<b>\$ 21,291,500</b>
<b>General Government Development Fund</b>			
Development Fees	2,264,000	1,605,900	1,196,400
Other (Grants/Interest)	81,600	81,600	81,600
<b>Total</b>	<b>\$ 2,345,600</b>	<b>\$ 1,687,500</b>	<b>\$ 1,278,000</b>
<b>Police Development Fund</b>			
Development Fees	3,381,000	2,626,800	1,939,400
Other (Grants/Interest)	20,000	20,000	20,000
<b>Total</b>	<b>\$ 3,401,000</b>	<b>\$ 2,646,800</b>	<b>\$ 1,959,400</b>
<b>Parks &amp; Recreation Development Fund</b>			
Development Fees	7,889,000	5,121,700	4,057,200
Other (Grants/Interest)	75,000	400,000	200,000
<b>Total</b>	<b>\$ 7,964,000</b>	<b>\$ 5,521,700</b>	<b>\$ 4,257,200</b>
<b>Public Works Development Fund</b>			
Development Fees	6,331,600	4,115,300	3,322,600
Other (Grants/Interest)	75,000	69,000	75,000
<b>Total</b>	<b>\$ 6,406,600</b>	<b>\$ 4,184,300</b>	<b>\$ 3,397,600</b>
<b>Fire &amp; Ems Development Fund</b>			
Development Fees	3,459,000	2,767,900	1,915,400
Other (Grants/Interest)	20,000	20,000	20,000
<b>Total</b>	<b>\$ 3,479,000</b>	<b>\$ 2,787,900</b>	<b>\$ 1,935,400</b>
<b>Library Development Fund</b>			
Development Fees	1,862,000	1,164,900	957,600
Other (Grants/Interest)	20,000	20,000	20,000
<b>Total</b>	<b>\$ 1,882,000</b>	<b>\$ 1,184,900</b>	<b>\$ 977,600</b>
<b>Transportation Enhancement Fund</b>			
City Sales Tax	12,200,000	5,000,300	12,200,000
Other (Grants/Interest)	0	0	0
<b>Total</b>	<b>\$ 12,200,000</b>	<b>\$ 5,000,300</b>	<b>\$ 12,200,000</b>

\*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget

**CITY OF SURPRISE**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2006-07**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2005-06</b>	<b>ACTUAL REVENUES 2005-06*</b>	<b>ESTIMATED REVENUES 2006-07</b>
was prepared, plus estimated revenues for the remainder of the fiscal year.			
<b>Water Development Fund</b>			
Development Fees	\$ 11,447,500	\$ 4,913,700	\$ 5,218,900
Other (Grants/Interest)	150,000	150,000	150,000
<b>Total</b>	<b>\$ 11,597,500</b>	<b>\$ 5,063,700</b>	<b>\$ 5,368,900</b>
<b>Water Replenishment Capital Fund</b>			
Development Fees	\$ 1,601,800	\$ 1,210,300	\$ 826,600
Other (Grants/Interest)	75,000	75,000	75,000
<b>Total</b>	<b>\$ 1,676,800</b>	<b>\$ 1,285,300</b>	<b>\$ 901,600</b>
<b>Sewer Development Fund</b>			
Development Fees	\$ 13,033,200	\$ 8,234,364	\$ 6,737,400
Other (Grants/Interest)	3,800,000	3,800,000	60,500,000
<b>Total</b>	<b>\$ 16,833,200</b>	<b>\$ 12,034,364</b>	<b>\$ 67,237,400</b>
<b>MPC Capital Projects Fund</b>			
Intergovernmental	\$ 0	\$ 0	\$ 0
Other (Rent)	4,805,000	4,853,200	4,824,000
<b>Total</b>	<b>\$ 4,805,000</b>	<b>\$ 4,853,200</b>	<b>\$ 4,824,000</b>
<b>Total Capital Projects Funds</b>	<b>\$ 77,590,700</b>	<b>\$ 46,307,964</b>	<b>\$ 125,628,600</b>
<b>PERMANENT FUNDS</b>			
<b>Firefighter's Pension Fund</b>			
Investment Earnings	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Total Permanent Funds</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>ENTERPRISE FUNDS</b>			
<b>Water</b>			
User Fees	\$ 4,927,000	\$ 4,927,000	\$ 7,169,000
Other (Interest)	5,800	18,300	5,800
<b>Total</b>	<b>\$ 4,932,800</b>	<b>\$ 4,945,300</b>	<b>\$ 7,174,800</b>
<b>Water Replenishment Fund</b>			
User Fees	\$ 650,000	\$ 650,000	\$ 1,092,400
Other (Interest)	6,000	6,000	6,000
<b>Total</b>	<b>\$ 656,000</b>	<b>\$ 656,000</b>	<b>\$ 1,098,400</b>
<b>Sewer</b>			
User Fees	\$ 9,850,000	\$ 9,850,000	\$ 11,576,000
Other (Interest)	160,000	509,000	160,000
<b>Total</b>	<b>\$ 10,010,000</b>	<b>\$ 10,359,000</b>	<b>\$ 11,736,000</b>
<b>Sanitation</b>			
User Fees	\$ 4,200,000	\$ 4,200,000	\$ 4,985,200
Other (Interest)	15,000	15,100	15,000
<b>Total</b>	<b>\$ 4,215,000</b>	<b>\$ 4,215,100</b>	<b>\$ 5,000,200</b>
<b>Total Enterprise Funds</b>	<b>\$ 19,813,800</b>	<b>\$ 20,175,400</b>	<b>\$ 25,009,400</b>
<b>Internal Service Funds</b>			
<b>Risk Management</b>			
Insurance Premiums	\$ 1,498,300	\$ 1,498,300	\$ 1,800,000
Other (Interest)	200,000	289,000	200,000
<b>Total</b>	<b>\$ 1,698,300</b>	<b>\$ 1,787,300</b>	<b>\$ 2,000,000</b>
<b>Total Internal Service Funds</b>	<b>\$ 1,698,300</b>	<b>\$ 1,787,300</b>	<b>\$ 2,000,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 190,085,100</b>	<b>\$ 163,435,031</b>	<b>\$ 276,312,300</b>

\*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF SURPRISE**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2006-07**

FUND	OTHER FINANCING 2006-07		INTERFUND TRANSFERS 2006-07	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
10% Set-Aside Fund	\$	\$	\$	\$ 500,000
Indirect Cost Recovery			1,818,600	
General Capital				42,887,900
Campus Operations				2,523,200
Highway Users Revenue Fund (HURF)				2,008,500
Public Arts				586,300
Land/Economic Development	16,300,000	16,300,000		
<b>Total General Fund</b>	\$ 16,300,000	\$ 16,300,000	\$ 1,818,600	\$ 48,505,900
<b>SPECIAL REVENUE FUNDS</b>				
10% Set-Aside Fund	\$	\$	\$ 500,000	\$
Campus Operations			2,523,200	
Highway Users Revenue Fund (HURF)			2,008,500	
Transit Fund			258,900	
Vehicle Replacement Fund			2,911,800	
Community Facilities Districts	30,000,000	30,000,000		
<b>Total Special Revenue Funds</b>	\$ 30,000,000	\$ 30,000,000	\$ 8,202,400	\$
<b>DEBT SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Debt Service Funds</b>	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>				
General Capital	\$	\$	\$ 57,758,600	\$ 1,529,200
Public Arts			586,300	
Police Development			997,100	4,000,000
Fire & EMS Development			7,996,300	
Parks & Recreation Development			6,076,900	
Public Works Development	44,000,000	44,000,000		4,649,500
General Government Development				5,891,800
Library Development				3,353,100
Transportation Improvement				5,476,200
Replenishment Development				1,400,000
Water Development			5,151,700	
<b>Total Capital Projects Funds</b>	\$ 44,000,000	\$ 44,000,000	\$ 78,566,900	\$ 26,299,800
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Sewer Operating	\$	\$	\$	\$ 11,060,000
Replenishment Operating				55,500
Water Operating				1,654,800
Sanitation				1,011,900
<b>Total Enterprise Funds</b>	\$	\$	\$	\$ 13,782,200
<b>Internal Service Funds</b>				
	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$ 90,300,000	\$ 90,300,000	\$ 88,587,900	\$ 88,587,900

**CITY OF SURPRISE**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2006-07**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005-06	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2005-06	ACTUAL EXPENDITURES/ EXPENSES 2005-06*	BUDGETED EXPENDITURES/ EXPENSES 2006-07
<b>GENERAL FUND</b>				
City Council	\$ 485,900	\$ 15,700	\$ 323,262	\$ 521,600
City Manager	775,700	0	611,017	1,079,200
Government Relations	231,600	70,000	250,758	449,800
Legal	1,042,200	0	867,955	1,308,100
City Clerk	476,200	0	473,910	786,200
Finance	1,434,200	0	1,291,345	1,896,450
Human Resources	817,800	0	733,526	1,261,600
Information Services	2,566,800	160,300	2,160,171	3,685,400
Communications	762,300	7,300	709,581	982,500
Management & Budget	858,700	0	743,281	1,284,500
General Operations	5,064,000	(459,000)	2,646,789	6,568,100
Community Development	4,568,900	33,100	3,756,947	6,541,600
City Court	1,464,600	145,000	1,457,367	1,899,300
Police	11,468,400	9,800	9,861,102	15,107,800
Fire-Emergency Services	8,125,200	17,000	7,313,508	11,039,700
Community Initiatives	1,334,300	27,100	1,063,031	1,909,500
Community and Recreation Services	4,807,200	0	4,267,751	7,496,000
Public Works	2,674,200	41,600	2,456,550	4,193,050
Engineering	1,710,000	0	1,190,811	1,967,000
Water Services-Stormwater	79,000	0	69,214	95,800
<b>Total General Fund</b>	<b>\$ 50,747,200</b>	<b>\$ 67,900</b>	<b>\$ 42,247,876</b>	<b>\$ 70,073,200</b>
<b>SPECIAL REVENUE FUNDS</b>				
Campus Operations	\$ 3,594,100	\$ (54,200)	\$ 3,023,337	\$ 4,367,200
Vehicle Replacement Fund	7,367,800	19,100	2,471,803	8,116,700
Transit	678,100	0	535,630	1,044,900
Highway User Revenue Fund	5,681,900	118,600	4,811,454	7,645,800
10% Set-Aside	1,688,100	194,800	113,167	2,154,500
Donations	742,700	9,500	246,543	600,000
Municipal Court Enhancement	79,200	0	21,558	138,400
Neighborhood Revitalization	1,007,800	478,700	383,115	842,300
Scholarship Fund	10,100	0	2,143	11,500
Street Light Improvements Districts	2,389,200	0	1,151,400	2,488,500
Community Facilities District	20,125,200	0	20,108,606	30,050,000
<b>Total Special Revenue Funds</b>	<b>\$ 43,364,200</b>	<b>\$ 766,500</b>	<b>\$ 32,868,756</b>	<b>\$ 57,459,800</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service Fund	\$ 1,156,700	\$ 0	\$ 1,156,700	\$ 1,163,100
<b>Total Debt Service Funds</b>	<b>\$ 1,156,700</b>	<b>\$ 0</b>	<b>\$ 1,156,700</b>	<b>\$ 1,163,100</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Projects Fund	\$ 43,283,700	\$ (18,100)	\$ 9,275,017	\$ 104,216,300
Public Arts	0	123,100	57,166	586,300
General Government Development Fund	7,412,300	263,900	838,316	1,748,000
Police Development Fund	7,272,700	(79,600)	1,332,665	2,803,600
Parks & Rec Development	19,440,200	(153,300)	3,235,739	25,098,600
Public Works Capital Development	13,596,300	226,900	2,012,048	9,300,800
Fire & EMS Development Fund	6,101,900	1,500	2,320,507	13,956,800
Library Development Fund	2,684,500	1,100	1,736	200,000
Transportation Improvement Fund	12,200,000	51,800	515,071	11,209,000
Water Capital Development Fund	23,173,100	21,300	12,052,064	16,844,600
Water Replenishment Capital Fund	6,925,100	37,900	2,869,836	4,907,200
Sewer Capital Development Fund	42,733,500	(41,600)	14,923,071	92,056,300
MPC Capital Projects Fund	21,459,500	(1,570,100)	6,390,900	23,433,000
<b>Total Capital Projects Funds</b>	<b>\$ 206,282,800</b>	<b>\$ (1,135,200)</b>	<b>\$ 55,824,136</b>	<b>\$ 306,360,500</b>
<b>PERMANENT FUNDS</b>				
Firefighter's Pension Fund	\$ 88,200	\$ 0	\$ 0	\$ 91,200
<b>Total Permanent Funds</b>	<b>\$ 88,200</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 91,200</b>
<b>ENTERPRISE FUNDS</b>				
Water	\$ 4,683,200	\$ 111,700	\$ 4,045,399	\$ 6,089,200
Water Replenishment	1,252,500	36,300	727,821	1,589,200
Sewer	22,093,300	152,800	6,713,734	19,244,100
Sanitation	4,140,200	0	3,058,020	5,879,900
<b>Total Enterprise Funds</b>	<b>\$ 32,169,200</b>	<b>\$ 300,800</b>	<b>\$ 14,544,974</b>	<b>\$ 32,802,400</b>
<b>INTERNAL SERVICE FUNDS</b>				
Risk Management	2,044,300	0	1,174,971	3,339,500
<b>Total Permanent Funds</b>	<b>\$ 2,044,300</b>	<b>\$ 0</b>	<b>\$ 1,174,971</b>	<b>\$ 3,339,500</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 335,852,600</b>	<b>\$ 0</b>	<b>\$ 147,817,413</b>	<b>\$ 471,289,700</b>

\*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**RESOLUTION #06-81**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SURPRISE, ARIZONA LEVYING UPON THE ASSESSED VALUATION OF PROPERTY WITHIN THE CITY A CERTAIN SUM OF MONEY FOR FISCAL YEAR 2006/2007 TO BE ASSESSED AGAINST THE VALUATION OF REAL PROPERTY FOR PRIMARY AND SECONDARY TAX PURPOSES.**

WHEREAS, the City Council is required by Arizona Revised Statutes (“ARS”) §42-17253 to adopt an annual tax levy based upon the rate to be assessed per each One Hundred Dollars (\$100.00) of valuation of property within the City; and

WHEREAS, the primary and secondary tax levy for Fiscal Year 2006/2007 beginning July 1, 2006 must be adopted prior to the third Monday in August, and not less than fourteen days after adoption of the municipal budget; and

WHEREAS, the municipal budget of the City of Surprise was adopted at a meeting of the City Council held on June 22, 2006, at least fourteen days prior to the hearing date for this Resolution #06-81; and

WHEREAS, the City has computed tax rates per One Hundred Dollars (\$100.00) of valuation to be levied and collected, at \$.7229 for primary taxes, \$.1872 for secondary taxes and secondary tax rates for Street Lighting Improvement Districts up to the maximum rate of \$1.20 of valuation, as set forth on Exhibit A attached hereto.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Surprise, Arizona, as follows:

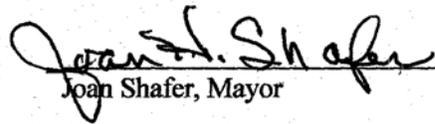
**Section 1.** That there is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal, within the corporate limits of the City, except such property as may be by law exempt from taxation, a primary property tax rate sufficient to raise the sum of \$5,030,601, the maximum levy allowed by law for the fiscal year ending on June 30, 2007.

**Section 2.** That, in addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City, except such property as may be by law exempt from taxation, a secondary property tax rate sufficient to raise the sum of \$1,393,759 for the purpose of providing bond interest and redemption funds for General Obligation Bond debt service for the fiscal year ending June 30, 2007.

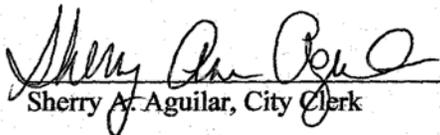
**Section 3.** That in addition to the rates set forth in Sections 1 and 2 above, there is hereby levied such secondary tax levy amounts at the rate of up to \$1.20 per One Hundred Dollars (\$100.00) of valuation for Street Lighting Improvement Districts as set forth on Exhibit A attached hereto, to be collected as provided by law for the purpose provided by law.

**Section 4.** Any failure by the Maricopa County officials to properly return the delinquent tax list, irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings nor invalidate any title conveyed by any tax deed, any sale or proceeding pursuant thereto, the validity of the assessment or levy of taxes, nor the judgment of sale by which the collection of taxes may be enforced. All actions by officers de facto shall be valid as if performed by officers de jure.

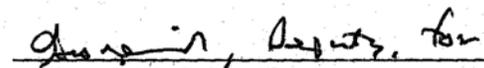
APPROVED AND ADOPTED this 13 day of July, 2006.

  
Joan Shafer, Mayor

ATTEST:

  
Sherry A. Aguilar, City Clerk

APPROVED AS TO FORM:

  
Andrew J. McGuire, City Attorney

Yeas: Mayor Shafer, Council Members; Bails, Elkins, Foro, Johnson & Sullivan. (Abstained - Arismendez)

Nays: \_\_\_\_\_



**ADMINISTRATIVE POLICY**

**CITY OF SURPRISE  
ADMINISTRATIVE STANDARDS**

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**SUBJECT:** Budget Amendments & Transfers

**NUMBER:** 070804-1

**REPLACES:** Transfer policy  
adopted on 1/24/02

**AUTHORITY:** City Council

**ISSUED:** July 8, 2004

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**PURPOSE:** The following policy and procedures are established to implement a consistent and efficient process by which the adopted city budget may be amended and budget authority transferred.

**POLICY:** Throughout the course of the fiscal year amendments to the budget are necessary in order to address new issues, increased prices and changes in the scope of existing projects. The Budget Office following appropriate authorization by Council, the City Manager or Department head, as detailed in Table A on the following page, will process budget amendments. This policy applies to all budget amendments initiated by council, the city manager's office or departments.

**PROCEDURE:** All budget amendments must be processed through the Budget Office and include a description of the requested amendment, why the amendment is required, where the funds are coming from and what the impact of utilizing those funds will be. All amendments must be rounded up to the nearest \$100 and generally will not be processed within the same category within a division. A summary of all budget amendments will be provided to council on a quarterly basis.

Based on the level of authorization required requests for budget amendments must be submitted as follows:

**Department Head** - Amendments requiring department head approval must be submitted via e-mail or memo from the department head to the Budget Office.

**City Manager/Assistant City Manager** – Amendments requiring CM/ACM approval must be submitted to the budget office via e-mail or memo. The budget office will prepare a background summary on the request and present it and the department request to CM/ACM for review and approval.

**City Council** - Amendments requiring Council approval must be submitted to the budget office via memo. The budget office will prepare a background summary on the request and present it and the department request to ACM/CM for review and approval. If approved, the department will prepare a council action form and attach both their original request and the CM/ACM approval.

Table A: Budget Amendment Authorization Levels

- No transfers are to be made from internal charge accounts (depreciation, transfers, insurance, etc...)			
- Any increase in Total Authorized positions must be approved by council			
Type of Transfer	Category	Authorization	Comments
Intra-Department (as listed in Schedule E of state budget forms)	<b>Personnel:</b>		
	Intra-Category	Department Director	Within personnel category of department.
	Inter-Category	City Manager/ACM	Between Personnel and Services (Temporary Help)
	Inter-Category	Council	Between Personnel and Supplies & Services (change in scope)
	<b>Supplies &amp; Services:</b>		
	Intra-Category	Department Director	Between divisions
	Inter-Category	Department Director	Within a division or between divisions
	<b>Capital:</b>		
	Capital Improvement Program	Council	All capital items/projects included in the CIP
	Non-CIP or Minor CIP budget changes	City Manager/ACM	All capital items/projects not included in the CIP
Carryovers	Management & Budget Director	Adjustments to budget amount on projects or items carried forward from a previous year to reflect actual prior year expenditures.	
Contingencies	Contingencies	Council	Any transfer from contingencies
Inter-Fund or Inter-Department	All	Council	As listed in Schedule E of adopted state budget forms
Unforeseen Revenue/Expenditures	All	Council	Grant award or unforeseen revenue must be verified by the Budget Office

**City of Surprise, Arizona**  
**FY2007 Adopted Budget Expenditures**  
**Category Summary by Department**

Department	Personnel	Supplies & Services	Total Operations	Capital & Depreciation	Debt Service	Contingencies	Total All	Transfers	Total w/ Transfers
City Council	269,600	252,000	521,600	0	0	0	521,600	0	521,600
City Manager	935,100	144,100	1,079,200	0	0	0	1,079,200	0	1,079,200
Governmental Relations	216,500	233,300	449,800	0	0	0	449,800	0	449,800
City Attorney	1,030,400	277,700	1,308,100	0	0	0	1,308,100	0	1,308,100
City Clerk	419,100	347,100	766,200	20,000	0	0	786,200	0	786,200
Finance	1,467,900	428,550	1,896,450	0	0	0	1,896,450	0	1,896,450
Human Resources	804,700	281,000	1,085,700	175,900	0	0	1,261,600	0	1,261,600
Information Technology	1,933,900	1,550,400	3,484,300	201,100	0	0	3,685,400	0	3,685,400
Communications - Public Inf. Office	686,600	295,900	982,500	0	0	0	982,500	0	982,500
Management & Budget	1,145,000	139,500	1,284,500	0	0	0	1,284,500	0	1,284,500
General Operations	0	4,333,800	4,333,800	0	2,200,000	34,300	6,568,100	48,505,900	55,074,000
Community Development	5,186,300	546,000	5,732,300	0	0	0	5,732,300	0	5,732,300
Economic Development	538,600	270,700	809,300	0	0	0	809,300	0	809,300
City Court	1,475,500	423,800	1,899,300	0	0	0	1,899,300	0	1,899,300
Police	13,510,700	1,512,100	15,022,800	85,000	0	0	15,107,800	0	15,107,800
Fire	9,521,700	1,499,500	11,021,200	18,500	0	0	11,039,700	0	11,039,700
Community Initiatives	977,900	931,600	1,909,500	0	0	0	1,909,500	0	1,909,500
Community and Recreation Services	3,989,000	3,220,000	7,209,000	287,000	0	0	7,496,000	0	7,496,000
Public Works	2,492,800	1,260,450	3,753,250	422,800	0	17,000	4,193,050	0	4,193,050
Engineering	1,646,400	320,600	1,967,000	0	0	0	1,967,000	0	1,967,000
Water Services - Stormwater	81,700	14,100	95,800	0	0	0	95,800	0	95,800
<b>Total General Fund</b>	<b>48,329,400</b>	<b>18,282,200</b>	<b>66,611,600</b>	<b>1,210,300</b>	<b>2,200,000</b>	<b>51,300</b>	<b>70,073,200</b>	<b>48,505,900</b>	<b>118,579,100</b>
<b>Internal Service Funds</b>									
Risk Management	195,000	1,959,400	2,154,400	300,000	0	885,100	3,339,500	0	3,339,500
<b>Total Internal Service Funds</b>	<b>195,000</b>	<b>1,959,400</b>	<b>2,154,400</b>	<b>300,000</b>	<b>0</b>	<b>885,100</b>	<b>3,339,500</b>	<b>0</b>	<b>3,339,500</b>
<b>Debt Service Fund</b>									
Debt Service Fund	0	0	0	0	1,163,100	0	1,163,100	0	1,163,100
<b>Total Debt Service Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,163,100</b>	<b>0</b>	<b>1,163,100</b>	<b>0</b>	<b>1,163,100</b>
<b>Special Revenue Funds</b>									
Donations	0	600,000	600,000	0	0	0	600,000	0	600,000
Transit	498,500	390,400	888,900	156,000	0	0	1,044,900	0	1,044,900
Campus Operations	1,543,700	2,246,500	3,790,200	577,000	0	0	4,367,200	0	4,367,200
Vehicle Replacement	0	0	0	3,303,000	0	4,813,700	8,116,700	0	8,116,700
HURF	3,245,600	2,203,000	5,448,600	2,197,200	0	0	7,645,800	0	7,645,800
10% Set-A-Side	0	228,400	228,400	1,926,100	0	0	2,154,500	0	2,154,500
Municipal Court Enhancement	0	39,300	39,300	0	0	99,100	138,400	0	138,400
Neighborhood Revitalization	35,500	806,800	842,300	0	0	0	842,300	0	842,300
Special Districts	0	2,538,500	2,538,500	30,000,000	0	0	32,538,500	0	32,538,500
Scholarship	0	11,500	11,500	0	0	0	11,500	0	11,500
<b>Total Special Revenue Funds</b>	<b>5,323,300</b>	<b>9,064,400</b>	<b>14,387,700</b>	<b>38,159,300</b>	<b>0</b>	<b>4,912,800</b>	<b>57,459,800</b>	<b>0</b>	<b>57,459,800</b>
<b>Permanent Funds</b>									
Firefighter Pension Fund	0	91,200	91,200	0	0	0	91,200	0	91,200
<b>Total Permanent Funds</b>	<b>0</b>	<b>91,200</b>	<b>91,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,200</b>	<b>0</b>	<b>91,200</b>
<b>Enterprise Funds</b>									
Water	751,900	4,787,300	5,539,200	550,000	0	0	6,089,200	1,654,800	7,744,000
Sewer	2,455,700	4,463,600	6,919,300	2,667,800	0	9,657,000	19,244,100	11,060,000	30,304,100
Replenishment	235,700	559,900	795,600	130,000	0	663,600	1,589,200	55,500	1,644,700
Sanitation	1,817,500	1,985,300	3,802,800	340,000	0	1,737,100	5,879,900	1,011,900	6,891,800
<b>Total Enterprise Funds</b>	<b>5,260,800</b>	<b>11,796,100</b>	<b>17,056,900</b>	<b>3,687,800</b>	<b>0</b>	<b>12,057,700</b>	<b>32,802,400</b>	<b>13,782,200</b>	<b>46,584,600</b>
<b>Capital Funds</b>									
Capital Improvements	0	22,003,900	22,003,900	82,212,400	0	0	104,216,300	1,529,200	105,745,500
Public Arts	0	586,300	586,300	0	0	0	586,300	0	586,300
Parks and Recreation Development	0	2,707,300	2,707,300	22,391,300	0	0	25,098,600	0	25,098,600
Library Development	0	0	0	200,000	0	0	200,000	3,353,100	3,553,100
General Government Development	0	0	0	1,748,000	0	0	1,748,000	5,891,800	7,639,800
Police Development	0	617,400	617,400	554,500	0	1,631,700	2,803,600	4,000,000	6,803,600
Fire & EMS Development	0	660,500	660,500	13,296,300	0	0	13,956,800	0	13,956,800
Transportation Improvement	0	1,250,000	1,250,000	9,959,000	0	0	11,209,000	5,476,200	16,685,200
MPC - Fund	0	0	0	13,498,500	4,824,000	5,110,500	23,433,000	0	23,433,000
Water Capital Fund	0	895,000	895,000	15,939,000	0	10,600	16,844,600	0	16,844,600
Sewer Capital Fund	0	8,803,500	8,803,500	71,047,700	0	12,205,100	92,056,300	0	92,056,300
Replenishment Capital	0	1,100,000	1,100,000	3,538,300	0	268,900	4,907,200	1,400,000	6,307,200
Public Development Expansion Fund	0	690,400	690,400	8,610,400	0	0	9,300,800	4,649,500	13,950,300
<b>Total Capital Funds</b>	<b>0</b>	<b>39,314,300</b>	<b>39,314,300</b>	<b>242,995,400</b>	<b>4,824,000</b>	<b>19,226,800</b>	<b>306,360,500</b>	<b>26,299,800</b>	<b>332,660,300</b>
<b>Total Budget</b>	<b>59,108,500</b>	<b>80,507,600</b>	<b>139,616,100</b>	<b>286,352,800</b>	<b>8,187,100</b>	<b>37,133,700</b>	<b>471,289,700</b>	<b>88,587,900</b>	<b>559,877,600</b>

**City of Surprise, AZ**  
**Fund Balance Analysis**

**21112 - General Capital Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	26,695,400	2,800	(27,962,500)	(11,377,100)	6,096,200
Revenues	21,291,500	0	0	0	0
Bond Proceeds	0	0	0	0	0
Transfers In (Out)	57,758,600	20,305,200	20,985,500	25,355,500	21,969,500
Expenditures	105,745,500	48,270,500	4,400,100	7,882,200	11,641,200
<b>Ending Balance</b>	<b>0</b>	<b>(27,962,500)</b>	<b>(11,377,100)</b>	<b>6,096,200</b>	<b>16,424,500</b>
2-Months Operating Reserves	<u>458,200</u>	<u>455,400</u>	<u>455,400</u>	<u>455,400</u>	<u>455,400</u>

**21412 - General Government Capital Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	6,361,800	0	0	0	0
Revenues	1,278,000	1,848,200	1,861,900	1,845,700	1,788,900
Transfers In (Out)	0	(1,348,200)	(1,011,900)	(1,405,700)	(24,200)
Bond Proceeds	0	0	0	0	0
Expenditures	7,639,800	500,000	850,000	440,000	1,764,700
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**21413 - Police Capital Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	3,847,100	0	1,021,500	7,408,500	873,700
Revenues	1,959,400	2,495,700	2,514,100	2,492,300	2,492,300
Transfers In (Out)	997,100	(997,100)	0	0	0
Bond Proceeds	0	0	12,000,000	0	0
Expenditures	6,803,600	477,100	7,077,100	9,027,100	3,027,100
<b>Ending Balance</b>	<b>0</b>	<b>1,021,500</b>	<b>8,458,500</b>	<b>873,700</b>	<b>338,900</b>
2-Months Operating Reserves	<u>477,100</u>	<u>477,100</u>	<u>477,100</u>	<u>1,527,100</u>	<u>1,527,100</u>

**21414 - Parks & Recreation Capital Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	14,764,500	0	0	28,794,500	4,046,800
Revenues	4,257,200	6,633,500	6,682,500	6,624,600	6,420,500
Transfers In (Out)	6,076,900	(5,936,200)	(140,700)	0	0
Bond Proceeds	0	0	47,625,000	0	0
Expenditures	25,098,600	697,300	21,222,300	31,372,300	10,272,300
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>32,944,500</b>	<b>4,046,800</b>	<b>195,000</b>
2-Months Operating Reserves	<u>1,922,300</u>	<u>1,922,300</u>	<u>1,922,300</u>	<u>6,072,300</u>	<u>6,072,300</u>

\*Fiscal Years 2007 - 2010 include only CIP Items, Replacement Vehicle Program and Debt Service Payments. Expansion vehicles and other non-CIP items are NOT included.

**City of Surprise, AZ**  
**Fund Balance Analysis**

**21415 - PW Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	10,552,700	0	3,896,400	0	160,200
Revenues	3,397,600	5,209,100	5,247,600	5,202,100	5,041,800
Transfers In (Out)	0	(462,700)	0	(3,897,900)	0
Expenditures	13,950,300	850,000	9,144,000	1,144,000	5,202,000
<b>Ending Balance</b>	<b>0</b>	<b>3,896,400</b>	<b>0</b>	<b>160,200</b>	<b>0</b>
2-Months Operating Reserves	0	0	0	0	0

**21416 - Fire & EMS Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	4,025,100	0	(2,100,000)	8,460,400	5,946,600
Revenues	1,935,400	2,672,200	2,692,000	2,668,700	2,586,400
Transfers In (Out)	7,996,300	(409,700)	(7,586,600)	0	0
Bond Proceeds	0	0	24,000,000	0	0
Expenditures	13,956,800	2,262,500	8,545,000	5,182,500	8,295,000
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>8,460,400</b>	<b>5,946,600</b>	<b>238,000</b>
2-Months Operating Reserves	200,000	200,000	2,300,000	2,300,000	2,300,000

\*Fire Vehicles & Equipment are included with new stations

**21417 - Library Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	2,575,500	0	965,700	(3,457,100)	(2,679,900)
Revenues	977,600	1,565,700	1,577,200	1,577,200	1,577,200
Transfers In (Out)	0	0	0	0	0
Bond Proceeds	0	0	0	0	9,102,700
Expenditures	3,553,100	600,000	6,000,000	800,000	8,000,000
<b>Ending Balance</b>	<b>0</b>	<b>965,700</b>	<b>(3,457,100)</b>	<b>(2,679,900)</b>	<b>0</b>
2-Months Operating Reserves	0	0	0	0	0

**21418 - Transportation Enhancement Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	4,485,200	0	864,700	241,700	771,700
Revenues	12,200,000	18,274,700	18,887,000	22,820,000	19,772,600
Bond Proceeds	0	0	9,300,000	0	0
Expenditures	16,685,200	16,600,000	28,810,000	22,290,000	20,110,000
<b>Ending Balance</b>	<b>0</b>	<b>1,674,700</b>	<b>241,700</b>	<b>771,700</b>	<b>434,300</b>
2-Months Operating Reserves	0	0	810,000	810,000 #	810,000

\*Fiscal Years 2007 - 2010 include only CIP Items, Replacement Vehicle Program and Debt Service Payments. Expansion vehicles and other non-CIP items are NOT included.

City of Surprise, AZ  
Fund Balance Analysis

**22512 - Water Capital Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	6,324,000	(5,151,700)	(6,786,300)	(4,100)	3,052,500
Revenues	5,368,900	8,472,900	8,535,500	8,461,600	8,200,800
Bond Proceeds	0	0	5,151,700	0	0
Expenditures	16,844,600	10,107,500	6,905,000	5,405,000	4,255,000
<b>Ending Balance</b>	<b>(5,151,700)</b>	<b>(6,786,300)</b>	<b>(4,100)</b>	<b>3,052,500</b>	<b>6,998,300</b>
2-Months Operating Reserves	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>

**22522 - Replenishment Capital Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	5,405,600	196,800	20,800	(1,875,300)	(224,900)
Revenues	1,098,400	2,684,000	2,703,900	2,680,400	2,597,800
Bond Proceeds	0	0	10,600,000	0	0
Expenditures	6,307,200	2,860,000	14,270,000	1,030,000	1,030,000
<b>Ending Balance</b>	<b>196,800</b>	<b>20,800</b>	<b>(945,300)</b>	<b>(224,900)</b>	<b>1,342,900</b>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>930,000</u>	<u>930,000</u>

**22532 - Sewer Capital Development Fee Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	24,818,900	(3,900,000)	(7,018,600)	(2,453,800)	12,500
Revenues	23,237,400	63,284,900	36,968,300	36,869,800	58,122,600
Transfers In (Out)	0	20,000,000	0	0	(1,800,100)
Bond Proceeds	44,000,000	0	24,000,000	0	0
Expenditures	92,056,300	86,403,500	54,303,500	34,403,500	56,003,500
<b>Ending Balance</b>	<b>0</b>	<b>(7,018,600)</b>	<b>(353,800)</b>	<b>12,500</b>	<b>331,500</b>
2-Months Operating Reserves	<u>1,803,500</u>	<u>5,703,500</u>	<u>5,703,500</u>	<u>7,803,500</u>	<u>7,803,500</u>

**31111 - MPC - Fund**

	<b>FY2007 Budget</b>	<b>FY2008* Budget</b>	<b>FY2009* Budget</b>	<b>FY2010* Budget</b>	<b>FY2011* Budget</b>
Beginning Balance	18,609,000	0	0	0	0
Revenues	4,824,000	4,831,500	4,831,500	4,831,500	4,831,500
Transfers In (Out)	0	0	0	0	0
Expenditures	23,433,000	4,831,500	4,831,500	4,831,500	4,831,500
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2-Months Operating Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

\*Fiscal Years 2007 - 2010 include only CIP Items, Replacement Vehicle Program and Debt Service Payments. Expansion vehicles and other non-CIP items are NOT included.

Back to Contents **FY2007 Summary of Authorized Personnel**

	<u>FY2003</u> <u>Actual</u>	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Adopted</u>	<u>change</u>
<b>General Government</b>						
<b>Mayor/City Council</b>						
Mayor	1.0	1.0	1.0	1.0	1.0	0.0
Vice-Mayor	1.0	1.0	1.0	1.0	1.0	0.0
Council Member	5.0	5.0	5.0	5.0	5.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Total Mayor/City Council	8.0	8.0	8.0	7.0	7.0	0.0
<b>City Manager's Office</b>						
City Manager	1.0	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	2.0	1.0	2.0	2.0	2.0	0.0
Deputy City Manager	0.0	0.0	0.0	0.0	1.0	1.0
Assistant to City Manager	1.0	0.0	1.0	1.0	1.0	0.0
Intergovernmental Liason	0.0	0.0	0.0	0.0	0.0	0.0
Executive Assistant	2.0	1.5	2.0	2.0	2.0	0.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Intern	0.5	0.0	0.0	0.0	0.0	0.0
Total City Manager's Office	6.5	3.5	6.0	6.0	7.0	1.0
<b>City Attorney's Office</b>						
City Attorney	1.0	1.0	1.0	1.0	1.0	0.0
Chief Deputy City Attorney	0.0	0.0	1.0	1.0	1.0	0.0
Deputy City Attorney	3.0	3.0	1.0	2.0	2.0	0.0
Assistant Deputy City Attorney	0.0	0.0	1.0	2.0	2.0	0.0
Legal Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Legal Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Secretary	1.0	1.0	1.0	1.0	1.0	0.0
File/Clerk Typist	0.0	0.0	0.0	0.0	0.0	0.0
Legal Clerk	0.0	1.0	1.0	2.0	3.0	1.0
Intern	0.7	0.7	0.7	0.0	0.0	0.0
Total City Attorney's Office	7.7	8.7	8.7	11.0	12.0	1.0
<b>City Clerk's Office</b>						
City Clerk	1.0	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	2.0	2.0	2.0	2.0	2.0	0.0
Administrative Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Secretary	1.0	1.0	1.0	1.0	1.0	0.0
Records Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Total City Clerk's Office	5.0	5.0	5.0	6.0	6.0	0.0
<b>Governmental Relations</b>						
Director of Governmental Relations	1.0	0.0	1.0	1.0	1.0	0.0
Intern	0.5	0.0	0.5	0.0	0.0	0.0
Management Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Government Relations Liason	0.0	1.0	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Total Intergovernmental Relations	1.5	1.0	1.5	2.0	2.0	0.0
<b>Finance Department</b>						
Chief Fiscal Officer	1.0	1.0	1.0	1.0	1.0	0.0
Executive Assistant	0.0	0.5	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	1.0	0.0

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	<u>FY2003</u> <u>Actual</u>	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Adopted</u>	<u>change</u>
Accounting Manager	1.0	1.0	1.0	1.0	1.0	0.0
Revenue Manager	0.0	0.0	0.0	0.0	1.0	1.0
Accounting Clerk Supervisor	0.0	0.0	0.0	1.0	0.0	-1.0
Budget Manager	1.0	1.0	0.0	0.0	0.0	0.0
Purchasing & Materials Manager	1.0	1.0	0.0	0.0	0.0	0.0
Senior Accountant	1.0	2.0	2.0	2.0	3.0	1.0
Accountant II	1.0	1.0	1.0	2.0	2.0	0.0
Accountant	1.0	1.0	1.0	1.0	1.0	0.0
Tax Auditor	1.0	1.0	1.0	1.0	1.0	0.0
Grants Administrator	1.0	1.0	0.0	0.0	0.0	0.0
Risk Coordinator	1.0	1.0	0.0	0.0	0.0	0.0
Clerk III	0.0	0.0	0.0	0.0	0.0	0.0
Accounting Technician	3.2	3.2	3.2	3.2	3.2	0.0
Accounting Clerk	2.0	2.0	2.0	2.0	3.0	1.0
Purchasing Clerk	1.5	1.5	0.0	0.0	0.0	0.0
Financial Services Spvsr.	0.0	0.0	0.0	0.0	0.0	0.0
Senior Management Analyst	1.0	1.0	0.0	0.0	0.0	0.0
Management Analyst	0.0	0.0	0.0	0.0	0.0	0.0
Collector	0.0	0.0	0.0	0.0	0.0	0.0
Records/Mail Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Intern P T	0.5	0.5	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Cashier	0.0	0.0	0.5	1.0	1.5	0.5
Total Finance	18.2	19.7	13.7	16.2	18.7	2.5

**Human Resources Department**

Human Resources Director	1.0	1.0	1.0	1.0	1.0	0.0
Human Resources Manager	0.0	0.0	1.0	1.0	1.0	0.0
Senior Human Resource Consultant	0.0	0.0	0.0	0.0	1.0	1.0
Human Resource Consultant	0.0	0.0	0.0	0.0	1.0	1.0
Benefits Coordinator	0.0	0.0	0.0	0.0	0.0	0.0
Human Resources Analyst	2.0	2.0	2.0	4.0	4.0	0.0
Sr. Human Resources Coordinator	1.0	1.0	0.0	0.0	0.0	0.0
Human Resources Technician	1.0	1.0	2.0	2.0	2.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.5	1.0	1.0	1.0	0.0
Total Human Resources	5.0	5.5	7.0	10.0	12.0	2.0

**Information Services Department**

Chief Information Officer	1.0	1.0	1.0	1.0	1.0	0.0
Network Administrator	1.0	1.0	1.0	2.0	2.0	0.0
Database Analyst	1.0	1.0	1.0	1.0	1.0	0.0
Application Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Security Analyst	0.0	0.0	0.0	0.0	1.0	1.0
Telecommunication Administrator	1.0	1.0	1.0	1.0	1.0	0.0
Computer Network Specialist	0.0	0.0	0.0	0.0	0.0	0.0
IT Training Specialist	1.0	1.0	1.0	1.0	1.0	0.0
IT Specialist II	1.0	1.0	2.0	1.0	2.0	1.0
IT Specialist I	0.0	0.0	0.0	1.0	1.0	0.0
GIS Administrator	1.0	1.0	1.0	1.0	1.0	0.0
GIS Specialist	1.0	2.0	2.0	3.0	4.0	1.0
Real Estate Manager	0.0	0.0	0.0	1.0	1.0	0.0
Real Estate Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Survey Party Chief	0.0	0.0	0.0	0.0	1.0	1.0
Survey Supervisor	0.0	0.0	0.0	1.0	1.0	0.0

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Survey Technician	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Office Support Specialist	0.0	0.0	1.0	0.0	0.0	0.0
Total Information Services	8.0	9.0	11.0	14.0	22.0	4.0

**Management & Budget Office**

Management & Budget Director	0.0	0.0	1.0	1.0	1.0	0.0
Purchasing & Materials Manager	0.0	0.0	1.0	1.0	1.0	0.0
Budget Manager	1.0	1.0	0.0	0.0	1.0	1.0
Contract Officer	0.0	0.0	1.0	1.0	1.0	0.0
Risk Coordinator	0.0	0.0	1.0	1.0	1.0	0.0
Disability Advocate	0.0	0.0	0.0	0.0	1.0	1.0
Safety Coordinator	0.0	0.0	0.0	0.0	1.0	1.0
Senior Management & Budget Analyst	0.0	0.0	1.0	2.0	2.0	0.0
Management & Budget Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Grants Administrator	0.0	0.0	1.0	1.0	1.0	0.0
Buyer	0.0	0.0	1.0	1.0	2.0	1.0
Purchasing Technician	0.0	0.0	0.0	0.0	0.0	0.0
Purchasing Clerk	0.0	0.0	1.5	1.5	1.5	0.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.5	0.5	0.0
Intern	0.0	0.0	0.5	0.0	0.0	0.0
Total Management & Budget	1.0	1.0	9.0	11.0	15.0	4.0

**Public Information Office**

Communications Director	1.0	1.0	1.0	1.0	1.0	0.0
Public Information Officer	0.0	0.0	0.0	1.0	1.0	0.0
Broadcast Manager	0.0	0.0	0.0	0.0	1.0	1.0
Graphics Designer	0.0	0.0	0.0	0.0	1.0	1.0
Public Information Specialist	1.0	1.0	1.0	0.0	0.0	0.0
Special Events Coordinator	0.0	0.0	0.0	0.0	0.0	0.0
Management Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Web Master	0.0	0.0	1.0	1.0	1.0	0.0
Web Specialist	0.0	0.0	0.0	0.0	1.0	1.0
Video Production Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Total Public Information Office	3.0	3.0	5.0	5.0	8.0	3.0

**Community Development**

**Economic Development Department**

Economic Development Director	1.0	0.0	1.0	1.0	1.0	0.0
Economic Development Manager	0.0	1.0	0.0	0.0	1.0	1.0
Economic Development Specialist	1.0	1.0	2.0	3.0	2.0	-1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Intern	0.0	0.0	0.0	0.5	0.5	0.0
Total Economic Development	3.0	3.0	4.0	5.5	5.5	0.0

**Community Development Department**

Community Development Director	1.0	1.0	1.0	1.0	1.0	0.0
Planning Manager	1.0	1.0	1.0	1.0	1.0	0.0
Senior Planner	0.0	1.0	1.0	3.0	3.0	0.0
Building Official	1.0	1.0	1.0	1.0	1.0	0.0
Long Range Planner	0.0	0.0	0.0	0.0	0.0	0.0
Transportation Planner	1.0	0.0	0.0	0.0	0.0	0.0
Development Services Manager	0.0	1.0	1.0	1.0	1.0	0.0

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Development Project Coordinator	1.0	0.0	0.0	0.0	0.0	0.0
Code Enforcement Officer	0.0	0.0	0.0	0.0	0.0	0.0
Planner II	3.0	3.0	3.0	2.0	2.0	0.0
Planner I	1.0	1.0	2.0	2.0	5.0	3.0
Associate Planner	0.0	0.0	0.0	0.0	0.0	0.0
Planning Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Planning Technician	3.0	3.0	2.0	3.0	3.0	0.0
Senior Plans Examiner	0.0	0.0	0.0	0.0	0.0	0.0
Plans Examiner	3.0	3.0	6.0	6.0	6.0	0.0
Code Compliance Supervisor	1.0	1.0	1.0	2.0	2.0	0.0
Code Compliance Specialist II	2.0	2.0	2.0	2.0	2.0	0.0
Code Compliance Specialist	8.5	8.5	14.0	16.0	16.0	0.0
Administrative Assistant	1.0	1.0	1.0	2.0	2.0	0.0
Development Services Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Permit/Licensing Technician II	2.0	2.0	2.0	3.0	3.0	0.0
Permit/Licensing Technician I	3.0	3.0	4.0	5.0	5.0	0.0
Office Support Specialist	0.5	0.5	1.0	1.0	2.0	1.0
Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Intern	0.5	0.5	0.5	0.5	0.5	0.0
Secretary	1.5	2.0	2.0	1.0	1.0	0.0
Total Community Development	<u>35.0</u>	<u>35.5</u>	<u>45.5</u>	<u>53.5</u>	<u>57.5</u>	<u>4.0</u>

**Public Safety**

**Fire Department**

Fire Chief	1.0	1.0	1.0	1.0	1.0	0.0
Assistant Fire Chief	1.0	1.0	2.0	2.0	2.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	1.0	0.0
Deputy Fire Marshall	0.0	0.0	0.0	0.0	0.0	0.0
Battalion Chief	3.0	3.0	3.0	3.0	3.0	0.0
Fire Captain	10.0	13.0	13.0	16.0	22.0	6.0
Fire Inspector	1.0	1.0	2.0	2.0	4.0	2.0
Fire Engineer	9.0	12.0	12.0	15.0	18.0	3.0
Firefighter	30.0	30.0	30.0	39.0	48.0	9.0
Public Safety Education Specialist	0.5	1.0	1.0	1.0	1.0	0.0
AR Van Coordinator	0.5	1.0	1.0	1.0	1.0	0.0
Records Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	1.0	2.0	2.0	0.0
P.T.-P.O.C.-F.F.	0.0	0.0	0.0	0.0	0.0	0.0
Plans Examiner	0.0	0.0	1.0	1.0	1.0	0.0
Permit/Licensing Technician	0.0	0.0	0.0	1.0	1.0	0.0
Budget Analyst	0.0	0.0	0.0	0.0	0.0	0.0
Management Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Office Support Specialist	0.0	1.0	0.0	0.0	0.0	0.0
Laborer	0.0	0.0	0.0	1.0	1.0	0.0
Information Technology Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Total Fire	<u>58.0</u>	<u>66.0</u>	<u>69.0</u>	<u>88.0</u>	<u>108.0</u>	<u>20.0</u>

**Police Department**

Police Chief	1.0	1.0	1.0	1.0	1.0	0.0
Police Commander	1.0	1.0	2.0	2.0	2.0	0.0
Police Captain	0.0	0.0	0.0	0.0	0.0	0.0
Police Lieutenant	4.0	4.0	4.0	4.0	4.0	0.0
Police Sergeant	12.0	12.0	12.0	14.0	16.0	2.0
Detective	0.0	0.0	0.0	0.0	0.0	0.0
Police Officer	51.0	57.0	62.0	81.0	97.0	16.0
Community Service Officer	1.0	3.0	4.0	6.0	9.0	3.0
IT Administrator	0.0	227	0.0	0.0	1.0	1.0

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Technical Services Manager	1.0	1.0	1.0	1.0	1.0	0.0
Property Evidence Specialist	1.0	1.0	0.0	0.0	0.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Police Records Clerk	3.0	3.0	4.0	4.0	5.0	1.0
Accounting Technician	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Communications Manager	0.0	0.0	0.0	0.0	1.0	1.0
Communications Supervisor	1.0	1.0	1.0	4.0	4.0	0.0
Records Supervisor	0.0	0.0	0.0	0.0	0.0	0.0
Public Safety Education Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Criminal/Traffic Analyst	0.0	0.0	0.0	1.0	1.0	0.0
Communications Officer	10.0	11.0	11.0	11.0	12.0	1.0
Animal Control Officer	1.0	1.0	2.0	3.0	3.0	0.0
Victim Advocate (Grant Funded)	0.0	1.0	1.0	1.0	1.0	0.0
Information Technology Specialist	0.0	0.0	1.0	1.0	1.0	0.0
<b>Total Police</b>	<b>90.0</b>	<b>100.0</b>	<b>109.0</b>	<b>137.0</b>	<b>162.0</b>	<b>25.0</b>

**City Court**

Presiding Judge	1.0	1.0	1.0	1.0	1.0	0.0
Associate Judge	0.0	0.0	0.0	1.0	1.0	0.0
Court Administrator	1.0	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Collector	0.0	0.0	0.0	0.0	0.0	0.0
Court Clerk Supervisor	3.0	3.0	2.0	2.0	2.0	0.0
Court Operations Lead Clerk	0.0	0.0	0.0	0.0	0.0	0.0
Lead Court Clerk	0.0	0.0	0.0	1.0	1.0	0.0
Sr. Court Clerk	4.0	5.0	6.0	6.0	6.0	0.0
Court Clerk	2.0	2.0	4.0	6.0	6.0	0.0
<b>Total City Court</b>	<b>11.0</b>	<b>12.0</b>	<b>14.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>

**Community and Recreation Services**

**Community Initiatives Department**

Community Initiatives Director	1.0	1.0	1.0	1.0	1.0	0.0
Community Initiatives Manager	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Aide	0.5	0.5	0.5	1.5	1.5	0.0
Neighborhood Liaison	1.0	1.0	2.0	3.0	3.0	0.0
Senior Programs Coordinator	0.0	0.0	0.0	0.0	0.0	0.0
Community Programs Specialist	2.0	2.0	2.0	1.0	2.0	1.0
Senior Programs Supervisor	1.0	1.0	1.0	1.0	1.0	0.0
Management Assistant	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Social Worker	0.0	0.0	0.0	0.0	0.0	0.0
Volunteer Coordinator	0.0	0.0	0.0	0.0	0.0	0.0
Engineering Technician	0.0	0.0	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Case Worker	0.0	0.0	0.0	0.0	0.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Office Support Specialist	0.5	0.5	0.5	0.5	0.5	0.0
Van Driver	3.0	3.5	0.0	0.0	0.0	0.0
Facilities Maintenance Worker	0.0	0.0	0.0	0.5	0.5	0.0
Transit Operator	0.0	0.0	5.0	6.0	8.0	2.0
Transit Supervisor	0.0	0.0	0.0	1.0	1.0	0.0
Dispatcher	1.0	1.0	1.0	1.0	1.0	0.0
<b>Total Community Initiatives</b>	<b>12.0</b>	<b>12.5</b>	<b>15.0</b>	<b>18.5</b>	<b>21.5</b>	<b>3.0</b>

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<b>Parks, Recreation &amp; Library Department</b>						
Parks & Recreation Director	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Manager	2.0	2.0	2.0	2.0	3.0	1.0
Sports Complex Operations Manager	1.0	1.0	1.0	1.0	1.0	0.0
Construction Project Manager	0.0	0.0	0.0	1.0	1.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	2.0	2.0	3.0	4.0	4.0	0.0
Recreation Programs Coordinator	2.0	2.0	3.0	5.0	5.0	0.0
Senior Recreation Aide	1.0	1.0	4.0	4.0	4.0	0.0
Recreation Aide	2.0	2.0	1.0	1.0	1.0	0.0
Office Support Specialist	1.0	1.0	1.0	1.0	1.0	0.0
Parks Maintenance Manager	1.0	1.0	2.0	2.0	2.0	0.0
Assistant Parks Maintenance Manager	1.0	1.0	0.0	0.0	0.0	0.0
Baseball/Parks Maintenance Supervisor	3.0	3.0	3.0	3.0	3.0	0.0
Maintenance Technician	5.0	5.0	6.0	6.0	8.0	2.0
Facilities Maintenance Technician	0.0	0.0	1.0	1.8	1.8	0.0
Maintenance Worker	9.0	9.0	9.0	10.0	16.0	6.0
Laborer	0.0	0.0	0.0	2.0	2.0	0.0
Groundskeeper	0.0	0.0	0.0	6.0	6.0	0.0
PT Seasonal Positions	36.9	55.3	59.2	37.4	37.4	0.0
Transit Operator (on call)	0.0	0.0	0.0	0.0	0.0	0.0
Counselor	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	1.0	0.0
Total Parks and Recreation	68.9	87.3	98.2	90.2	99.2	9.0

**Public Works**

**Engineering Department**

Deputy City Manager - Field Services	0.0	0.0	0.0	0.0	0.0	0.0
City Engineer	1.0	1.0	1.0	1.0	1.0	0.0
Assistant City Engineer	1.0	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	0.0	1.0	4.0	6.0	2.0
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	1.0	0.0
Plans Examiner	2.0	2.0	2.0	1.0	1.0	0.0
Construction Inspector	3.0	3.0	5.0	6.0	6.0	0.0
Budget Analyst	0.0	0.0	0.0	0.0	0.0	0.0
Engineering Technician	0.0	0.0	1.0	0.0	0.0	0.0
Permit Licensing Technician	2.0	2.0	2.0	2.0	2.0	0.0
Administrative Assistant	0.0	0.0	0.0	1.0	1.0	0.0
Secretary	0.0	0.0	0.0	1.0	1.0	0.0
Office Support Specialist	1.0	1.0	1.0	0.0	0.0	0.0
Total Engineering	11.0	11.0	15.0	18.0	20.0	2.0

**Traffic Engineering Department**

Traffic Engineer	1.0	1.0	1.0	1.0	1.0	0.0
Associate Engineer	0.0	0.0	0.0	1.0	2.0	1.0
REACT Team Coordinator	0.0	0.0	0.0	1.0	1.0	0.0
Traffic Signal Technician	2.0	2.0	3.0	3.0	3.0	0.0
Traffic Sign/Striping Technician	1.0	1.0	1.0	1.0	2.0	1.0
Laborer II - Signals	0.0	0.0	0.0	0.0	0.0	0.0
Maintenance Worker	1.0	1.0	2.0	5.0	5.0	0.0
Secretary	0.0	0.0	0.0	1.0	1.0	0.0
Total Streets	5.0	5.0	7.0	13.0	15.0	2.0

**Vehicle Maintenance**

Fleet Manager	1.0	1.0	1.0	1.0	1.0	0.0
Fleet Supervisor	0.0	0.0	0.0	0.0	0.0	0.0

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	<u>FY2003</u> <u>Actual</u>	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Adopted</u>	<u>change</u>
Fleet Services Supervisor	0.0	0.0	0.0	0.0	1.0	1.0
Heavy Equipment Mechanic	2.0	3.0	3.0	3.0	4.0	1.0
Small Equipment Mechanic	1.0	1.0	1.0	1.5	1.5	0.0
Mechanic	2.0	2.0	3.0	3.0	4.5	1.5
Mechanic - Fire Apparatus	0.0	0.0	1.0	1.0	1.0	0.0
Mechanic Helper	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	0.0	0.0	1.0	1.0	1.0	0.0
Secretary	1.0	1.0	0.0	0.0	0.0	0.0
<b>Total Vehicle Maintenance</b>	<b>7.0</b>	<b>8.0</b>	<b>10.0</b>	<b>10.5</b>	<b>14.0</b>	<b>3.5</b>

**Facilities Management Department**

Public Works Manager	0.0	0.0	1.0	1.0	1.0	0.0
Construction Project Manager	1.0	1.0	1.0	0.0	0.0	0.0
Code Compliance Specialist II	0.0	0.0	0.0	0.0	0.0	0.0
Code Compliance Specialist	1.0	1.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	0.0	0.0	0.0
Office Support Specialist	0.0	0.0	0.0	1.0	1.0	0.0
Public Works Supervisor	2.0	2.0	2.0	2.0	2.0	0.0
Grds. /Bldg. Maint. Spvr.	0.0	0.0	0.0	0.0	0.0	0.0
Laborer III	0.0	0.0	0.0	0.0	0.0	0.0
Facilities Maintenance Technician	1.0	1.0	2.0	2.0	2.0	0.0
Facilities Maintenance Worker	4.0	4.0	4.0	4.0	4.0	0.0
Maintenance Worker	1.0	1.0	1.0	1.0	1.0	0.0
Laborer	1.0	1.0	1.0	1.0	1.0	0.0
Electrician	0.0	1.0	1.0	1.0	1.0	0.0
HVAC Technician	0.0	0.0	1.0	1.0	2.0	1.0
<b>Total Building &amp; Parks Maintenance</b>	<b>12.0</b>	<b>13.0</b>	<b>15.0</b>	<b>14.0</b>	<b>15.0</b>	<b>1.0</b>

**Project Management Department**

Public Works Manager	0.0	0.0	0.0	1.0	1.0	0.0
Construction Project Manager	0.0	0.0	0.0	2.0	2.0	0.0
Construction Field Representative	0.0	0.0	0.0	1.0	2.0	1.0
<b>Total Project Management</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>5.0</b>	<b>1.0</b>

**Streets Department**

Public Works Director	1.0	1.0	1.0	1.0	1.0	0.0
Public Works Manager	1.0	1.0	1.0	1.0	1.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Assistant P. W. Manager	0.0	0.0	0.0	0.0	0.0	0.0
Public Works Supervisor	0.0	1.0	1.0	1.0	1.0	0.0
Construction Inspector-Pavement	0.0	0.0	0.0	0.0	1.0	1.0
Heavy Equipment Operator	0.0	0.0	0.0	0.0	0.0	0.0
Equipment Operator	6.0	9.0	10.0	15.0	15.0	0.0
Maintenance Technician	2.0	2.0	2.0	2.0	4.0	2.0
Maintenance Worker	1.0	1.0	3.0	3.0	2.0	-1.0
Laborer	7.0	7.0	5.0	5.0	5.0	0.0
Secretary	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	2.0	2.0	0.0
<b>Total Streets</b>	<b>20.0</b>	<b>24.0</b>	<b>25.0</b>	<b>31.0</b>	<b>33.0</b>	<b>2.0</b>

**Sanitation Department**

Public Works Supervisor	1.0	1.0	1.0	1.0	2.0	1.0
Route Coordinator	0.0	0.0	1.0	0.0	0.0	0.0
Recycling Inspector	1.0	1.0	1.0	1.0	1.0	0.0
Laborer	0.0	0.0	5.0	5.0	5.0	0.0
Equipment Operator	0.0	0.0	1.0	2.0	2.0	0.0
Sanitation Driver	8.0	9.0	12.0	20.0	20.0	0.0
Office Support Specialist	0.0	230	0.0	0.0	1.0	1.0

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	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	
Secretary	0.0	0.0	0.0	1.0	1.0	0.0
Total Sanitation	10.0	11.0	21.0	30.0	32.0	2.0

**Water Services**

**Stormwater**

Water Resources Specialist	0.0	0.0	1.0	1.0	1.0	0.0
Total Stormwater	0.0	0.0	1.0	1.0	1.0	0.0

**Water Replenishment**

Water Resources Specialist	1.0	1.5	1.8	1.8	1.8	0.0
Water Services Technician	0.5	0.5	0.5	0.6	0.6	0.0
Management Assistant (25%)	0.0	0.3	0.3	0.3	0.3	0.0
Total Water Replenishment	1.5	2.3	2.5	2.6	2.6	0.0

**Water Department**

Water Services Manager	1.0	1.0	1.0	2.0	2.0	0.0
Construction Project Manager	0.0	0.0	0.5	1.5	1.5	0.0
Water & Reclaimed Operations Supervisor	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology Specialist	0.0	0.0	0.5	0.5	0.5	0.0
Water Resources Specialist	0.5	0.5	0.8	0.8	0.8	0.0
Water Services Technician	0.0	0.0	0.0	0.9	0.9	0.0
Management Assistant (25%)	0.0	0.3	0.3	0.3	0.3	0.0
Total Water	1.5	1.8	3.0	5.9	5.9	0.0

**Sewer Department**

Water Services Director	1.0	1.0	1.0	1.0	1.0	0.0
Water Services Manager	0.0	0.0	0.0	2.0	2.0	0.0
Construction Project Manager	0.0	0.0	0.5	0.5	2.5	2.0
Information Technology Specialist	0.0	0.0	0.5	0.5	0.5	0.0
Wastewater Operations Superintendent	0.0	0.0	0.0	0.0	1.0	1.0
Wastewater Operations Supervisor	1.0	1.0	1.0	1.0	2.0	1.0
Wastewater Operations Foreman	2.0	2.0	2.0	3.0	3.0	0.0
Wastewater Operations Technician II	4.0	3.0	4.0	4.0	6.0	2.0
Wastewater Operations Technician I	5.0	5.0	4.0	5.0	5.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	0.0
Secretary	2.0	2.0	2.0	3.0	3.0	0.0
Utility Locator	1.0	2.0	2.0	1.0	1.0	0.0
Laborer	1.0	2.0	2.0	2.0	2.0	0.0
Office Support Specialist	0.0	0.0	0.0	0.0	0.0	0.0
Management Assistant	0.0	0.5	0.5	0.5	0.5	0.0
Water Services Technician	0.5	0.5	0.5	0.5	0.5	0.0
Water Resources Specialist	0.5	1.0	1.5	1.5	1.9	0.4
Wastewater Mechanic	0.0	0.0	0.0	2.0	2.0	0.0
Maintenance Technician	0.0	0.0	1.0	0.0	0.0	0.0
Electrician	0.0	0.0	1.0	1.0	1.0	0.0
Total Sewer	19.0	21.0	24.5	29.5	35.9	6.4

<b>TOTALS</b>	<b>428.8</b>	<b>477.7</b>	<b>553.6</b>	<b>658.4</b>	<b>760.8</b>	<b>97.4</b>
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*City of Surprise, Arizona*  
*Glossary*  
*FY2007 Budget*

<b>Accrual Basis</b>	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent
<b>Adoption</b>	Formal action by the City Council that sets the spending limits for the fiscal year
<b>Appropriation</b>	Specific amount of monies authorized by the City Council for the purposes of incurring obligations and acquiring goods and services
<b>Assessed Valuation</b>	A value set upon real property by the County Assessor for the purpose of levying property taxes
<b>Base Budget</b>	The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council
<b>Bonds</b>	A certificate of debt guaranteeing a payment of a specified amount of money by a specified future date
<b>Budget</b>	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Council goals and objectives
<b>Capital Items</b>	Any item with a purchase price exceeding \$2,500
<b>Capital Projects Budget</b>	The expenditures of revenues for major capital projects and items such as city buildings, parks, acquisition of land, major street construction and reconstruction, water and sewer lines and any other project which adds to the capital assets or infrastructure of the City
<b>Cash Basis</b>	A basis of accounting in which transactions are recognized only when cash is increased or decreased
<b>CFD</b>	Community Facility District – A special assessment district established by council to levy taxes to pay for new infrastructure improvements associated with growth
<b>CIP</b>	Capital Improvement Plan
<b>Contingency</b>	Monies which have not been allocated to any specific purpose and may only be utilized after receiving council approval
<b>Capital Projects Funds</b>	This fund accounts for resources providing for the acquisition or construction of all capital facilities and items
<b>Debt Service</b>	Principal and interest payments on borrowed funds such as bonds

<b>Debt Service Funds</b>	Used to account for the accumulation of resources for, and the payment of, general long – term debt, principal and interest
<b>Encumbrance</b>	Accounting concept that recognizes a commitment to expend resources in the future
<b>Enterprise Fund</b>	Used to account for the business-type activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges
<b>Estimated Revenue</b>	The amount of projected revenue to be collected during the fiscal year
<b>Expenditure</b>	Represents a decrease in fund resources for the acquisition of goods or services
<b>Expenditure Limitation</b>	An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission sets the limit based upon population growth and inflation. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received. Surprise citizens have approved the Home Rule Option since the inception of the expenditure limitation.
<b>F.T.E.</b>	Full Time Equivalent – 2080 hours worked equates to 1.0 full time equivalent position
<b>Fiscal Year</b>	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the City of Surprise this period begins July 1 and ends June 30
<b>Fund</b>	A set of self-balancing accounts that record revenues and expenditures associated with specific activities
<b>Fund Balance</b>	Carry over funds due to actual revenues exceeding actual expenditures
<b>General Fund</b>	The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in another fund. The general fund is primary operating fund of the city.
<b>General Obligation (G.O.) Bond</b>	Type of bond backed by full faith and credit of the City.
<b>Goal</b>	A statement of broad direction, purpose or intent on the needs of the community a goal is general and timeless
<b>Grant</b>	A contribution by the State or Federal government or other organization to support a particular function.

<b>Highway User Revenue Fund (HURF)</b>	This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purpose
<b>Infrastructure</b>	Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks, airports, etc
<b>Intergovernmental Revenue (Shared)</b>	Revenue received from other governmental agencies (e.g., State Sales Tax, State Income Tax, gasoline tax, motor vehicle license)
<b>Internal Service Funds</b>	Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis
<b>Long Term Debt</b>	Debt with a maturity of more than one year after the date of issuance
<b>Maintenance and Operation (M&amp;O) Costs</b>	The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance
<b>Management Indicators</b>	A measurable means of evaluating impact of budget on achieving stated objects
<b>Municipal Property Corporation (MPC)</b>	A non-profit corporation established for the purpose of issuing debt to purchase municipal facilities and equipment that it leases to the City.
<b>Objectives</b>	A desired outcome that is measurable and that can be achieved within a specific time frame
<b>Operating Budget</b>	A budget for the delivery of ongoing City services, to include expenditures such as personal services, contractual services, commodities, and operating capital items
<b>Operating Comparison</b>	All Expenditure/Revenues except for Capital and Debt Service
<b>Performance Indicators</b>	Statistical information which denotes the demands for services within a department/division
<b>Primary Property Tax</b>	A limited tax levy used for general government operations. State statute restricts the total levy to a 2% annual increase plus an increase for any new construction and / or annexation
<b>Property Tax Rate</b>	The amount of tax levied for each \$100 of assessed valuation
<b>Reserves</b>	Money that has been set aside in the event of revenue shortfalls
<b>Resources</b>	Total monies available for appropriation purposes to include revenues, fund balances, transfers and other financing services (i.e., bond proceeds)

<b>Revenue Bond</b>	Bonds that are backed by revenues from a specific system (i.e., Water and Sewer Revenue Bonds are payable from water and sewer revenues)
<b>Revenue</b>	Resources achieved from taxes, user charges/fees, and other levels of government
<b>ROW</b>	Right of Way
<b>RPTA</b>	Regional Public Transportation Authority
<b>Special Planning Area (SPA)</b>	Designated areas within the City of Surprises' planning area designed to ensure that land resources are utilized efficiently and that the community's long term development needs are addressed. The goal of each SPA is to ensure a balanced mix of land uses, adequate support resources, proper ratio of people to jobs, and an efficient and effective multi-modal transportation network. There are five SPAs in the City of Surprise.
<b>Secondary Property Tax</b>	Voter approved tax levy which can only be used to retire general bonded debt obligations
<b>Special Revenue Funds</b>	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) that are legally restricted to expenditure for specific purposes
<b>Street Light Improvement District</b>	Special Taxing district established to pay the costs of electricity associated with street lights within a specific sub-division. Tax rate is limited to a maximum of \$1.20 per \$100 of assessed value
<b>Tax Levy</b>	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance
<b>Transfer</b>	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended
<b>Trust Fund</b>	Used to account for resources held by the City as a trustee for a private party, such as volunteer firemen's pension boards

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**Management & Budget Department**

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