

CITY OF SURPRISE

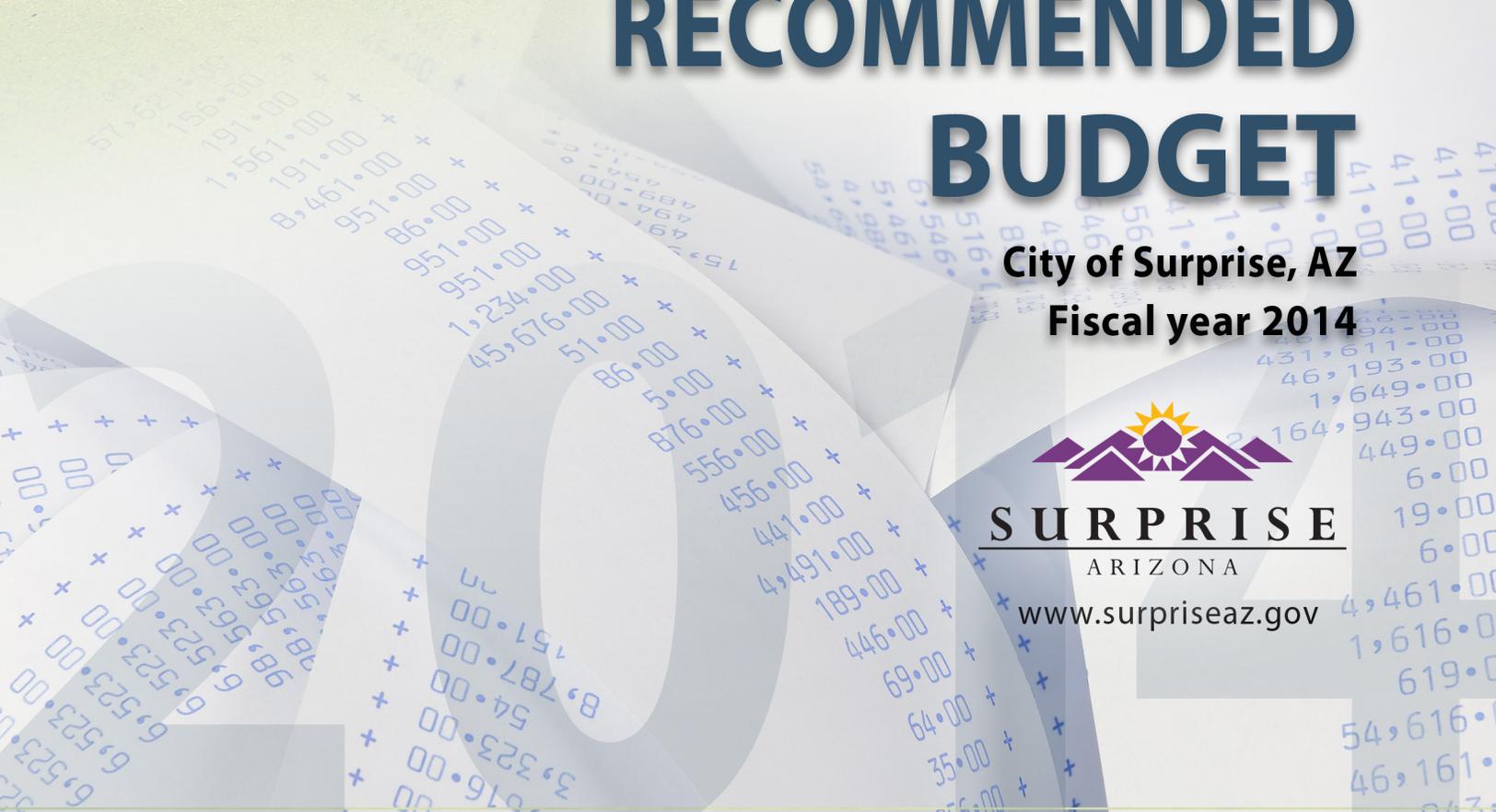
CITY MANAGER'S RECOMMENDED BUDGET

City of Surprise, AZ
Fiscal year 2014



SURPRISE
ARIZONA

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**City of Surprise, Arizona
 FY2014 City Manager’s Recommended
 Budget**

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Transmittal Letter



Date: April 30, 2013
To: Mayor and City Council
From: Chris Hillman, City Manager *CH*
Re: FY2014 City Manager Recommended Budget

Today's presentation of the City Manager's Recommended Budget kicks off the City Council review of our Fiscal Year 2014 budget, which begins July 1, 2103.

The process allows a month for public discussion of the recommended budget, including presentations by each department. On May 28, Council will vote on a tentative budget, establishing a cap on the total budget amount. Another two-week period will follow when adjustments may still occur under the spending cap, leading to Council adoption of the final budget on June 11.

Budget Adoption Timeline

- April 30: City Manager's Recommended Budget released
- May 7: Council Review of the following departmental budgets: Police, Fire, Community and Economic Development, Courts, Human Resources, City Attorney
- May 14: Council review of the following departmental budgets: Community and Recreation Services, Public Works, Information Technology, Finance, City Manager, City Clerk, City Council.
- May 21: Policy discussions on Street Light improvement Districts, Capital Improvement Projects and financial policies.
- May 28: Council vote to adopt the tentative FY2014 budget; Council vote on financial policies.
- June 11: Truth in Taxation hearing related to the FY2014 property tax levy; public hearing and vote on final FY2014 budget.
- June 18: Presentation of final post-audit work: development agreement review and performance audit of the internal controls and risk assessments relating to the assessment and collection of development impact fees. Presentation of the FY2012 audit.
- June 25: Council vote to accept the post-audit review and the FY2012 audit; Council vote on establishing the property tax levy in FY2014.

As you can see, the final post audit report will be presented June 18. For the purpose of planning our FY2014 budget, we have preliminary information that no transfers or other negative impact to the General Fund will be required in FY2013 or FY2014 as a consequence of the post-audit report.

FY2014 Overview

The assembly of the FY2014 budget is a massive undertaking and the result of exhaustive department level reviews in which each director met with me and the Finance staff for a line item by line item analysis. As was the case last year, at the request of Council and in support of our commitment to transparency in budgeting, you will receive an extensive, bound document with the line item detail for each proposed departmental expenditure. These books are in the process of being printed and assembled, and will be distributed to you Tuesday immediately upon completion.

At this time, I can advise Council that the FY2014 budget reflects an overall improvement in our financial picture, and as previously reported, we are ahead of our two-year schedule to fully replenish the City's general fund reserves to the required balance of 60 days' operational expenses (\$12.5 million in FY14) by June 30, 2014.

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

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

The budget includes the Council's desire, which I strongly support, to take steps to mitigate the impact on our employees' take home pay of cost increases in health care and the 6-year absence of merit raises or COLAs.

The budget reflects my strong recommendation that we retain our immediate focus on the Council's two-year replenishment plan, since we will not be certain of our FY2013 final balances until the FY2013 audit is complete early next calendar year.

By that time, we will also have several months of data regarding FY2014 revenues and expenditures, as well as a completed employee classification/compensation plan being conducted by Human Resources. This period also gives the Council an opportunity to thoroughly discuss priorities and a related 3-5 year budget strategy.

Staying the course is a sound strategic approach to ensure we reach our replenishment goal while developing plans to strategically target possible future budget capacity.

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

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

I look forward to detailed discussions with you in the weeks ahead.

Budget Overview

Introduction to the City Manager's FY2014 Recommended Budget

City Council Meeting

April 30, 2013



Purpose of Presentation



1. Financial review
2. Introduce City Manager's Recommended Budget
 - Review Outcomes
 - Overview Operating Budget, CIP, and Enterprise Funds
3. Identify City Council Discussion Issues
4. Discuss Budget Calendar

Financial Review



- FY2010 audit found numerous accounting errors (more than 30 PPAs) related to construction of Civic Center facilities. More than \$70 million had been misallocated between numerous funds
 - City hired consultant to review impact fees transactions back through 2007
- FY2011 audit found additional accounting errors (another 10 PPAs), with the impact coming more directly on the general fund, transferring approximately \$10M out of the general fund and erasing its fund balance reserve to an estimated \$500,000. City received a “qualified opinion” for its FY2011 audit
 - Financial policies state reserves to be two-months worth of operating costs

Financial Review (Continued)



- City once again hired consultants in May 2012 to review all impact fee transactions back to FY2000 and all development agreements. This work is commonly referred to as our “post-audit work”
 - More than 100,000 impact fee transactions and more than 100 development agreements and amendments were reviewed and audited

Financial Review (Continued)



- Council immediately set the policy direction that its priority financial goal was to re-establish the general fund reserve (approximately \$11.6 million) within 24 months, or by June 30, 2014
- The post audit field work is complete and the final report will be provided to Council on June 18, 2013 and accepted by Council on June 25, 2013
- To assist in the finalization of the FY2014 budget, the auditors have provided us with the needed information that **there will be no changes/impacts** to the general fund as a result of the post-audit work

Financial Review (Continued)



- As will be shown in this presentation, the city currently projects it should meet Council's priority policy direction of a fully funded general fund reserve balance within 12 months--June 30, 2013 instead of June 30, 2014
- However, it is important to note, we will not have the final FY2013 audit results confirming this projection for another 9-10 months in early 2014

Approach to FY2014 Budget



- To regain financial security and to achieve Council policy direction of a fully funded reserve, the city created a 2-year budget plan
 - Significantly cut expenses for FY2013
 - Cut 33 positions and cut line item expenses by more than \$4.5 million
 - Held off on capital projects, no COLA or merit increases for employees, limited asset replacement
 - Allowed for anticipated growth in revenues in tandem with dramatic cuts to expenses to help replenish reserve fund balance

Approach to FY2014 Budget (Continued)



- An important note: the numbers presented in tonight's budget for FY2013 ending balance and FY2014 revenues are projections
 - We will not know final FY2012 ending balance until June 18, 2013, and we will not know our final results for FY2013 until early in calendar year 2014. We recognize revenues for FY2014 as they come in
 - Therefore, as I presented to you this past December, we will have a very good and more complete understanding of our financial stability by early 2014
- Therefore, the City Manager's Recommended Budget continues in its 2-year plan
 - Maintain current programs and services
 - Manage the impacts of increases in development and higher service demands from residents for existing programs and services
 - Manage the inherent and expected increases in costs (utilities, contractual obligations, etc.)
 - Effectively and efficiently use what resources we have for capital projects and asset replacement
 - Provides a solution to help mitigate impact to employees' take-home felt by increases in health care and retirement

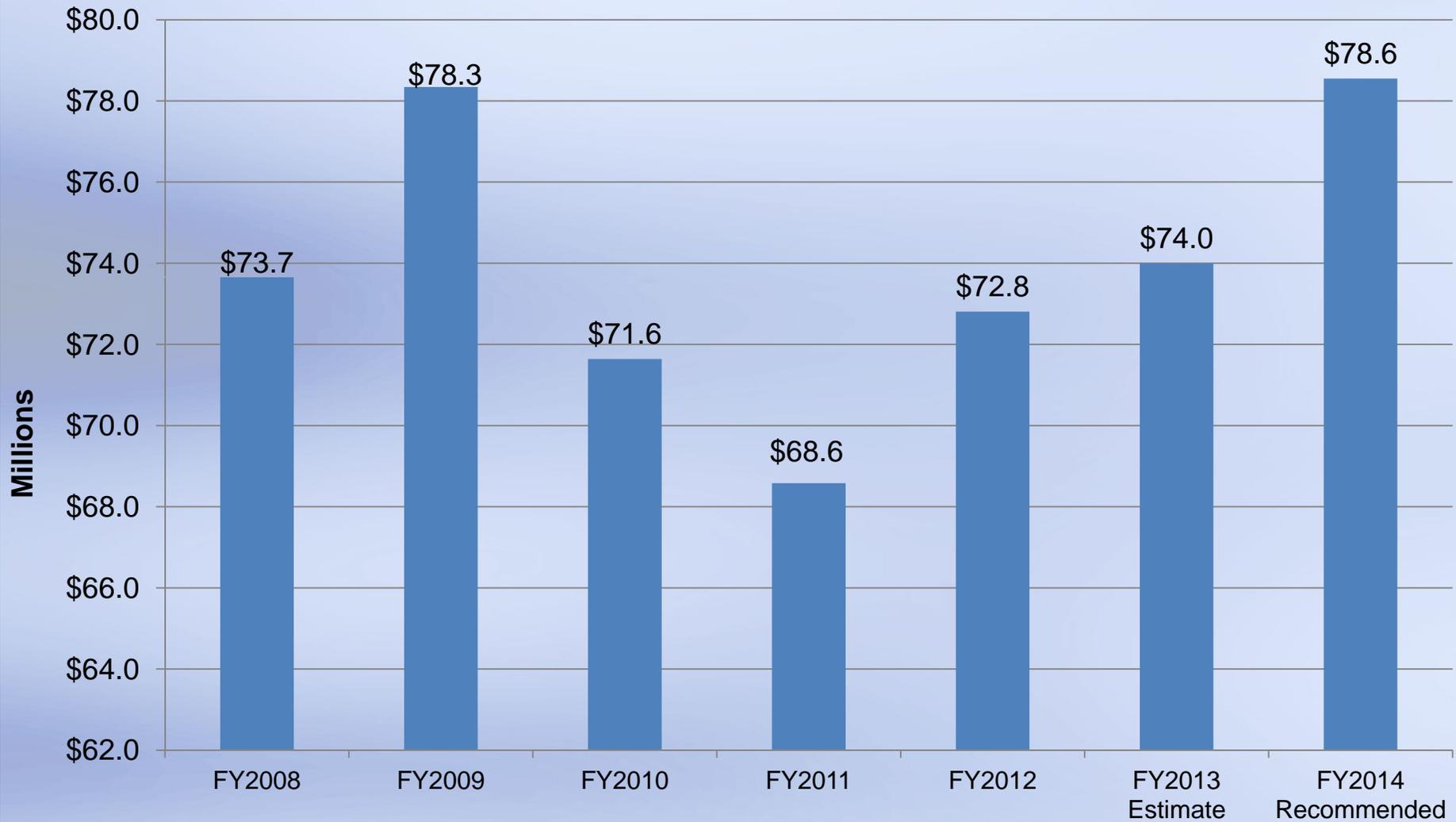
Approach to FY2014 Budget (Continued)



Simply stated:

The CM's budget maintains Council's policy direction of a two-year plan. It does not spend money we don't know we have yet.

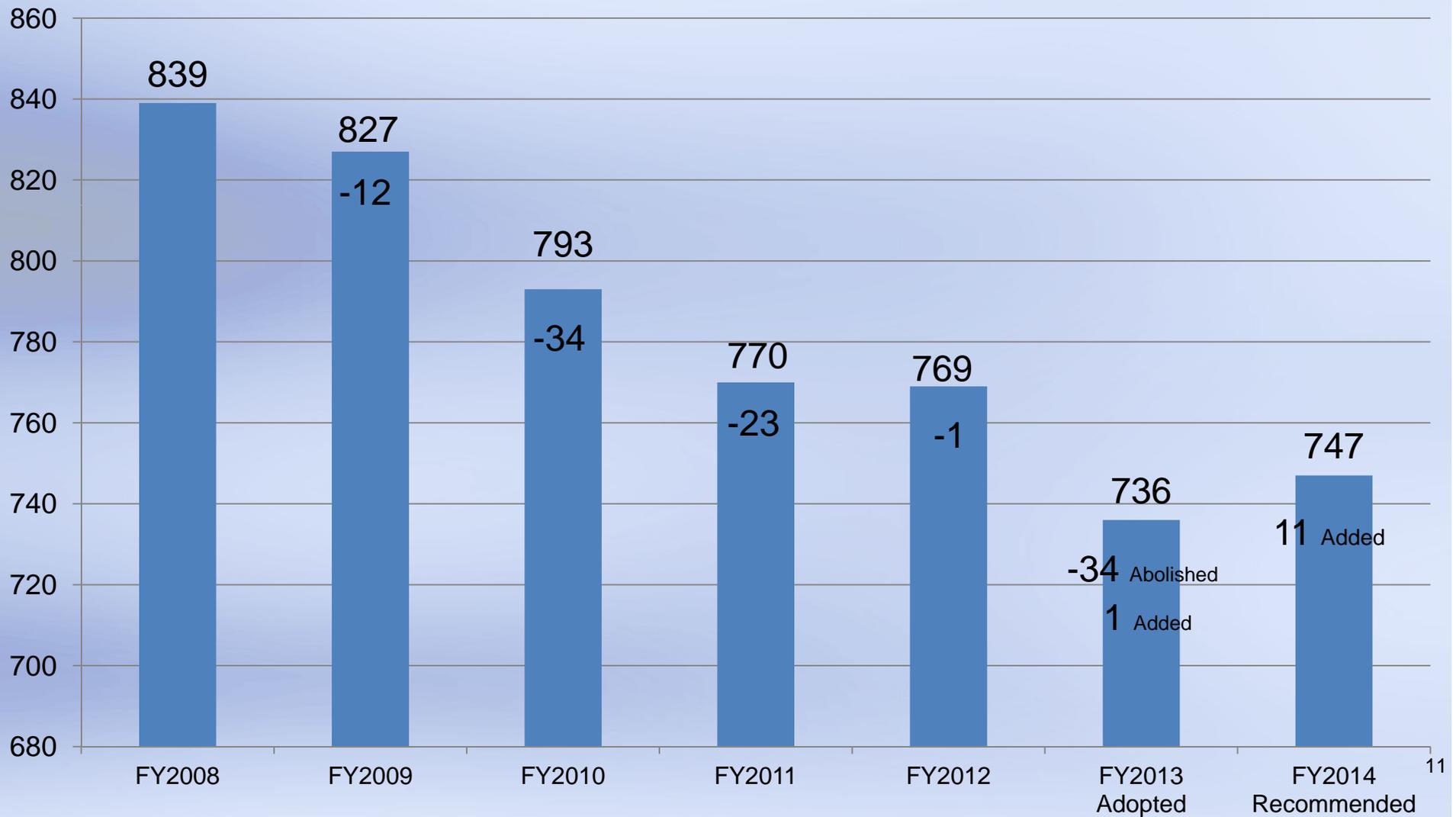
General Fund Expenditures (in millions)



Citywide FTE



12% Reduction Since 2008 (-103 FTEs)



History of Cost Cutting Measures



- Staff reductions
 - 12%, 103 FTE since FY2008
 - Net 33 reductions in FY2013
- Compensation and benefit reductions
 - No merit increases since July 2007
 - No COLA Increases since July 2008
 - Increased Employee Healthcare costs/share in FY 2009, 2010, 2013, 2014

FY2014 City Manager's Recommended Budget

The City's Budget Is . . .



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

The Budget Document Contains. . .



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

Outcomes



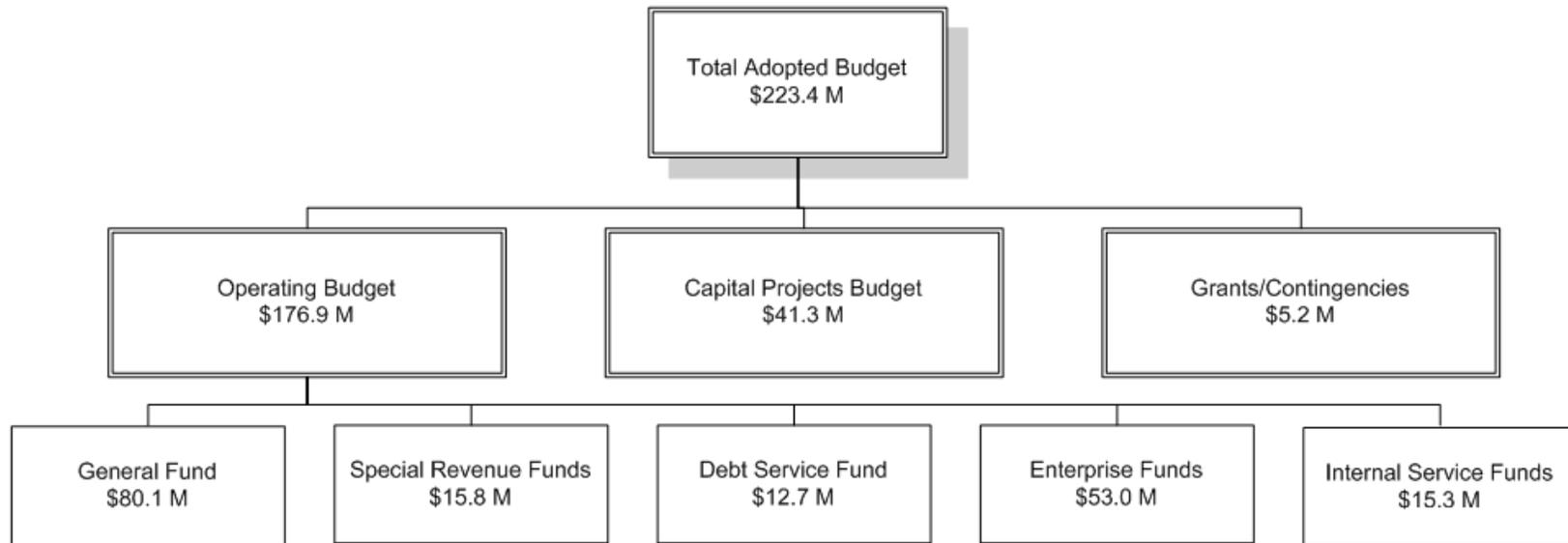
1. Projected to exceed two-month operating reserve by June 30, 2014
2. Maintain current levels of services for existing programs and services
3. “We’re open for business”
 - Funding for CIP, economic development, and asset replacement

Outcomes (continued)



4. Do not increase costs to taxpayers
 - No increase in sales tax rates
 - No increase in property tax revenues
 - No increase in service fees
 - No wastewater, or solid waste rate increases; rate study for all utilities in FY2014, water rate increase expected

FY2014 Recommended Budget



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

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

2000-2003 MPC Debt Service
2007 MPC Debt Service

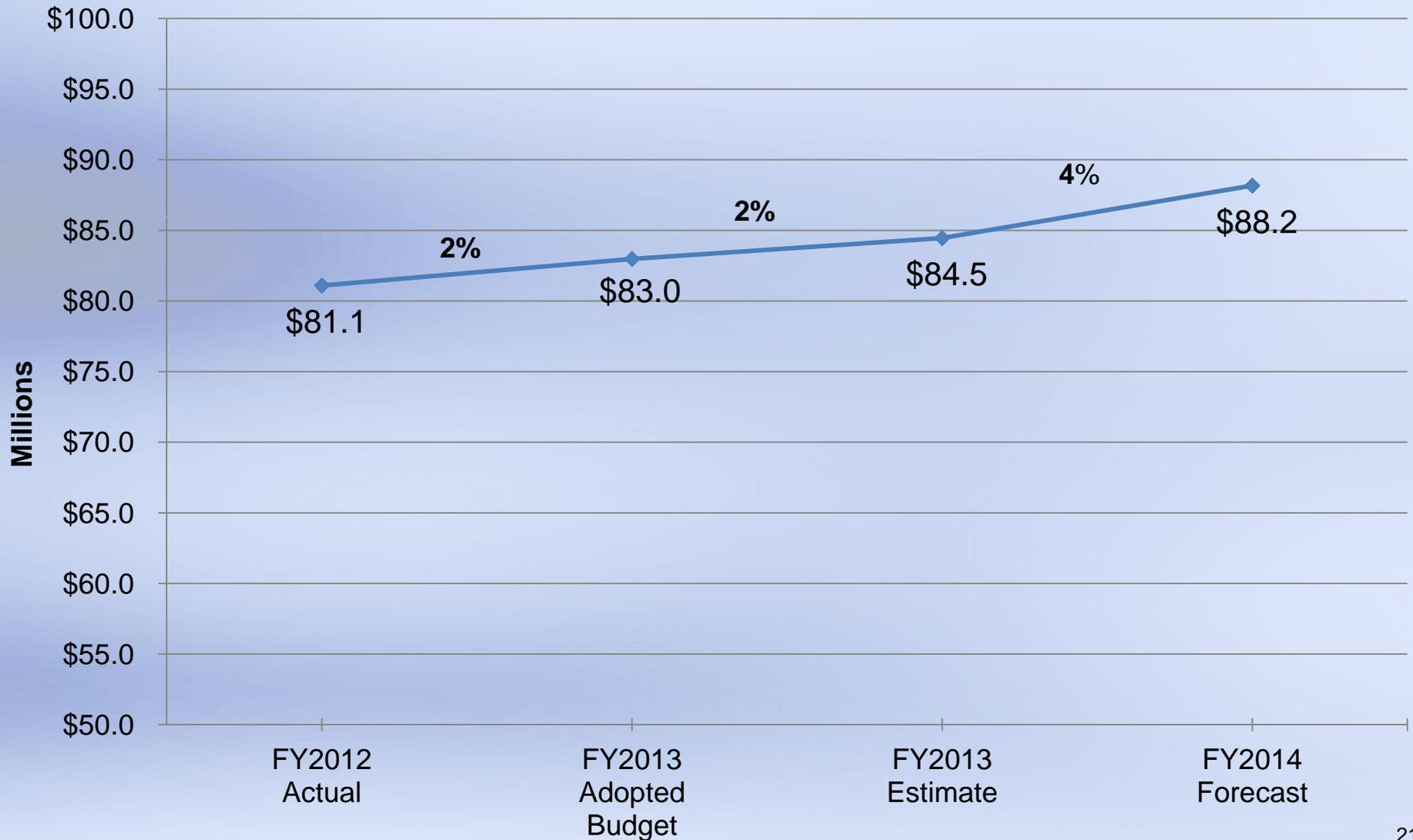
Water
Wastewater
Sanitation

Risk Management
Employee Health Insurance

FY2014 General Fund Budget

Revenues

General Fund Revenue Summary



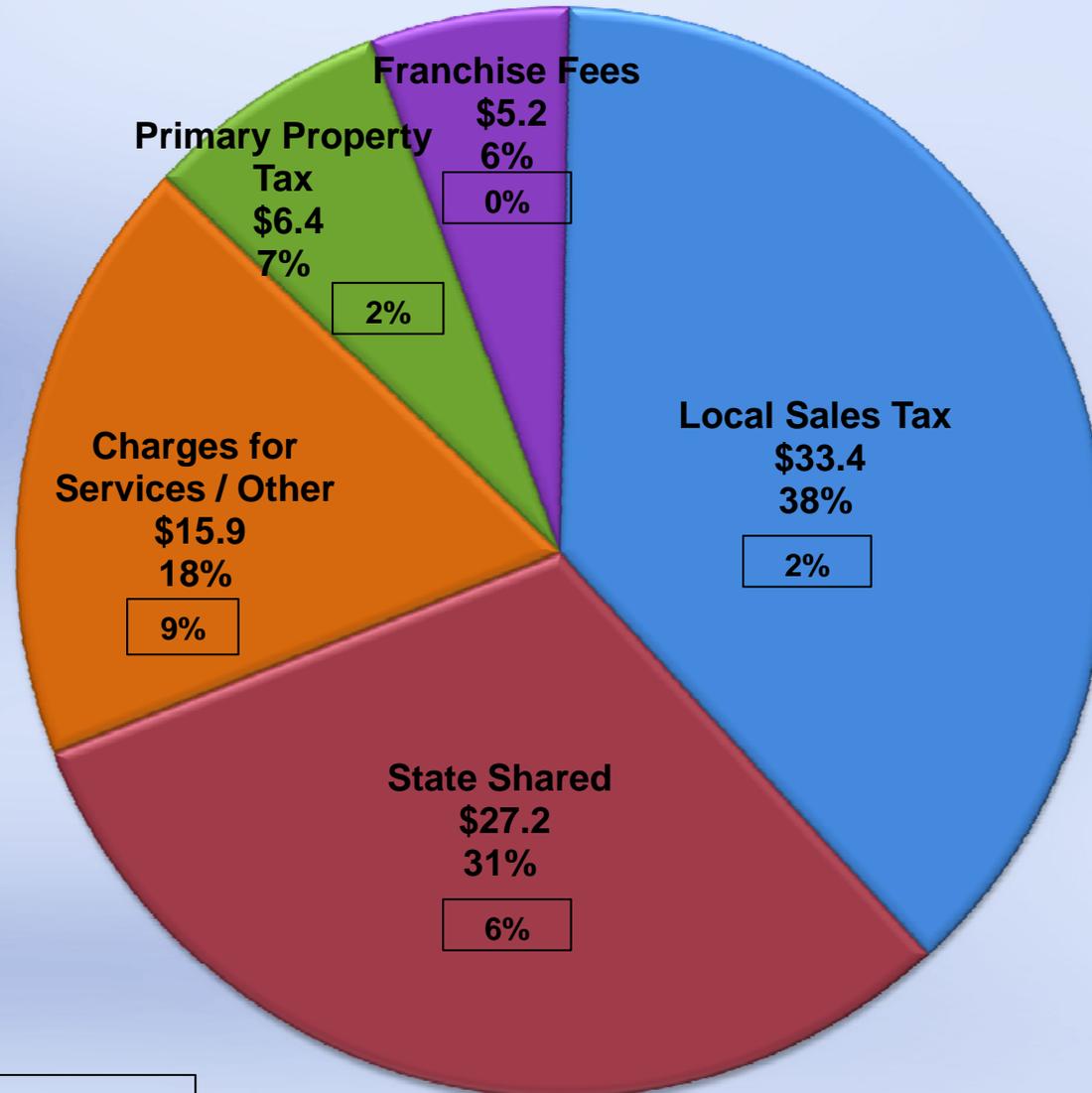
General Fund Revenue (in millions)



Category	FY2012 Actual	FY2013 Adopted	FY2013 Estimate	Estimate to Adopted % Change	FY2014 Forecast	Forecast to Estimate % Change
Sales Tax	\$ 32.6	\$ 32.4	\$ 32.7	1%	\$ 33.4	2%
State Shared Revenue*	23.1	26.1	25.6	-2%	27.2	6%
Charges for Service / Other	14.1	13.0	14.6	12%	15.9	9%
Property Tax	6.2	6.3	6.3	0%	6.4	2%
Franchise Fees	5.1	5.2	5.2	0%	5.2	0%
TOTAL	\$ 81.1	\$ 83.0	\$ 84.5	2%	\$ 88.2	4%

* Excludes HURF and LTAF II revenues

FY2014 Forecast: \$88.2M (\$3.7M, 4%)



Change from FY2013 Estimate

Property Taxes



How much Property Tax Revenue does the city want to receive in FY2014? Option B

	Revenue	Change from FY2013	Levy Rate
FY2013 Amount	\$6.3M		\$0.74
Options:			
A. Maximum <u>Revenue</u>	\$8.3M	\$2.0M	\$1.00
B. Same <u>Revenue</u> (plus new Construction)	\$6.4M	\$117,100	\$0.7783*
C. Same <u>Revenue</u> as FY2013	\$6.3M	\$0	\$0.76

* Truth in Taxation Hearing not required

Expenses

Program/Service Summary



In Millions	Adopted FY2013	City Manager's FY2014	Net \$ Change	Net % Change
Personnel	\$ 52.1	\$ 54.3	\$ 2.3	4%
Services	13.8	16.5	2.7	19%
Supplies	3.9	4.0	0.1	1%
Capital	<u>0.0</u>	<u>0.1</u>	<u>0.1</u>	<u>240%</u>
Service/Program Expenses	<u>\$ 69.8</u>	<u>\$ 74.9</u>	<u>\$ 5.1</u>	<u>7%</u>

Personnel Summary



In Millions	FTE Change	\$ Change	Amount
Adopted FY2013 Budget			\$52.1
FY2013 Changes	-9.1	(0.5)	
Maintaining Current Service Levels	20.3	1.1	
Rate Changes	0.0	1.4	
Accounting Changes	8.0	0.2	
Net Change	<u>19.2</u>	<u>\$2.2</u>	
City Manager's FY2014 Budget			<u>\$54.3</u>

Personnel Details



In Millions	FTE Change	\$ Change
FY2013 Changes		
Outsource Dial-a-Ride	-10.1	\$(0.6)
El Mirage animal control IGA	1.0	0.1
Maintaining Current Service Levels		
CRS Asante park operations (1/4 year)	4.0	0.2
CRS current level of service (part time)	8.6	0.1
CRS 2 for 1 FTE	1.0	0.0
CED increase in development/permitting activity	4.2	0.3
Finance maintain budget and mailroom service	1.5	0.1
Communications specialist for Council	1.0	0.1
Police overtime		\$0.3

Personnel Details (continued)



In Millions	FTE Change	\$ Change
Rate Changes		
Cost of living adjustment (COLA) 2.2%		\$1.0
Retirement rates		0.3
Longevity increases		0.1
Meet and Confer changes		0.1
Accounting Changes		
Cost allocation - budget FTE in general fund	8.0	0.8
Transfers to special revenue funds		(0.5)
Worker's compensation premiums		\$(0.1)

Services Summary



In Millions	\$ Change	Amount
Adopted FY2013 Budget		\$13.8
Community and Recreation Services	\$1.08	
Public Works	0.33	
Citywide	0.33	
City Clerk	0.19	
Information Technology	0.18	
Police	0.17	
Finance	0.15	
Fire	0.13	
Human Resources	0.08	
Mayor and Council - Boards and Commissions	0.05	
Net Change	<u>\$2.70</u>	
City Manager's FY2014 Budget		<u>\$16.5</u>

Services Details



In Millions	\$ Change
Community and Recreation Services Changes	
Library operations	\$0.47
Spring training revenue (accounting change)	0.45
CTCA remove tourism subsidy	0.10
Asante park maintenance*	0.05
Recreation center programming	0.01
Public Works Changes	
Transit increases	0.24
Vehicle maintenance (transferred from vehicle supplies)	\$0.09

Services Details (continued)



In Millions	\$ Change
Citywide Changes	
Citywide water and electricity	\$0.37
Other service changes	(0.05)
City Clerk	
Bi-annual election	0.19
Information Technology Changes	
Service agreements	0.19
Telephone services	(0.02)
Police Changes	
Regional wireless cooperative agreement	0.11
County jail booking fees	\$0.06

Services Details (continued)



In Millions	\$ Change
Finance Changes	
Consultant to develop policies and procedures	\$0.08
Purchase and implement budget software	0.04
RFP vendor selection – city’s 457 plan	0.03
Fire Changes	
Regional wireless cooperative agreement	0.11
Equipment and hose testing	0.03
Human Resources	
Training services (transferred from supplies)	0.09
Mayor and Council	
Boards and Commissions	\$0.05

Supplies Summary



In Millions	\$ Change	Amount
Adopted FY2013 Budget		\$3.90
Community and Recreation Services	\$0.16	
Mayor and Council	0.10	
Fire	0.02	
Citywide	0.01	
Human Resources	(0.08)	
Public Works	(0.15)	
Net Change	<u>\$0.06</u>	
City Manager's FY2014 Budget		<u>\$3.96</u>

Supplies Details



In Millions	\$ Change
Community and Recreation Services	
Asante park maintenance*	\$0.05
Concession items for resale at youth events	0.04
Field preps for campus rentals/tournaments	0.03
Additional supplies for 3 rd party events	0.02
Additional operational supplies	0.02
Recreation center programming	0.01
Mayor and Council	
Discretionary funds	0.05
Community outreach	\$0.05

Supplies Details (continued)



In Millions	\$ Change
Fire	
Utility truck and trailer	\$0.02
Citywide	
Books and subscriptions	0.01
Human Resources	
Training supplies (moved to services)	(0.08)
Public Works	
Dial a Ride – gas and fuel	(0.06)
Auto parts (moved to vehicle maintenance services)	\$(0.09)

Capital Summary



In Millions	\$ Change	Amount
Adopted FY2013 Budget		\$0.0
Community and Recreation Services (Asante park operations)	\$0.1	
City Manager's FY2014 Budget		<u>\$0.1</u>

Operating Reserve



- Financial policy definition:
 - The minimum fund balance in the general fund is
 - updated annually by
 - calculating an average
 - of the budgeted personnel, supplies, and services
 - over a two month period
 - for the operating budget.

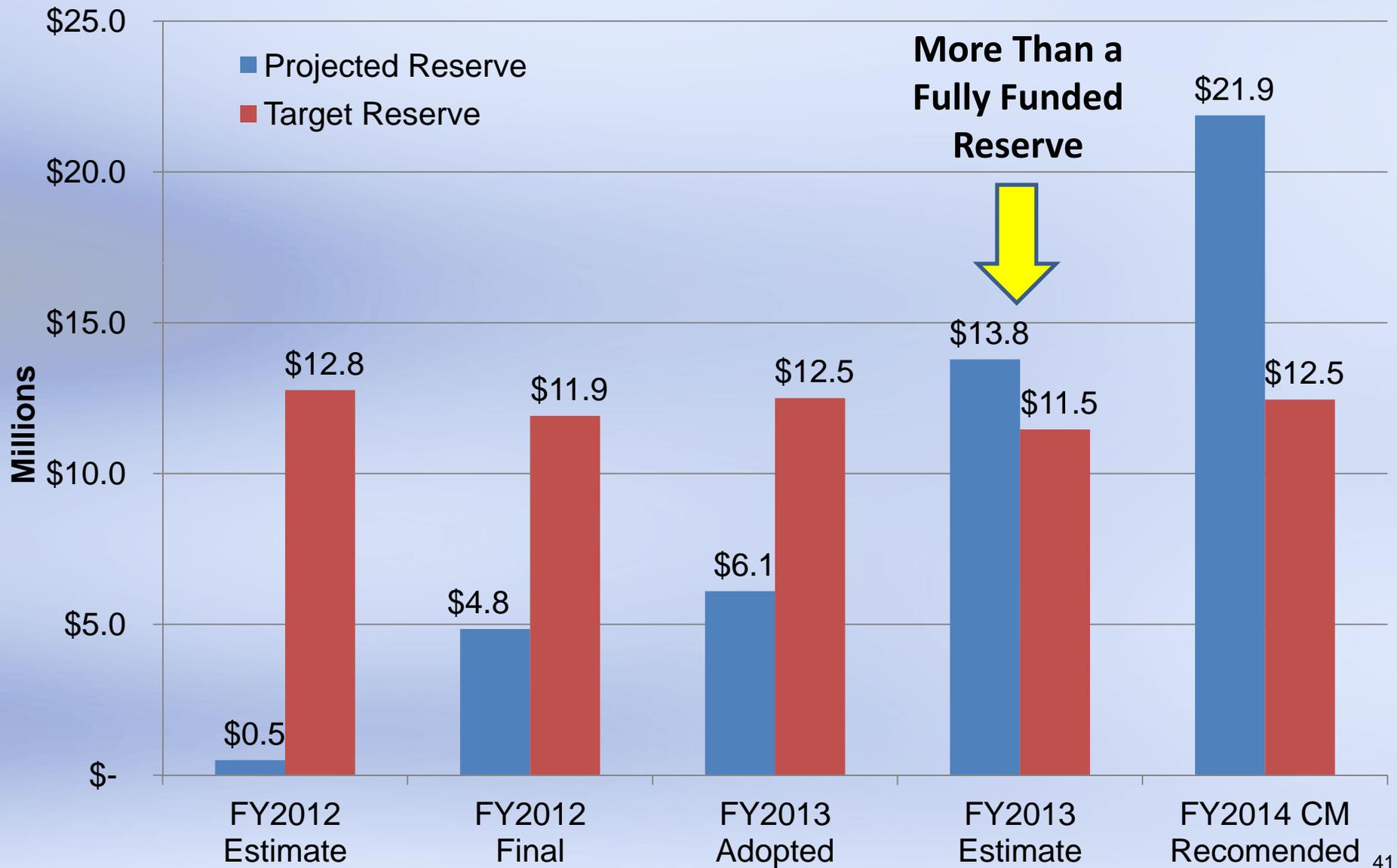
Operating Reserve



In Millions	FY2013 Adopted	FY2013 Estimate	FY2014 CM Recommended
General Fund	\$69.8	\$69.8	\$74.9
Highway User Revenue Fund	5.1	-	-
Total Operating	<u>\$74.9</u>	<u>\$69.8</u>	<u>\$74.9</u>
Operating Reserve	<u>\$12.5</u>	<u>\$11.6</u>	<u>\$12.5</u>

PROJECTION	FY2013 Adopted	FY2013 Estimated	City Manager's FY2014
Beginning Fund Balance	\$ 0.5	\$ 4.7	\$ 13.7
Total Revenues	\$ 82.9	\$ 84.5	\$ 88.2
Expenses:			
Service/Program Expenses	\$ 69.8	\$ 71.4	\$ 74.9
Transfer to General CIP Fund	1.7	0.0	0.0
2003 MPC Debt Service	1.5	1.5	1.5
Interfund Loan Interest	0.0	0.0	0.0
DA Reimbursements	2.4	2.6	2.6
ED Contingency	1.1	0.0	1.1
Targeted Savings	<u>(1.0)</u>	<u>0.0</u>	<u>0.0</u>
Total Expenses	<u>\$ 75.7</u>	<u>\$ 75.5</u>	<u>\$ 80.1</u>
Annual Surplus	7.3	8.9	8.1
Interfund Loans	<u>\$ 2.3</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>
Ending Fund Balance	<u>\$ 5.5</u>	<u>\$ 13.7</u>	<u>\$ 21.8</u>
Reserve per Policy	\$ 12.5	\$ 11.6	\$ 12.5

Operating Reserve: Estimated vs. Target



City Council Discussion Issues



- Funding not included in City Manager's Recommended Budget
 - Southwest Victim Advocacy Center contract
- Council funding
 - Boards and commissions
 - Community outreach
 - District discretionary funds
- Program remaining general fund balance as contingency

City Council Discussion Issues (Continued)



- Street light improvement district smoothing
- Repayment of \$3.4M loan from general capital to general fund
- Restructure of debt
- Creation of 3-5 year budget plan
- Other issues identified by Council

CIP Budgets

General Capital Fund Outcomes



- Maintain existing policy allocating construction sales tax in excess of \$1.25M from the general fund
 - \$1.95M in FY2014
- Continue asset replacement
 - \$0.78M in FY2014
- Maintain \$1M fund balance reserve policy

	Adopted FY2013	Estimated FY2013	Recommended FY2014
Beginning Fund Balance	\$ 0.4	\$ 5.8	\$ 7.7
Revenues:			
Construction Sales Tax	1.7	2.9	2.0
Grants & 3rd Party Funding	0.8	0.3	-
Interest on Interfund Loans	1.6	-	-
Total Revenues	\$ 4.1	\$ 3.2	\$ 2.0
Expenses:			
Projects	4.4	0.6	7.0
Asset Replacement	0.8	0.8	0.8
DA Reimbursements	1.1	-	-
Total Expenses	\$ 6.3	\$ 1.3	\$ 7.8
Annual Surplus	\$ (2.2)	\$ 1.9	\$ (5.9)
Interfund Loan Repayment	\$ 2.5	\$ -	\$ -
Ending Fund Balance	\$ 0.7	\$ 7.7	\$ 1.8
Reserve per Policy	\$ 0.5	\$ 0.5	\$ 1.0

Project Name

FY2014

Bell Road Sidewalks (East of Grand Avenue)	\$1,433,100
Replace Accounting\GL\FMS Software	500,000
Disaster Recovery	315,000
Relocating Fire Station #304	300,000
Dove Valley Parkway (163rd to 179th)	285,300
Loop 303 Sewer & Irrigation Line - general	250,000
107th Avenue & Union Hills Drainage Project	250,000
Irrigation Line Loop 303 & Peoria for Landscaping	250,000
NWC 163rd Ave and Pat Tillman Blvd. Stormwater Mitigation	165,000
SPA 1 Booster Station Upgrades @ Bell Road Lake	125,000
Fiber Optics - Loop 303 (Peoria Avenue to Bell Road) (non-growth)	101,400
Martin Acres Flood Control	100,000
SR303 Peoria Avenue to Mt. View Enhancements	50,000
Community and Recreation Services Master Plan	50,000
Pave Dirt Shoulders	46,300

Transportation CIP Fund Outcomes



- Maintain existing funding of dedicated 1.5% construction sales tax
- Charge direct project administration staff costs to fund
 - ~\$118,000 Annually
- Maintain minimum fund balance reserve policy of \$0.5M

Transportation Improvement Fund	Adopted FY2013	Estimated FY2013	Recommended FY2014
Beginning Fund Balance	\$ 2.0	\$ 2.9	\$ 3.6
Revenues:			
Construction Sales Tax	2.0	2.9	2.2
Grants & 3rd Party Funding	1.5	-	-
Total Revenues	\$ 3.4	\$ 2.9	\$ 2.2
Expenses:			
Project Administration	0.1	0.1	0.1
Street Preservation	2.0	1.9	2.0
Projects	2.1	0.0	2.9
DA Reimbursements	0.3	0.3	0.3
Total Expenses	<u>\$ 4.3</u>	<u>\$ 2.2</u>	<u>\$ 5.2</u>
Annual Surplus	<u>\$ (0.9)</u>	<u>\$ 0.7</u>	<u>\$ (2.9)</u>
Ending Fund Balance	<u>\$ 1.1</u>	<u>\$ 3.6</u>	<u>\$ 0.6</u>
Reserve per Policy	\$ 0.5	\$ 0.5	\$ 0.5

Transportation Improvement Fund Projects



Project Name	FY2014
Street Preservation and Maintenance Program	\$1,433,100
Dysart Road Improvements @ Grand Avenue	1,433,100
Greenway Road (Litchfield Road to Bullard Avenue)	550,000
El Mirage Road (Northern Avenue to Bell Road)	550,000
Peoria Avenue (Sarival Avenue to Reems Road)	500,000
Mountain View Boulevard (West of Grand Avenue)	315,000
Cactus Road (175th Avenue to Cotton Lane)	\$300,000

Impact Fee Fund Outcomes



- All interfund loans payable to impact fee funds have been paid off
- Pending completion of post audit work, fund balance will be programmed in contingency
- Loans continue related to:
 - 2003 MPC bonds
 - Interfund loans

Enterprise Funds

Solid Waste

Wastewater

Water

(April 23rd Presentation)

Solid Waste Summary



- FY2014: No rate changes are recommended
- Emphasis placed on multi-year perspective
- Six vehicles scheduled for replacement in FY2014
- Strong financial structure
 - Vehicle replacements are cash funded
 - Strong reserves

Wastewater Summary

- FY2014: No rate changes are recommended
- Strong financial structure
 - Revenues exceed expenses
 - Non-growth CIP is cash funded
 - Strong reserves
- Bond debt revenue coverage requirements satisfied
- Loans
 - FY2012 other interfund loans (total \$14.4M)
 - General government impact fee fund \$7.7M
 - Fire impact fee fund \$6.7M

Water Summary



- FY2014: Rate increase indicated
- Operating revenues equal operating expenses; capacity desired
- Operations and maintenance (60 day target) reserve fully funded
- Reserves for routine capital replacement and vehicle replacement are not fully funded
- Programmed CIP is minimal
- Only half of the allotment of recharge water from Central Arizona Project (CAP) is being purchased

Review Budget Calendar

Policy Discussions



May 2013

05/07	Work session	Department presentations
05/14	Work session	Department presentations
05/21	Work session	Financial policies
		Capital improvement plan
		Street light improvement districts
		Primary property tax

Adoption Process



May 2013

05/28	Meeting	Tentative budget adoption (Surprise, SLIDs)
<u>June 2013</u>		
06/04	Work session	Final wrap-up
06/11	Meeting/Hearing	Truth in taxation & FY2014 final budget (Surprise, SLIDs, Marley Park CFD)
06/11	Special Meeting	Final budget adoption (Surprise, SLIDs, Marley Park CFD)
06/25	Meeting	Property tax levy adoption (Surprise, SLIDs, Marley Park CFD)

Document Publication

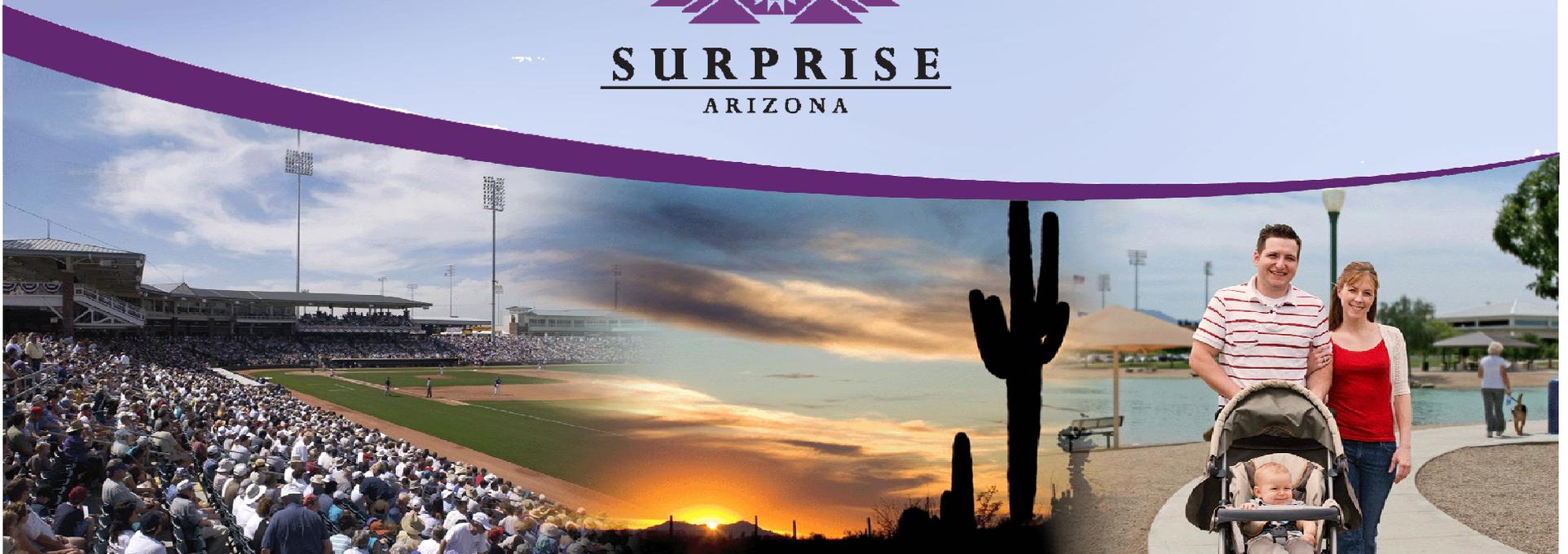


August 2013

08/26

FY2014 Adopted Budget Document posted online

Discussion and Questions



General Information

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

MAYOR SHARON WOLCOTT – Mayor@surpriseaz.gov



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

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

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

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

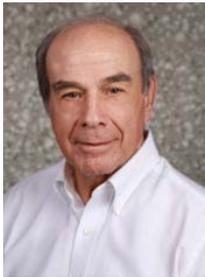
Her hands-on style of leadership is expected to help drive solutions to some of our community's most pressing and important challenges and opportunities.

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

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

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

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



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

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

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

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

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

Biundo's term expires in December 2013.

RICHARD ALTON – Richard.Alton@surpriseaz.gov



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

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

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

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

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

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

JOHN WILLIAMS – John.Williams@surpriseaz.gov



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

A graduate of Hofstra University in New York, John also holds a master's in health science from Towson University in Maryland. His professional career began in sports medicine and transitioned into education when he and Melissa came to Surprise.

For the past seven years, he has been working as a teacher, building the Career and Technical Education Sports Medicine program in the Peoria Unified School District. He has been selected by his peers to be the program lead for the past two years.

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

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

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

ROY VILLANUEVA – Roy.Villanueva@surpriseaz.gov



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

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

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

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

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

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

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

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

MIKE WOODARD – Mike.Woodard@surpriseaz.gov



City Council member Mike Woodard represents District 5 (Palm). District 5 includes the northern half of West Point, Kingswood Parke, The Orchards, Sierra Verde, a portion of the Original Town Site, the Stadium Village complex, and the Civic Center/Recreational campuses.

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

Valley Cancer Connections and the H.O.P.E. Team at Cancer Treatment Centers of America.

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

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

Woodard's term expires in December 2013.

SKIP HALL – Skip.Hall@surpriseaz.gov



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

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

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

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

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

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

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

Hall's term expires in December 2013.

Redistricting

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

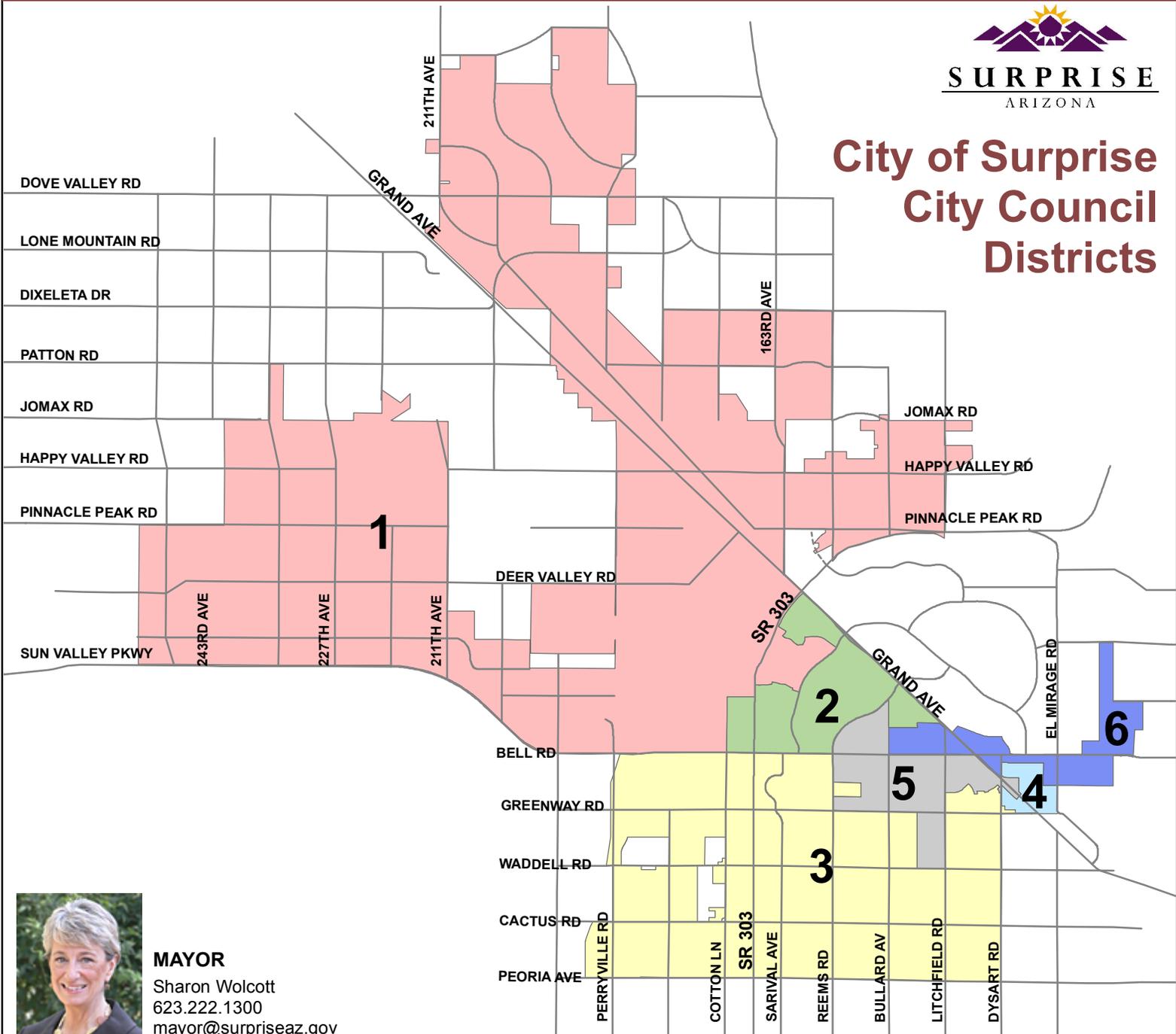
The new districts go into effect in stages. The first districts, numbers 1, 5, and 6 are effective January 1, 2014. The remaining districts, 2, 3, and 4, go into effect January 1, 2016.

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



SURPRISE
ARIZONA

City of Surprise City Council Districts



MAYOR
Sharon Wolcott
623.222.1300
mayor@surpriseaz.gov



DISTRICT 1
Jim Biundo
623.222.1321
jim.biundo@surpriseaz.gov



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



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



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



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

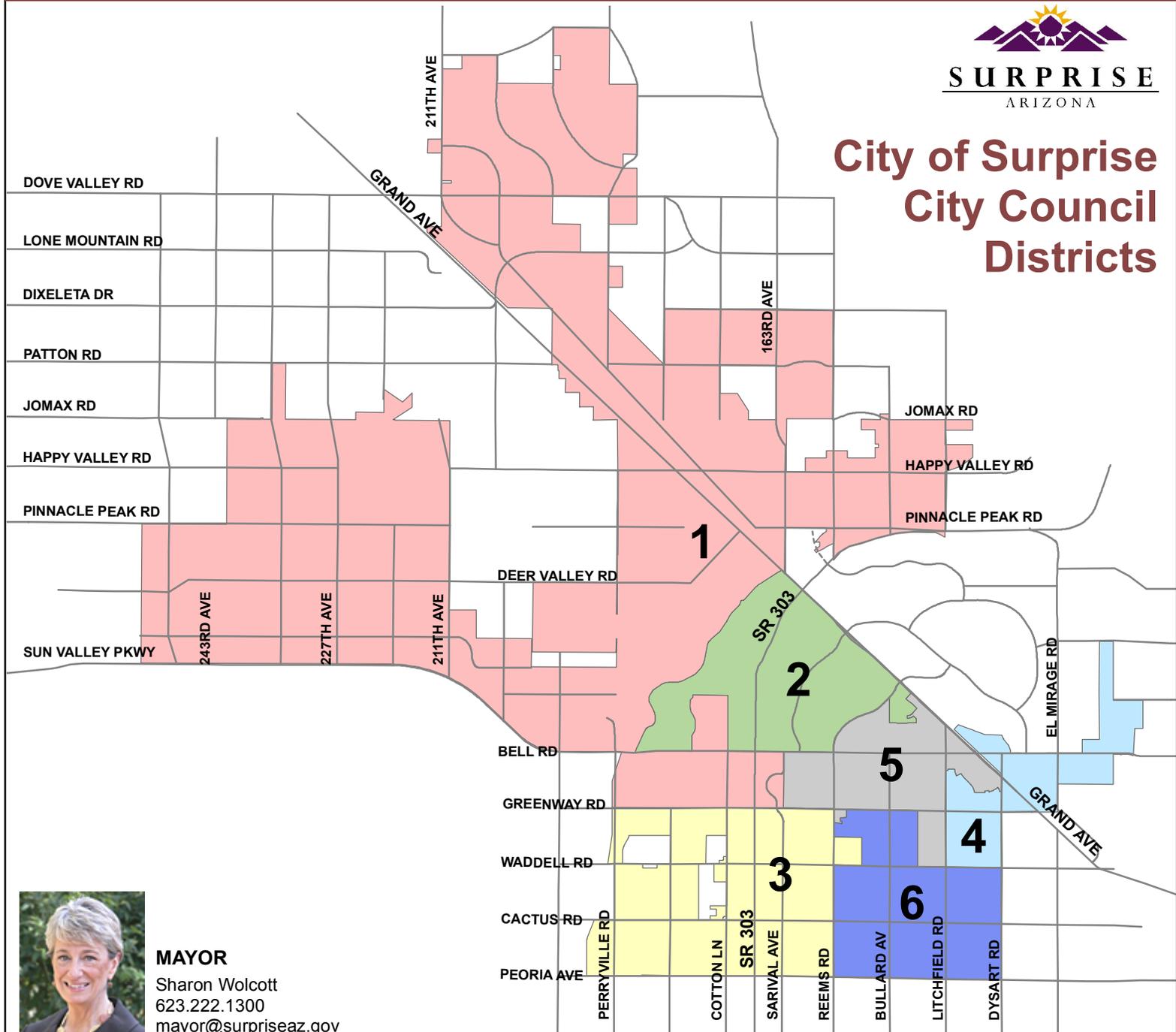


DISTRICT 6
Skip Hall
623.222.1326
skip.hall@surpriseaz.gov



SURPRISE
ARIZONA

City of Surprise City Council Districts



MAYOR
Sharon Wolcott
623.222.1300
mayor@surpriseaz.gov



DISTRICT 1
Jim Biundo
623.222.1321
jim.biundo@surpriseaz.gov



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



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



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



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



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

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

Vision Statement

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

Transportation

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

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

Sustainability

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

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

Economic Development

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

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

Community Lifestyle

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

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



Tourism

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

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

Public Safety

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

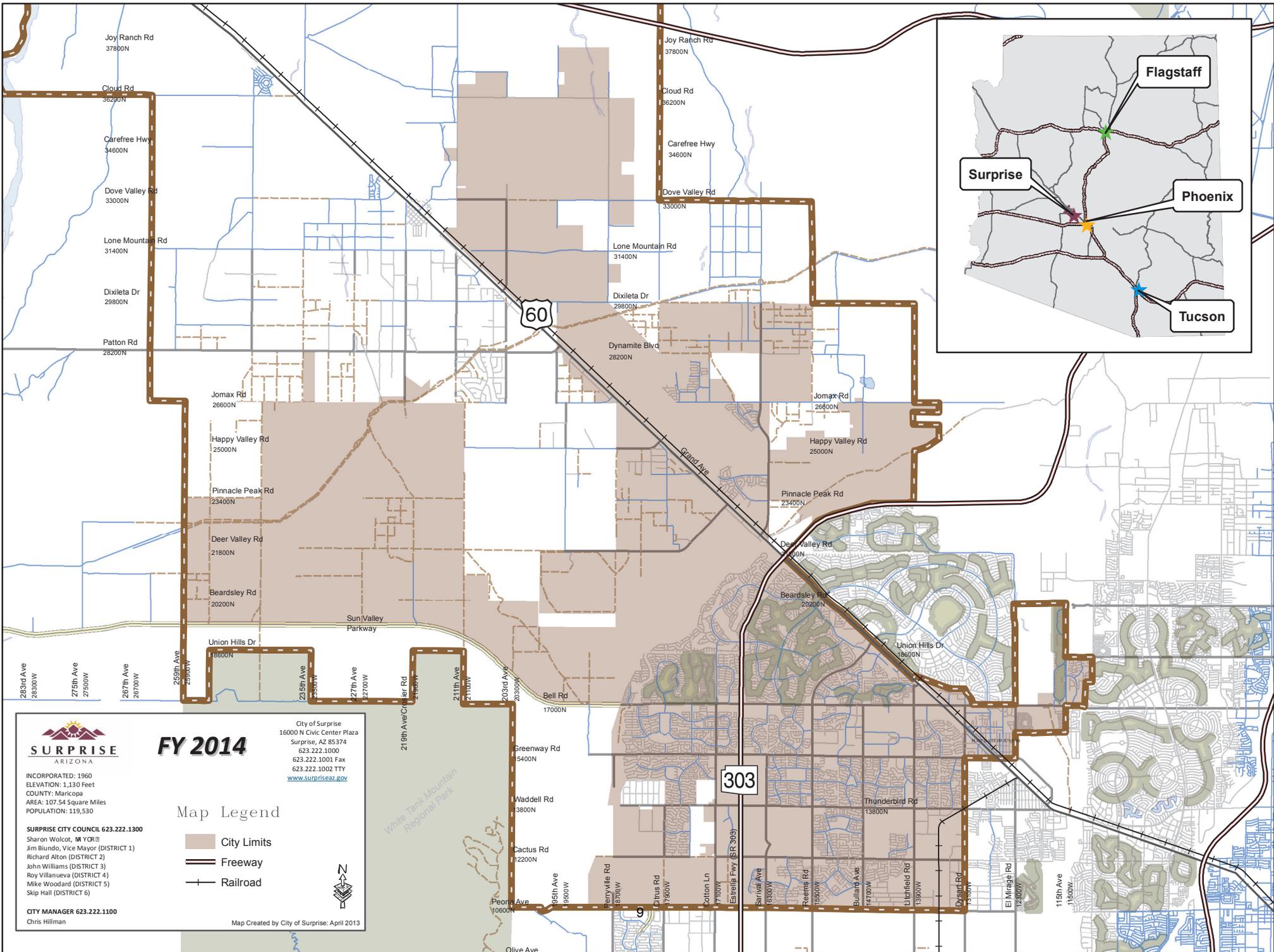
1. Mitigate crime and accidents by enhancing community awareness of public safety systems and partnering with other fire and crime prevention programs.
2. Provide public safety workers with the tools and training necessary to meet community public safety needs.
3. Ensure timely and appropriate response.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

Education

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

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





FY 2014

INCORPORATED: 1960
 ELEVATION: 1,130 Feet
 COUNTY: Maricopa
 AREA: 107.54 Square Miles
 POPULATION: 119,530

SURPRISE CITY COUNCIL 623.222.1300
 Sharon Wolcott, Mayor
 Jim Biundo, Vice Mayor (DISTRICT 1)
 Richard Alton (DISTRICT 2)
 John Williams (DISTRICT 3)
 Roy Villanueva (DISTRICT 4)
 Mike Woodard (DISTRICT 5)
 Skip Hall (DISTRICT 6)

CITY MANAGER 623.222.1100
 Chris Hillman

City of Surprise
 16000 N Civic Center Plaza
 Surprise, AZ 85374
 623.222.1000
 623.222.1001 Fax
 623.222.1002 TTY
www.surpriseaz.gov

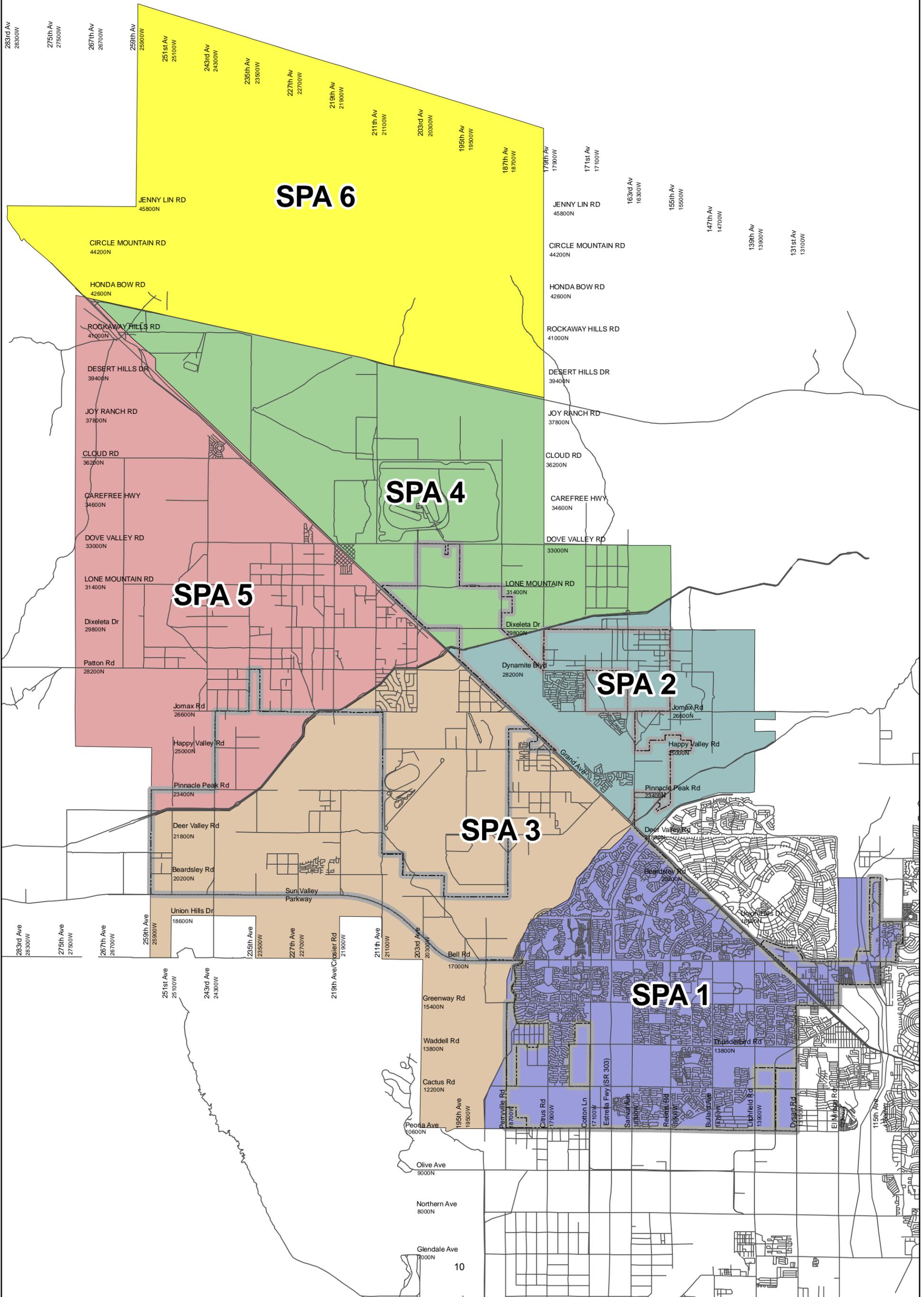
Map Legend

- City Limits
- Freeway
- Railroad



Map Created by City of Surprise: April 2013

Special Planning Area Map



History of Surprise

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

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

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

Besides year round sunshine and new, clean, safe neighborhoods, bustling Surprise offers excellent opportunities to share our great southwestern lifestyle. You can check out awesome White Tank Mountain Regional Park, where you can puzzle over ancient petroglyphs and hike to a seasonal waterfall, or camp out under twinkling desert stars. Enjoy Spring Training in Surprise, when major leaguers for many of the 12 Cactus League teams visit beautiful Surprise Stadium, home to the Texas Rangers and Kansas City Royals. Play tennis at the Tennis and Racquet Complex featuring 25 tennis courts, racquetball and table tennis. Surprise Aquatic Center is the perfect place to cool off in the one of the pools featuring 2 slides and a zero depth play area for children. Enjoy our eight open to the public golf courses, the region's finest fully accessible community park, and year round events a fabulous 4th July fireworks to December community wide Surprise Party.

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

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

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

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

Values

We are Surprise!

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

Vision Statement

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

Statistical Information

Population Information:

City of Surprise				Maricopa County	
Year	Population	Percentage Change	Percentage of County Population	Population	Percentage Change
1970	2,427		0.25%	971,228	
1980	3,723	53%	0.25%	1,509,175	55%
1990	7,122	91%	0.34%	2,122,101	41%
1995	10,737	51%	0.44%	2,419,394	14%
2000	30,848	187%	1.0%	3,072,149	27%
2005	88,265	186%	2.5%	3,524,175	13%
2012	118,349	34%	3.1%	3,817,117	8%

Source: U.S. Census Bureau

Median Household Income

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

Source: U.S. Census Bureau

Median Age

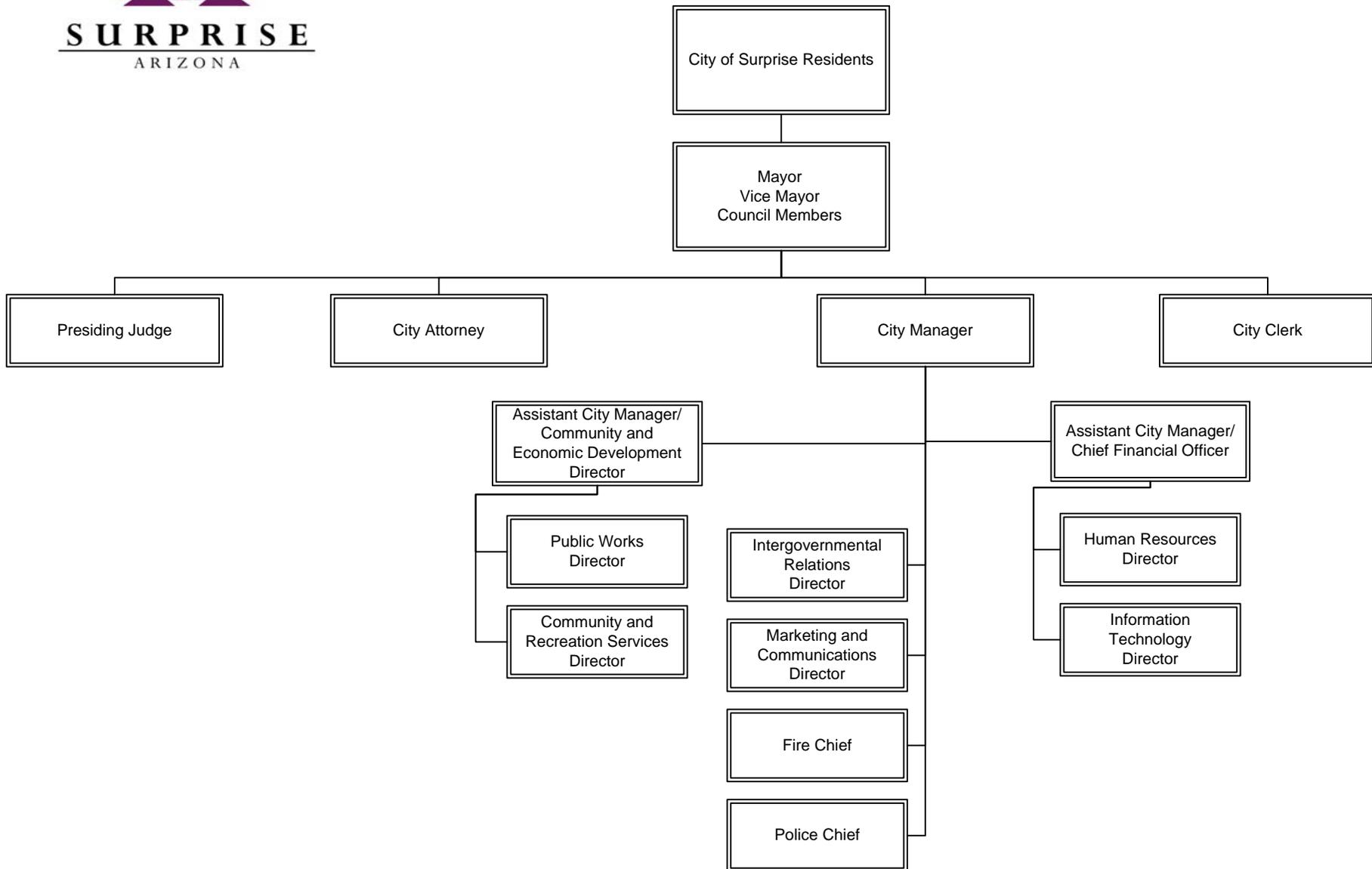
Year	Median Age	Percentage Change
1980	20.3	
1985	24.2	19%
1990	33.0	36%
1995	41.7	26%
2000	46.1	11%
2005	35.4	-23%
2010	36.8	4%

Source: U.S. Census Bureau

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

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

Source: City of Surprise



Revenue

- Revenue Summary
- Revenue Detail

General Fund Revenue Summary

General Fund Operating Revenues

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

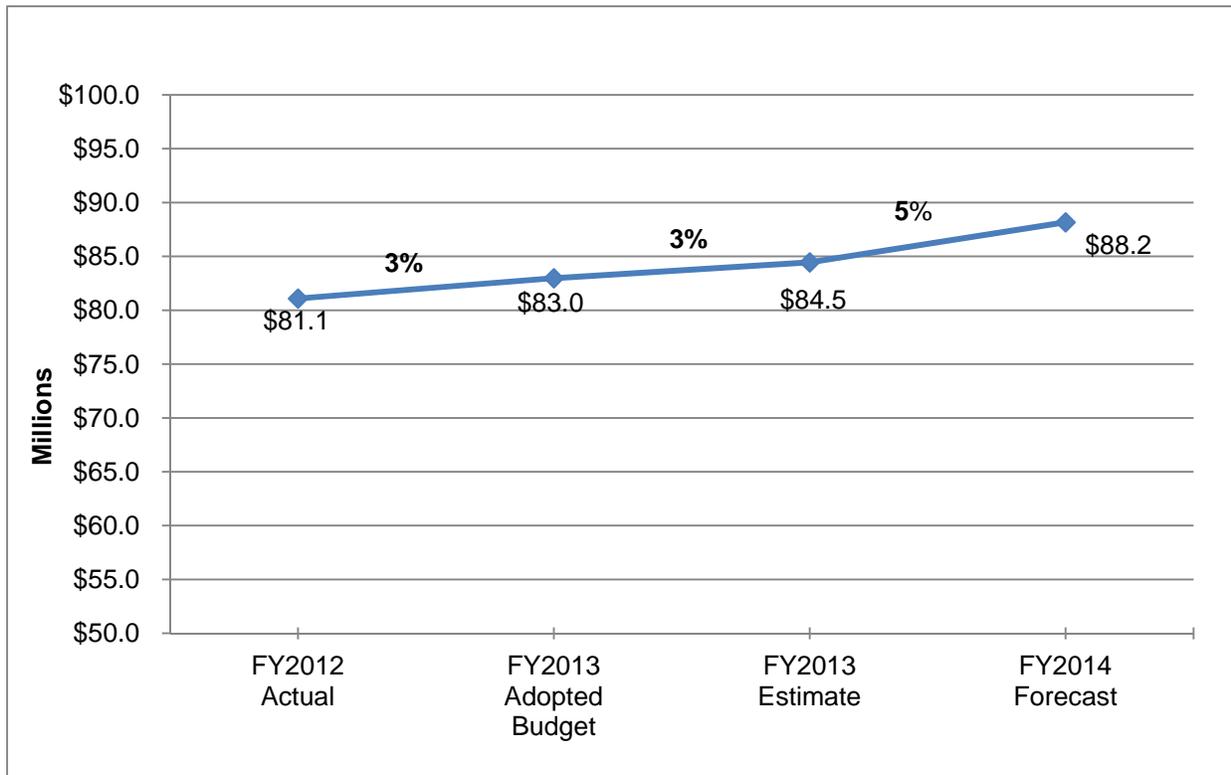
Key Assumptions

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

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

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

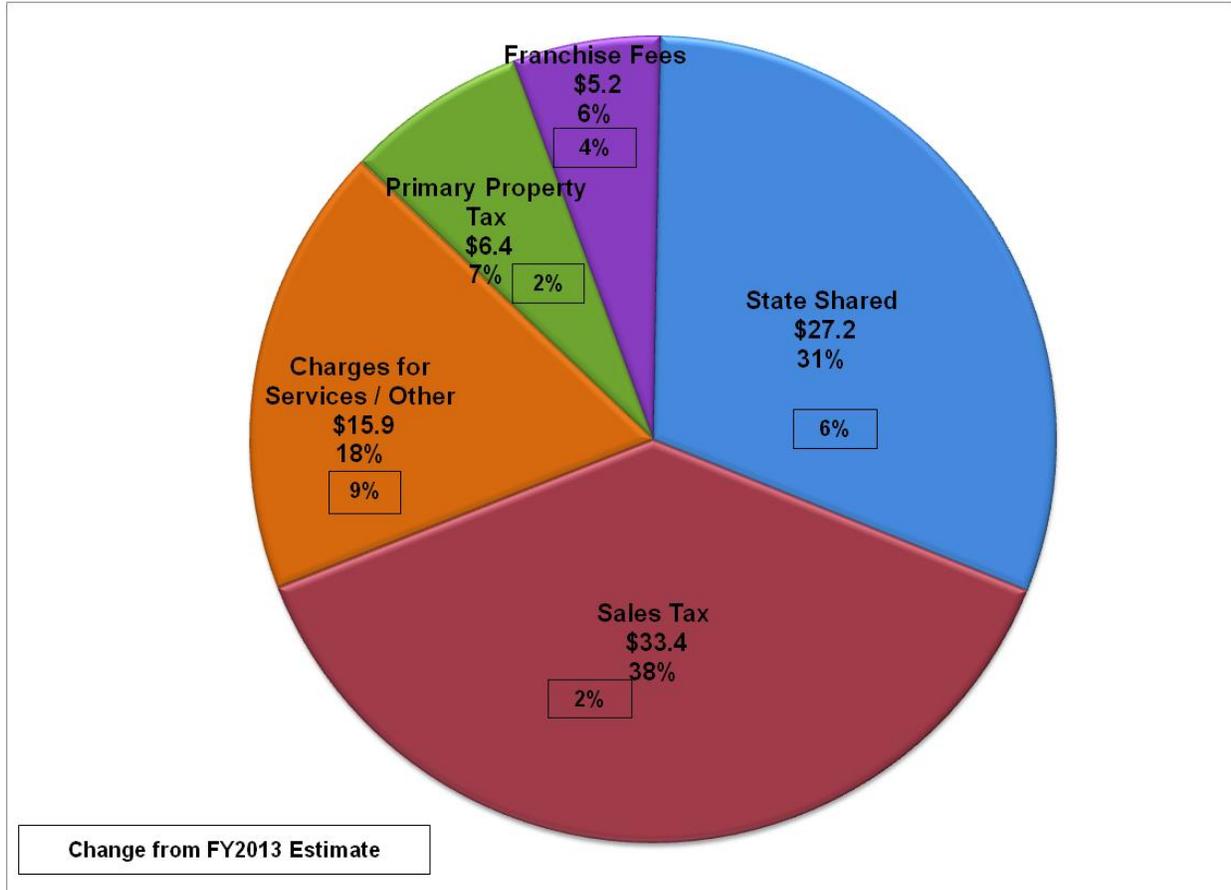
The degree of forecast accuracy varies by revenue source. Some revenue sources, such as state shared income tax, which is based on collections from two years prior, are known to the city in advance and the forecast is completely accurate. Other sources, such as construction sales tax, are much more sensitive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



Overview

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

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



Sales Tax

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

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

State Shared Revenue

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

The largest state shared revenue source, income taxes, is distributed to the city of Surprise based on census population. The amount is certain because there is a two-year lag in receipts in which FY2014 revenue results from FY2012 activity. Income tax collections of \$13.1 million results in an increase of 9% from the prior year amount of \$12.0 million.

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

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

Charges for Services/Other

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

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

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

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

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

Property Taxes

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

Franchise Fees

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

Forecast of Major Operating Revenue Accounts

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

CITY OF SURPRISE OPERATING REVENUE FORECAST

General Fund Major Revenue Accounts	FY2012 Actual	FY2013 Adopted Budget	FY2013 Estimate	Estimate to Adopted \$	Estimate to Adopted %	FY2014 Forecast	Forecast to PY Estimate \$	Adopted to PY Estimate %
Operating Funds								
Local Sales Tax								
Local Sales Tax	29,546,020	30,095,000	31,369,800	1,274,800	4%	32,051,500	681,700	2%
Local Sales Tax-Construction	2,935,090	2,200,000	1,250,000	(950,000)	-43%	1,250,000	0	0%
Local Sales Tax-Bed Tax	110,429	101,500	107,000	5,500	5%	114,000	7,000	7%
Subtotal Local Sales Tax	32,591,539	32,396,500	32,726,800	330,300	1%	33,415,500	688,700	2%
State Shared Revenue								
State Shared Income Tax	9,918,521	12,003,000	12,003,000	0	0%	13,111,000	1,108,000	9%
State Shared Sales Tax	9,220,163	9,826,800	9,671,700	(155,100)	-2%	10,154,400	482,700	5%
Vehicle License Tax	3,951,413	3,895,900	3,910,900	15,000	0%	3,917,200	6,300	0%
LTAIF II	344,813	330,000	0	(330,000)	-100%	0	0	0%
Subtotal State Shared Revenue	23,090,098	26,055,700	25,585,600	(470,100)	-2%	27,182,600	1,597,000	6%
Charges for Services / Other								
Indirect Cost Assessment	3,660,700	3,660,700	3,660,700	0	0%	4,682,900	1,022,200	28%
Parks & Rec. Program Fees	4,732,333	3,817,500	4,452,800	635,300	17%	4,452,800	0	0%
Court Revenue	1,275,954	1,290,400	1,256,200	(34,200)	-3%	1,256,200	0	0%
Fire Revenue	881,135	838,600	731,100	(107,500)	-13%	754,100	23,000	3%
Police Revenue	643,045	679,600	655,200	(24,400)	-4%	655,200	0	0%
Community Development Fees	1,575,231	944,700	1,985,800	1,041,100	110%	2,052,500	66,700	3%
All Other Operating Revenue	736,536	753,200	495,200	(258,000)	-34%	500,000	4,800	1%
In Lieu Property Tax	0	479,900	518,800	38,900	8%	550,600	31,800	6%
Interest Income	(31,197)	25,100	0	(25,100)	-100%	14,000	14,000	0%
Public Works Fees	276,513	215,600	451,000	235,400	109%	633,100	182,100	40%
Facilities Revenue	350,896	303,200	385,700	82,500	27%	397,300	11,600	3%
Transit Fees	0	28,300	50,000	21,700	77%	0	(50,000)	-100%
Grant Revenue	0	0	0	0	0%	0	0	0%
Subtotal Charges for Services / Other	14,101,147	13,036,800	14,642,500	1,605,700	12%	15,948,700	1,306,200	9%
Property Tax								
Primary Property Tax	6,178,758	6,290,000	6,281,000	(9,000)	0%	6,407,100	126,100	2%
Franchise Fees								
APS Franchise Fee	2,242,092	2,179,800	2,230,800	51,000	2%	2,186,500	(44,300)	-2%
Cable Franchise Fee	1,022,937	1,085,200	990,400	(94,800)	-9%	990,400	0	0%
Business Licenses	625,919	657,000	662,000	5,000	1%	680,000	18,000	3%
Southwest Gas Franchise Fee	309,623	325,400	292,000	(33,400)	-10%	292,000	0	0%
Water Franchise Fee	347,050	357,600	465,200	107,600	30%	490,600	25,400	5%
CoS Wastewater Franchise Fee	304,409	309,800	312,300	2,500	1%	314,300	2,000	1%
CoS Water Franchise Fee	216,818	213,600	200,900	(12,700)	-6%	200,400	(500)	0%
Sanitation Hauler's Licenses	39,000	43,600	38,900	(4,700)	-11%	40,000	1,100	3%
CoS Sanitation Hauler's License	25,000	25,000	24,000	(1,000)	-4%	24,000	0	0%
Subtotal Franchise Fees	5,132,848	5,197,000	5,216,500	19,500	0%	5,218,200	1,700	0%
Total - General Fund Revenue	81,094,400	82,976,000	84,452,400	1,476,400	2%	88,172,100	3,719,700	4%
Other Operating Funds								
HURF	6,091,127	6,636,600	6,534,200	(102,400)	-2%	6,629,100	94,900	1%
LTAIF II	0	0	345,000	345,000	0%	358,900	13,900	4%
					0%			
Enterprise Funds								
Wastewater Service Fee	15,196,544	15,354,000	15,613,000	259,000	2%	15,713,418	100,418	1%
Water Service Fee	9,873,000	9,908,000	10,043,000	135,000	1%	10,020,504	(22,496)	0%
Sanitation Service Fee	6,267,774	6,585,000	6,420,000	(165,000)	-3%	6,482,000	62,000	1%
Water Replenishment Service Fee	0	0	0	0	0%	0	0	0%
Internal Service Funds								
Employee Healthcare Fund	8,227,342	9,033,700	8,421,900	(611,800)	-7%	9,095,900	674,000	8%
Risk Management Fund	1,558,410	1,609,500	1,601,000	(8,500)	-1%	1,616,800	15,800	1%
Capital Funds								
General Capital Fund	0	0	2,913,000	2,913,000	0%	1,950,000	(963,000)	-33%
Transportation Improvement	2,381,538	3,444,700	2,884,900	(559,800)	-16%	2,228,300	(656,600)	-23%
Wastewater Development Fee	2,007,881	1,051,800	2,249,400	1,197,600	114%	2,365,700	116,300	5%
Fire & EMS Development Fee	580,176	312,600	623,900	311,300	100%	579,100	(44,800)	-7%
Public Works Development Fee	314,957	37,300	247,300	210,000	563%	204,100	(43,200)	-17%
General Government Development Fee	(245,393)	2,430,100	559,300	(1,870,800)	-77%	537,400	(21,900)	-4%
Parks & Recreation Development Fee	530,867	220,700	376,600	155,900	71%	533,600	157,000	42%
Water Development Fee	461,387	281,700	630,100	348,400	124%	1,277,700	647,600	103%
Roads of Reg. Significance Dev Fee	23,746	11,600	27,400	15,800	136%	27,400	0	0%
Replenishment Development Fee	264,828	156,600	319,900	163,300	104%	371,900	52,000	16%
Police Development Fee	281,129	107,300	275,000	167,700	156%	236,300	(38,700)	-14%
Library Development Fee	141,187	56,900	116,900	60,000	105%	136,500	19,600	17%

Local Sales Tax (excluding construction and bed tax)

FY2013	FY2014	\$	%
Estimate	Forecast	Inc/(Dec)	Inc/(Dec)
31,369,800	32,051,500	681,700	2%

Description

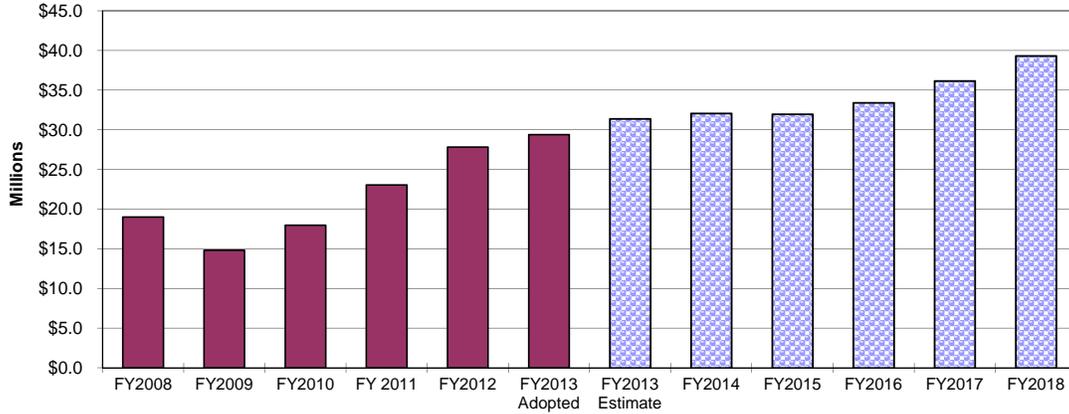
The local sales tax (non-construction sales tax) is the recurring sales tax revenue that is collected by the city on an annual basis through the course of doing business. The construction sales taxes have been separated out and addressed under local sales tax (construction sales tax). These revenues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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	18,992,959	14,820,787	17,957,463	23,036,154	27,818,750	29,395,000

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	31,369,800	32,051,500	31,974,900	33,399,500	36,145,600	39,320,900



Local Construction Sales Tax (Construction Sales Tax)

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

Description

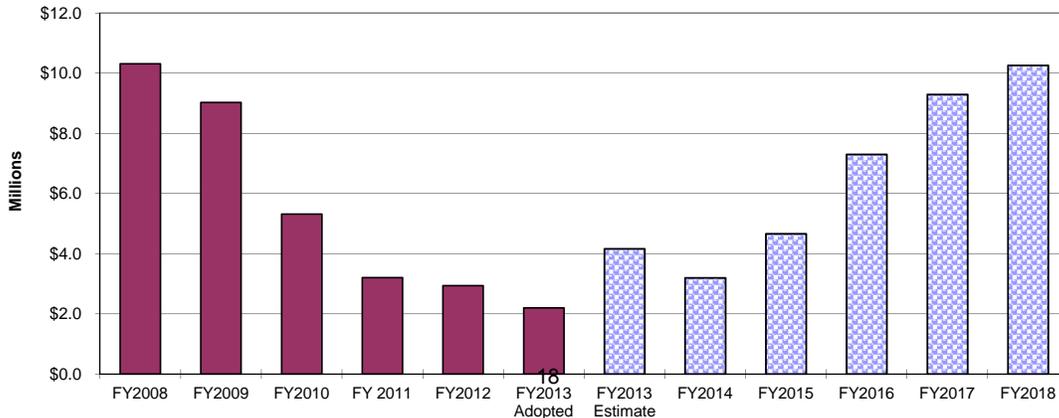
This represents the one-time construction sales tax revenue that is collected by the city of Surprise on an annual basis through the course of doing business. The ongoing sales taxes have been separated out and addressed under local sales tax (non-construction sales tax). These revenues are recorded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

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

Forecast Assumptions

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

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



Local Bed Tax

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

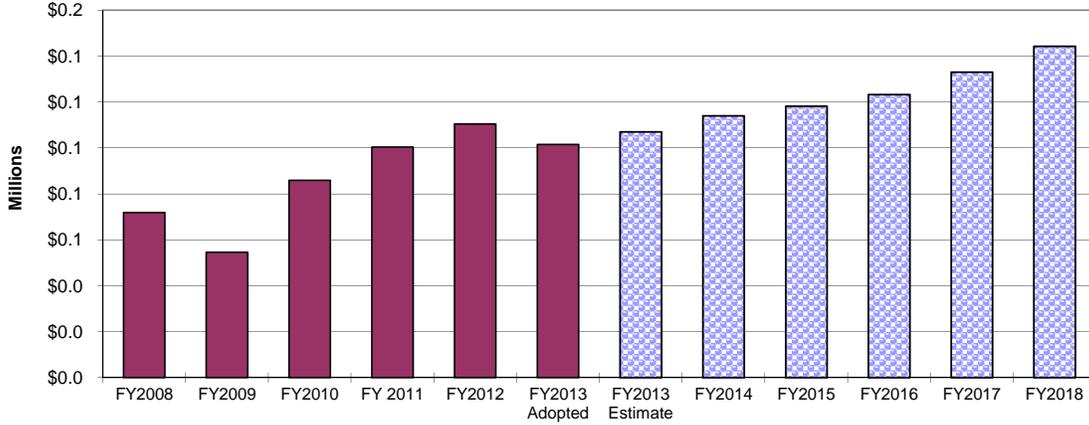
Description

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

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

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

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



State Shared Income Tax

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

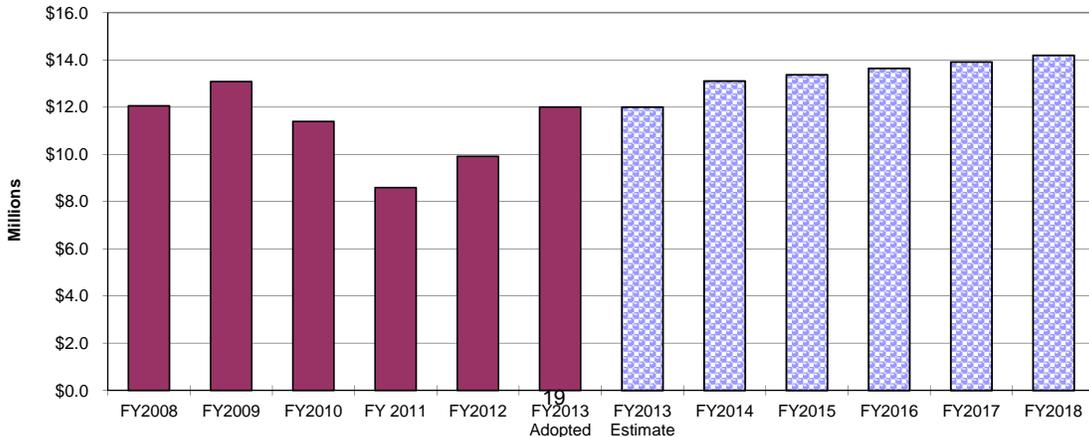
Description

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

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

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

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



State Shared Sales Tax

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

Description

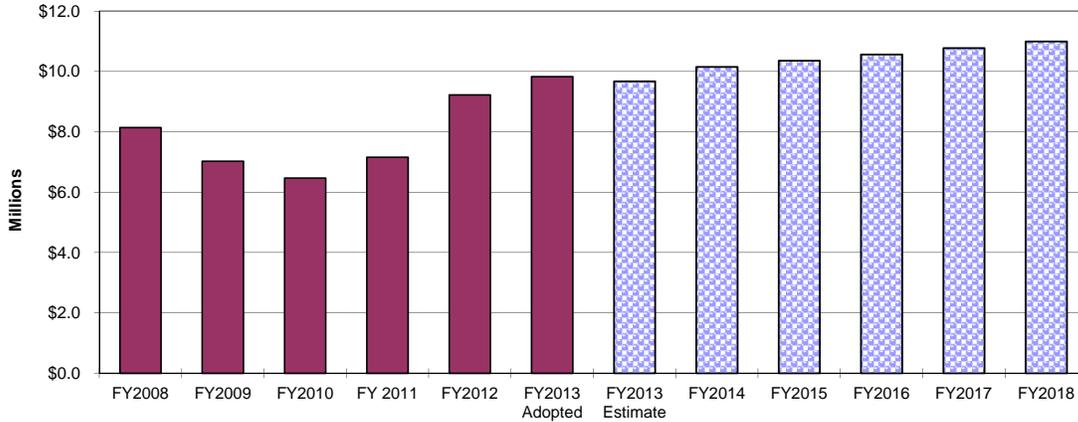
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the State Shared Sales Tax. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Highway Users Revenue Fund (HURF)

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

Description

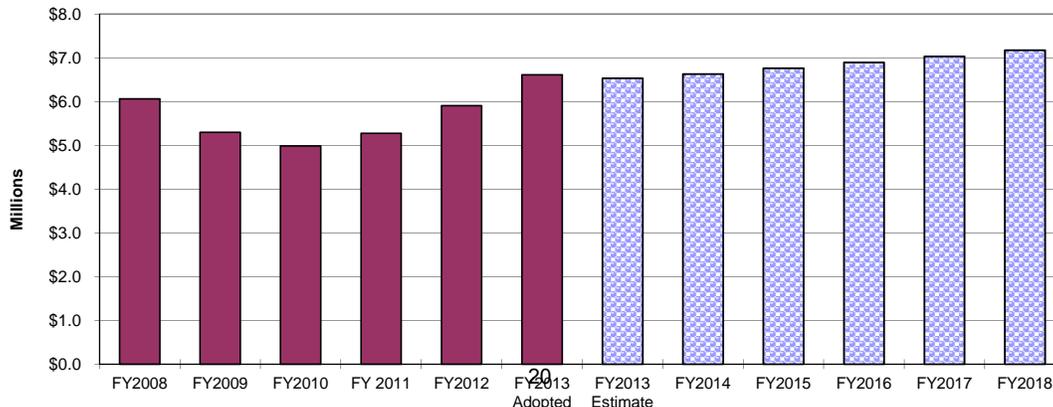
State shared revenues are distributed to cities and towns based generally on the population at the last census or special census. Included in this category is the Highway Users Revenue Fund (HURF). This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	6,064,115	5,295,936	4,984,457	5,275,645	5,906,800	6,613,600

Forecast Assumptions

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

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



Vehicle License Tax

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

Description

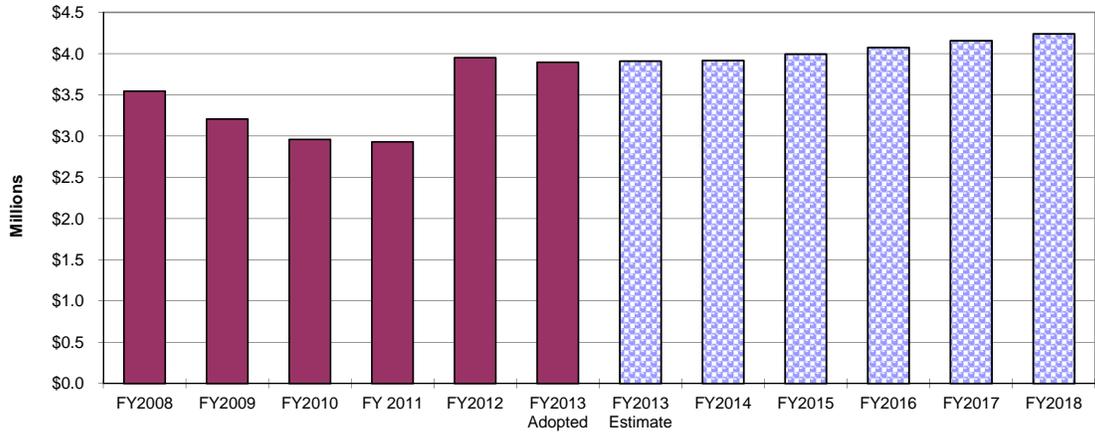
In lieu of a personal property tax on automobiles, the state imposes an annual vehicle license tax (VLT). These are state shared revenues and are distributed to cities and towns based generally on the population at the last census or special census. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Local Transportation Assistance Fund (LTAF)

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

Description

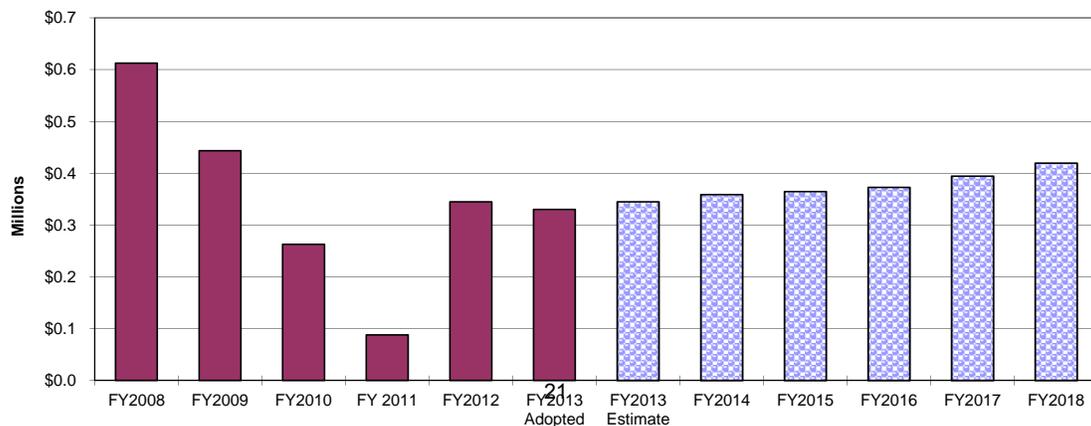
The source of this funding is the Arizona State Lottery and is received from disbursements from the local transportation assistance fund (LTAF). These revenues are recorded in the transit fund, which was established to track all revenues and expenditures associated with providing transit services within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

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

Forecast Assumptions

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

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



Indirect Cost Assessment

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

Description

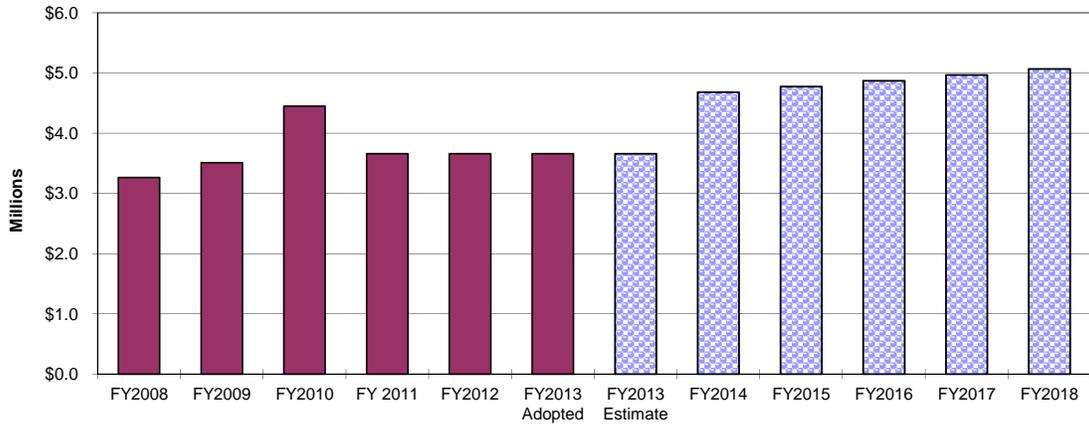
Indirect expenses incurred by the general fund on behalf of the enterprise funds (water, waste water, and sanitation) are recovered through the indirect cost assessment and are recorded as a revenue in the general fund.

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

Forecast Assumptions

Indirect cost assessments are calculated through the annual update to the Full Cost Central Services Cost Allocation Plan and are based on the last completed fiscal year. A greater portion of the general fund costs were allocated to the general fund during the FY2010 update than in the prior years, leading to the decrease in revenue from the enterprise funds. The study used for the FY2011 and FY2012 indirect allocation, featured an improved allocation basis that more accurately reflected the amount of general fund support of the enterprise funds. FY2013 was budgeted at the FY2012 amount pending completion of an updated cost allocation plan.

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



Parks and Recreation Program Fees

FY2013	FY2014	\$	%
Estimate	Forecast	Inc/(Dec)	Inc/(Dec)
4,452,800	4,452,800	0	0%

Description

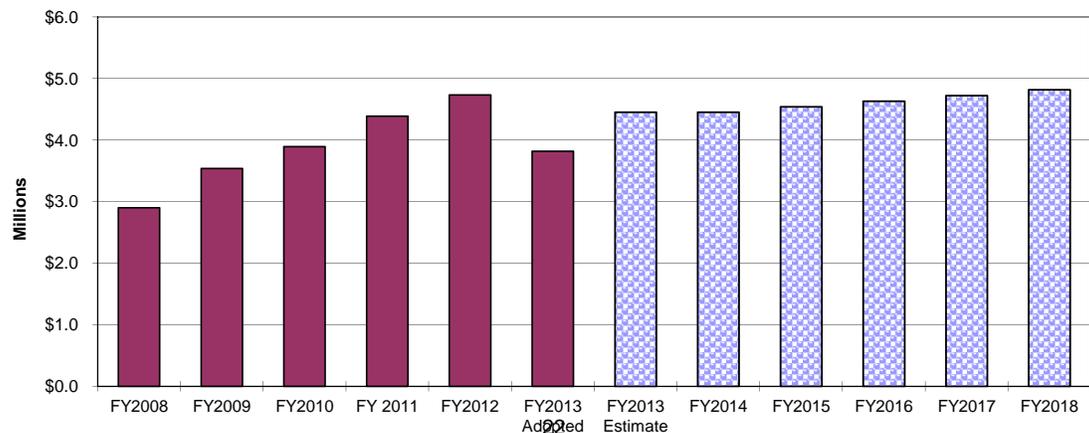
This source reflects revenue collected from fees charged by the Community and Recreation Services Department to participate in the various recreational programs offered by the city. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Court Revenue

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

Description

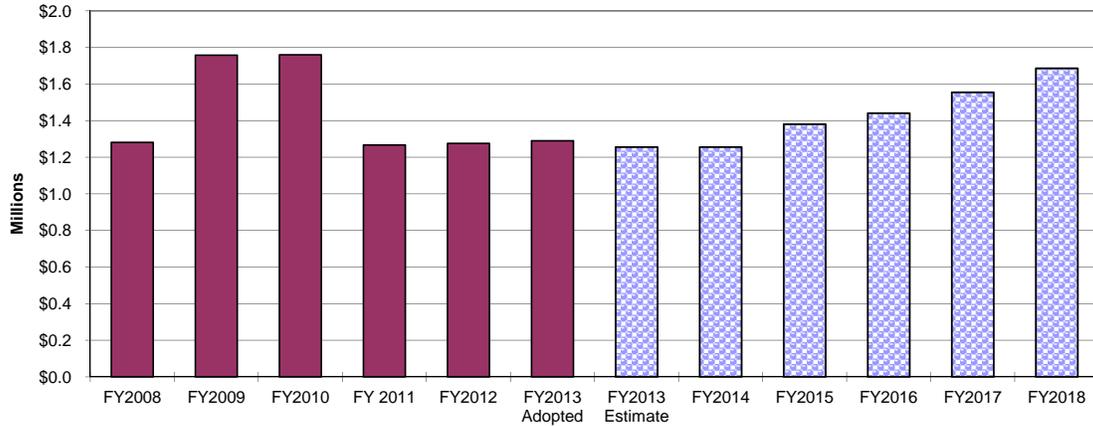
This revenue is generated by all court imposed fines collected by the City Court. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Fire Revenue

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

Description

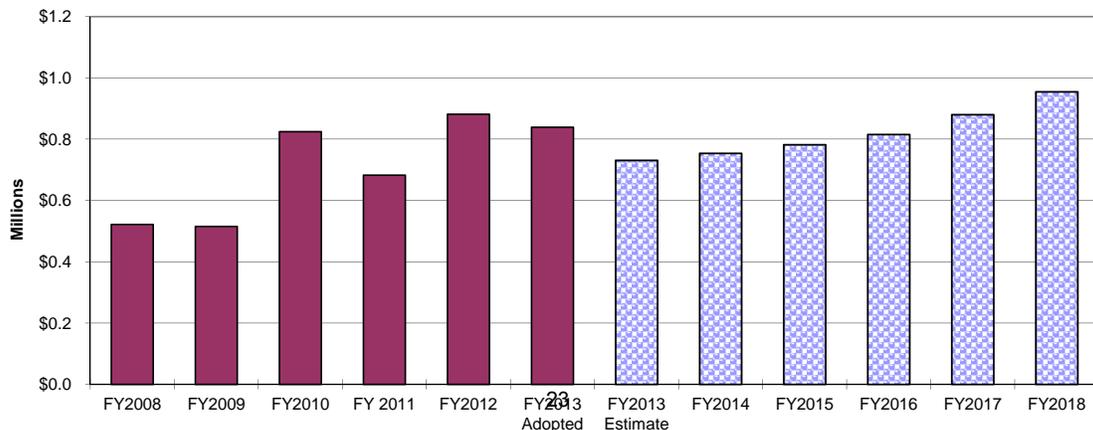
This revenue source reflects revenue related to Fire Department activities. Sources include fire insurance premium tax, wild land fire intergovernmental revenue, and Helicopter Air-Medical and Logistics Operations (HALO) intergovernmental revenue. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Police Revenue

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

Description

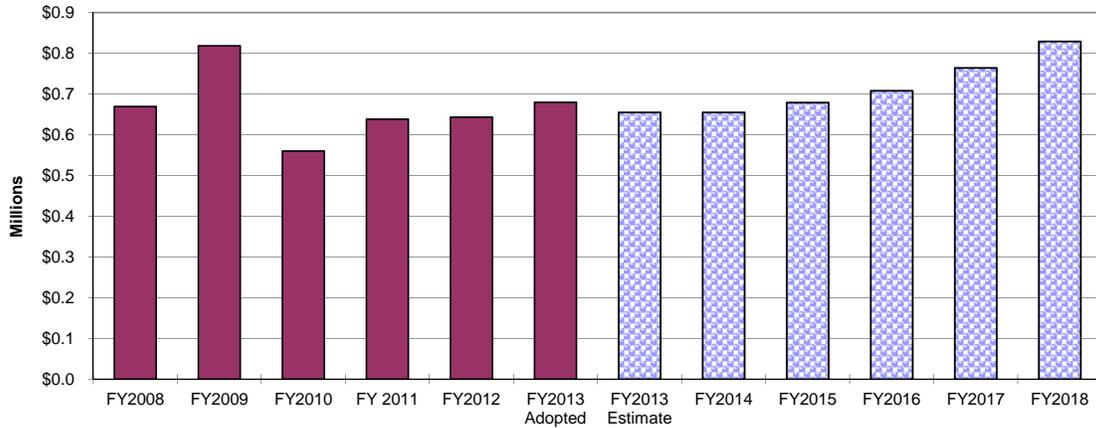
This revenue source reflects the revenue collected by the Police Department, including off-duty fees, finger printing, reimbursement for intergovernmental assignments, and El Mirage dispatch fees. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Community Development Revenue

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

Description

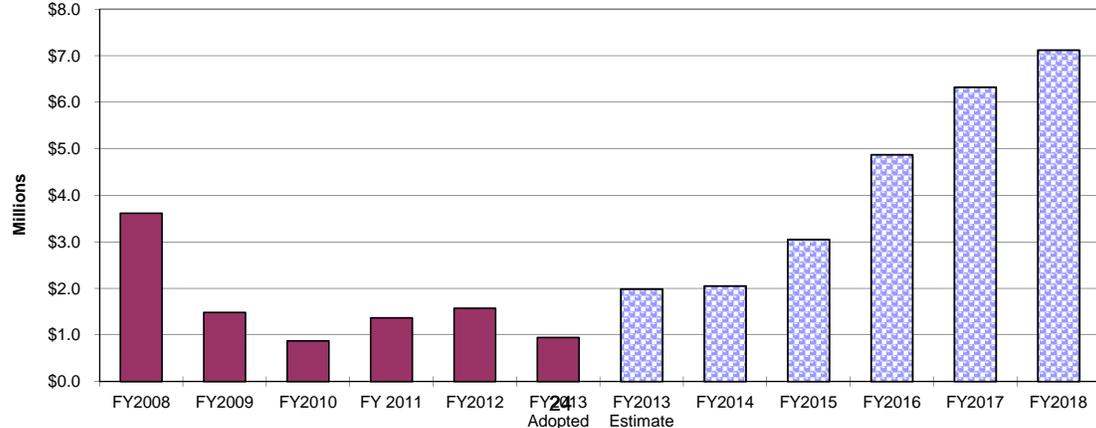
This source reflects fees collected by the city of Surprise including building inspection fees, permit fees, plan review fees, and fire fees related to new construction activities. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



All Other Operating Revenue

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

Description

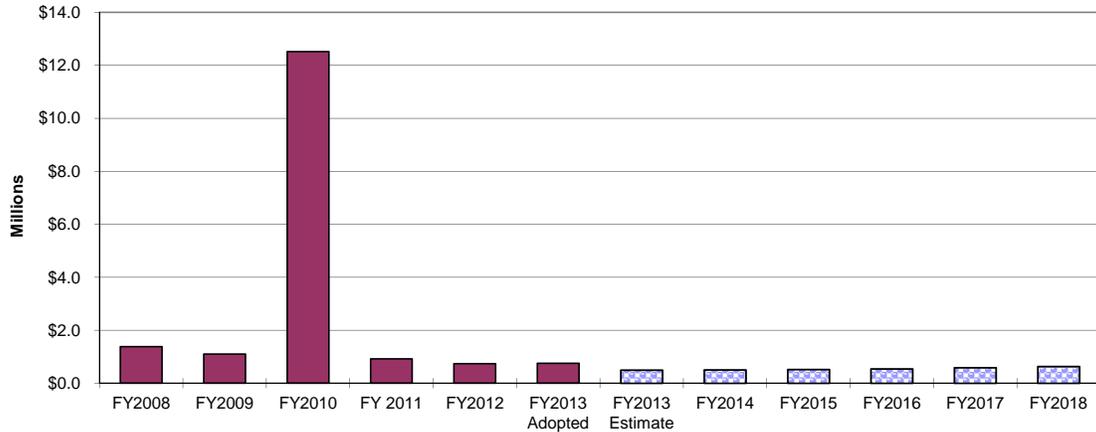
This source includes all other operating revenue collected by the city of Surprise for various programs and services provided on a day to day basis. These revenues are recorded in the general fund and the highway users revenue fund.

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,380,261	1,095,839	12,515,168	916,762	736,536	753,200

Forecast Assumptions

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

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



In Lieu Property Tax

FY2013 Estimate	FY2014 Forecast	\$ Inc/(Dec)	% Inc/(Dec)
518,800	550,600	31,800	6%

Description

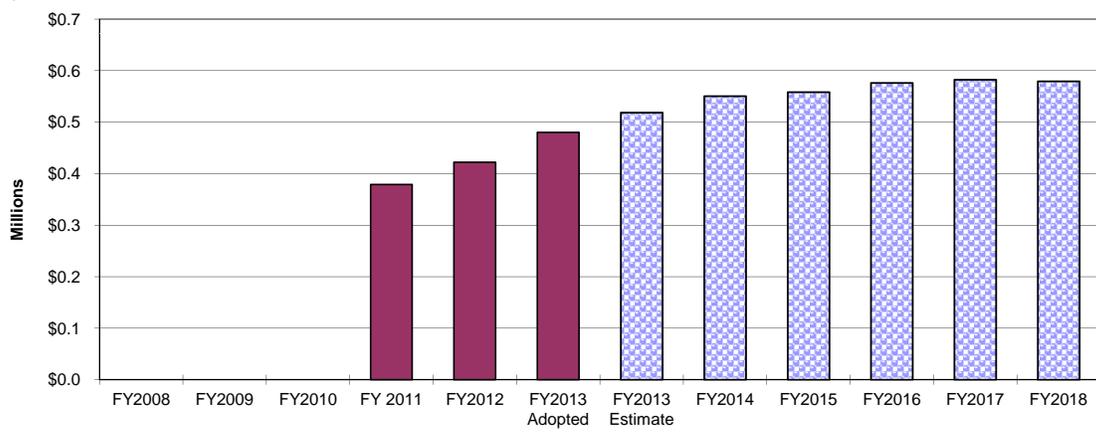
This source reflects a transfer from the enterprise funds (water, wastewater, and sanitation) to the general fund as a payment in lieu of property taxes (PILOT) which was initiated in FY2011.

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	518,800	550,600	558,200	576,200	582,300	579,300



Interest Income

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

Description

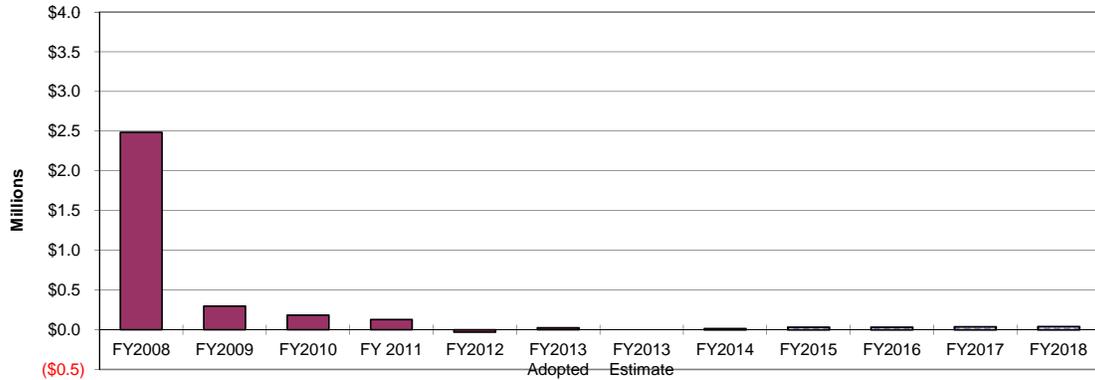
This source includes all interest income earned by the city of Surprise in the operating funds. These revenues are recorded in the general fund, the highway users revenue fund, and the transit fund.

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

Forecast Assumptions

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

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



Public Works Revenue

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

Description

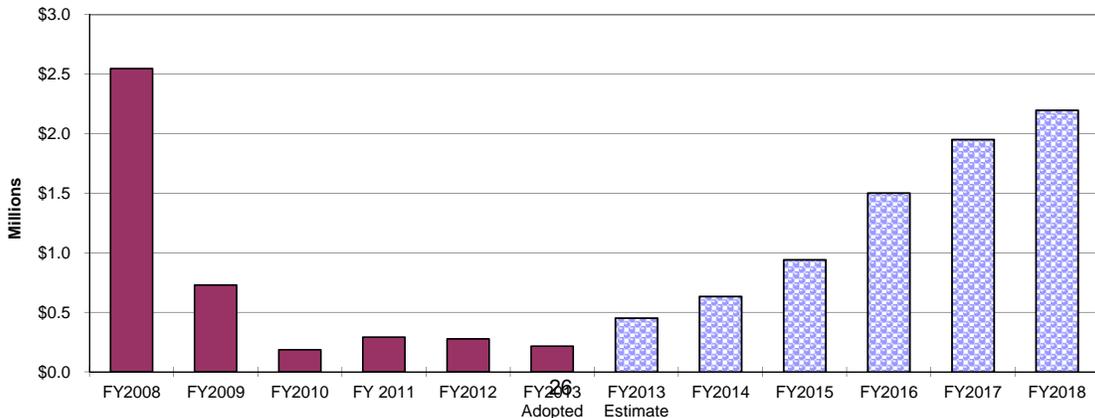
This source reflects revenue collected for engineering and permit fees related to residential and commercial construction activities. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Facilities Fees

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

Description

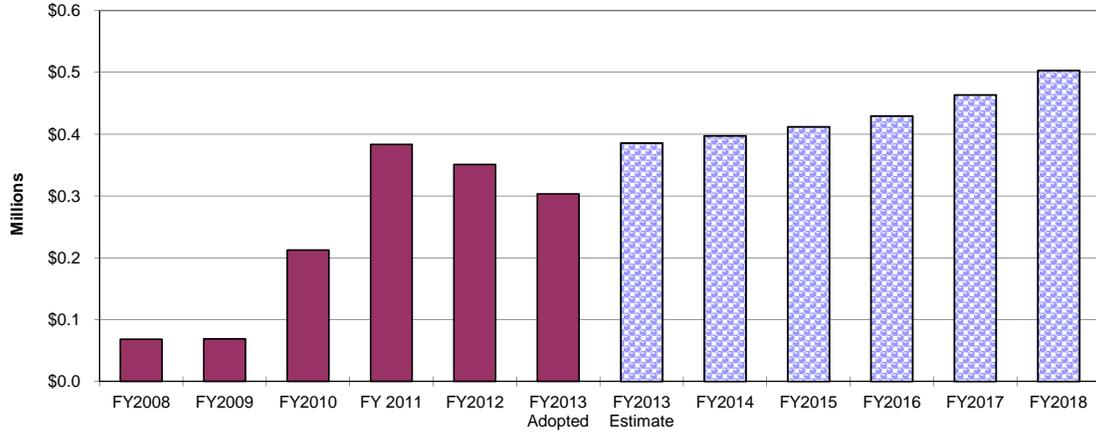
This source includes rent revenue collected by the city of Surprise for the use of city owned facilities. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Transit Fees

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

Description

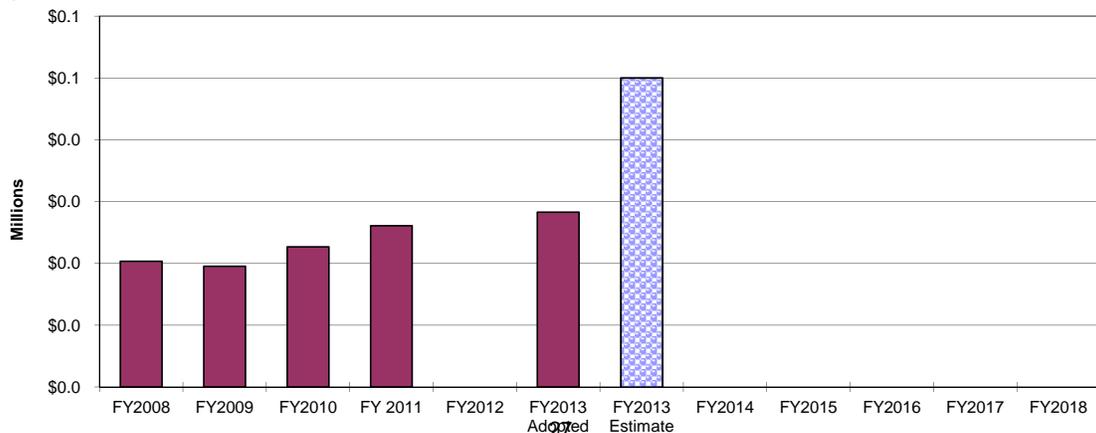
This source includes Dial-a-Ride Transportation (DART) fees. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

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



Primary Property Tax

FY2013	FY2014	\$	%
Estimate	Forecast	Inc/(Dec)	Inc/(Dec)
6,281,000	6,407,100	126,100	2%

Description

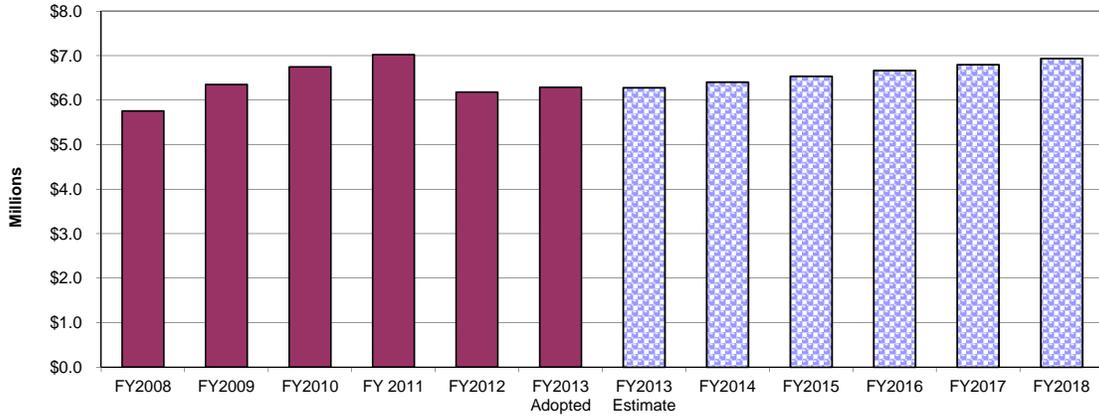
This source reflects the primary property tax levied for general government operations. State statute restricts the total levy to a maximum 2% annual increase plus an increase for any new construction and/or annexation. These revenues are recorded in the general fund. The FY2014 levy rate is \$1.000 per \$100 of assessed valuation.

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	6,281,000	6,407,100	6,535,300	6,666,000	6,799,300	6,935,300



Arizona Public Service (APS) Franchise Fee

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

Description

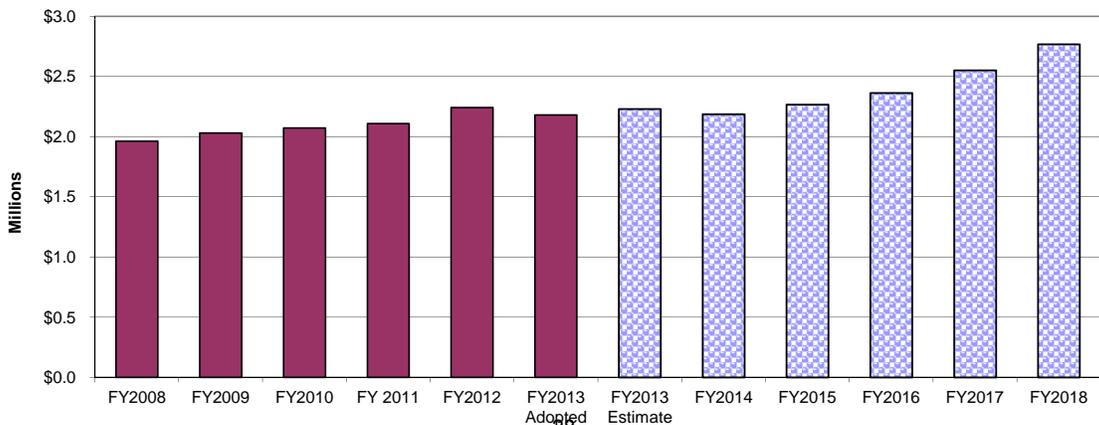
The fee is 2% of revenue earned by the Arizona Public Service (APS) electric utility company operating within the city of Surprise. These revenues are recorded in the general fund.

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

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

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



Cox Communications Cable Franchise Fees

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

Description

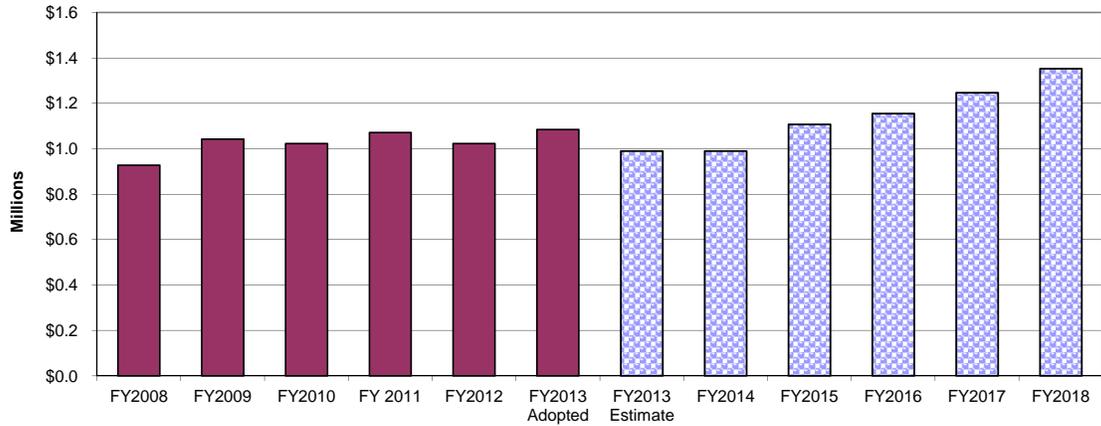
The fee is 5% of revenue earned by the Cox Communications cable utility company operating within the city of Surprise. These revenues are recorded in the general fund.

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

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

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



Business License Revenue

FY2013	FY2014	\$	%
Estimate	Forecast	Inc/(Dec)	Inc/(Dec)
662,000	680,000	18,000	3%

Description

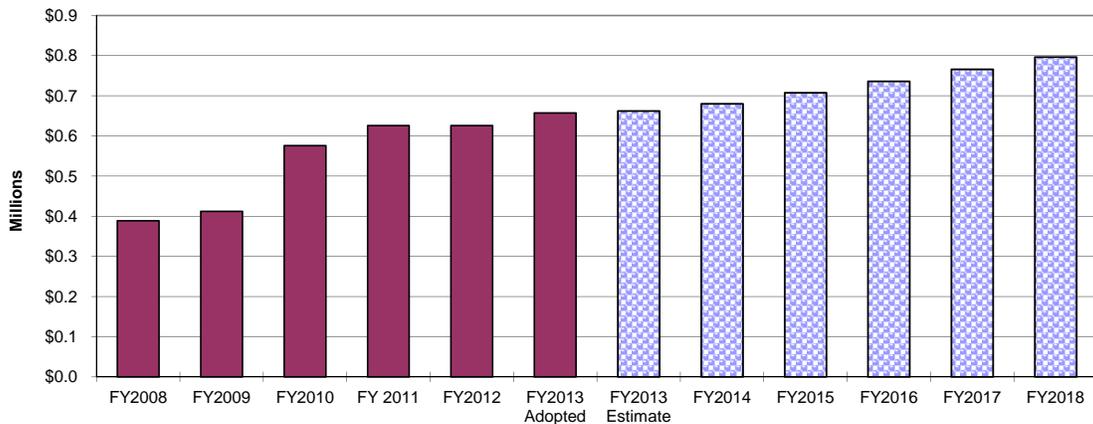
This source reflects the revenue received for licenses permitting businesses to operate within the city of Surprise. These revenues are recorded in the general fund.

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	662,000	680,000	707,500	736,100	765,800	796,700



Southwest Gas Franchise Fee

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

Description

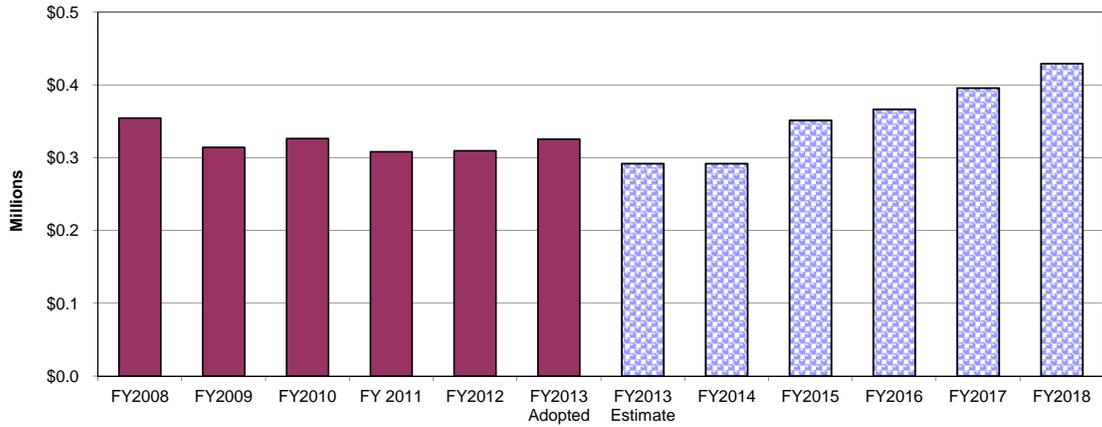
The fee is 2% of revenue earned by the Southwest Gas utility company operating within the city of Surprise. These revenues are recorded in the general fund.

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

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

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



American Water Franchise Fee

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

Description

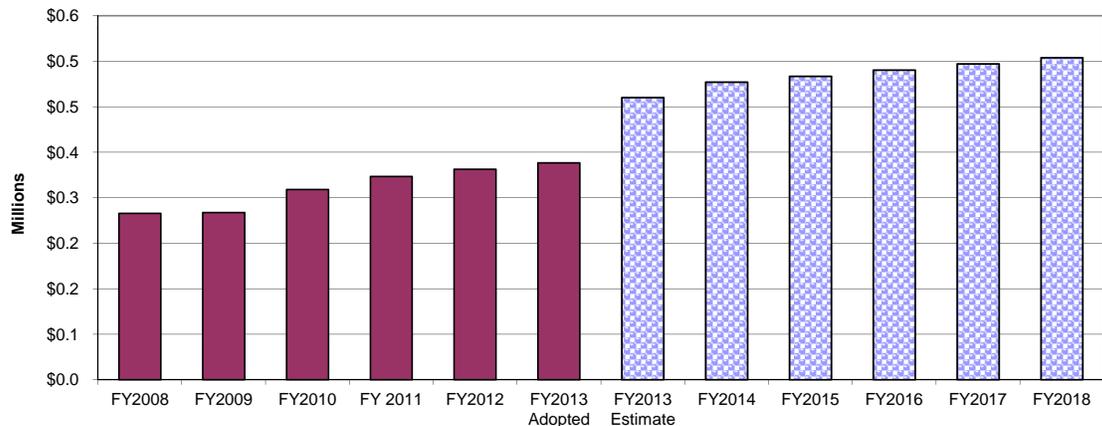
The fee is 2% of revenue earned by the American Water utility company operating within the city of Surprise. About two-thirds of all water customers are served by American Water. These revenues are recorded in the general fund.

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

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

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



City of Surprise Wastewater Franchise Fee

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

Description

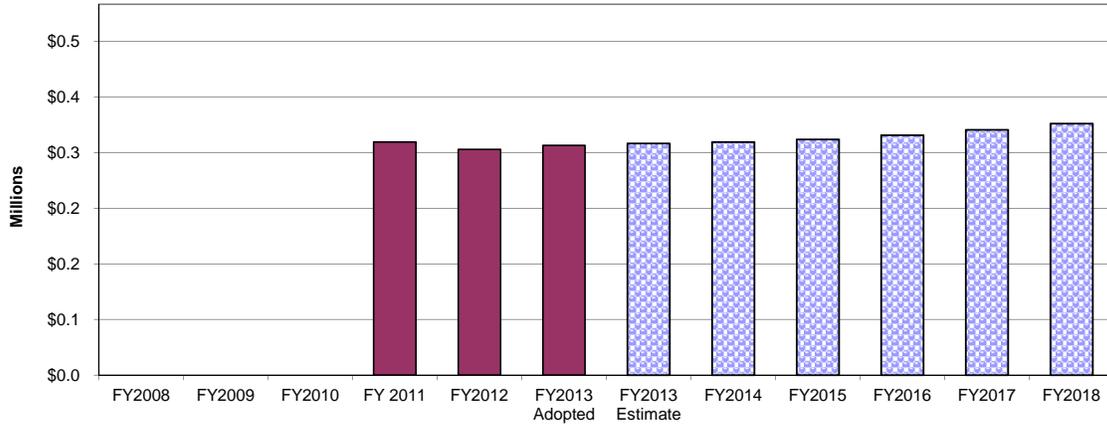
The fee is 2% of revenue earned by the wastewater utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. This source is transferred from the waste water operations fund to the general fund.

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

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

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



City of Surprise Water Franchise Fee

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

Description

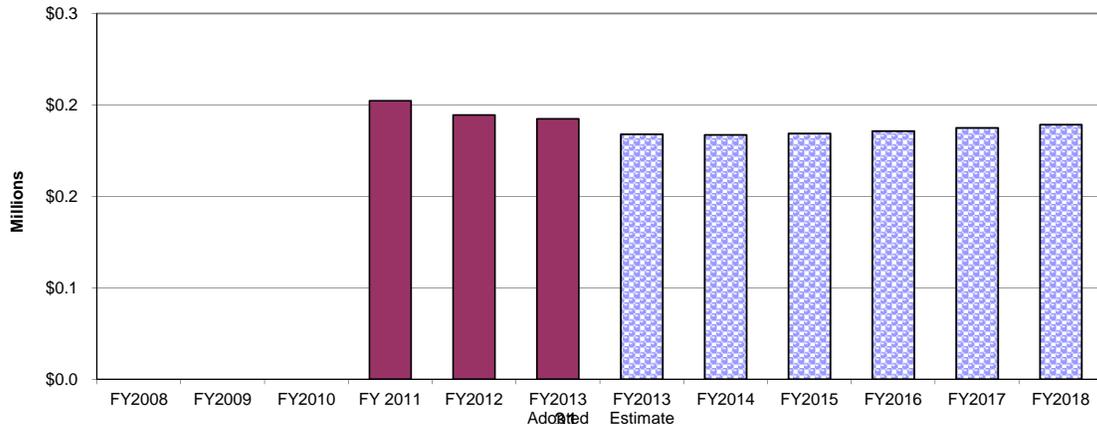
The fee is 2% of revenue earned by the water utility operated by the city of Surprise and is paid in lieu of a franchise fee charged to a franchised utility operating in the city. This fee was initiated in FY2010. About one-third of all water customers are served by the city of Surprise. This source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

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

Forecast Assumptions

Forecast revenues are based on demand and rate increases.

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



Sanitation Hauler's License

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

Description

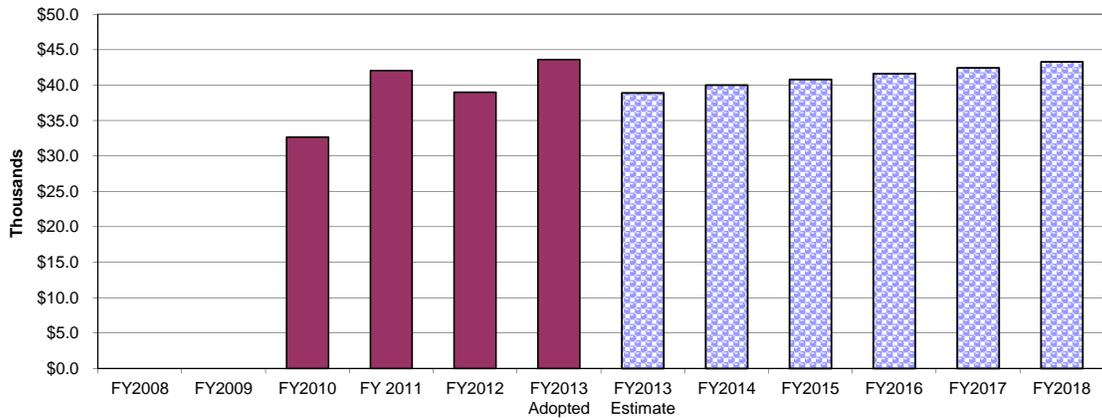
This source reflects the revenue for sanitation hauler's licenses charged per vehicle to all sanitation providers operating within the city of Surprise. These revenues are recorded in the general fund.

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

Forecast Assumptions

Nominal growth is expected.

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



City of Surprise Sanitation Hauler's License

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

Description

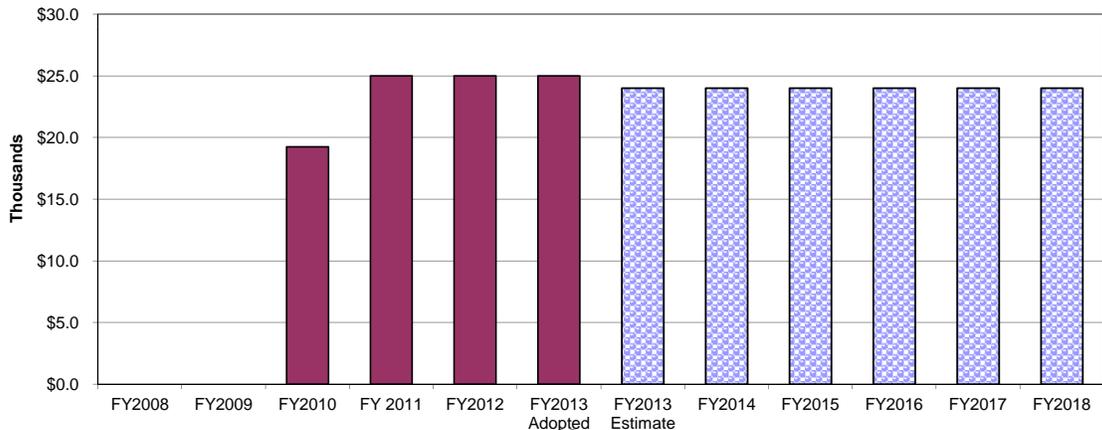
This source reflects the sanitation hauler's licenses charged per vehicle to city of Surprise sanitation operations. This source is transferred from the sanitation operations fund to the general fund.

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

Forecast Assumptions

Nominal growth is expected.

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



Water Service Fee

FY2013 Estimate	FY2014 Adopted	\$ Inc/(Dec)	% Inc/(Dec)
10,043,000	10,020,504	(22,496)	0%

Description

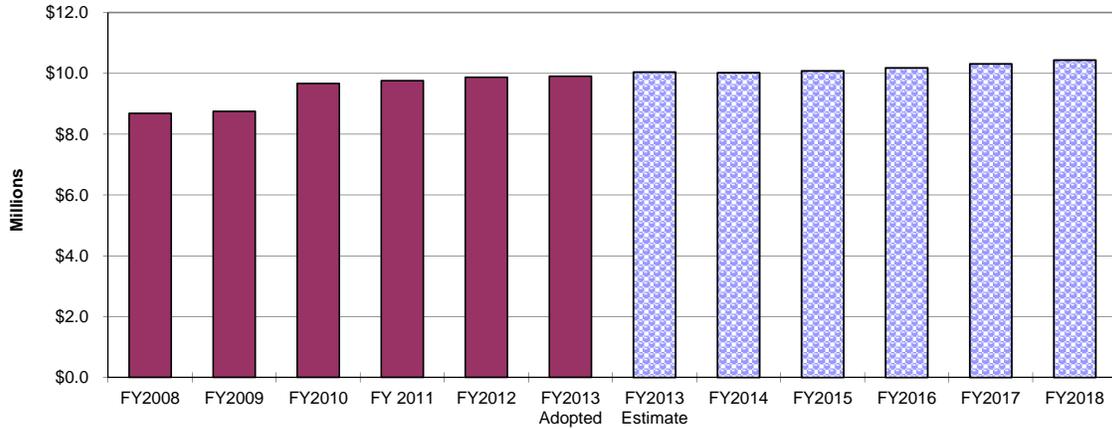
This source reflects the user charges collected from users of the city of Surprise water service in a tiered rate structure. The city serves about one-third of all water customers. These revenues are recorded in the water service fee fund.

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

Forecast Assumptions

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

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



Wastewater Service Fee

FY2013 Estimate	FY2014 Adopted	\$ Inc/(Dec)	% Inc/(Dec)
15,613,000	15,713,418	100,418	1%

Description

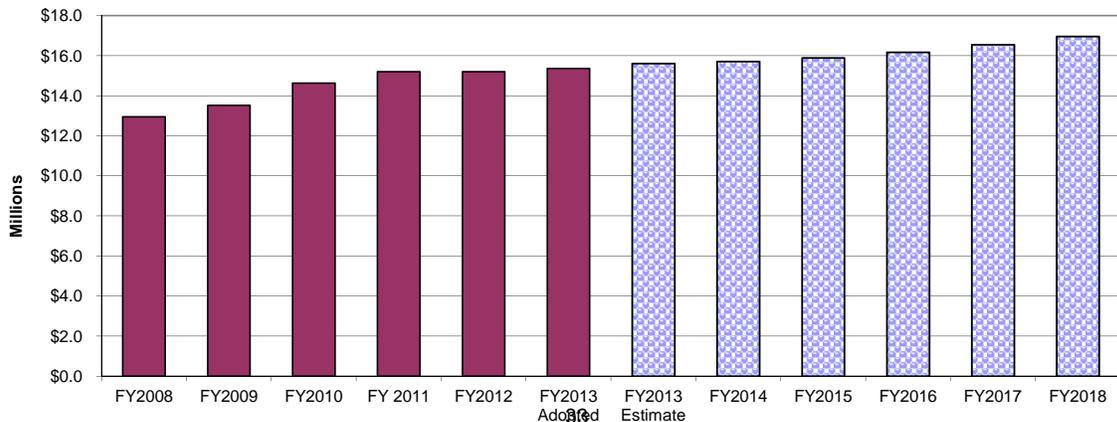
This source reflects the user charges collected from users of the city of Surprise wastewater service. The city is the only wastewater service provider. These revenues are recorded in the wastewater service fee fund.

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

Forecast Assumptions

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

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



Sanitation Service Fee

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

Description

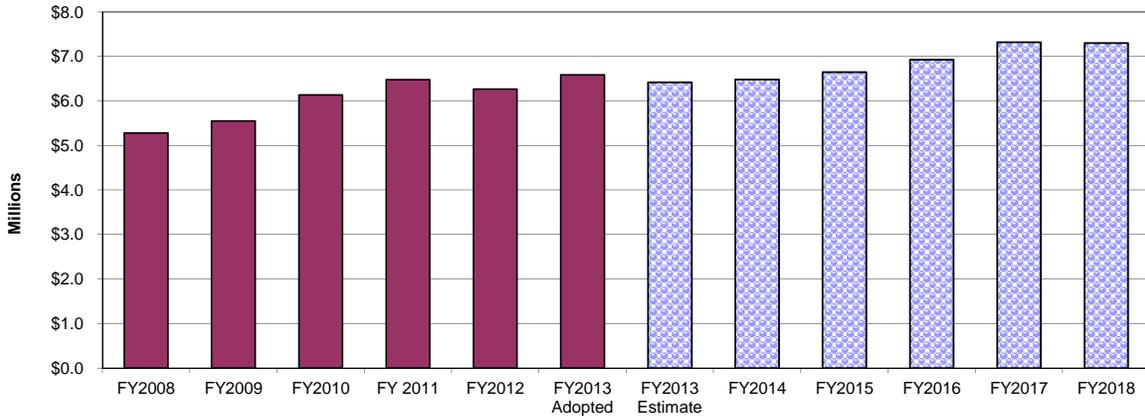
This source reflects the user charges collected from users of the city of Surprise sanitation service. These revenues are recorded in the sanitation service fee fund.

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	6,420,000	6,482,000	6,649,000	6,928,000	7,323,000	7,304,700



Transportation Improvement Tax

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

Description

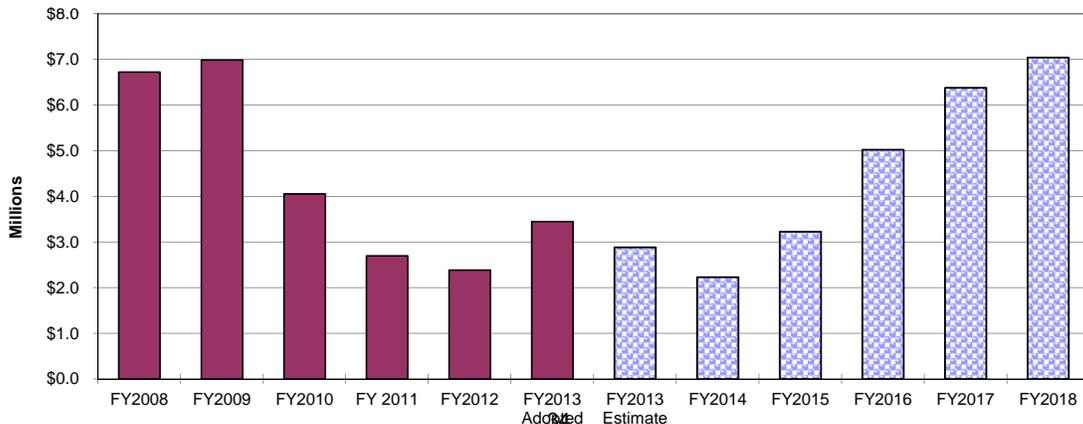
This source reflects a 1.5% local construction transaction tax adopted by the Mayor and City Council. This tax is dedicated for the improvement of existing roadway corridors and costs related to the construction of new roadways. These revenues are recorded in the transportation improvement fund.

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

Forecast Assumptions

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

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



Wastewater Development Fee

FY2013 Estimate	FY2014 Adopted	\$ Inc/(Dec)	% Inc/(Dec)
2,249,400	2,365,700	116,300	5%

Description

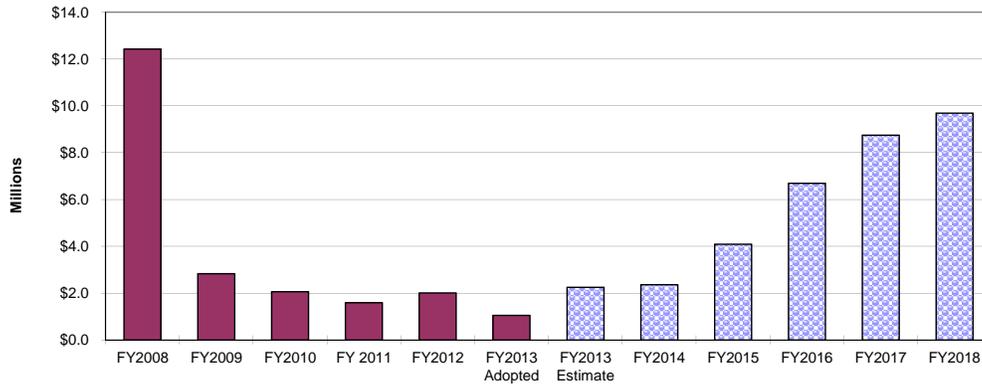
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing wastewater related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized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

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	2,249,400	2,365,700	4,094,800	6,693,900	8,751,600	9,691,600



Fire and EMS Development Fee

FY2013 Estimate	FY2014 Adopted	\$ Inc/(Dec)	% Inc/(Dec)
623,900	579,100	(44,800)	-7%

Description

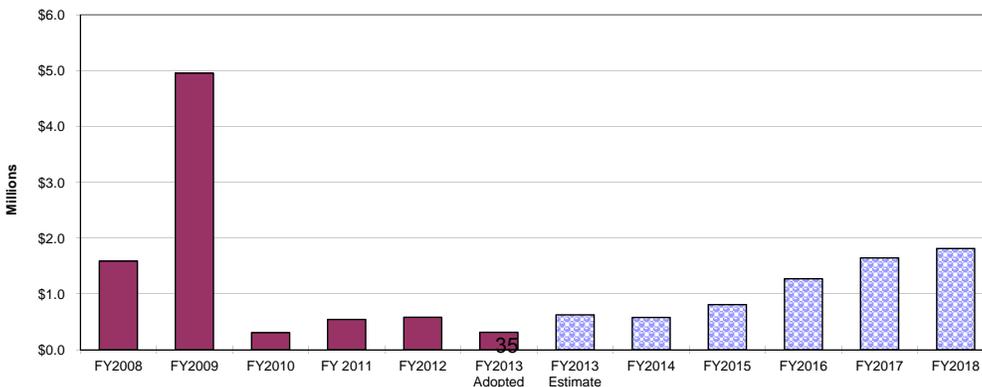
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing fire and emergency facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S.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

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	623,900	579,100	808,300	1,273,400	1,644,900	1,813,500



Public Works Development Fee

FY2013	FY2014	\$	%
Estimate	Adopted	Inc/(Dec)	Inc/(Dec)
247,300	204,100	(43,200)	-17%

Description

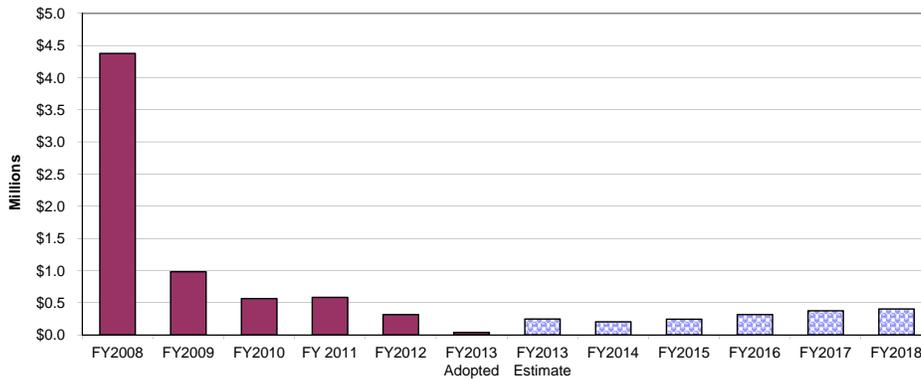
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing public works facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under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

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	247,300	204,100	242,600	316,300	375,100	401,800



General Government Development Fee

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

Description

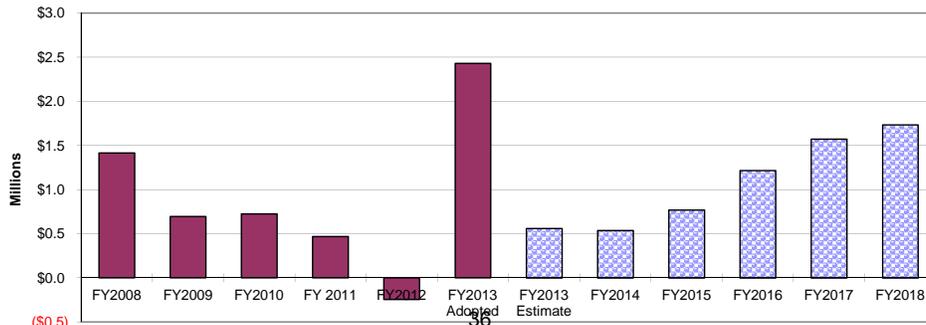
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with general government activities. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05 and city ordinance # 07-24.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

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

Forecast Assumptions

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

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



(\$0.5)

Parks and Recreation Development Fee

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

Description

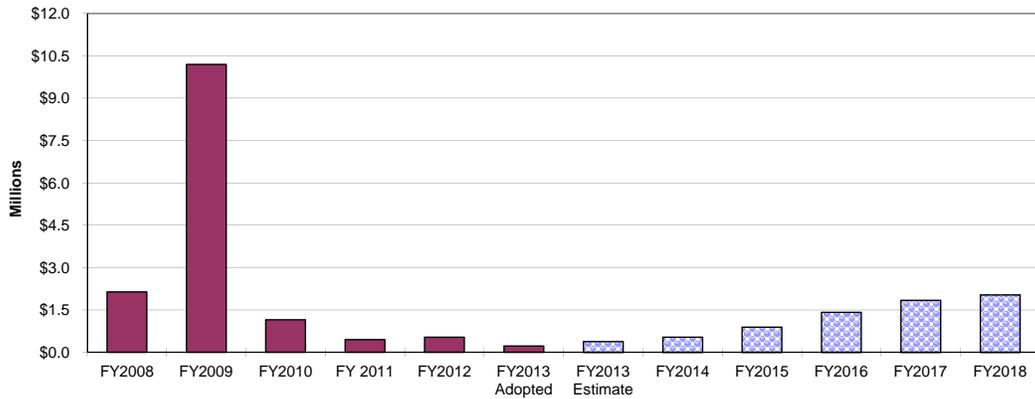
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing parks and recreation facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized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

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

Forecast Assumptions

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

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



Water Development Fee

FY2013 Estimate	FY2014 Adopted	\$ Inc/(Dec)	% Inc/(Dec)
630,100	1,277,700	647,600	103%

Description

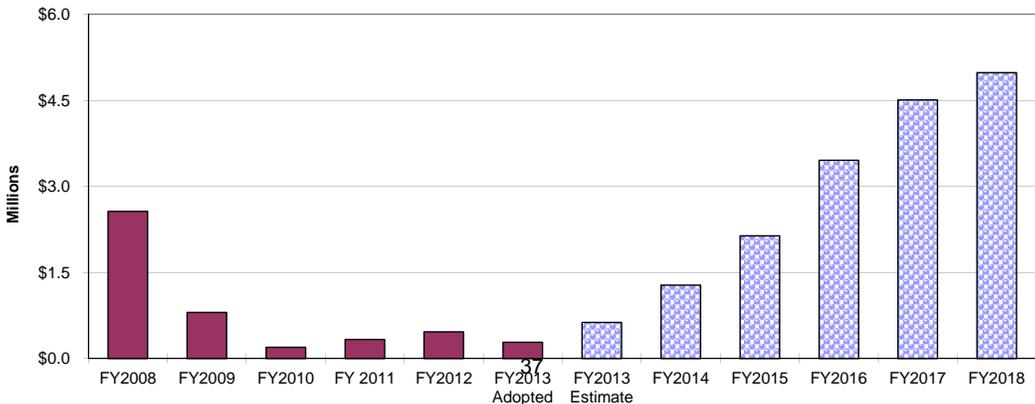
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing water related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	2,563,283	803,622	193,651	331,513	461,387	281,700

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	630,100	1,277,700	2,137,700	3,454,200	4,505,900	4,983,000



Roads of Regional Significance

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

Description

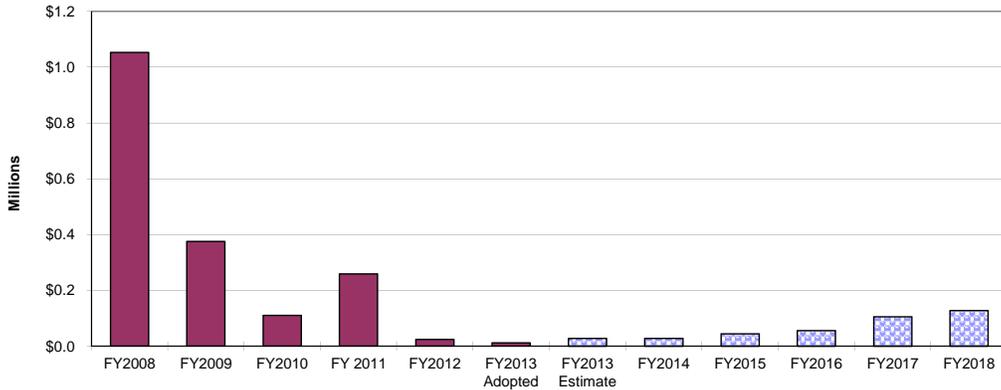
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with roads of regional significance. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S. 9-463.05 and city ordinance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

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

Forecast Assumptions

Based on estimates from the Community and Economic Development Department of the number of single family residential permits issued and the square feet of non-single family residential permits issued, no permit activity is forecasted for FY2013 in SPA's 2,3,4,5, and 6. The 2014-2016 permits issued for single family residential permits were based on the conservative forecast estimates in the Elliot Pollack - City of Surprise Economic Conditions Report dated March 2012. FY2017 single family residential permits issued was a conservative estimate by the Finance Department based on the growth patterns from the Elliot Pollack Study. Non-single family residential permits include multi-family, office/institution, and commercial/customer service. This source has been decreasing due to reduced construction activity from the current recession. CED estimated FY2013 and years FY2014-2017 were conservative estimates done by Finance based on the FY2013 estimate.

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



Water Replenishment Development Fee

FY2013 Estimate	FY2014 Adopted	\$ Inc/(Dec)	% Inc/(Dec)
319,900	371,900	52,000	16%

Description

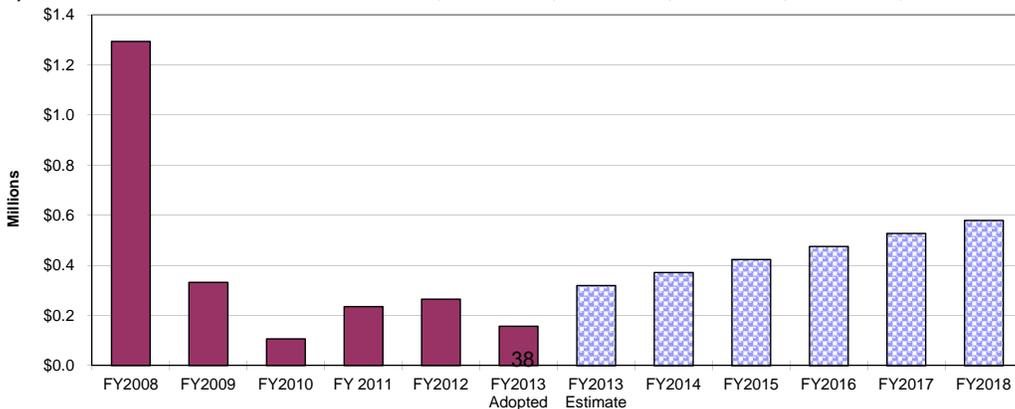
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing water replenishment related facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities.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

Actuals	FY2008	FY2009	FY2010	FY 2011	FY2012	FY2013 Adopted
Revenue Collected	1,293,265	331,673	106,581	234,857	264,828	156,600

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	319,900	371,900	423,900	475,900	527,900	579,900



Police Development Fee

FY2013	FY2014	\$	%
Estimate	Adopted	Inc/(Dec)	Inc/(Dec)
275,000	236,300	(38,700)	-14%

Description

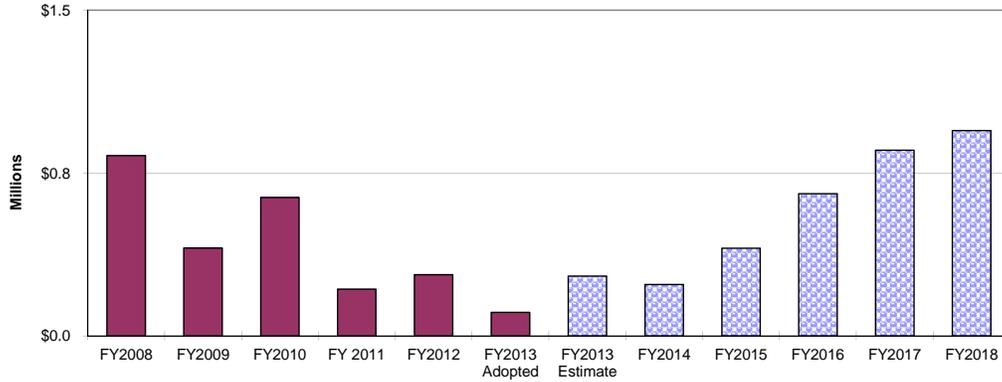
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing police facilities and services to the community. This revenue is collected specifically to fund growth related activities. Authorized under A.R.S. 9-463.05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

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

Forecast Assumptions

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

Forecast	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	275,000	236,300	403,600	654,400	854,800	945,600



Library Development Fee

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

Description

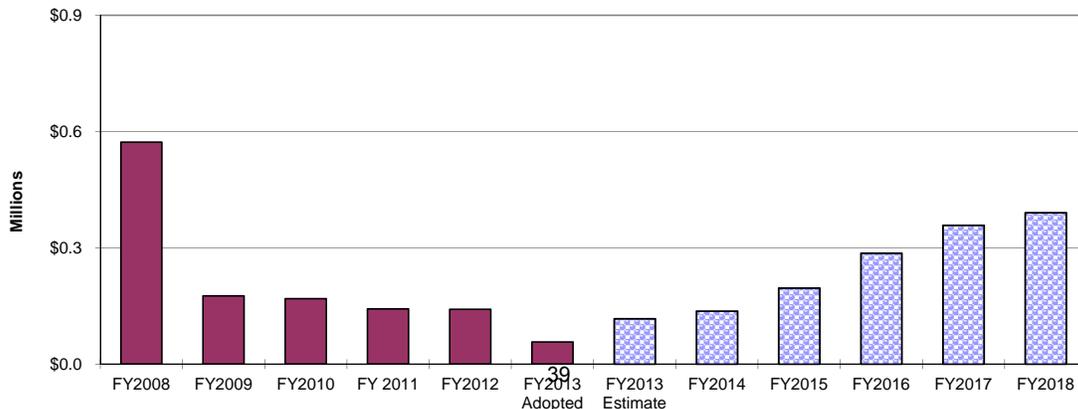
This source reflects one-time impact fees (latest revision effective 01/01/2012) charged to developers to recover costs associated with providing library facilities and services to the community. This revenue is collected specifically to fund growth related projects and activities. Authorized under A.R.S.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

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

Forecast Assumptions

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

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



Employee Healthcare Self Insurance Fund

	FY2013	FY2014	\$	%
	Estimate	Adopted	Inc/(Dec)	Inc/(Dec)
	8,421,900	9,095,900	674,000	8%

Description

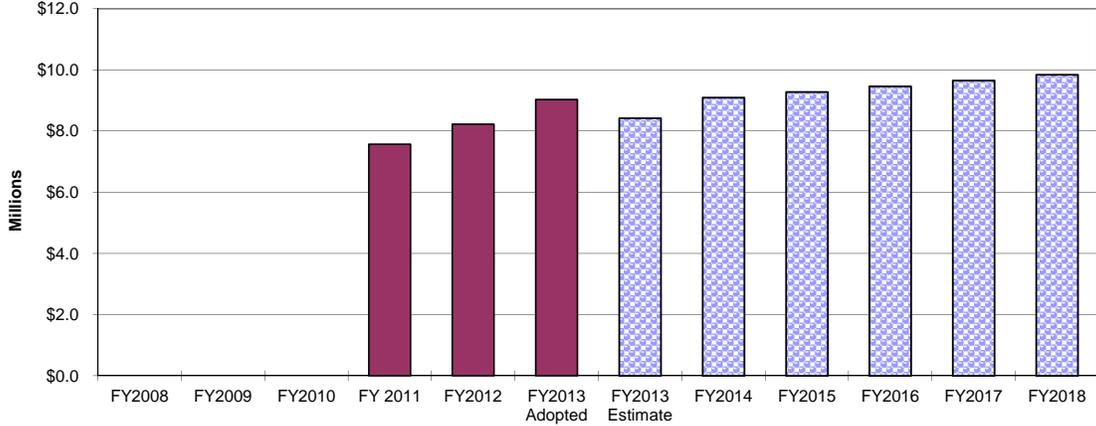
As of FY2011, the city moved to become self insured and effectively moved from a fully insured program due to rising premiums. This source includes all employee contributions for the fiscal year.

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

Forecast Assumptions

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

	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	8,421,900	9,095,900	9,278,000	9,463,500	9,652,800	9,845,900



Risk Management Fund

	FY2013	FY2014	\$	%
	Estimate	Adopted	Inc/(Dec)	Inc/(Dec)
	1,601,000	1,616,800	15,800	1%

Description

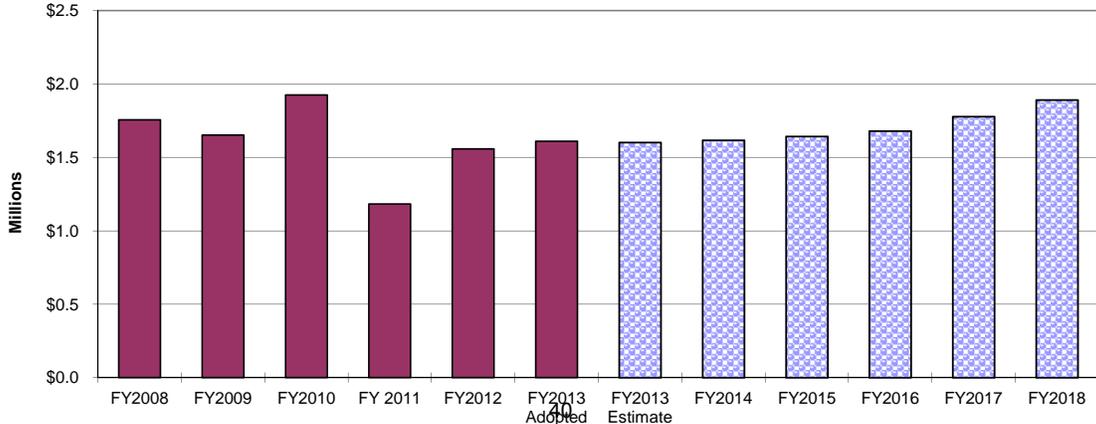
The city is apart of a county and local government risk management pool. The pool sets the premiums paid and the city collects the revenue from the various departments based on a variety of factors (i.e., number of cars, etc).

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

Forecast Assumptions

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

	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Revenue	1,601,000	1,616,800	1,643,100	1,679,900	1,777,500	1,890,700



Expense Summary

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

City of Surprise All Funds - Detail by Category

<i>Object Category</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Personnel	64,122,488	63,618,200	65,606,600	1,988,400	3%
Supplies	9,677,404	9,048,800	8,666,700	-382,100	-4%
Services	35,169,251	41,099,600	46,212,100	5,112,500	12%
Capital	9,402,735	16,111,600	20,554,600	4,443,000	28%
Depreciation	0	0	0	0	-
Debt Service	7,953,138	12,650,900	12,566,100	-84,800	-1%
Contingency	0	21,914,800	46,428,500	24,513,700	112%
Transfer Out	13,679,653	13,560,000	17,737,900	4,177,900	31%
Targeted Savings	0	-935,500	0	935,500	-100%
ED Contingency	0	780,000	1,000,000	220,000	28%
Development Agreements	3,788,150	4,042,900	4,653,700	610,800	15%
Other Financing Use	0	2,267,800	0	-2,267,800	-100%
Grand Total	143,792,821	184,159,100	223,426,200	39,267,100	21%

City of Surprise All Funds - Detail by Department

<i>Department</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Arts Commission	128,323	0	0	0	-
City Clerk	635,474	411,700	653,400	241,700	59%
City Court	2,146,394	2,511,500	2,585,900	74,400	3%
City Manager	687,582	1,885,900	2,130,600	244,700	13%
Communications	761,865	0	0	0	-
Community and Recreation Services	14,194,400	13,790,300	24,304,500	10,514,200	76%
Community Development	7,348,597	9,054,600	10,044,100	989,500	11%
Community Initiatives	0	0	0	0	-
Debt Service	673,645	0	674,600	674,600	-
Development Fee New Capital	0	1,837,000	0	-1,837,000	-100%
Economic Development	0	0	0	0	-
Finance	3,198,358	3,500,300	3,632,900	132,600	4%
Fire-Emergency Services	15,128,379	14,972,700	16,163,200	1,190,500	8%
General Operations	10,563,531	28,223,700	26,345,200	-1,878,500	-7%
Government Relations	258,566	0	0	0	-
Human Resources	9,849,352	15,187,100	16,980,600	1,793,500	12%
Information Services	3,600,896	3,880,300	4,710,600	830,300	21%
Legal	1,651,900	1,749,100	1,785,100	36,000	2%
Management & Budget	0	0	0	0	-
Mayor & Council	452,126	409,700	557,200	147,500	36%
Not Used City of Surprise	0	0	0	0	-
Police	19,927,168	20,642,000	22,986,600	2,344,600	11%
PW-Development Engineering	1,297,521	2,001,500	1,684,500	-317,000	-16%
PW-Facilities	3,833,746	3,291,900	13,221,600	9,929,700	302%
PW-Replenishment	33,551	1,400,000	3,364,100	1,964,100	140%
PW-Sanitation	5,675,249	6,405,300	7,293,800	888,500	14%
PW-Sewer	16,558,410	22,315,300	24,652,900	2,337,600	10%
PW-Stormwater	118,718	23,600	22,400	-1,200	-5%
PW-Streets	7,149,253	8,552,900	8,900,300	347,400	4%
PW-Transportation	4,168,425	8,926,800	10,221,500	1,294,700	15%
PW-Vehicle Maintenance	3,738,054	1,405,900	5,170,700	3,764,800	268%
PW-Water	10,013,337	11,780,000	15,339,900	3,559,900	30%
Grand Total	143,792,821	184,159,100	223,426,200	39,267,100	21%

City of Surprise All Funds - Detail by Category by Object

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Personnel						
36111	FULL-TIME SALARIES	38,417,577	41,715,300	42,553,500	838,200	2%
36112	PART-TIME EMPLOYEES	1,609,500	1,373,400	1,414,000	40,600	3%
36113	OVERTIME COMPENSATION	1,520,794	1,237,400	1,781,400	544,000	44%
36114	FLSA OT COMPLIANCE	470,843	554,500	590,600	36,100	7%
36115	HOLIDAYS	1,504,123	857,400	886,900	29,500	3%
36116	PAID TIME OFF	4,050,554	0	0	0	-
36118	CITY COUNCIL	156,783	155,500	158,900	3,400	2%
36119	Shift Differential	0	0	37,200	37,200	-
36131	FULL-TIME TEMP SALARIES	21,238	0	0	0	-
36151	STIPEND	183,814	153,400	161,800	8,400	5%
36152	UNIFORM ALLOWANCE	250,926	299,600	325,200	25,600	9%
36153	VEHICLE ALLOWANCE	4,200	4,200	1,500	-2,700	-64%
36211	FICA	2,951,338	2,898,500	3,001,900	103,400	4%
36231	MEDICAL	6,212,144	6,546,900	6,743,000	196,100	3%
36232	DENTAL	392,785	426,900	434,900	8,000	2%
36233	VISION	67,063	65,900	67,400	1,500	2%
36234	LIFE	169,796	184,800	188,600	3,800	2%
36235	SHORT TERM DISABILITY	0	0	0	0	-
36251	DEFERRED COMPENSATION	32,339	50,600	32,800	-17,800	-35%
36252	AZ STATE RETIREMENT	2,833,729	3,047,100	3,299,700	252,600	8%
36253	AZ PUBLIC SAFETY RETIREMENT	2,123,416	2,716,800	2,867,800	151,000	6%
36255	POST EMP. HEALTH PLAN	9,445	0	0	0	-
36256	457 & 401A CONTRIBUTION & MATCH	60,811	0	0	0	-
36257	AZ ELECTED OFFICIALS RETIREMNT	51,894	59,000	65,500	6,500	11%
36259	OTHER RETIREMENT	100,383	0	0	0	-
36261	PSPRS ALT CONTRIBUTION RATE	61,550	0	0	0	-
36278	WORKERS COMPENSATION	867,950	1,230,500	941,200	-289,300	-24%
36999	LABOR DIST. INTER-DEPARTMENT	-2,506	40,500	52,800	12,300	30%
Personnel Subtotal		64,122,488	63,618,200	65,606,600	1,988,400	3%
Supplies						
37111	OFFICE SUPPLIES	132,724	136,900	140,400	3,500	3%
37112	COMPUTER SUPPLIES	210,704	162,500	160,600	-1,900	-1%
37113	POSTAGE	0	200	200	0	0%
37114	BOOKS & SUBSCRIPTIONS	49,248	65,000	78,900	13,900	21%
37131	UNIFORMS	146,491	94,300	93,200	-1,100	-1%
37132	CLOTHING	0	500	500	0	0%
37133	PERSONAL PROTECTIVE EQUIPMENT	0	79,200	80,100	900	1%
37141	RADIO SUPPLIES	47,096	17,200	19,200	2,000	12%
37142	PHONE SUPPLIES	14,740	7,900	8,300	400	5%
37151	AMMUNITION	36,612	49,700	49,700	0	0%
37152	WEAPONS	13,339	3,500	3,500	0	0%
37153	CANINE	3,103	3,800	3,800	0	0%
37154	INVESTIGATION SUPPLIES	9,519	6,000	6,000	0	0%
37161	OPERATIONAL SUPPLIES	735,337	674,600	766,300	91,700	14%
37162	FURN-FIXTURE-EQUIP <\$10,000	911,965	229,200	347,800	118,600	52%
37163	TRAFFIC SIGNAL SUPPLIES	107,267	88,800	88,800	0	0%
37164	SIGNS AND SIGN SUPPLIES	215,084	253,200	255,700	2,500	1%
37165	OP EQUIP, TOOL, PART <10000	1,003,474	1,045,400	1,270,800	225,400	22%
37171	INSURANCE	877,770	1,000,000	0	-1,000,000	-100%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
37172	CLAIM/SETTLEMT/DEDUCTABLE	142,968	250,000	0	-250,000	-100%
37173	WELLNESS	15,242	25,000	39,500	14,500	58%
37181	PURCHASES FOR RESALE(COS)	375,966	264,900	300,500	35,600	13%
37191	FOOD (NON-TRAVEL)	221,140	0	3,800	3,800	-
37192	AWARDS & RECOGNITION	118,510	133,600	155,600	22,000	16%
37193	SAFETY & FIRST AID SUPPLIES	108,406	135,500	137,500	2,000	1%
37194	COMMUNITY RELATIONS SUPPLIES	56,977	37,900	332,400	294,500	777%
37195	SPECIAL EVENT HOSTING	0	162,100	170,100	8,000	5%
37196	MEETING SUPPLIES	0	14,300	19,400	5,100	36%
37211	GAS & FUEL	1,557,402	1,409,900	1,374,100	-35,800	-3%
37212	AUTO PARTS & LUBRICANTS	775,495	818,500	822,100	3,600	0%
37221	REPAIR AND MAINTENANCE	177,610	181,100	185,200	4,100	2%
37222	CLEANING/JANITORIAL	98,748	109,200	111,700	2,500	2%
37223	AGRICULTURAL/GROUNDS	442,177	388,600	415,800	27,200	7%
37232	CHEMICAL SUPPLIES	851,349	914,800	913,400	-1,400	0%
37233	STREET REPAIR SUPPLIES	158,240	145,000	163,800	18,800	13%
37391	DISTRICT 1-EXPENDITURES	2,234	0	0	0	-
37392	DISTRICT 2-EXPENDITURES	248	0	0	0	-
37393	DISTRICT 3-EXPENDITURES	1,603	0	0	0	-
37394	DISTRICT 4-EXPENDITURES	1,322	0	0	0	-
37395	DISTRICT 5-EXPENDITURES	279	0	0	0	-
37396	DISTRICT 6-EXPENDITURES	3,335	0	0	0	-
37397	MAYOR EXPENDITURES	8,860	0	0	0	-
37398	COUNCIL COMMUNITY OUTREACH	0	12,000	50,000	38,000	317%
37399	MAYOR & COUNCIL DISCRETIONARY	0	0	50,000	50,000	-
37911	INVENTORY ADJUSTMENT	0	0	0	0	-
37992	LICENSES/PERMITS	2,463	0	400	400	-
37996	PACKAGING SUPPLIES	2,728	5,000	5,000	0	0%
37997	TRAINING & EDUCATION SUPPLIES	28,019	109,100	30,000	-79,100	-73%
37998	PHOTOGRAPHY SUPPLIES	6,124	11,700	10,900	-800	-7%
37999	OTHER OPERATIONAL SUPPLIES	5,489	2,700	1,700	-1,000	-37%
Supplies Subtotal		9,677,404	9,048,800	8,666,700	-382,100	-4%
Services						
38111	DIST. 1-TRAVEL & TRAINING FUND	1,164	0	0	0	-
38112	DIST. 2-TRAVEL & TRAINING FUND	868	0	0	0	-
38113	DIST. 3-TRAVEL & TRAINING FUND	3,477	0	0	0	-
38114	DIST. 4-TRAVEL & TRAINING FUND	773	0	0	0	-
38115	DIST. 5-TRAVEL & TRAINING FUND	0	0	0	0	-
38116	DIST. 6-TRAVEL & TRAINING FUND	1,685	0	0	0	-
38117	MAYOR TRAVEL & TRAINING FUND	9,100	0	0	0	-
38118	ELECTION EXPENSE	248,556	0	0	0	-
38119	BOARDS & COMMISSIONS	0	5,000	50,000	45,000	900%
38122	FINANCIAL SERVICES	87,939	101,400	110,400	9,000	9%
38123	TAXES & SERVICE FEES	301,551	140,000	123,500	-16,500	-12%
38124	AUDIT SERVICES	195,729	134,000	122,000	-12,000	-9%
38125	LEGAL SERVICES	109,980	126,500	126,500	0	0%
38126	SERVICE AGREEMENTS	2,109,835	2,645,800	3,583,700	937,900	35%
38128	RECORDING, LICENSE FEES	109,052	119,700	119,200	-500	0%
38129	SOFTWARE LICENSES	354,533	428,200	511,600	83,400	19%
38131	COLLECTION FEES-DELINQ. ACCTS	13	500	500	0	0%
38141	ANIMAL CONTROL SERVICES	384	800	800	0	0%
38142	JAIL SERVICES	728,088	728,000	788,000	60,000	8%
38143	PUBLIC DEFENDER	191,650	194,500	194,500	0	0%
38144	COURT REPORTERS	236	1,000	1,000	0	0%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
38145	JURIES	3,205	3,000	3,000	0	0%
38146	INTERPRETERS	6,584	8,200	10,100	1,900	23%
38147	CODE ENFORCEMENT	33,787	50,000	50,000	0	0%
38149	ANNUAL FF PHYSICALS	77,850	97,500	97,500	0	0%
38162	LANDSCAPE SERVICES	670,809	805,900	865,300	59,400	7%
38183	COMMUNITY RELATIONS SERVICES	253,634	74,400	59,600	-14,800	-20%
38184	ADMISSIONS	61,043	33,100	37,100	4,000	12%
38191	PRE-EMPLOYMENT SERVICES	65,580	53,500	49,000	-4,500	-8%
38192	LAB SERVICES	159,948	144,100	153,600	9,500	7%
38193	FILM SERVICES	3,332	2,700	2,200	-500	-19%
38194	REAL PROPERTY SERVICES	19,760	16,000	16,000	0	0%
38195	GIS SERVICES	28,785	30,000	30,000	0	0%
38196	AERIAL PHOTOGRAPHY	44,890	6,000	6,000	0	0%
38197	SPORTING OFFICIALS	0	244,700	240,300	-4,400	-2%
38198	CLASS INSTRUCTORS	0	83,100	86,100	3,000	4%
38199	PROFESSIONAL AND OUTSIDE SERVICES	3,304,238	3,676,500	4,998,600	1,322,100	36%
38211	WATER	1,500,070	1,613,300	1,723,800	110,500	7%
38212	ELECTRICITY	6,545,457	6,679,600	7,266,400	586,800	9%
38213	PROPANE/NATURAL GAS	79,071	118,500	108,800	-9,700	-8%
38214	TELEPHONE SERVICE	296,173	325,200	310,700	-14,500	-4%
38216	SANITARY/LANDFILL	1,127,489	1,159,100	1,169,900	10,800	1%
38217	POSTAGE & MAILINGS	127,358	175,800	180,200	4,400	3%
38218	TELEPHONE MAINTENANCE	0	2,000	0	-2,000	-100%
38221	CELL PHONE/PAGERS	201,710	174,800	170,200	-4,600	-3%
38311	BUILDING MAINTENANCE	583,969	422,900	419,900	-3,000	-1%
38312	STREETS MAINTENANCE	214,334	2,204,000	2,204,000	0	0%
38321	RADIO EQUIP. MAINT.	183,739	214,500	383,800	169,300	79%
38322	COMPUTER MAINTENANCE	36,719	55,900	126,300	70,400	126%
38323	OFFICE EQUIPMENT MAINT.	1,476	20,000	19,000	-1,000	-5%
38324	MACHINERY & EQUIPMENT MAINT	525,329	907,200	658,600	-248,600	-27%
38331	VEHICLE MAINTENANCE	387,255	417,900	414,100	-3,800	-1%
38341	TRAFFIC SIGNAL R&M	170	15,000	15,000	0	0%
38351	WELLS/SEWER/LINS/ETC.	454,494	474,100	559,100	85,000	18%
38361	BUILDING CONTRACTORS	111,532	170,300	159,700	-10,600	-6%
38371	JANITORIAL SERVICES	326,165	339,000	323,000	-16,000	-5%
38372	PEST CONTROL SERVICES	97,338	107,400	107,600	200	0%
38381	GROUNDS MAINTENANCE	101,284	166,500	151,200	-15,300	-9%
38382	PARKS MAINTENANCE	0	0	47,700	47,700	-
38391	OTHER REPAIRS/MAINT.	425	0	0	0	-
38411	WATER SERVICE CONTRACT	1,307,782	1,380,000	1,330,000	-50,000	-4%
38412	SEWER SERVICE CONTRACT	456,679	530,000	520,000	-10,000	-2%
38413	TRASH COLLECTION CONTRACT	362,115	410,000	410,000	0	0%
38511	BUILDING & STRUCTURES RENAL	29,822	27,500	51,500	24,000	87%
38521	EQUIPMENT RENTAL	527,558	536,300	508,500	-27,800	-5%
38591	OTHER RENTALS/LEASES	234,839	279,700	260,200	-19,500	-7%
38911	UNEMPLOYMENT CONTRIBUTION	56,118	132,000	132,000	0	0%
38912	GENERAL INSURANCE	1,438,065	1,600,000	1,600,000	0	0%
38913	CLAIM SETTLEMENT	6,025,315	7,587,500	8,061,400	473,900	6%
38914	COBRA INSURANCE	14,131	15,700	15,700	0	0%
38915	MEDICAL INSURANCE PREMIUM	803,942	882,300	927,800	45,500	5%
38916	EVENT GENERAL INSURANCE	0	68,900	3,300	-65,600	-95%
38917	GENERAL INSURANCE ADMIN	0	0	1,000,000	1,000,000	-
38921	TUITION REIMBURSEMENT	120,913	91,000	89,600	-1,400	-2%
38922	TRAVEL & TRAINING	341,937	341,500	399,500	58,000	17%
38924	DUES & MEMBERSHIPS	259,039	272,700	273,400	700	0%

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38925	FEDERAL MILEAGE ALLOWANCE	13,428	17,700	17,000	-700	-4%
38926	EMPLOYEE ORIENTATION	374	1,500	500	-1,000	-67%
38927	EMPLOYEE CERTS AND LICENSING	4,160	34,900	42,500	7,600	22%
38928	COUNCIL TRAVEL & TRAINING	0	46,000	46,000	0	0%
38931	ADVERTISING	253,069	233,700	234,200	500	0%
38942	RADIO DISPATCH SERVICE	520,372	570,800	615,400	44,600	8%
38951	PRINTING	177,957	235,300	267,600	32,300	14%
38991	UNIFORM/LAUNDRY SERVICES	62,463	52,100	59,700	7,600	15%
38999	OTHER PROFESSIONAL SERVICES	69,559	35,400	391,200	355,800	1005%
Services Subtotal		35,169,251	41,099,600	46,212,100	5,112,500	12%
Capital						
39111	LAND PURCHASES	18,515	0	628,100	628,100	-
39210	BUILDING & STRUCTURES	0	0	0	0	-
39211	BUILDING & STRUCTURE PURCHASES	4,144,611	3,270,500	14,558,600	11,288,100	345%
39212	IMPROVEMENTS TO BUILDINGS	99,198	400,300	0	-400,300	-100%
39220	STREETS/INFRASTRUCTURE	0	0	0	0	-
39221	STREETS PURCHASES	0	956,000	0	-956,000	-100%
39222	STREET IMPROVEMENTS	1,050,830	2,941,600	0	-2,941,600	-100%
39223	INFRASTRUCTURE PURCHASES	0	2,524,100	0	-2,524,100	-100%
39224	INFRASTRUCTURE IMPROVEMENTS	102,109	1,105,400	15,000	-1,090,400	-99%
39310	IMP.'S OTR THAN BLDG. & LAND	0	0	0	0	-
39311	IMP.'S OTR THAN BLDG. & LAND	809,393	1,779,600	584,000	-1,195,600	-67%
39411	FURN., FIXTURES & OFC EQUIPMT	350,182	20,000	742,000	722,000	3610%
39420	VEHICLES	0	0	0	0	-
39421	VEHICLES	2,456,254	2,063,500	3,932,300	1,868,800	91%
39422	IMPROVEMENTS TO VEHICLES	47,628	0	0	0	-
39430	MACH. & EQUIPMENT	0	0	0	0	-
39431	MACH. & EQUIPMENT	305,855	140,000	88,000	-52,000	-37%
39432	IMP'S TO MACH. & EQUIPMENT	0	750,000	0	-750,000	-100%
39511	RIGHTS	0	154,000	0	-154,000	-100%
39521	EASEMENTS	9,160	0	0	0	-
39600	CAPITAL INTEREST	0	0	0	0	-
39610	CAPITAL INTEREST EXPENSE	0	0	0	0	-
39813	OTHER LEASES	9,000	6,600	6,600	0	0%
Capital Subtotal		9,402,735	16,111,600	20,554,600	4,443,000	28%
Depreciation						
39711	BUILDINGS & STRUCTURES DEPREC.	0	0	0	0	-
39713	EQUIPMENT DEPREC.	0	0	0	0	-
Depreciation Subtotal		0	0	0	0	-
Debt Service						
39821	PRINCIPAL BONDS	3,430,000	3,681,000	8,400,000	4,719,000	128%
39822	INTEREST BONDS	4,465,808	4,268,800	4,166,100	-102,700	-2%
39823	OTHER BONDS	1,000	0	0	0	-
39824	AMORITIZATION BONDS	0	0	0	0	-
39831	PRINCIPAL NOTES	0	1,270,000	0	-1,270,000	-100%
39832	INTEREST NOTES	6,569	30,000	0	-30,000	-100%
39833	OTHER NOTES	19,706	0	0	0	-
39834	AMORITIZATION NOTES	0	0	0	0	-
39841	INTERFUND LOAN INTEREST	0	3,401,100	0	-3,401,100	-100%
39861	BAD DEBT EXPENSE	30,056	0	0	0	-
Debt Service Subtotal		7,953,138	12,650,900	12,566,100	-84,800	-1%
Contingency						

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39996	GRANT MATCH CONTINGENCY	0	70,000	70,000	0	0%
39998	PROJECT CONTINGENCY	0	87,800	0	-87,800	-100%
39999	CONTINGENCY	0	21,757,000	46,358,500	24,601,500	113%
Contingency Subtotal		0	21,914,800	46,428,500	24,513,700	112%
Transfer Out						
34011	COS WTR IN LIEU FRANCH. TR OUT	216,818	213,600	200,400	-13,200	-6%
34012	COS SWR IN LIEU FRANCH. TR OUT	304,409	309,800	314,300	4,500	1%
34013	COS SANI. HAULER'S LIC. TR OUT	25,000	25,000	24,000	-1,000	-4%
34021	WATER INDIRECT COSTS TR OUT	1,453,900	1,453,900	1,244,100	-209,800	-14%
34022	SEWER INDIRECT COSTS TR OUT	1,349,000	1,349,000	1,552,400	203,400	15%
34023	SANI. INDIRECT COSTS TR OUT	857,800	857,800	1,886,400	1,028,600	120%
34031	WTR PYMT ILO PROP TAX TRAN OUT	122,480	96,400	153,900	57,500	60%
34032	SWR PYMT ILO PROP TAX TRAN OUT	293,470	376,000	388,200	12,200	3%
34033	SANI PYMT ILO PROPTAX TRAN OUT	5,967	7,500	8,600	1,100	15%
34041	MPC03 RENT PAYMENTS	4,825,448	4,823,300	4,819,200	-4,100	0%
34047	MPC07 RENT PAYMENTS	2,401,733	2,397,700	7,072,700	4,675,000	195%
34999	TRF TO OTHER FUNDS	1,823,629	1,650,000	73,700	-1,576,300	-96%
Transfer Out Subtotal		13,679,653	13,560,000	17,737,900	4,177,900	31%
Targeted Savings						
39997	TARGETED SAVINGS	0	-935,500	0	935,500	-100%
Targeted Savings Subtotal		0	-935,500	0	935,500	-100%
ED Contingency						
39995	ECONOMIC DEVELOPMENT CONTINGENCY	0	780,000	1,000,000	220,000	28%
ED Contingency Subtotal		0	780,000	1,000,000	220,000	28%
Development Agree						
38127	ECONOMIC DEVELOPMENT	1,529,816	2,892,900	1,666,100	-1,226,800	-42%
38994	DEVELOPER REIMBURSMENT	2,258,334	1,150,000	2,987,600	1,837,600	160%
Development Agreements Subtotal		3,788,150	4,042,900	4,653,700	610,800	15%
Other Financing U						
39851	INTERFUND LOAN ISSUANCE	0	2,267,800	0	-2,267,800	-100%
Other Financing Use Subtotal		0	2,267,800	0	-2,267,800	-100%
Grand Total		143,792,821	184,159,100	223,426,200	39,267,100	21%

City of Surprise All Funds - Detail by Department by Category

<i>Object Category</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Arts Commission					
Supplies	1,593	0	0	0	-
Services	26,430	0	0	0	-
Transfer Out	100,300	0	0	0	-
Arts Commission Total	128,323	0	0	0	-
City Clerk					
Personnel	345,276	352,500	361,100	8,600	2%
Supplies	5,667	7,000	8,000	1,000	14%
Services	284,531	52,200	284,300	232,100	445%
City Clerk Total	635,474	411,700	653,400	241,700	59%
City Court					
Personnel	1,741,818	1,585,600	1,627,700	42,100	3%
Supplies	29,336	28,900	28,900	0	0%
Services	375,240	425,300	434,300	9,000	2%
Contingency	0	471,700	495,000	23,300	5%
City Court Total	2,146,394	2,511,500	2,585,900	74,400	3%
City Manager					
Personnel	586,207	1,390,300	1,588,900	198,600	14%
Supplies	3,125	31,700	33,100	1,400	4%
Services	98,251	393,900	388,600	-5,300	-1%
Capital	0	0	50,000	50,000	-
Contingency	0	70,000	70,000	0	0%
City Manager Total	687,582	1,885,900	2,130,600	244,700	13%
Communications					
Personnel	575,526	0	0	0	-
Supplies	21,487	0	0	0	-
Services	164,852	0	0	0	-
Communications Total	761,865	0	0	0	-
Community and Recreation Services					
Personnel	6,255,086	5,687,300	6,233,800	546,500	10%
Supplies	2,039,718	1,748,500	2,193,000	444,500	25%
Services	5,073,404	5,279,800	6,372,200	1,092,400	21%
Capital	0	100,300	199,000	98,700	98%
Contingency	0	179,400	8,512,300	8,332,900	4645%
Transfer Out	826,193	795,000	794,200	-800	0%
Community and Recreation Services Total	14,194,400	13,790,300	24,304,500	10,514,200	76%
Community Development					
Personnel	2,956,388	3,105,000	3,330,700	225,700	7%
Supplies	95,056	77,900	88,400	10,500	13%
Services	1,023,497	1,048,800	946,300	-102,500	-10%
Capital	0	0	25,000	25,000	-
ED Contingency	0	780,000	1,000,000	220,000	28%
Development Agreements	3,307,396	4,042,900	4,653,700	610,800	15%
Community Development Total	7,382,337	9,054,600	10,044,100	989,500	11%
Debt Service					
Debt Service	673,645	0	674,600	674,600	-

Tuesday, April 30, 2013

<i>Object Category</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Debt Service Total	673,645	0	674,600	674,600	-
Development Fee New Capital					
Debt Service	0	1,837,000	0	-1,837,000	-100%
Development Fee New Capital Total	0	1,837,000	0	-1,837,000	-100%
Finance					
Personnel	2,333,346	2,462,600	2,271,800	-190,800	-8%
Supplies	33,955	28,400	32,100	3,700	13%
Services	622,602	921,500	1,329,000	407,500	44%
Contingency	0	87,800	0	-87,800	-100%
Development Agreements	208,454	0	0	0	-
Finance Total	3,198,358	3,500,300	3,632,900	132,600	4%
Fire-Emergency Services					
Personnel	12,645,604	12,785,100	13,442,100	657,000	5%
Supplies	1,059,049	392,300	522,100	129,800	33%
Services	1,301,482	1,364,600	1,584,500	219,900	16%
Capital	642	15,000	475,000	460,000	3067%
Debt Service	0	292,600	0	-292,600	-100%
Contingency	0	1,500	0	-1,500	-100%
Transfer Out	121,601	121,600	121,500	-100	0%
Fire-Emergency Services Total	15,128,379	14,972,700	16,145,200	1,172,500	8%
General Operations					
Personnel	100,383	0	0	0	-
Services	9,046	6,000	53,700	47,700	795%
Capital	6,500	2,807,600	2,287,900	-519,700	-19%
Debt Service	7,223,163	7,413,900	11,891,500	4,477,600	60%
Contingency	0	13,543,700	10,505,000	-3,038,700	-22%
Transfer Out	3,220,546	3,184,700	1,607,100	-1,577,600	-50%
Targeted Savings	0	-1,000,000	0	1,000,000	-100%
Development Agreements	3,894	0	0	0	-
Other Financing Use	0	2,267,800	0	-2,267,800	-100%
General Operations Total	10,563,531	28,223,700	26,345,200	-1,878,500	-7%
Government Relations					
Personnel	187,816	0	0	0	-
Supplies	5,866	0	0	0	-
Services	64,885	0	0	0	-
Government Relations Total	258,566	0	0	0	-
Human Resources					
Personnel	1,095,074	1,169,900	1,208,200	38,300	3%
Supplies	1,121,093	1,406,300	99,800	-1,306,500	-93%
Services	7,633,185	9,232,500	10,905,300	1,672,800	18%
Contingency	0	3,378,400	4,767,300	1,388,900	41%
Human Resources Total	9,849,352	15,187,100	16,980,600	1,793,500	12%
Information Services					
Personnel	2,189,442	2,307,200	2,324,600	17,400	1%
Supplies	144,003	97,800	100,700	2,900	3%
Services	1,158,576	1,455,300	1,650,300	195,000	13%
Capital	108,875	20,000	635,000	615,000	3075%
Information Services Total	3,600,896	3,880,300	4,710,600	830,300	21%
Legal					

<i>Object Category</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Personnel	1,530,760	1,561,600	1,597,600	36,000	2%
Supplies	14,251	27,400	27,400	0	0%
Services	106,889	160,100	160,100	0	0%
Legal Total	1,651,900	1,749,100	1,785,100	36,000	2%
Mayor & Council					
Personnel	353,384	289,600	304,100	14,500	5%
Supplies	25,095	18,000	106,000	88,000	489%
Services	73,648	102,100	147,100	45,000	44%
Mayor & Council Total	452,126	409,700	557,200	147,500	36%
Police					
Personnel	16,643,145	17,097,000	17,976,200	879,200	5%
Supplies	796,203	787,700	1,036,900	249,200	32%
Services	1,650,544	1,590,000	1,733,000	143,000	9%
Capital	591,179	25,000	72,000	47,000	188%
Contingency	0	896,300	1,922,700	1,026,400	115%
Transfer Out	246,098	246,000	245,800	-200	0%
Police Total	19,927,168	20,642,000	22,986,600	2,344,600	11%
PW-Development Engineering					
Personnel	850,351	948,300	1,588,700	640,400	68%
Supplies	21,169	22,600	22,500	-100	0%
Services	225,151	110,900	73,300	-37,600	-34%
Capital	200,850	919,700	0	-919,700	-100%
PW-Development Engineering Total	1,297,521	2,001,500	1,684,500	-317,000	-16%
PW-Facilities					
Personnel	1,261,855	1,081,000	1,172,800	91,800	8%
Supplies	220,641	204,000	201,300	-2,700	-1%
Services	1,210,236	1,214,900	1,346,300	131,400	11%
Capital	473,655	125,000	100,000	-25,000	-20%
Contingency	0	0	9,734,700	9,734,700	-
Transfer Out	667,359	667,000	666,500	-500	0%
PW-Facilities Total	3,833,746	3,291,900	13,221,600	9,929,700	302%
PW-Replenishment					
Services	0	0	195,000	195,000	-
Capital	0	100,000	3,169,100	3,069,100	3069%
Debt Service	26,274	1,300,000	0	-1,300,000	-100%
Transfer Out	7,277	0	0	0	-
PW-Replenishment Total	33,551	1,400,000	3,364,100	1,964,100	140%
PW-Sanitation					
Personnel	2,441,395	2,343,600	2,078,500	-265,100	-11%
Supplies	903,980	902,400	957,900	55,500	6%
Services	1,441,106	1,477,000	1,524,000	47,000	3%
Capital	0	0	20,000	20,000	-
Contingency	0	792,000	794,400	2,400	0%
Transfer Out	888,767	890,300	1,919,000	1,028,700	116%
PW-Sanitation Total	5,675,249	6,405,300	7,293,800	888,500	14%
PW-Sewer					
Personnel	2,851,461	2,839,600	2,736,700	-102,900	-4%
Supplies	1,170,812	1,321,800	1,296,000	-25,800	-2%
Services	3,554,211	3,903,000	4,090,100	187,100	5%

<i>Object Category</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Capital	3,173,617	5,154,500	4,152,800	-1,001,700	-19%
Debt Service	0	1,807,400	0	-1,807,400	-100%
Contingency	0	1,333,000	1,591,900	258,900	19%
Transfer Out	5,808,310	5,891,500	10,785,400	4,893,900	83%
Targeted Savings	0	64,500	0	-64,500	-100%
PW-Sewer Total	16,558,410	22,315,300	24,652,900	2,337,600	10%
PW-Stormwater					
Personnel	100,208	0	0	0	-
Supplies	2,431	3,200	2,800	-400	-13%
Services	16,079	20,400	19,600	-800	-4%
PW-Stormwater Total	118,718	23,600	22,400	-1,200	-5%
PW-Streets					
Personnel	1,912,777	1,874,000	1,917,200	43,200	2%
Supplies	456,259	414,300	466,300	52,000	13%
Services	3,794,260	6,264,600	6,453,600	189,000	3%
Capital	955,901	0	0	0	-
Debt Service	30,056	0	0	0	-
Contingency	0	0	63,200	63,200	-
PW-Streets Total	7,149,253	8,552,900	8,900,300	347,400	4%
PW-Transportation					
Personnel	1,779,852	1,630,900	953,700	-677,200	-42%
Supplies	494,350	516,600	452,000	-64,600	-13%
Services	970,650	1,629,300	1,793,800	164,500	10%
Capital	923,574	5,150,000	5,257,400	107,400	2%
Contingency	0	0	1,764,600	1,764,600	-
PW-Transportation Total	4,168,425	8,926,800	10,221,500	1,294,700	15%
PW-Vehicle Maintenance					
Personnel	908,764	808,300	938,800	130,500	16%
Supplies	378,376	433,200	347,800	-85,400	-20%
Services	221,396	164,400	266,100	101,700	62%
Capital	2,229,519	0	1,620,000	1,620,000	-
Contingency	0	0	1,998,000	1,998,000	-
PW-Vehicle Maintenance Total	3,738,054	1,405,900	5,170,700	3,764,800	268%
PW-Water					
Personnel	2,476,574	2,298,800	1,935,400	-363,400	-16%
Supplies	633,891	578,800	643,700	64,900	11%
Services	4,102,840	4,283,000	4,461,600	178,600	4%
Capital	738,425	1,694,500	2,491,400	796,900	47%
Contingency	0	1,161,000	4,209,400	3,048,400	263%
Transfer Out	1,793,202	1,763,900	1,598,400	-165,500	-9%
Development Agreements	268,406	0	0	0	-
PW-Water Total	10,013,337	11,780,000	15,339,900	3,559,900	30%
Grand Total	143,792,821	184,159,100	223,408,200	39,249,100	21%

City of Surprise All Funds - Detail by Object by Department

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
34011	COS WTR IN LIEU FRANCH. TR OUT					
	PW-Water	216,818	213,600	200,400	-13,200	-6%
	COS WTR IN LIEU FRANCH. TR OUT To	216,818	213,600	200,400	-13,200	-6%
34012	COS SWR IN LIEU FRANCH. TR OUT					
	PW-Sewer	304,409	309,800	314,300	4,500	1%
	COS SWR IN LIEU FRANCH. TR OUT To	304,409	309,800	314,300	4,500	1%
34013	COS SANI. HAULER'S LIC. TR OUT					
	General Operations	0	0	0	0	-
	PW-Sanitation	25,000	25,000	24,000	-1,000	-4%
	COS SANI. HAULER'S LIC. TR OUT Tota	25,000	25,000	24,000	-1,000	-4%
34021	WATER INDIRECT COSTS TR OUT					
	General Operations	0	0	0	0	-
	PW-Water	1,453,900	1,453,900	1,244,100	-209,800	-14%
	WATER INDIRECT COSTS TR OUT Tota	1,453,900	1,453,900	1,244,100	-209,800	-14%
34022	SEWER INDIRECT COSTS TR OUT					
	General Operations	0	0	0	0	-
	PW-Sewer	1,349,000	1,349,000	1,552,400	203,400	15%
	SEWER INDIRECT COSTS TR OUT Tota	1,349,000	1,349,000	1,552,400	203,400	15%
34023	SANI. INDIRECT COSTS TR OUT					
	General Operations	0	0	0	0	-
	PW-Sanitation	857,800	857,800	1,886,400	1,028,600	120%
	SANI. INDIRECT COSTS TR OUT Total	857,800	857,800	1,886,400	1,028,600	120%
34031	WTR PYMT ILO PROP TAX TRAN OUT					
	General Operations	0	0	0	0	-
	PW-Water	122,480	96,400	153,900	57,500	60%
	WTR PYMT ILO PROP TAX TRAN OUT T	122,480	96,400	153,900	57,500	60%
34032	SWR PYMT ILO PROP TAX TRAN OUT					
	General Operations	0	0	0	0	-
	PW-Sewer	293,470	376,000	388,200	12,200	3%
	SWR PYMT ILO PROP TAX TRAN OUT	293,470	376,000	388,200	12,200	3%
34033	SANI PYMT ILO PROPTAX TRAN OUT					
	General Operations	0	0	0	0	-
	PW-Sanitation	5,967	7,500	8,600	1,100	15%
	SANI PYMT ILO PROPTAX TRAN OUT T	5,967	7,500	8,600	1,100	15%
34041	MPC03 RENT PAYMENTS					
	Community and Recreation Services	795,234	795,000	794,200	-800	0%
	Fire-Emergency Services	121,601	121,600	121,500	-100	0%
	General Operations	1,535,457	1,534,700	1,533,400	-1,300	0%
	Police	246,098	246,000	245,800	-200	0%
	PW-Facilities	667,359	667,000	666,500	-500	0%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	PW-Sewer	1,459,698	1,459,000	1,457,800	-1,200	0%
MPC03	RENT PAYMENTS Total	4,825,448	4,823,300	4,819,200	-4,100	0%
34047	MPC07 RENT PAYMENTS					
	PW-Sewer	2,401,733	2,397,700	7,072,700	4,675,000	195%
MPC07	RENT PAYMENTS Total	2,401,733	2,397,700	7,072,700	4,675,000	195%
34999	TRF TO OTHER FUNDS					
	Arts Commission	100,300	0	0	0	-
	Community and Recreation Services	30,960	0	0	0	-
	Debt Service	0	0	0	0	-
	General Operations	1,685,089	1,650,000	73,700	-1,576,300	-96%
	Not Used City of Surprise	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	7,277	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	4	0	0	0	-
TRF TO OTHER FUNDS	Total	1,823,629	1,650,000	73,700	-1,576,300	-96%
36111	FULL-TIME SALARIES					
	City Clerk	227,047	268,600	275,100	6,500	2%
	City Court	1,022,741	1,021,500	1,045,800	24,300	2%
	City Manager	411,268	987,500	1,151,800	164,300	17%
	Communications	372,704	0	0	0	-
	Community and Recreation Services	3,179,178	3,204,000	3,414,900	210,900	7%
	Community Development	1,786,418	2,140,000	2,337,300	197,300	9%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	1,564,063	1,800,300	1,673,200	-127,100	-7%
	Fire-Emergency Services	7,267,222	7,915,200	8,177,700	262,500	3%
	Government Relations	142,155	0	0	0	-
	Human Resources	758,506	871,400	897,100	25,700	3%
	Information Services	1,464,952	1,723,600	1,745,300	21,700	1%
	Legal	1,025,962	1,137,200	1,165,500	28,300	2%
	Management & Budget	0	0	0	0	-
	Mayor & Council	48,160	0	0	0	-
	Police	9,910,026	11,061,700	11,399,000	337,300	3%
	PW-Development Engineering	565,908	713,500	1,202,100	488,600	68%
	PW-Facilities	783,479	722,900	804,700	81,800	11%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	1,519,010	1,545,000	1,380,800	-164,200	-11%
	PW-Sewer	1,810,402	1,996,600	1,936,100	-60,500	-3%
	PW-Stormwater	68,265	0	0	0	-
	PW-Streets	1,138,610	1,265,300	1,276,800	11,500	1%
	PW-Transportation	1,121,205	1,099,200	664,100	-435,100	-40%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	PW-Vehicle Maintenance	564,152	559,900	649,600	89,700	16%
	PW-Water	1,666,146	1,681,900	1,356,600	-325,300	-19%
	FULL-TIME SALARIES Total	38,417,577	41,715,300	42,553,500	838,200	2%
36112	PART-TIME EMPLOYEES					
	City Court	115,115	133,100	133,100	0	0%
	City Manager	0	70,000	75,500	5,500	8%
	Communications	51,359	0	0	0	-
	Community and Recreation Services	1,244,013	940,900	1,109,100	168,200	18%
	Community Development	161,491	143,500	83,600	-59,900	-42%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	0	46,100	12,700	-33,400	-72%
	Human Resources	0	0	0	0	-
	Legal	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	0	5,000	0	-5,000	-100%
	PW-Sewer	20,728	0	0	0	-
	PW-Transportation	16,793	34,800	0	-34,800	-100%
	PART-TIME EMPLOYEES Total	1,609,500	1,373,400	1,414,000	40,600	3%
36113	OVERTIME COMPENSATION					
	City Court	93	0	0	0	-
	Communications	0	0	0	0	-
	Community and Recreation Services	28,403	60,000	60,000	0	0%
	Community Development	20,277	19,800	19,800	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	12,112	13,700	13,700	0	0%
	Fire-Emergency Services	723,330	674,800	879,400	204,600	30%
	Human Resources	3,303	0	0	0	-
	Information Services	5,610	500	500	0	0%
	Legal	145	0	0	0	-
	Management & Budget	0	0	0	0	-
	Police	600,808	349,500	689,700	340,200	97%
	PW-Development Engineering	10,608	0	0	0	-
	PW-Facilities	8,082	11,500	8,000	-3,500	-30%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	31,573	57,000	39,400	-17,600	-31%
	PW-Sewer	34,269	28,600	29,300	700	2%
	PW-Streets	4,244	3,000	3,000	0	0%
	PW-Transportation	7,820	7,500	8,000	500	7%
	PW-Vehicle Maintenance	1,479	0	3,500	3,500	-
	PW-Water	28,640	11,500	27,100	15,600	136%
	OVERTIME COMPENSATION Total	1,520,794	1,237,400	1,781,400	544,000	44%
36114	FLSA OT COMPLIANCE					
	Finance	0	0	0	0	-
	Fire-Emergency Services	470,843	554,500	590,600	36,100	7%

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FLSA OT COMPLIANCE Total		470,843	554,500	590,600	36,100	7%
36115 HOLIDAYS						
	City Clerk	4,717	0	0	0	-
	City Court	33,532	0	0	0	-
	City Manager	1,386	0	0	0	-
	Communications	1,285	0	0	0	-
	Community and Recreation Services	80,590	0	0	0	-
	Community Development	64,829	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	31,568	0	0	0	-
	Fire-Emergency Services	417,178	416,600	443,600	27,000	6%
	Government Relations	0	0	0	0	-
	Human Resources	13,007	0	0	0	-
	Information Services	29,921	0	0	0	-
	Legal	13,905	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	785	0	0	0	-
	Police	482,809	440,800	443,300	2,500	1%
	PW-Development Engineering	13,560	0	0	0	-
	PW-Facilities	27,933	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	62,738	0	0	0	-
	PW-Sewer	61,731	0	0	0	-
	PW-Stormwater	165	0	0	0	-
	PW-Streets	56,942	0	0	0	-
	PW-Transportation	37,678	0	0	0	-
	PW-Vehicle Maintenance	25,902	0	0	0	-
	PW-Water	41,963	0	0	0	-
HOLIDAYS Total		1,504,123	857,400	886,900	29,500	3%
36116 PAID TIME OFF						
	City Clerk	36,154	0	0	0	-
	City Court	121,459	0	0	0	-
	City Manager	56,351	0	0	0	-
	Communications	23,769	0	0	0	-
	Community and Recreation Services	308,513	0	0	0	-
	Community Development	179,040	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	181,224	0	0	0	-
	Fire-Emergency Services	851,063	0	0	0	-
	Government Relations	7,144	0	0	0	-
	Human Resources	69,762	0	0	0	-
	Information Services	166,638	0	0	0	-
	Legal	93,790	0	0	0	-
	Management & Budget	0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Mayor & Council	3,079	0	0	0	-
	Police	971,580	0	0	0	-
	PW-Development Engineering	68,314	0	0	0	-
	PW-Facilities	86,762	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	148,787	0	0	0	-
	PW-Sewer	189,047	0	0	0	-
	PW-Stormwater	10,866	0	0	0	-
	PW-Streets	137,867	0	0	0	-
	PW-Transportation	111,247	0	0	0	-
	PW-Vehicle Maintenance	62,667	0	0	0	-
	PW-Water	165,431	0	0	0	-
	PAID TIME OFF Total	4,050,554	0	0	0	-
36117	SICK LEAVE					
	City Clerk	0	0	0	0	-
	City Court	0	0	0	0	-
	City Manager	0	0	0	0	-
	Communications	0	0	0	0	-
	Community and Recreation Services	0	0	0	0	-
	Community Development	0	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	Government Relations	0	0	0	0	-
	Human Resources	0	0	0	0	-
	Information Services	0	0	0	0	-
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Stormwater	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	0	0	0	0	-
	SICK LEAVE Total	0	0	0	0	-
36118	CITY COUNCIL					
	Mayor & Council	156,783	155,500	158,900	3,400	2%
	CITY COUNCIL Total	156,783	155,500	158,900	3,400	2%
36119	Shift Differential					
	Police	0	0	37,200	37,200	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Shift Differential Total		0	0	37,200	37,200	-
36131	FULL-TIME TEMP SALARIES					
	Community Development	21,238	0	0	0	-
	FULL-TIME TEMP SALARIES Total	21,238	0	0	0	-
36151	STIPEND					
	City Clerk	480	500	500	0	0%
	City Court	1,260	1,300	1,300	0	0%
	City Manager	5,085	3,300	4,500	1,200	36%
	Communications	720	0	0	0	-
	Community and Recreation Services	10,488	9,400	9,900	500	5%
	Community Development	8,280	8,600	9,700	1,100	13%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	2,583	2,600	500	-2,100	-81%
	Fire-Emergency Services	9,123	10,200	10,900	700	7%
	Government Relations	1,440	0	0	0	-
	Human Resources	2,160	2,500	2,000	-500	-20%
	Information Services	13,043	12,800	14,800	2,000	16%
	Legal	7,020	7,000	7,000	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	8,445	6,400	6,400	0	0%
	Police	64,826	41,000	55,900	14,900	36%
	PW-Development Engineering	3,629	4,100	7,000	2,900	71%
	PW-Facilities	6,647	5,700	6,000	300	5%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	1,825	1,600	0	-1,600	-100%
	PW-Sewer	14,642	13,900	11,900	-2,000	-14%
	PW-Stormwater	0	0	0	0	-
	PW-Streets	1,380	1,500	1,000	-500	-33%
	PW-Transportation	7,502	7,300	2,500	-4,800	-66%
	PW-Vehicle Maintenance	253	0	1,400	1,400	-
	PW-Water	12,983	13,700	8,600	-5,100	-37%
	STIPEND Total	183,814	153,400	161,800	8,400	5%
36152	UNIFORM ALLOWANCE					
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	116,481	115,000	138,000	23,000	20%
	Legal	650	0	0	0	-
	Police	133,795	184,600	187,200	2,600	1%
	UNIFORM ALLOWANCE Total	250,926	299,600	325,200	25,600	9%
36153	VEHICLE ALLOWANCE					
	City Court	0	0	0	0	-
	City Manager	0	3,000	300	-2,700	-90%
	Communications	0	0	0	0	-
	Community and Recreation Services	0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Community Development	1,200	1,200	1,200	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	0	0	0	0	-
	Government Relations	3,000	0	0	0	-
	Human Resources	0	0	0	0	-
	Information Services	0	0	0	0	-
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	VEHICLE ALLOWANCE Total	4,200	4,200	1,500	-2,700	-64%
36156	COMPENSATED ABSENCES					
	Management & Budget	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Water	0	0	0	0	-
	COMPENSATED ABSENCES Total	0	0	0	0	-
36211	FICA					
	City Clerk	18,748	19,400	19,700	300	2%
	City Court	91,712	84,900	86,400	1,500	2%
	City Manager	32,293	75,000	87,000	12,000	16%
	Communications	31,801	0	0	0	-
	Community and Recreation Services	356,310	316,800	346,700	29,900	9%
	Community Development	163,704	169,400	183,500	14,100	8%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	129,267	139,500	127,200	-12,300	-9%
	Fire-Emergency Services	178,852	171,500	164,900	-6,600	-4%
	Government Relations	11,254	0	0	0	-
	Human Resources	59,692	65,800	67,100	1,300	2%
	Information Services	122,282	131,400	132,900	1,500	1%
	Legal	79,085	83,300	84,900	1,600	2%
	Management & Budget	0	0	0	0	-
	Mayor & Council	16,936	12,400	12,600	200	2%
	Police	886,465	906,000	973,000	67,000	7%
	PW-Development Engineering	49,008	51,100	89,800	38,700	76%
	PW-Facilities	65,920	56,300	62,600	6,300	11%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	124,359	117,700	108,600	-9,100	-8%
	PW-Sewer	153,670	149,800	149,800	0	0%
	PW-Stormwater	5,987	0	0	0	-
	PW-Streets	95,748	97,200	98,000	800	1%
	PW-Transportation	90,936	83,700	50,600	-33,100	-40%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	PW-Vehicle Maintenance	47,446	42,600	50,100	7,500	18%
	PW-Water	139,862	124,700	106,500	-18,200	-15%
FICA Total		2,951,338	2,898,500	3,001,900	103,400	4%
36231	MEDICAL					
	City Clerk	27,033	29,700	30,000	300	1%
	City Court	203,920	193,800	188,600	-5,200	-3%
	City Manager	33,503	99,600	110,400	10,800	11%
	Communications	45,652	0	0	0	-
	Community and Recreation Services	496,023	494,100	589,500	95,400	19%
	Community Development	286,983	317,200	356,000	38,800	12%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	210,900	219,200	220,200	1,000	0%
	Fire-Emergency Services	1,164,123	1,220,700	1,237,900	17,200	1%
	Government Relations	5,845	0	0	0	-
	Human Resources	91,459	116,700	123,500	6,800	6%
	Information Services	191,304	214,800	200,100	-14,700	-7%
	Legal	158,684	170,600	169,200	-1,400	-1%
	Management & Budget	0	0	0	0	-
	Mayor & Council	54,739	50,600	55,200	4,600	9%
	Police	1,682,510	1,837,500	1,814,500	-23,000	-1%
	PW-Development Engineering	59,178	75,800	122,700	46,900	62%
	PW-Facilities	153,620	143,100	155,700	12,600	9%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	295,929	289,300	297,300	8,000	3%
	PW-Sewer	290,222	315,200	306,800	-8,400	-3%
	PW-Stormwater	6,207	0	0	0	-
	PW-Streets	254,873	250,400	288,600	38,200	15%
	PW-Transportation	198,537	194,200	116,700	-77,500	-40%
	PW-Vehicle Maintenance	121,349	115,500	134,500	19,000	16%
	PW-Water	179,551	198,900	225,600	26,700	13%
MEDICAL Total		6,212,144	6,546,900	6,743,000	196,100	3%
36232	DENTAL					
	City Clerk	2,024	2,000	2,000	0	0%
	City Court	9,745	11,900	11,700	-200	-2%
	City Manager	1,920	6,400	8,500	2,100	33%
	Communications	2,954	0	0	0	-
	Community and Recreation Services	29,604	33,500	39,000	5,500	16%
	Community Development	21,609	22,300	25,300	3,000	13%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	15,494	16,800	15,200	-1,600	-10%
	Fire-Emergency Services	70,986	74,000	76,000	2,000	3%
	Government Relations	375	0	0	0	-
	Human Resources	6,667	8,200	7,900	-300	-4%
	Information Services	12,200	14,700	14,000	-700	-5%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Legal		10,388	10,700	10,700	0	0%
Management & Budget		0	0	0	0	-
Mayor & Council		3,120	3,800	3,800	0	0%
Police		102,720	115,000	113,000	-2,000	-2%
PW-Development Engineering		4,755	6,300	10,500	4,200	67%
PW-Facilities		10,150	9,400	10,300	900	10%
PW-Replenishment		0	0	0	0	-
PW-Sanitation		18,078	17,800	18,100	300	2%
PW-Sewer		17,644	20,900	20,000	-900	-4%
PW-Stormwater		393	0	0	0	-
PW-Streets		17,276	17,400	19,400	2,000	11%
PW-Transportation		12,767	13,000	7,400	-5,600	-43%
PW-Vehicle Maintenance		7,645	7,000	7,700	700	10%
PW-Water		14,271	15,800	14,400	-1,400	-9%
DENTAL Total		392,785	426,900	434,900	8,000	2%
36233 VISION						
City Clerk		299	300	300	0	0%
City Court		2,013	1,800	1,700	-100	-6%
City Manager		363	1,000	1,000	0	0%
Communications		477	0	0	0	-
Community and Recreation Services		5,529	5,100	6,000	900	18%
Community Development		3,165	3,300	3,700	400	12%
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-
Finance		2,299	2,100	2,200	100	5%
Fire-Emergency Services		11,598	11,500	11,700	200	2%
Government Relations		121	0	0	0	-
Human Resources		1,190	1,300	1,300	0	0%
Information Services		2,400	2,500	2,400	-100	-4%
Legal		1,470	1,500	1,500	0	0%
Management & Budget		0	0	0	0	-
Mayor & Council		705	700	700	0	0%
Police		17,703	18,000	18,200	200	1%
PW-Development Engineering		752	800	1,500	700	88%
PW-Facilities		1,461	1,300	1,500	200	15%
PW-Replenishment		0	0	0	0	-
PW-Sanitation		3,083	2,900	2,900	0	0%
PW-Sewer		3,304	3,400	3,100	-300	-9%
PW-Stormwater		67	0	0	0	-
PW-Streets		2,841	2,700	3,000	300	11%
PW-Transportation		2,407	2,200	1,200	-1,000	-45%
PW-Vehicle Maintenance		1,241	1,100	1,200	100	9%
PW-Water		2,576	2,400	2,300	-100	-4%
VISION Total		67,063	65,900	67,400	1,500	2%
36234 LIFE						
City Clerk		1,079	1,200	1,200	0	0%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	City Court	4,609	4,500	4,600	100	2%
	City Manager	2,038	4,300	5,100	800	19%
	Communications	1,615	0	0	0	-
	Community and Recreation Services	14,129	14,100	14,900	800	6%
	Community Development	7,869	9,400	10,400	1,000	11%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	6,803	7,800	7,400	-400	-5%
	Fire-Emergency Services	30,245	35,100	36,100	1,000	3%
	Government Relations	563	0	0	0	-
	Human Resources	3,283	3,900	4,000	100	3%
	Information Services	6,632	7,600	7,700	100	1%
	Legal	4,466	5,000	5,100	100	2%
	Management & Budget	0	0	0	0	-
	Mayor & Council	3,053	700	700	0	0%
	Police	43,071	48,700	50,400	1,700	3%
	PW-Development Engineering	2,565	3,100	5,200	2,100	68%
	PW-Facilities	3,421	3,200	3,600	400	13%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	6,569	6,900	6,100	-800	-12%
	PW-Sewer	7,803	8,900	8,700	-200	-2%
	PW-Stormwater	258	0	0	0	-
	PW-Streets	5,201	5,700	5,700	0	0%
	PW-Transportation	4,924	4,900	2,900	-2,000	-41%
	PW-Vehicle Maintenance	2,455	2,500	2,900	400	16%
	PW-Water	7,143	7,300	5,900	-1,400	-19%
LIFE Total		169,796	184,800	188,600	3,800	2%
36235	SHORT TERM DISABILITY					
	City Clerk	0	0	0	0	-
	City Court	0	0	0	0	-
	City Manager	-9	0	0	0	-
	Communications	0	0	0	0	-
	Community and Recreation Services	0	0	0	0	-
	Community Development	0	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	Government Relations	0	0	0	0	-
	Human Resources	0	0	0	0	-
	Information Services	0	0	0	0	-
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	9	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Stormwater	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	0	0	0	0	-
	SHORT TERM DISABILITY Total	0	0	0	0	-
36251	DEFERRED COMPENSATION					
	City Court	16,184	16,100	16,400	300	2%
	City Manager	0	18,500	0	-18,500	-100%
	Community Development	0	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	Legal	16,155	16,000	16,400	400	3%
	PW-Replenishment	0	0	0	0	-
	DEFERRED COMPENSATION Total	32,339	50,600	32,800	-17,800	-35%
36252	AZ STATE RETIREMENT					
	City Clerk	27,283	30,000	31,800	1,800	6%
	City Court	111,690	114,000	136,200	22,200	19%
	City Manager	41,284	118,300	142,200	23,900	20%
	Communications	42,368	0	0	0	-
	Community and Recreation Services	381,985	467,200	527,500	60,300	13%
	Community Development	217,955	252,800	282,800	30,000	12%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	173,785	208,800	196,200	-12,600	-6%
	Fire-Emergency Services	63,099	72,700	52,400	-20,300	-28%
	Government Relations	15,682	0	0	0	-
	Human Resources	77,246	97,400	103,800	6,400	7%
	Information Services	171,418	193,600	203,200	9,600	5%
	Legal	117,557	127,500	135,300	7,800	6%
	Management & Budget	0	0	0	0	-
	Mayor & Council	5,312	0	0	0	-
	Police	322,277	273,500	400,100	126,600	46%
	PW-Development Engineering	66,456	80,000	139,700	59,700	75%
	PW-Facilities	90,472	82,500	94,500	12,000	15%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	173,731	178,800	163,900	-14,900	-8%
	PW-Sewer	210,362	227,400	228,300	900	0%
	PW-Stormwater	6,178	0	0	0	-
	PW-Streets	134,042	141,600	147,800	6,200	4%
	PW-Transportation	131,447	128,200	77,900	-50,300	-39%
	PW-Vehicle Maintenance	63,869	62,400	75,500	13,100	21%
	PW-Water	188,232	190,400	160,600	-29,800	-16%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
AZ STATE RETIREMENT Total		2,833,729	3,047,100	3,299,700	252,600	8%
36253	AZ PUBLIC SAFETY RETIREMENT					
Finance		0	0	0	0	-
Fire-Emergency Services		996,595	1,239,100	1,392,200	153,100	12%
Police		1,126,821	1,477,700	1,475,600	-2,100	0%
AZ PUBLIC SAFETY RETIREMENT Total		2,123,416	2,716,800	2,867,800	151,000	6%
36255	POST EMP. HEALTH PLAN					
City Clerk		0	0	0	0	-
City Court		0	0	0	0	-
City Manager		0	0	0	0	-
Communications		0	0	0	0	-
Community and Recreation Services		0	0	0	0	-
Community Development		0	0	0	0	-
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-
Finance		0	0	0	0	-
Fire-Emergency Services		9,445	0	0	0	-
Government Relations		0	0	0	0	-
Human Resources		0	0	0	0	-
Information Services		0	0	0	0	-
Legal		0	0	0	0	-
Management & Budget		0	0	0	0	-
Mayor & Council		0	0	0	0	-
Police		0	0	0	0	-
PW-Development Engineering		0	0	0	0	-
PW-Facilities		0	0	0	0	-
PW-Replenishment		0	0	0	0	-
PW-Sanitation		0	0	0	0	-
PW-Sewer		0	0	0	0	-
PW-Stormwater		0	0	0	0	-
PW-Streets		0	0	0	0	-
PW-Transportation		0	0	0	0	-
PW-Vehicle Maintenance		0	0	0	0	-
PW-Water		0	0	0	0	-
POST EMP. HEALTH PLAN Total		9,445	0	0	0	-
36256	457 & 401A CONTRIBUTION & MATCH					
City Clerk		0	0	0	0	-
City Court		6,199	0	0	0	-
City Manager		0	0	0	0	-
Communications		0	0	0	0	-
Community and Recreation Services		0	0	0	0	-
Community Development		0	0	0	0	-
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-
Finance		0	0	0	0	-
Fire-Emergency Services		47,104	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Government Relations	0	0	0	0	-
	Human Resources	7,509	0	0	0	-
	Information Services	0	0	0	0	-
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Stormwater	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	0	0	0	0	-
457 & 401A CONTRIBUTION & MATCH T		60,811	0	0	0	-
36257 AZ ELECTED OFFICIALS RETIREMNT						
	Mayor & Council	51,894	59,000	65,500	6,500	11%
AZ ELECTED OFFICIALS RETIREMNT T		51,894	59,000	65,500	6,500	11%
36259 OTHER RETIREMENT						
	City Clerk	0	0	0	0	-
	City Court	0	0	0	0	-
	City Manager	0	0	0	0	-
	Communications	0	0	0	0	-
	Community and Recreation Services	0	0	0	0	-
	Community Development	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	General Operations	100,383	0	0	0	-
	Government Relations	0	0	0	0	-
	Human Resources	0	0	0	0	-
	Information Services	0	0	0	0	-
	Legal	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	0	0	0	0	-
OTHER RETIREMENT Total		100,383	0	0	0	-
36261 PSPRS ALT CONTRIBUTION RATE						

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Fire-Emergency Services	15,878	0	0	0	-
	Police	45,672	0	0	0	-
	PSPRS ALT CONTRIBUTION RATE Total	61,550	0	0	0	-
36278	WORKERS COMPENSATION					
	City Clerk	413	800	500	-300	-38%
	City Court	1,546	2,700	1,900	-800	-30%
	City Manager	725	3,400	2,600	-800	-24%
	Communications	822	0	0	0	-
	Community and Recreation Services	74,714	101,700	75,500	-26,200	-26%
	Community Development	12,330	17,500	17,400	-100	-1%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	3,250	5,700	3,300	-2,400	-42%
	Fire-Emergency Services	221,983	274,200	236,700	-37,500	-14%
	Government Relations	236	0	0	0	-
	Human Resources	1,290	2,700	1,500	-1,200	-44%
	Information Services	3,042	5,700	3,700	-2,000	-35%
	Legal	1,484	2,800	2,000	-800	-29%
	Management & Budget	0	0	0	0	-
	Mayor & Council	365	500	300	-200	-40%
	Police	280,631	343,000	319,100	-23,900	-7%
	PW-Development Engineering	5,619	8,600	10,200	1,600	19%
	PW-Facilities	23,908	45,100	25,900	-19,200	-43%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	55,714	126,600	61,400	-65,200	-52%
	PW-Sewer	37,634	74,900	42,700	-32,200	-43%
	PW-Stormwater	1,822	0	0	0	-
	PW-Streets	63,753	89,200	73,900	-15,300	-17%
	PW-Transportation	36,589	55,900	22,400	-33,500	-60%
	PW-Vehicle Maintenance	10,304	17,300	12,400	-4,900	-28%
	PW-Water	29,775	52,200	27,800	-24,400	-47%
	WORKERS COMPENSATION Total	867,950	1,230,500	941,200	-289,300	-24%
36279	OTHER COMPENSATION					
	Human Resources	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	OTHER COMPENSATION Total	0	0	0	0	-
36999	LABOR DIST. INTER-DEPARTMENT					
	Community and Recreation Services	45,605	40,500	40,800	300	1%
	Community Development	0	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	-19,544	0	12,000	12,000	-
	Police	-28,568	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	LABOR DIST. INTER-DEPARTMENT Tot	-2,506	40,500	52,800	12,300	30%

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37111	OFFICE SUPPLIES					
	City Clerk	3,892	7,000	8,000	1,000	14%
	City Court	10,696	12,000	12,000	0	0%
	City Manager	99	2,600	2,300	-300	-12%
	Communications	488	0	0	0	-
	Community and Recreation Services	13,288	16,900	16,900	0	0%
	Community Development	8,796	8,700	8,600	-100	-1%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	10,803	12,400	14,900	2,500	20%
	Fire-Emergency Services	5,429	4,900	4,900	0	0%
	General Operations	0	0	0	0	-
	Government Relations	937	0	0	0	-
	Human Resources	10,807	10,500	10,500	0	0%
	Information Services	3,515	4,000	4,800	800	20%
	Legal	5,544	9,000	9,000	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	1,956	2,000	2,000	0	0%
	Police	38,476	22,700	25,000	2,300	10%
	PW-Development Engineering	3,572	3,500	3,500	0	0%
	PW-Facilities	2,485	1,800	1,800	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	1,617	3,900	2,900	-1,000	-26%
	PW-Sewer	3,926	5,900	5,400	-500	-8%
	PW-Stormwater	13	100	100	0	0%
	PW-Streets	1,114	900	900	0	0%
	PW-Transportation	1,564	2,300	1,400	-900	-39%
	PW-Vehicle Maintenance	1,355	1,500	1,500	0	0%
	PW-Water	2,351	4,300	4,000	-300	-7%
	OFFICE SUPPLIES Total	132,724	136,900	140,400	3,500	3%
37112	COMPUTER SUPPLIES					
	City Clerk	357	0	0	0	-
	City Court	7,189	7,000	7,000	0	0%
	City Manager	68	2,800	2,500	-300	-11%
	Communications	1,406	0	0	0	-
	Community and Recreation Services	17,152	28,800	25,800	-3,000	-10%
	Community Development	14,033	11,700	11,700	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	7,850	8,400	8,300	-100	-1%
	Fire-Emergency Services	18,135	14,700	16,200	1,500	10%
	Government Relations	202	0	0	0	-
	Human Resources	19,209	10,200	10,200	0	0%
	Information Services	43,812	26,400	26,400	0	0%
	Legal	2,485	4,900	4,900	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	1,376	1,500	1,500	0	0%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Police	50,078	24,000	24,000	0	0%
	PW-Development Engineering	5,655	5,800	5,800	0	0%
	PW-Facilities	5,685	2,500	2,500	0	0%
	PW-Sanitation	1,676	800	1,300	500	63%
	PW-Sewer	3,688	4,400	4,400	0	0%
	PW-Stormwater	0	100	100	0	0%
	PW-Streets	1,305	900	900	0	0%
	PW-Transportation	3,690	1,800	1,800	0	0%
	PW-Vehicle Maintenance	2,004	2,000	2,000	0	0%
	PW-Water	3,646	3,800	3,300	-500	-13%
	COMPUTER SUPPLIES Total	210,704	162,500	160,600	-1,900	-1%
37113	POSTAGE					
	City Manager	0	0	0	0	-
	Community and Recreation Services	0	0	0	0	-
	Finance	0	200	200	0	0%
	POSTAGE Total	0	200	200	0	0%
37114	BOOKS & SUBSCRIPTIONS					
	City Clerk	0	0	0	0	-
	City Court	8,997	8,000	8,000	0	0%
	City Manager	24	4,300	4,400	100	2%
	Communications	457	0	0	0	-
	Community and Recreation Services	1,280	1,800	1,900	100	6%
	Community Development	544	1,500	4,900	3,400	227%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	3,523	3,200	3,000	-200	-6%
	Fire-Emergency Services	2,717	6,600	7,100	500	8%
	Government Relations	3,852	0	0	0	-
	Human Resources	5,565	5,500	11,500	6,000	109%
	Information Services	1,959	2,500	2,300	-200	-8%
	Legal	4,865	11,000	11,000	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	282	500	500	0	0%
	Police	1,180	6,400	11,000	4,600	72%
	PW-Development Engineering	879	1,200	1,200	0	0%
	PW-Facilities	864	2,100	2,100	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	120	100	100	0	0%
	PW-Sewer	715	2,300	2,200	-100	-4%
	PW-Stormwater	381	500	500	0	0%
	PW-Streets	678	0	0	0	-
	PW-Transportation	442	500	500	0	0%
	PW-Vehicle Maintenance	3,358	2,000	2,000	0	0%
	PW-Water	6,568	5,000	4,700	-300	-6%
	BOOKS & SUBSCRIPTIONS Total	49,248	65,000	78,900	13,900	21%
37115	ALLOCATABLE					

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Finance		0	0	0	0	-
General Operations		0	0	0	0	-
Management & Budget		0	0	0	0	-
ALLOCATABLE Total		0	0	0	0	-
37131 UNIFORMS						
Community and Recreation Services		33,078	33,700	33,700	0	0%
Community Development		2,561	1,300	1,400	100	8%
Community Initiatives		0	0	0	0	-
Fire-Emergency Services		73,096	14,600	15,200	600	4%
Human Resources		0	0	0	0	-
Information Services		140	0	0	0	-
Police		13,439	16,000	16,000	0	0%
PW-Development Engineering		812	1,700	1,700	0	0%
PW-Facilities		2,347	2,100	2,200	100	5%
PW-Replenishment		0	0	0	0	-
PW-Sanitation		3,926	3,400	3,700	300	9%
PW-Sewer		1,688	4,000	3,400	-600	-15%
PW-Stormwater		0	100	0	-100	-100%
PW-Streets		4,228	4,700	4,700	0	0%
PW-Transportation		5,985	5,500	4,000	-1,500	-27%
PW-Vehicle Maintenance		1,984	2,600	2,600	0	0%
PW-Water		3,206	4,600	4,600	0	0%
UNIFORMS Total		146,491	94,300	93,200	-1,100	-1%
37132 CLOTHING						
Information Services		0	500	500	0	0%
CLOTHING Total		0	500	500	0	0%
37133 PERSONAL PROTECTIVE EQUIPMENT						
Fire-Emergency Services		0	40,000	40,000	0	0%
Police		0	39,200	40,100	900	2%
PERSONAL PROTECTIVE EQUIPMENT		0	79,200	80,100	900	1%
37141 RADIO SUPPLIES						
Community and Recreation Services		1,241	200	200	0	0%
Finance		0	0	0	0	-
Fire-Emergency Services		1,789	8,200	10,200	2,000	24%
Information Services		0	0	0	0	-
Police		23,924	8,000	8,000	0	0%
PW-Sanitation		0	300	300	0	0%
PW-Streets		19,078	500	500	0	0%
PW-Transportation		1,064	0	0	0	-
PW-Vehicle Maintenance		0	0	0	0	-
RADIO SUPPLIES Total		47,096	17,200	19,200	2,000	12%
37142 PHONE SUPPLIES						
Community and Recreation Services		652	0	600	600	-
Community Development		0	200	200	0	0%
Community Initiatives		0	0	0	0	-

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	Economic Development	0	0	0	0	-
	Fire-Emergency Services	587	0	0	0	-
	Information Services	10,869	4,000	4,000	0	0%
	Police	197	500	500	0	0%
	PW-Development Engineering	270	100	100	0	0%
	PW-Facilities	44	100	100	0	0%
	PW-Sanitation	202	100	200	100	100%
	PW-Sewer	476	800	500	-300	-38%
	PW-Streets	770	600	600	0	0%
	PW-Transportation	453	700	700	0	0%
	PW-Vehicle Maintenance	98	200	200	0	0%
	PW-Water	122	600	600	0	0%
	PHONE SUPPLIES Total	14,740	7,900	8,300	400	5%
37151	AMMUNITION					
	Police	36,612	49,700	49,700	0	0%
	AMMUNITION Total	36,612	49,700	49,700	0	0%
37152	WEAPONS					
	Police	13,339	3,500	3,500	0	0%
	WEAPONS Total	13,339	3,500	3,500	0	0%
37153	CANINE					
	Police	3,103	3,800	3,800	0	0%
	CANINE Total	3,103	3,800	3,800	0	0%
37154	INVESTIGATION SUPPLIES					
	Police	9,519	6,000	6,000	0	0%
	INVESTIGATION SUPPLIES Total	9,519	6,000	6,000	0	0%
37161	OPERATIONAL SUPPLIES					
	City Clerk	0	0	0	0	-
	City Court	199	0	0	0	-
	City Manager	0	0	0	0	-
	Communications	538	0	0	0	-
	Community and Recreation Services	374,718	343,600	413,700	70,100	20%
	Community Development	10,793	12,500	12,500	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	25,772	12,300	34,300	22,000	179%
	Human Resources	183	300	1,300	1,000	333%
	Mayor & Council	2	0	0	0	-
	Police	24,946	12,000	13,500	1,500	13%
	PW-Development Engineering	219	100	0	-100	-100%
	PW-Facilities	2,477	1,000	1,100	100	10%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	18,378	18,000	18,500	500	3%
	PW-Sewer	162,942	179,300	176,500	-2,800	-2%
	PW-Stormwater	0	500	0	-500	-100%

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PW-Streets		5,832	4,500	4,500	0	0%
PW-Transportation		36,121	50,100	50,000	-100	0%
PW-Vehicle Maintenance		26,807	20,000	20,000	0	0%
PW-Water		45,412	20,400	20,400	0	0%
OPERATIONAL SUPPLIES Total		735,337	674,600	766,300	91,700	14%
37162 FURN-FIXTURE-EQUIP <\$10,000						
Arts Commission		1,593	0	0	0	-
City Clerk		0	0	0	0	-
City Court		1,896	1,000	1,000	0	0%
City Manager		1,763	12,100	12,100	0	0%
Communications		8,899	0	0	0	-
Community and Recreation Services		25,180	11,400	25,400	14,000	123%
Community Development		4,028	1,800	1,800	0	0%
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-
Finance		10,556	2,300	2,300	0	0%
Fire-Emergency Services		648,129	11,300	51,800	40,500	358%
Government Relations		0	0	0	0	-
Human Resources		13,554	0	0	0	-
Information Services		70,477	40,000	40,000	0	0%
Legal		1,306	2,500	2,500	0	0%
Management & Budget		0	0	0	0	-
Mayor & Council		1,486	0	0	0	-
Police		50,149	13,300	13,300	0	0%
PW-Development Engineering		1,619	1,000	1,000	0	0%
PW-Facilities		9,433	2,000	2,000	0	0%
PW-Sanitation		43,505	81,000	103,600	22,600	28%
PW-Sewer		9,373	31,100	15,700	-15,400	-50%
PW-Stormwater		0	0	0	0	-
PW-Streets		4,649	0	0	0	-
PW-Transportation		967	1,000	800	-200	-20%
PW-Vehicle Maintenance		398	0	0	0	-
PW-Water		3,005	17,400	74,500	57,100	328%
FURN-FIXTURE-EQUIP <\$10,000 Total		911,965	229,200	347,800	118,600	52%
37163 TRAFFIC SIGNAL SUPPLIES						
PW-Transportation		107,267	88,800	88,800	0	0%
TRAFFIC SIGNAL SUPPLIES Total		107,267	88,800	88,800	0	0%
37164 SIGNS AND SIGN SUPPLIES						
City Manager		0	0	0	0	-
Community and Recreation Services		88,635	69,700	71,800	2,100	3%
Community Development		16,718	3,600	3,600	0	0%
Economic Development		0	0	0	0	-
Finance		0	0	500	500	-
Fire-Emergency Services		0	0	0	0	-
Human Resources		0	0	0	0	-
Information Services		8	0	0	0	-

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	Management & Budget	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	16	0	0	0	-
	PW-Facilities	1,750	500	1,500	1,000	200%
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	319	1,800	1,100	-700	-39%
	PW-Streets	0	1,500	1,500	0	0%
	PW-Transportation	107,011	175,600	175,600	0	0%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	627	500	100	-400	-80%
	SIGNS AND SIGN SUPPLIES Total	215,084	253,200	255,700	2,500	1%
37165	OP EQUIP, TOOL, PART <10000					
	City Court	0	0	0	0	-
	Communications	1,289	0	0	0	-
	Community and Recreation Services	117,018	101,200	100,900	-300	0%
	Community Development	5,977	3,600	3,600	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	455	0	0	0	-
	Fire-Emergency Services	101,512	80,300	102,200	21,900	27%
	General Operations	0	0	0	0	-
	Human Resources	294	0	0	0	-
	Information Services	4,354	5,100	5,100	0	0%
	Management & Budget	0	0	0	0	-
	Police	65,179	203,900	416,000	212,100	104%
	PW-Development Engineering	1,813	500	500	0	0%
	PW-Facilities	9,704	8,000	6,500	-1,500	-19%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	11,706	2,200	2,200	0	0%
	PW-Sewer	414,014	408,200	391,500	-16,700	-4%
	PW-Stormwater	0	0	0	0	-
	PW-Streets	61,979	58,100	58,100	0	0%
	PW-Transportation	21,822	15,900	15,900	0	0%
	PW-Vehicle Maintenance	12,087	13,500	13,500	0	0%
	PW-Water	174,271	144,900	154,800	9,900	7%
	OP EQUIP, TOOL, PART <10000 Total	1,003,474	1,045,400	1,270,800	225,400	22%
37171	INSURANCE					
	Finance	0	0	0	0	-
	Human Resources	877,770	1,000,000	0	-1,000,000	-100%
	Management & Budget	0	0	0	0	-
	INSURANCE Total	877,770	1,000,000	0	-1,000,000	-100%
37172	CLAIM/SETTLEMT/DEDUCTABLE					
	Finance	0	0	0	0	-
	Human Resources	142,968	250,000	0	-250,000	-100%
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-

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CLAIM/SETTLEMT/DEDUCTABLE Total		142,968	250,000	0	-250,000	-100%
37173 WELLNESS						
Human Resources		15,242	25,000	39,500	14,500	58%
WELLNESS Total		15,242	25,000	39,500	14,500	58%
37181 PURCHASES FOR RESALE(COS)						
Communications		254	0	0	0	-
Community and Recreation Services		375,711	264,900	300,500	35,600	13%
PURCHASES FOR RESALE(COS) Total		375,966	264,900	300,500	35,600	13%
37191 FOOD (NON-TRAVEL)						
City Clerk		56	0	0	0	-
City Court		9	0	0	0	-
City Manager		760	0	0	0	-
Communications		0	0	0	0	-
Community and Recreation Services		188,532	0	3,000	3,000	-
Community Development		6,603	0	0	0	-
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-
Finance		979	0	0	0	-
Fire-Emergency Services		5,657	0	0	0	-
General Operations		0	0	0	0	-
Government Relations		551	0	0	0	-
Human Resources		7,705	0	0	0	-
Information Services		898	0	0	0	-
Legal		5	0	0	0	-
Management & Budget		0	0	0	0	-
Mayor & Council		2,111	0	0	0	-
Police		6,518	0	0	0	-
PW-Development Engineering		0	0	0	0	-
PW-Facilities		0	0	0	0	-
PW-Replenishment		0	0	0	0	-
PW-Sanitation		82	0	800	800	-
PW-Sewer		206	0	0	0	-
PW-Streets		192	0	0	0	-
PW-Transportation		117	0	0	0	-
PW-Vehicle Maintenance		0	0	0	0	-
PW-Water		159	0	0	0	-
FOOD (NON-TRAVEL) Total		221,140	0	3,800	3,800	-
37192 AWARDS & RECOGNITION						
City Court		0	400	400	0	0%
City Manager		0	800	800	0	0%
Communications		1,345	0	0	0	-
Community and Recreation Services		95,467	116,200	137,500	21,300	18%
Community Development		1,781	1,200	1,200	0	0%
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-

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	Fire-Emergency Services	6,274	3,800	4,300	500	13%
	Human Resources	8,818	8,000	8,000	0	0%
	Information Services	68	0	200	200	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	Police	2,590	500	500	0	0%
	PW-Development Engineering	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	43	0	0	0	-
	PW-Sewer	308	800	800	0	0%
	PW-Streets	260	100	100	0	0%
	PW-Transportation	1,204	1,200	1,200	0	0%
	PW-Water	352	600	600	0	0%
	AWARDS & RECOGNITION Total	118,510	133,600	155,600	22,000	16%
37193	SAFETY & FIRST AID SUPPLIES					
	City Clerk	0	0	0	0	-
	City Court	0	100	100	0	0%
	City Manager	0	0	0	0	-
	Community and Recreation Services	11,703	16,800	16,300	-500	-3%
	Community Development	1,117	1,600	2,000	400	25%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	74	200	200	0	0%
	Fire-Emergency Services	19,784	26,300	28,200	1,900	7%
	Human Resources	951	1,000	1,000	0	0%
	Information Services	322	100	200	100	100%
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	Police	21,514	24,300	24,300	0	0%
	PW-Development Engineering	569	1,000	1,000	0	0%
	PW-Facilities	3,793	5,700	4,000	-1,700	-30%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	8,416	7,900	10,400	2,500	32%
	PW-Sewer	11,773	19,500	19,400	-100	-1%
	PW-Stormwater	0	200	0	-200	-100%
	PW-Streets	12,331	11,600	11,600	0	0%
	PW-Transportation	3,402	2,900	2,700	-200	-7%
	PW-Vehicle Maintenance	6,863	6,000	6,000	0	0%
	PW-Water	5,795	10,300	10,100	-200	-2%
	SAFETY & FIRST AID SUPPLIES Total	108,406	135,500	137,500	2,000	1%
37194	COMMUNITY RELATIONS SUPPLIES					
	City Court	0	0	0	0	-
	City Manager	342	5,200	5,200	0	0%
	Communications	2,593	0	0	0	-
	Community and Recreation Services	29,412	13,200	286,200	273,000	2068%

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	Community Development	5,503	4,000	5,500	1,500	38%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Fire-Emergency Services	113	0	6,000	6,000	-
	Government Relations	304	0	0	0	-
	Human Resources	18	0	0	0	-
	Management & Budget	0	0	0	0	-
	Police	13,482	5,000	19,300	14,300	286%
	PW-Facilities	0	3,500	3,500	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	587	0	0	0	-
	PW-Stormwater	1,041	1,000	1,200	200	20%
	PW-Transportation	0	0	0	0	-
	PW-Water	3,581	6,000	5,500	-500	-8%
	COMMUNITY RELATIONS SUPPLIES To	56,977	37,900	332,400	294,500	777%
37195	SPECIAL EVENT HOSTING					
	City Court	0	400	400	0	0%
	City Manager	0	0	2,000	2,000	-
	Community and Recreation Services	0	145,500	147,000	1,500	1%
	Community Development	0	7,400	9,900	2,500	34%
	Finance	0	1,000	2,000	1,000	100%
	Fire-Emergency Services	0	4,000	4,500	500	13%
	Human Resources	0	3,200	3,700	500	16%
	Information Services	0	600	600	0	0%
	SPECIAL EVENT HOSTING Total	0	162,100	170,100	8,000	5%
37196	MEETING SUPPLIES					
	City Manager	0	0	0	0	-
	Community and Recreation Services	0	500	1,500	1,000	200%
	Community Development	0	300	0	-300	-100%
	Fire-Emergency Services	0	0	0	0	-
	Human Resources	0	4,500	9,600	5,100	113%
	Mayor & Council	0	2,000	2,000	0	0%
	Police	0	4,200	4,200	0	0%
	PW-Development Engineering	0	200	200	0	0%
	PW-Facilities	0	100	100	0	0%
	PW-Sanitation	0	1,300	1,100	-200	-15%
	PW-Sewer	0	300	100	-200	-67%
	PW-Streets	0	200	200	0	0%
	PW-Transportation	0	500	100	-400	-80%
	PW-Vehicle Maintenance	0	0	100	100	-
	PW-Water	0	200	200	0	0%
	MEETING SUPPLIES Total	0	14,300	19,400	5,100	36%
37211	GAS & FUEL					
	City Clerk	46	0	0	0	-
	City Court	0	0	0	0	-
	City Manager	0	300	200	-100	-33%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Communications	188	0	0	0	-
	Community and Recreation Services	93,265	79,500	79,500	0	0%
	Community Development	14,027	15,600	18,600	3,000	19%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	152	500	500	0	0%
	Fire-Emergency Services	124,935	126,700	130,200	3,500	3%
	Government Relations	20	0	0	0	-
	Information Services	2,326	1,600	1,600	0	0%
	Management & Budget	0	0	0	0	-
	Police	417,116	336,500	350,000	13,500	4%
	PW-Development Engineering	5,744	7,500	7,500	0	0%
	PW-Facilities	24,036	19,600	17,800	-1,800	-9%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	479,383	464,700	464,700	0	0%
	PW-Sewer	39,116	34,100	40,900	6,800	20%
	PW-Stormwater	214	500	500	0	0%
	PW-Streets	183,119	167,600	167,600	0	0%
	PW-Transportation	108,576	94,200	33,100	-61,100	-65%
	PW-Vehicle Maintenance	17,235	16,900	17,300	400	2%
	PW-Water	47,904	44,100	44,100	0	0%
	GAS & FUEL Total	1,557,402	1,409,900	1,374,100	-35,800	-3%
37212	AUTO PARTS & LUBRICANTS					
	Community and Recreation Services	32,944	28,600	28,600	0	0%
	Community Development	0	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	0	0	21,200	21,200	-
	Information Services	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	13	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	333,009	317,500	334,900	17,400	5%
	PW-Sewer	15,046	9,600	27,700	18,100	189%
	PW-Stormwater	8	0	200	200	-
	PW-Streets	69,002	69,200	102,200	33,000	48%
	PW-Transportation	14,763	15,200	15,000	-200	-1%
	PW-Vehicle Maintenance	305,141	368,500	280,700	-87,800	-24%
	PW-Water	5,568	9,900	11,600	1,700	17%
	AUTO PARTS & LUBRICANTS Total	775,495	818,500	822,100	3,600	0%
37221	REPAIR AND MAINTENANCE					
	City Court	0	0	0	0	-
	Community and Recreation Services	50,775	53,800	53,000	-800	-1%
	Community Development	1,955	2,000	2,000	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Fire-Emergency Services	4,136	10,000	10,000	0	0%
	Information Services	4,424	10,000	13,000	3,000	30%
	Management & Budget	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Facilities	107,172	100,000	100,000	0	0%
	PW-Sanitation	898	0	0	0	-
	PW-Sewer	80	3,600	3,600	0	0%
	PW-Streets	0	800	800	0	0%
	PW-Vehicle Maintenance	819	0	1,900	1,900	-
	PW-Water	7,350	900	900	0	0%
	REPAIR AND MAINTENANCE Total	177,610	181,100	185,200	4,100	2%
37222	CLEANING/JANITORIAL					
	City Court	19	0	0	0	-
	Community and Recreation Services	31,179	34,900	34,600	-300	-1%
	Community Development	0	400	400	0	0%
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	15,248	15,300	17,100	1,800	12%
	Legal	12	0	0	0	-
	Police	11	1,700	1,700	0	0%
	PW-Facilities	50,839	55,000	56,000	1,000	2%
	PW-Sanitation	787	0	0	0	-
	PW-Sewer	278	1,600	1,600	0	0%
	PW-Streets	122	200	200	0	0%
	PW-Transportation	9	0	0	0	-
	PW-Vehicle Maintenance	227	0	0	0	-
	PW-Water	18	100	100	0	0%
	CLEANING/JANITORIAL Total	98,748	109,200	111,700	2,500	2%
37223	AGRICULTURAL/GROUNDS					
	Community and Recreation Services	395,890	333,600	360,400	26,800	8%
	PW-Sewer	32,855	44,000	44,000	0	0%
	PW-Streets	12,336	10,000	10,000	0	0%
	PW-Water	1,096	1,000	1,400	400	40%
	AGRICULTURAL/GROUNDS Total	442,177	388,600	415,800	27,200	7%
37232	CHEMICAL SUPPLIES					
	Community and Recreation Services	58,387	49,200	49,200	0	0%
	Fire-Emergency Services	0	0	0	0	-
	PW-Sanitation	0	1,200	13,200	12,000	1000%
	PW-Sewer	471,658	567,400	554,400	-13,000	-2%
	PW-Water	321,304	297,000	296,600	-400	0%
	CHEMICAL SUPPLIES Total	851,349	914,800	913,400	-1,400	0%
37233	STREET REPAIR SUPPLIES					
	PW-Sewer	0	2,600	2,400	-200	-8%
	PW-Streets	78,347	82,000	101,000	19,000	23%
	PW-Transportation	79,893	60,400	60,400	0	0%

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	STREET REPAIR SUPPLIES Total	158,240	145,000	163,800	18,800	13%
37391	DISTRICT 1-EXPENDITURES					
	Mayor & Council	2,234	0	0	0	-
	DISTRICT 1-EXPENDITURES Total	2,234	0	0	0	-
37392	DISTRICT 2-EXPENDITURES					
	Mayor & Council	248	0	0	0	-
	DISTRICT 2-EXPENDITURES Total	248	0	0	0	-
37393	DISTRICT 3-EXPENDITURES					
	Mayor & Council	1,603	0	0	0	-
	DISTRICT 3-EXPENDITURES Total	1,603	0	0	0	-
37394	DISTRICT 4-EXPENDITURES					
	Mayor & Council	1,322	0	0	0	-
	DISTRICT 4-EXPENDITURES Total	1,322	0	0	0	-
37395	DISTRICT 5-EXPENDITURES					
	Mayor & Council	279	0	0	0	-
	DISTRICT 5-EXPENDITURES Total	279	0	0	0	-
37396	DISTRICT 6-EXPENDITURES					
	Mayor & Council	3,335	0	0	0	-
	DISTRICT 6-EXPENDITURES Total	3,335	0	0	0	-
37397	MAYOR EXPENDITURES					
	Mayor & Council	8,860	0	0	0	-
	MAYOR EXPENDITURES Total	8,860	0	0	0	-
37398	COUNCIL COMMUNITY OUTREACH					
	Mayor & Council	0	12,000	50,000	38,000	317%
	COUNCIL COMMUNITY OUTREACH Tot	0	12,000	50,000	38,000	317%
37399	MAYOR & COUNCIL DISCRETIONARY					
	Mayor & Council	0	0	50,000	50,000	-
	MAYOR & COUNCIL DISCRETIONARY T	0	0	50,000	50,000	-
37911	INVENTORY ADJUSTMENT					
	PW-Sewer	0	0	0	0	-
	INVENTORY ADJUSTMENT Total	0	0	0	0	-
37990	OTHER/MISC. SUPPLIES					
	PW-Sewer	0	0	0	0	-
	OTHER/MISC. SUPPLIES Total	0	0	0	0	-
37991	TAXES, CHARGES & FEES					
	General Operations	0	0	0	0	-
	PW-Water	0	0	0	0	-
	TAXES, CHARGES & FEES Total	0	0	0	0	-
37992	LICENSES/PERMITS					
	Community and Recreation Services	2,463	0	400	400	-

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	Community Initiatives	0	0	0	0	-
	Information Services	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	LICENSES/PERMITS Total	2,463	0	400	400	-
37996	PACKAGING SUPPLIES					
	Police	2,728	5,000	5,000	0	0%
	PACKAGING SUPPLIES Total	2,728	5,000	5,000	0	0%
37997	TRAINING & EDUCATION SUPPLIES					
	Community and Recreation Services	956	1,400	1,400	0	0%
	Community Development	0	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	4,557	10,500	16,600	6,100	58%
	Human Resources	16,751	87,600	4,000	-83,600	-95%
	Information Services	1,011	1,000	1,000	0	0%
	Management & Budget	0	0	0	0	-
	Police	1,033	500	500	0	0%
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	1,412	300	300	0	0%
	PW-Stormwater	773	200	200	0	0%
	PW-Streets	613	900	900	0	0%
	PW-Transportation	0	0	0	0	-
	PW-Water	912	6,700	5,100	-1,600	-24%
	TRAINING & EDUCATION SUPPLIES Total	28,019	109,100	30,000	-79,100	-73%
37998	PHOTOGRAPHY SUPPLIES					
	City Manager	0	3,600	3,600	0	0%
	Communications	3,274	0	0	0	-
	Community and Recreation Services	689	3,100	3,000	-100	-3%
	Community Development	223	500	500	0	0%
	Fire-Emergency Services	523	2,800	2,100	-700	-25%
	Management & Budget	0	0	0	0	-
	Police	543	1,000	1,000	0	0%
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	100	100	-
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	0	200	100	-100	-50%
	PW-Streets	305	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Water	567	500	500	0	0%
	PHOTOGRAPHY SUPPLIES Total	6,124	11,700	10,900	-800	-7%
37999	OTHER OPERATIONAL SUPPLIES					
	City Clerk	1,316	0	0	0	-

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	City Court	331	0	0	0	-
	City Manager	70	0	0	0	-
	Communications	755	0	0	0	-
	Community and Recreation Services	101	0	0	0	-
	Community Development	397	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	-437	200	200	0	0%
	Fire-Emergency Services	655	0	0	0	-
	Human Resources	1,261	500	500	0	0%
	Information Services	-179	2,000	1,000	-1,000	-50%
	Legal	35	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	Police	527	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Sanitation	233	0	0	0	-
	PW-Sewer	349	0	0	0	-
	PW-Stormwater	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	75	0	0	0	-
	OTHER OPERATIONAL SUPPLIES Total	5,489	2,700	1,700	-1,000	-37%
38111	DIST. 1-TRAVEL & TRAINING FUND					
	Mayor & Council	1,164	0	0	0	-
	DIST. 1-TRAVEL & TRAINING FUND Tot	1,164	0	0	0	-
38112	DIST. 2-TRAVEL & TRAINING FUND					
	Mayor & Council	868	0	0	0	-
	DIST. 2-TRAVEL & TRAINING FUND Tot	868	0	0	0	-
38113	DIST. 3-TRAVEL & TRAINING FUND					
	Mayor & Council	3,477	0	0	0	-
	DIST. 3-TRAVEL & TRAINING FUND Tot	3,477	0	0	0	-
38114	DIST. 4-TRAVEL & TRAINING FUND					
	Mayor & Council	773	0	0	0	-
	DIST. 4-TRAVEL & TRAINING FUND Tot	773	0	0	0	-
38115	DIST. 5-TRAVEL & TRAINING FUND					
	Mayor & Council	0	0	0	0	-
	DIST. 5-TRAVEL & TRAINING FUND Tot	0	0	0	0	-
38116	DIST. 6-TRAVEL & TRAINING FUND					
	Mayor & Council	1,685	0	0	0	-
	DIST. 6-TRAVEL & TRAINING FUND Tot	1,685	0	0	0	-
38117	MAYOR TRAVEL & TRAINING FUND					

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Mayor & Council	9,100	0	0	0	-
MAYOR TRAVEL & TRAINING FUND Tot		9,100	0	0	0	-
38118	ELECTION EXPENSE					
	City Clerk	248,556	0	0	0	-
ELECTION EXPENSE Total		248,556	0	0	0	-
38119	BOARDS & COMMISSIONS					
	Government Relations	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	5,000	50,000	45,000	900%
BOARDS & COMMISSIONS Total		0	5,000	50,000	45,000	900%
38120	ADMINISTRATIVE					
	PW-Sewer	0	0	0	0	-
ADMINISTRATIVE Total		0	0	0	0	-
38122	FINANCIAL SERVICES					
	Finance	45,219	53,200	53,200	0	0%
	General Operations	0	0	0	0	-
	PW-Streets	42,720	48,200	57,200	9,000	19%
FINANCIAL SERVICES Total		87,939	101,400	110,400	9,000	9%
38123	TAXES & SERVICE FEES					
	City Court	16,511	25,000	25,000	0	0%
	Communications	4	0	0	0	-
	Community and Recreation Services	79,267	114,500	98,000	-16,500	-14%
	Finance	59,134	500	500	0	0%
	General Operations	0	0	0	0	-
	Information Services	0	0	0	0	-
	Police	61	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Sewer	146,405	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	170	0	0	0	-
TAXES & SERVICE FEES Total		301,551	140,000	123,500	-16,500	-12%
38124	AUDIT SERVICES					
	City Court	3,640	0	0	0	-
	City Manager	0	0	0	0	-
	Finance	192,089	134,000	122,000	-12,000	-9%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Stormwater	0	0	0	0	-
	PW-Water	0	0	0	0	-
AUDIT SERVICES Total		195,729	134,000	122,000	-12,000	-9%
38125	LEGAL SERVICES					

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Community Development	3,983	0	0	0	-
	General Operations	0	0	0	0	-
	Government Relations	0	0	0	0	-
	Human Resources	32,145	20,000	20,000	0	0%
	Legal	73,845	106,500	106,500	0	0%
	Police	0	0	0	0	-
	PW-Sewer	7	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Water	0	0	0	0	-
	LEGAL SERVICES Total	109,980	126,500	126,500	0	0%
38126	SERVICE AGREEMENTS					
	City Clerk	0	0	0	0	-
	City Court	78,813	100,000	109,000	9,000	9%
	City Manager	79	99,000	68,300	-30,700	-31%
	Communications	16,254	0	0	0	-
	Community and Recreation Services	567,020	635,600	1,129,100	493,500	78%
	Community Development	5,052	4,500	4,500	0	0%
	Community Initiatives	0	0	0	0	-
	Finance	64,634	66,100	78,000	11,900	18%
	Fire-Emergency Services	123,681	141,600	170,500	28,900	20%
	General Operations	0	0	0	0	-
	Government Relations	42,593	0	0	0	-
	Human Resources	31,840	61,500	61,500	0	0%
	Information Services	529,990	749,600	941,500	191,900	26%
	Management & Budget	0	0	0	0	-
	Police	290,954	277,100	146,300	-130,800	-47%
	PW-Development Engineering	576	1,100	18,100	17,000	1545%
	PW-Facilities	0	0	0	0	-
	PW-Sanitation	8,187	79,600	75,900	-3,700	-5%
	PW-Sewer	7,861	42,800	48,500	5,700	13%
	PW-Streets	32	24,000	8,600	-15,400	-64%
	PW-Transportation	306,005	311,800	664,300	352,500	113%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	36,266	51,500	59,600	8,100	16%
	SERVICE AGREEMENTS Total	2,109,835	2,645,800	3,583,700	937,900	35%
38127	ECONOMIC DEVELOPMENT					
	Community Development	1,321,362	2,892,900	1,666,100	-1,226,800	-42%
	Economic Development	0	0	0	0	-
	Finance	208,454	0	0	0	-
	General Operations	0	0	0	0	-
	ECONOMIC DEVELOPMENT Total	1,529,816	2,892,900	1,666,100	-1,226,800	-42%
38128	RECORDING, LICENSE FEES					
	City Clerk	223	500	500	0	0%
	Community and Recreation Services	1,396	2,900	2,700	-200	-7%
	Community Development	11,479	11,000	11,000	0	0%
	Community Initiatives	0	0	0	0	-

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	General Operations	46	0	0	0	-
	Information Services	30	300	300	0	0%
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	7,770	5,100	7,000	1,900	37%
	PW-Sewer	46,067	55,900	56,000	100	0%
	PW-Stormwater	12,000	14,800	14,000	-800	-5%
	PW-Streets	100	2,000	2,000	0	0%
	PW-Transportation	2,678	2,400	2,400	0	0%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	27,265	24,800	23,300	-1,500	-6%
	RECORDING, LICENSE FEES Total	109,052	119,700	119,200	-500	0%
38129	SOFTWARE LICENSES					
	City Court	863	1,000	1,000	0	0%
	City Manager	0	16,300	15,100	-1,200	-7%
	Communications	5,787	0	0	0	-
	Community and Recreation Services	6,640	22,500	38,700	16,200	72%
	Community Development	748	800	800	0	0%
	Economic Development	0	0	0	0	-
	Finance	33,677	65,200	103,800	38,600	59%
	Fire-Emergency Services	37,061	49,400	44,700	-4,700	-10%
	Government Relations	219	0	0	0	-
	Human Resources	129,474	144,900	162,300	17,400	12%
	Information Services	76,480	106,300	122,100	15,800	15%
	Legal	2,816	4,200	4,200	0	0%
	Management & Budget	0	0	0	0	-
	Police	12,356	0	900	900	-
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	4,270	0	300	300	-
	PW-Sanitation	7,399	0	0	0	-
	PW-Sewer	16,316	10,000	10,600	600	6%
	PW-Stormwater	202	0	0	0	-
	PW-Streets	4,599	600	0	-600	-100%
	PW-Transportation	0	3,500	3,100	-400	-11%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	15,625	3,500	4,000	500	14%
	SOFTWARE LICENSES Total	354,533	428,200	511,600	83,400	19%
38131	COLLECTION FEES-DELINQ. ACCTS					
	Finance	0	0	0	0	-
	PW-Sanitation	5	0	0	0	-
	PW-Sewer	8	500	500	0	0%
	PW-Streets	0	0	0	0	-
	PW-Water	0	0	0	0	-
	COLLECTION FEES-DELINQ. ACCTS To	13	500	500	0	0%
38141	ANIMAL CONTROL SERVICES					

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Police	384	800	800	0	0%
ANIMAL CONTROL SERVICES Total		384	800	800	0	0%
38142 JAIL SERVICES						
	General Operations	0	0	0	0	-
	Police	728,088	728,000	788,000	60,000	8%
JAIL SERVICES Total		728,088	728,000	788,000	60,000	8%
38143 PUBLIC DEFENDER						
	City Court	191,650	194,500	194,500	0	0%
	General Operations	0	0	0	0	-
PUBLIC DEFENDER Total		191,650	194,500	194,500	0	0%
38144 COURT REPORTERS						
	City Court	236	1,000	1,000	0	0%
COURT REPORTERS Total		236	1,000	1,000	0	0%
38145 JURIES						
	City Court	3,205	3,000	3,000	0	0%
JURIES Total		3,205	3,000	3,000	0	0%
38146 INTERPRETERS						
	City Court	4,516	4,000	6,000	2,000	50%
	Community and Recreation Services	150	1,200	1,100	-100	-8%
	Management & Budget	0	0	0	0	-
	Police	1,918	3,000	3,000	0	0%
INTERPRETERS Total		6,584	8,200	10,100	1,900	23%
38147 CODE ENFORCEMENT						
	Community Development	33,787	50,000	50,000	0	0%
CODE ENFORCEMENT Total		33,787	50,000	50,000	0	0%
38149 ANNUAL FF PHYSICALS						
	Fire-Emergency Services	77,850	97,500	97,500	0	0%
ANNUAL FF PHYSICALS Total		77,850	97,500	97,500	0	0%
38162 LANDSCAPE SERVICES						
	Community and Recreation Services	140,829	139,500	139,500	0	0%
	Finance	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	600	1,900	1,900	0	0%
	PW-Streets	496,458	633,900	693,900	60,000	9%
	PW-Transportation	8,025	10,100	9,500	-600	-6%
	PW-Water	24,897	20,500	20,500	0	0%
LANDSCAPE SERVICES Total		670,809	805,900	865,300	59,400	7%
38164 SURVEYING SERVICES						
	Information Services	0	0	0	0	-
SURVEYING SERVICES Total		0	0	0	0	-
38181 GRANTS TO OUTSIDE AGENCIES						
	City Clerk	0	0	0	0	-

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	General Operations	0	0	0	0	-
	Police	0	0	0	0	-
	GRANTS TO OUTSIDE AGENCIES Total	0	0	0	0	-
38183	COMMUNITY RELATIONS SERVICES					
	Arts Commission	26,430	0	0	0	-
	City Manager	0	1,600	1,600	0	0%
	Communications	22,482	0	0	0	-
	Community and Recreation Services	77,374	52,800	38,000	-14,800	-28%
	Community Development	14,518	14,000	14,000	0	0%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Government Relations	1,759	0	0	0	-
	Mayor & Council	10,071	6,000	6,000	0	0%
	Police	1,000	0	0	0	-
	PW-Development Engineering	100,000	0	0	0	-
	COMMUNITY RELATIONS SERVICES T	253,634	74,400	59,600	-14,800	-20%
38184	ADMISSIONS					
	Community and Recreation Services	61,043	33,100	37,100	4,000	12%
	ADMISSIONS Total	61,043	33,100	37,100	4,000	12%
38191	PRE-EMPLOYMENT SERVICES					
	City Court	156	0	0	0	-
	City Manager	5	0	0	0	-
	Communications	240	0	0	0	-
	Community and Recreation Services	17,523	9,400	5,900	-3,500	-37%
	Community Development	1,936	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	1,416	0	0	0	-
	Fire-Emergency Services	10,271	0	0	0	-
	General Operations	0	0	0	0	-
	Government Relations	139	0	0	0	-
	Human Resources	6,913	29,000	29,000	0	0%
	Information Services	577	0	0	0	-
	Legal	361	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	290	0	0	0	-
	Police	21,210	10,300	10,300	0	0%
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	473	0	500	500	-
	PW-Sanitation	57	800	800	0	0%
	PW-Sewer	1,267	2,500	1,000	-1,500	-60%
	PW-Streets	923	0	0	0	-
	PW-Transportation	312	0	0	0	-
	PW-Vehicle Maintenance	5	0	0	0	-
	PW-Water	1,505	1,500	1,500	0	0%
	PRE-EMPLOYMENT SERVICES Total	65,580	53,500	49,000	-4,500	-8%

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38192	LAB SERVICES					
	Community and Recreation Services	2,560	3,800	3,800	0	0%
	Police	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	662	0	0	0	-
	PW-Sewer	73,770	63,200	63,200	0	0%
	PW-Streets	662	0	0	0	-
	PW-Water	82,295	77,100	86,600	9,500	12%
	LAB SERVICES Total	159,948	144,100	153,600	9,500	7%
38193	FILM SERVICES					
	Communications	179	0	0	0	-
	Community and Recreation Services	3,153	2,700	2,200	-500	-19%
	Community Development	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	FILM SERVICES Total	3,332	2,700	2,200	-500	-19%
38194	REAL PROPERTY SERVICES					
	Information Services	6,260	16,000	16,000	0	0%
	PW-Transportation	13,500	0	0	0	-
	REAL PROPERTY SERVICES Total	19,760	16,000	16,000	0	0%
38195	GIS SERVICES					
	Information Services	28,785	30,000	30,000	0	0%
	GIS SERVICES Total	28,785	30,000	30,000	0	0%
38196	AERIAL PHOTOGRAPHY					
	Information Services	44,890	6,000	6,000	0	0%
	AERIAL PHOTOGRAPHY Total	44,890	6,000	6,000	0	0%
38197	SPORTING OFFICIALS					
	Community and Recreation Services	0	244,700	240,300	-4,400	-2%
	SPORTING OFFICIALS Total	0	244,700	240,300	-4,400	-2%
38198	CLASS INSTRUCTORS					
	Community and Recreation Services	0	83,100	86,100	3,000	4%
	CLASS INSTRUCTORS Total	0	83,100	86,100	3,000	4%
38199	PROFESSIONAL AND OUTSIDE SERVICE					
	City Clerk	0	0	0	0	-
	City Court	8	0	0	0	-
	City Manager	10,232	51,000	73,000	22,000	43%
	Communications	26,642	0	0	0	-
	Community and Recreation Services	933,600	509,400	989,700	480,300	94%
	Community Development	651,519	686,200	573,300	-112,900	-16%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	137,699	507,800	873,500	365,700	72%

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	Fire-Emergency Services	12,680	19,000	19,000	0	0%
	General Operations	3,000	0	0	0	-
	Government Relations	8,595	0	0	0	-
	Human Resources	202,128	134,000	212,500	78,500	59%
	Information Services	43,746	78,000	78,000	0	0%
	Legal	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Mayor & Council	10,000	0	0	0	-
	Police	9,800	7,700	7,700	0	0%
	PW-Development Engineering	90,405	77,500	22,500	-55,000	-71%
	PW-Facilities	32,886	17,800	17,800	0	0%
	PW-Replenishment	0	0	195,000	195,000	-
	PW-Sanitation	88,369	0	0	0	-
	PW-Sewer	223,331	396,700	446,800	50,100	13%
	PW-Stormwater	0	500	500	0	0%
	PW-Streets	29,676	40,900	41,500	600	1%
	PW-Transportation	364,238	917,500	831,100	-86,400	-9%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	425,685	232,500	616,700	384,200	165%
	PROFESSIONAL AND OUTSIDE SERVIC	3,304,238	3,676,500	4,998,600	1,322,100	36%
38211	WATER					
	City Court	0	0	0	0	-
	Community and Recreation Services	411,243	481,000	525,700	44,700	9%
	Community Development	1,443	5,500	5,200	-300	-5%
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	29,942	29,400	31,500	2,100	7%
	Police	561	1,500	1,600	100	7%
	PW-Facilities	84,774	80,000	91,000	11,000	14%
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	131,564	137,000	106,100	-30,900	-23%
	PW-Streets	74,261	98,700	133,900	35,200	36%
	PW-Transportation	11,911	4,300	13,600	9,300	216%
	PW-Vehicle Maintenance	2,339	3,000	4,100	1,100	37%
	PW-Water	752,031	772,900	811,100	38,200	5%
	WATER Total	1,500,070	1,613,300	1,723,800	110,500	7%
38212	ELECTRICITY					
	City Court	0	0	0	0	-
	Community and Recreation Services	1,133,155	1,039,900	1,199,000	159,100	15%
	Community Development	107,849	89,000	87,200	-1,800	-2%
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	134,905	131,300	143,200	11,900	9%
	General Operations	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Facilities	458,881	443,100	577,700	134,600	30%
	PW-Sanitation	4,269	6,000	6,600	600	10%
	PW-Sewer	883,841	907,000	987,800	80,800	9%

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	PW-Streets	2,771,683	3,074,100	3,171,800	97,700	3%
	PW-Transportation	128,362	129,900	153,900	24,000	18%
	PW-Vehicle Maintenance	18,934	19,300	23,600	4,300	22%
	PW-Water	903,579	840,000	915,600	75,600	9%
	ELECTRICITY Total	6,545,457	6,679,600	7,266,400	586,800	9%
38213	PROPANE/NATURAL GAS					
	Community and Recreation Services	30,551	55,600	55,300	-300	-1%
	Community Development	499	0	600	600	-
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	16,936	16,500	16,500	0	0%
	PW-Facilities	30,316	45,000	35,000	-10,000	-22%
	PW-Sewer	769	1,400	1,400	0	0%
	PROPANE/NATURAL GAS Total	79,071	118,500	108,800	-9,700	-8%
38214	TELEPHONE SERVICE					
	Community and Recreation Services	9,125	14,600	14,000	-600	-4%
	Community Development	937	1,000	1,000	0	0%
	Economic Development	0	0	0	0	-
	Fire-Emergency Services	1,395	1,500	1,500	0	0%
	General Operations	0	0	0	0	-
	Information Services	260,957	285,000	271,100	-13,900	-5%
	Mayor & Council	0	0	0	0	-
	Police	4,936	0	0	0	-
	PW-Facilities	851	900	900	0	0%
	PW-Sewer	2,644	5,500	5,500	0	0%
	PW-Water	15,328	16,700	16,700	0	0%
	TELEPHONE SERVICE Total	296,173	325,200	310,700	-14,500	-4%
38216	SANITARY/LANDFILL					
	Community and Recreation Services	51,031	46,800	46,800	0	0%
	Community Development	2,230	4,200	4,200	0	0%
	Community Initiatives	0	0	0	0	-
	Fire-Emergency Services	4,613	4,500	4,500	0	0%
	Police	2,627	2,000	2,000	0	0%
	PW-Facilities	9,545	10,500	9,500	-1,000	-10%
	PW-Sanitation	715,495	773,300	773,300	0	0%
	PW-Sewer	233,395	240,000	240,000	0	0%
	PW-Streets	66,209	51,900	63,200	11,300	22%
	PW-Transportation	164	200	200	0	0%
	PW-Vehicle Maintenance	945	700	1,200	500	71%
	PW-Water	41,235	25,000	25,000	0	0%
	SANITARY/LANDFILL Total	1,127,489	1,159,100	1,169,900	10,800	1%
38217	POSTAGE & MAILINGS					
	City Clerk	262	1,100	1,100	0	0%
	City Court	8,517	11,000	11,000	0	0%
	City Manager	5	33,800	33,800	0	0%
	Communications	30,814	0	0	0	-

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	Community and Recreation Services	35,267	48,500	52,500	4,000	8%
	Community Development	14,112	17,100	17,000	-100	-1%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	15,030	18,600	18,600	0	0%
	Fire-Emergency Services	824	1,200	1,200	0	0%
	Government Relations	15	0	0	0	-
	Human Resources	1,814	4,500	4,500	0	0%
	Information Services	651	600	600	0	0%
	Legal	6,459	16,800	16,800	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	54	100	100	0	0%
	Police	8,800	10,000	10,000	0	0%
	PW-Development Engineering	36	400	400	0	0%
	PW-Facilities	83	100	100	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	22	1,000	700	-300	-30%
	PW-Sewer	2,833	1,800	2,600	800	44%
	PW-Stormwater	13	100	100	0	0%
	PW-Streets	54	100	100	0	0%
	PW-Transportation	718	800	300	-500	-63%
	PW-Vehicle Maintenance	124	100	100	0	0%
	PW-Water	850	8,100	8,600	500	6%
	POSTAGE & MAILINGS Total	127,358	175,800	180,200	4,400	3%
38218	TELEPHONE MAINTENANCE					
	Information Services	0	2,000	0	-2,000	-100%
	TELEPHONE MAINTENANCE Total	0	2,000	0	-2,000	-100%
38221	CELL PHONE/PAGERS					
	City Clerk	0	600	600	0	0%
	City Court	173	300	300	0	0%
	City Manager	257	1,000	1,600	600	60%
	Community and Recreation Services	20,045	20,400	20,400	0	0%
	Community Development	8,206	8,000	8,700	700	9%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	494	600	600	0	0%
	Fire-Emergency Services	22,880	19,900	20,500	600	3%
	Government Relations	513	0	0	0	-
	Human Resources	0	0	0	0	-
	Information Services	11,785	11,000	11,000	0	0%
	Mayor & Council	825	600	600	0	0%
	Police	92,081	69,700	69,700	0	0%
	PW-Development Engineering	3,234	2,300	2,800	500	22%
	PW-Facilities	3,264	3,400	3,400	0	0%
	PW-Sanitation	4,315	4,400	4,000	-400	-9%
	PW-Sewer	5,406	5,700	5,300	-400	-7%

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	PW-Streets	10,759	6,800	5,200	-1,600	-24%
	PW-Transportation	6,926	7,900	6,100	-1,800	-23%
	PW-Vehicle Maintenance	1,524	1,600	1,400	-200	-13%
	PW-Water	9,023	10,600	8,000	-2,600	-25%
	CELL PHONE/PAGERS Total	201,710	174,800	170,200	-4,600	-3%
38311	BUILDING MAINTENANCE					
	Community and Recreation Services	283,447	276,400	276,400	0	0%
	Community Development	7,896	8,000	8,000	0	0%
	Community Initiatives	0	0	0	0	-
	Finance	269	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	Human Resources	131,509	30,000	30,000	0	0%
	Information Services	3,827	0	0	0	-
	Legal	1,598	0	0	0	-
	Management & Budget	0	0	0	0	-
	PW-Facilities	140,783	100,000	100,000	0	0%
	PW-Sewer	1,847	6,000	3,000	-3,000	-50%
	PW-Streets	3,638	0	0	0	-
	PW-Transportation	5,792	0	0	0	-
	PW-Vehicle Maintenance	212	0	0	0	-
	PW-Water	3,150	2,500	2,500	0	0%
	BUILDING MAINTENANCE Total	583,969	422,900	419,900	-3,000	-1%
38312	STREETS MAINTENANCE					
	Community Development	0	0	0	0	-
	Finance	0	0	0	0	-
	Human Resources	350	10,000	10,000	0	0%
	Management & Budget	0	0	0	0	-
	PW-Development Engineering	10,790	0	0	0	-
	PW-Sewer	18,086	45,000	45,000	0	0%
	PW-Streets	122,905	2,090,000	2,090,000	0	0%
	PW-Transportation	62,204	59,000	59,000	0	0%
	STREETS MAINTENANCE Total	214,334	2,204,000	2,204,000	0	0%
38321	RADIO EQUIP. MAINT.					
	Community and Recreation Services	0	500	500	0	0%
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	399	0	48,200	48,200	-
	Human Resources	0	10,000	10,000	0	0%
	Management & Budget	0	0	0	0	-
	Police	157,003	188,700	302,000	113,300	60%
	PW-Facilities	0	0	0	0	-
	PW-Sanitation	12,380	0	13,000	13,000	-
	PW-Sewer	0	2,500	2,500	0	0%
	PW-Streets	0	1,000	1,000	0	0%
	PW-Transportation	7,566	5,200	0	-5,200	-100%
	PW-Vehicle Maintenance	6,390	6,600	6,600	0	0%

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RADIO EQUIP. MAINT. Total		183,739	214,500	383,800	169,300	79%
38322	COMPUTER MAINTENANCE					
	City Court	34,125	40,000	40,000	0	0%
	Finance	0	500	500	0	0%
	Fire-Emergency Services	0	0	65,800	65,800	-
	Human Resources	0	10,000	10,000	0	0%
	Information Services	2,594	5,400	10,000	4,600	85%
	PW-Water	0	0	0	0	-
COMPUTER MAINTENANCE Total		36,719	55,900	126,300	70,400	126%
38323	OFFICE EQUIPMENT MAINT.					
	City Clerk	0	500	500	0	0%
	City Court	0	500	500	0	0%
	Community and Recreation Services	0	500	500	0	0%
	Community Development	419	1,300	1,300	0	0%
	Economic Development	0	0	0	0	-
	Fire-Emergency Services	95	0	0	0	-
	Human Resources	84	11,200	11,200	0	0%
	Information Services	0	1,500	1,000	-500	-33%
	Legal	0	200	200	0	0%
	Management & Budget	0	0	0	0	-
	Police	26	800	800	0	0%
	PW-Development Engineering	0	0	0	0	-
	PW-Facilities	367	1,000	500	-500	-50%
	PW-Sanitation	0	1,000	1,000	0	0%
	PW-Sewer	115	0	0	0	-
	PW-Streets	0	1,500	1,500	0	0%
	PW-Transportation	0	0	0	0	-
	PW-Vehicle Maintenance	370	0	0	0	-
OFFICE EQUIPMENT MAINT. Total		1,476	20,000	19,000	-1,000	-5%
38324	MACHINERY & EQUIPMENT MAINT					
	Communications	0	0	0	0	-
	Community and Recreation Services	5,350	13,700	15,100	1,400	10%
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	35,499	17,200	35,600	18,400	107%
	Human Resources	14,722	15,000	15,000	0	0%
	Police	6,973	4,000	4,000	0	0%
	PW-Facilities	87	1,200	1,500	300	25%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	6,258	5,000	5,000	0	0%
	PW-Sewer	364,933	361,400	434,000	72,600	20%
	PW-Streets	4,977	4,700	4,700	0	0%
	PW-Transportation	1,164	1,000	0	-1,000	-100%
	PW-Vehicle Maintenance	2,837	2,500	2,500	0	0%
	PW-Water	82,530	481,500	141,200	-340,300	-71%
MACHINERY & EQUIPMENT MAINT Tot		525,329	907,200	658,600	-248,600	-27%

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38331	VEHICLE MAINTENANCE					
	Community and Recreation Services	2,287	13,000	13,000	0	0%
	Community Development	139	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Finance	14	0	0	0	-
	Fire-Emergency Services	465	0	3,500	3,500	-
	Human Resources	9,264	10,000	10,000	0	0%
	Information Services	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	Police	820	0	0	0	-
	PW-Development Engineering	111	0	0	0	-
	PW-Facilities	523	300	0	-300	-100%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	132,885	106,300	134,600	28,300	27%
	PW-Sewer	26,110	15,000	10,100	-4,900	-33%
	PW-Stormwater	28	0	0	0	-
	PW-Streets	45,678	47,000	40,600	-6,400	-14%
	PW-Transportation	10,919	132,600	7,900	-124,700	-94%
	PW-Vehicle Maintenance	149,926	90,900	186,900	96,000	106%
	PW-Water	8,086	2,800	7,500	4,700	168%
	VEHICLE MAINTENANCE Total	387,255	417,900	414,100	-3,800	-1%
38341	TRAFFIC SIGNAL R&M					
	Human Resources	0	15,000	15,000	0	0%
	PW-Transportation	170	0	0	0	-
	TRAFFIC SIGNAL R&M Total	170	15,000	15,000	0	0%
38351	WELLS/SEWER/LINS/ETC.					
	Human Resources	12,348	0	0	0	-
	PW-Sewer	264,656	374,100	406,100	32,000	9%
	PW-Water	177,489	100,000	153,000	53,000	53%
	WELLS/SEWER/LINS/ETC. Total	454,494	474,100	559,100	85,000	18%
38361	BUILDING CONTRACTORS					
	PW-Facilities	111,532	170,300	159,700	-10,600	-6%
	BUILDING CONTRACTORS Total	111,532	170,300	159,700	-10,600	-6%
38371	JANITORIAL SERVICES					
	Community and Recreation Services	82,902	96,900	97,900	1,000	1%
	Community Development	0	2,400	2,400	0	0%
	Community Initiatives	0	0	0	0	-
	PW-Facilities	223,607	220,000	203,000	-17,000	-8%
	PW-Sewer	19,656	19,700	19,700	0	0%
	PW-Water	0	0	0	0	-
	JANITORIAL SERVICES Total	326,165	339,000	323,000	-16,000	-5%
38372	PEST CONTROL SERVICES					
	Community and Recreation Services	15,890	17,800	17,400	-400	-2%
	Community Development	200	1,200	1,200	0	0%

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	PW-Facilities	7,025	10,000	10,000	0	0%
	PW-Sewer	72,362	76,600	77,200	600	1%
	PW-Streets	1,020	1,200	1,200	0	0%
	PW-Water	841	600	600	0	0%
	PEST CONTROL SERVICES Total	97,338	107,400	107,600	200	0%
38381	GROUNDS MAINTENANCE					
	Community and Recreation Services	33,403	77,600	63,200	-14,400	-19%
	PW-Sewer	18,298	28,900	28,000	-900	-3%
	PW-Streets	49,582	60,000	60,000	0	0%
	PW-Water	0	0	0	0	-
	GROUNDS MAINTENANCE Total	101,284	166,500	151,200	-15,300	-9%
38382	PARKS MAINTENANCE					
	General Operations	0	0	47,700	47,700	-
	PARKS MAINTENANCE Total	0	0	47,700	47,700	-
38391	OTHER REPAIRS/MAINT.					
	Community and Recreation Services	0	0	0	0	-
	Finance	425	0	0	0	-
	OTHER REPAIRS/MAINT. Total	425	0	0	0	-
38411	WATER SERVICE CONTRACT					
	PW-Water	1,307,782	1,380,000	1,330,000	-50,000	-4%
	WATER SERVICE CONTRACT Total	1,307,782	1,380,000	1,330,000	-50,000	-4%
38412	SEWER SERVICE CONTRACT					
	PW-Sewer	456,679	530,000	520,000	-10,000	-2%
	SEWER SERVICE CONTRACT Total	456,679	530,000	520,000	-10,000	-2%
38413	TRASH COLLECTION CONTRACT					
	Police	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Sanitation	362,115	410,000	410,000	0	0%
	TRASH COLLECTION CONTRACT Total	362,115	410,000	410,000	0	0%
38511	BUILDING & STRUCTURES RENAL					
	Communications	0	0	0	0	-
	Community and Recreation Services	16,088	15,500	15,500	0	0%
	Community Development	247	0	0	0	-
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Information Services	0	0	0	0	-
	PW-Facilities	13,487	12,000	36,000	24,000	200%
	PW-Streets	0	0	0	0	-
	BUILDING & STRUCTURES RENAL Total	29,822	27,500	51,500	24,000	87%
38521	EQUIPMENT RENTAL					
	City Clerk	0	0	0	0	-
	City Court	0	0	0	0	-
	Communications	0	0	0	0	-

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	Community and Recreation Services	314,645	296,400	313,400	17,000	6%
	Community Development	5,624	6,800	6,800	0	0%
	Community Initiatives	0	0	0	0	-
	Finance	624	0	0	0	-
	Fire-Emergency Services	52	200	200	0	0%
	Information Services	104,271	126,000	126,000	0	0%
	Police	0	0	0	0	-
	PW-Facilities	762	2,000	2,000	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	98	0	0	0	-
	PW-Sewer	95,860	93,500	48,700	-44,800	-48%
	PW-Streets	986	6,000	6,000	0	0%
	PW-Transportation	1,265	400	400	0	0%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	3,370	5,000	5,000	0	0%
	EQUIPMENT RENTAL Total	527,558	536,300	508,500	-27,800	-5%
38591	OTHER RENTALS/LEASES					
	City Clerk	0	0	0	0	-
	Community and Recreation Services	221,037	268,600	248,600	-20,000	-7%
	Community Development	1,138	800	0	-800	-100%
	Community Initiatives	0	0	0	0	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	General Operations	0	0	0	0	-
	Information Services	6,600	6,300	6,300	0	0%
	Mayor & Council	57	0	0	0	-
	Police	816	1,000	1,000	0	0%
	PW-Facilities	0	0	0	0	-
	PW-Sewer	2,293	0	0	0	-
	PW-Streets	2,897	3,000	3,000	0	0%
	PW-Water	0	0	1,300	1,300	-
	OTHER RENTALS/LEASES Total	234,839	279,700	260,200	-19,500	-7%
38911	UNEMPLOYMENT CONTRIBUTION					
	General Operations	0	0	0	0	-
	Human Resources	56,118	132,000	132,000	0	0%
	UNEMPLOYMENT CONTRIBUTION Total	56,118	132,000	132,000	0	0%
38912	GENERAL INSURANCE					
	City Clerk	3,300	3,500	3,500	0	0%
	City Court	7,500	8,000	8,000	0	0%
	City Manager	3,700	7,700	7,700	0	0%
	Communications	2,700	0	0	0	-
	Community and Recreation Services	205,665	289,500	289,500	0	0%
	Community Development	22,800	24,200	24,200	0	0%
	Community Initiatives	0	0	0	0	-
	Finance	8,900	9,500	9,500	0	0%
	Fire-Emergency Services	189,800	201,800	201,800	0	0%

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	General Operations	0	0	0	0	-
	Government Relations	800	0	0	0	-
	Information Services	8,200	8,700	8,700	0	0%
	Legal	6,700	7,100	7,100	0	0%
	Mayor & Council	3,200	3,400	3,400	0	0%
	Police	212,600	226,100	226,100	0	0%
	PW-Development Engineering	12,900	13,700	13,700	0	0%
	PW-Facilities	71,400	75,900	75,900	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	39,700	42,200	42,200	0	0%
	PW-Sewer	394,800	419,800	419,800	0	0%
	PW-Stormwater	900	1,000	1,000	0	0%
	PW-Streets	50,600	53,800	53,800	0	0%
	PW-Transportation	25,000	26,600	26,600	0	0%
	PW-Vehicle Maintenance	25,300	26,900	26,900	0	0%
	PW-Water	141,600	150,600	150,600	0	0%
	GENERAL INSURANCE Total	1,438,065	1,600,000	1,600,000	0	0%
38913	CLAIM SETTLEMENT					
	Human Resources	6,025,315	7,587,500	8,061,400	473,900	6%
	CLAIM SETTLEMENT Total	6,025,315	7,587,500	8,061,400	473,900	6%
38914	COBRA INSURANCE					
	Human Resources	14,131	15,700	15,700	0	0%
	COBRA INSURANCE Total	14,131	15,700	15,700	0	0%
38915	MEDICAL INSURANCE PREMIUM					
	Community and Recreation Services	1,000	0	0	0	-
	Human Resources	802,942	882,300	927,800	45,500	5%
	MEDICAL INSURANCE PREMIUM Total	803,942	882,300	927,800	45,500	5%
38916	EVENT GENERAL INSURANCE					
	Community and Recreation Services	0	68,900	3,300	-65,600	-95%
	EVENT GENERAL INSURANCE Total	0	68,900	3,300	-65,600	-95%
38917	GENERAL INSURANCE ADMIN					
	Human Resources	0	0	1,000,000	1,000,000	-
	GENERAL INSURANCE ADMIN Total	0	0	1,000,000	1,000,000	-
38921	TUITION REIMBURSEMENT					
	Community and Recreation Services	0	0	0	0	-
	Finance	0	0	600	600	-
	Fire-Emergency Services	912	0	0	0	-
	General Operations	0	0	0	0	-
	Human Resources	120,001	80,000	80,000	0	0%
	Information Services	0	0	0	0	-
	Legal	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Sewer	0	5,000	5,000	0	0%
	PW-Water	0	6,000	4,000	-2,000	-33%

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TUITION REIMBURSEMENT Total		120,913	91,000	89,600	-1,400	-2%
38922 TRAVEL & TRAINING						
	City Clerk	80	700	2,400	1,700	243%
	City Court	7,256	13,300	13,300	0	0%
	City Manager	11,349	20,900	25,800	4,900	23%
	Communications	180	0	0	0	-
	Community and Recreation Services	24,452	14,800	23,600	8,800	59%
	Community Development	25,909	28,200	35,800	7,600	27%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	37,325	45,000	49,700	4,700	10%
	Fire-Emergency Services	58,562	21,000	15,600	-5,400	-26%
	Government Relations	10,098	0	0	0	-
	Human Resources	23,117	15,300	15,800	500	3%
	Information Services	26,085	18,300	18,300	0	0%
	Legal	6,753	11,800	11,800	0	0%
	Management & Budget	0	0	0	0	-
	Police	52,758	27,500	26,000	-1,500	-5%
	PW-Development Engineering	3,553	13,000	13,000	0	0%
	PW-Facilities	2,825	7,400	7,000	-400	-5%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	5,220	12,500	12,700	200	2%
	PW-Sewer	20,717	33,800	71,900	38,100	113%
	PW-Stormwater	849	1,400	1,400	0	0%
	PW-Streets	1,762	4,700	4,700	0	0%
	PW-Transportation	7,448	9,200	8,800	-400	-4%
	PW-Vehicle Maintenance	296	2,000	2,000	0	0%
	PW-Water	15,345	40,700	39,900	-800	-2%
TRAVEL & TRAINING Total		341,937	341,500	399,500	58,000	17%
38924 DUES & MEMBERSHIPS						
	City Clerk	606	700	700	0	0%
	City Court	2,406	3,200	3,200	0	0%
	City Manager	71,107	81,700	80,800	-900	-1%
	Communications	1,823	0	0	0	-
	Community and Recreation Services	28,527	11,300	14,700	3,400	30%
	Community Development	46,595	62,000	63,700	1,700	3%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	13,573	8,300	5,900	-2,400	-29%
	Fire-Emergency Services	9,213	8,800	8,600	-200	-2%
	General Operations	0	0	0	0	-
	Government Relations	0	0	0	0	-
	Human Resources	5,704	6,100	6,100	0	0%
	Information Services	1,453	2,400	2,400	0	0%
	Legal	5,335	6,700	6,700	0	0%
	Management & Budget	0	0	0	0	-

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	Mayor & Council	28,000	36,000	36,000	0	0%
	Police	8,270	5,800	5,800	0	0%
	PW-Development Engineering	2,430	2,500	1,800	-700	-28%
	PW-Facilities	2,902	3,900	4,400	500	13%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	2,856	1,600	3,200	1,600	100%
	PW-Sewer	3,248	4,100	3,600	-500	-12%
	PW-Stormwater	2,087	2,600	2,600	0	0%
	PW-Streets	1,939	2,000	2,000	0	0%
	PW-Transportation	3,220	4,900	4,200	-700	-14%
	PW-Vehicle Maintenance	3,180	1,300	1,300	0	0%
	PW-Water	14,565	16,800	15,700	-1,100	-7%
	DUES & MEMBERSHIPS Total	259,039	272,700	273,400	700	0%
38925	FEDERAL MILEAGE ALLOWANCE					
	City Clerk	0	0	0	0	-
	City Court	197	500	500	0	0%
	City Manager	1,260	700	700	0	0%
	Communications	0	0	0	0	-
	Community and Recreation Services	1,852	1,400	1,400	0	0%
	Community Development	102	400	600	200	50%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	979	1,300	1,300	0	0%
	Fire-Emergency Services	282	200	200	0	0%
	Government Relations	54	0	0	0	-
	Human Resources	2,284	4,500	4,500	0	0%
	Information Services	28	1,400	700	-700	-50%
	Legal	1,202	1,000	1,000	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	4,082	5,000	5,000	0	0%
	Police	165	200	200	0	0%
	PW-Development Engineering	458	100	0	-100	-100%
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	93	0	0	0	-
	PW-Sewer	0	100	100	0	0%
	PW-Streets	0	0	0	0	-
	PW-Transportation	302	600	500	-100	-17%
	PW-Water	88	300	300	0	0%
	FEDERAL MILEAGE ALLOWANCE Total	13,428	17,700	17,000	-700	-4%
38926	EMPLOYEE ORIENTATION					
	Human Resources	374	1,500	500	-1,000	-67%
	EMPLOYEE ORIENTATION Total	374	1,500	500	-1,000	-67%
38927	EMPLOYEE CERTS AND LICENSING					
	Community and Recreation Services	1,935	5,900	4,500	-1,400	-24%
	Community Development	110	0	0	0	-

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Finance		300	1,900	1,200	-700	-37%
Fire-Emergency Services		0	27,100	33,300	6,200	23%
Human Resources		450	0	0	0	-
Information Services		24	0	0	0	-
Police		568	0	0	0	-
PW-Development Engineering		0	0	700	700	-
PW-Facilities		200	0	0	0	-
PW-Sewer		87	0	1,600	1,600	-
PW-Streets		0	0	0	0	-
PW-Vehicle Maintenance		162	0	0	0	-
PW-Water		324	0	1,200	1,200	-
EMPLOYEE CERTS AND LICENSING To		4,160	34,900	42,500	7,600	22%
38928 COUNCIL TRAVEL & TRAINING						
Mayor & Council		0	46,000	46,000	0	0%
COUNCIL TRAVEL & TRAINING Total		0	46,000	46,000	0	0%
38931 ADVERTISING						
City Clerk		21,838	38,000	40,000	2,000	5%
City Manager		0	20,000	20,000	0	0%
Communications		19,493	0	0	0	-
Community and Recreation Services		157,769	145,400	143,400	-2,000	-1%
Community Development		9,630	13,000	13,000	0	0%
Community Initiatives		0	0	0	0	-
Economic Development		0	0	0	0	-
Finance		1,955	1,500	1,000	-500	-33%
Fire-Emergency Services		0	0	0	0	-
Human Resources		5,701	0	0	0	-
Information Services		389	0	0	0	-
Management & Budget		0	0	0	0	-
Police		4,126	1,000	1,000	0	0%
PW-Development Engineering		0	0	0	0	-
PW-Replenishment		0	0	0	0	-
PW-Sanitation		29,045	13,000	13,000	0	0%
PW-Sewer		436	0	0	0	-
PW-Streets		0	300	300	0	0%
PW-Transportation		0	0	0	0	-
PW-Water		2,688	1,500	2,500	1,000	67%
ADVERTISING Total		253,069	233,700	234,200	500	0%
38942 RADIO DISPATCH SERVICE						
Fire-Emergency Services		520,372	570,800	615,400	44,600	8%
RADIO DISPATCH SERVICE Total		520,372	570,800	615,400	44,600	8%
38951 PRINTING						
City Clerk		22	1,200	35,000	33,800	2817%
City Court		7,049	14,000	12,000	-2,000	-14%
City Manager		0	60,200	60,200	0	0%
Communications		37,034	0	0	0	-

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	Community and Recreation Services	93,033	102,200	102,900	700	1%
	Community Development	6,760	6,400	8,900	2,500	39%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	7,122	7,500	8,600	1,100	15%
	Fire-Emergency Services	2,393	5,700	5,700	0	0%
	Government Relations	0	0	0	0	-
	Human Resources	3,404	2,500	2,500	0	0%
	Information Services	93	500	300	-200	-40%
	Legal	1,337	5,400	5,400	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	Police	9,538	12,000	10,000	-2,000	-17%
	PW-Development Engineering	458	300	300	0	0%
	PW-Facilities	0	100	100	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	3,398	10,000	10,000	0	0%
	PW-Sewer	2,151	2,000	1,600	-400	-20%
	PW-Stormwater	0	0	0	0	-
	PW-Streets	463	300	300	0	0%
	PW-Transportation	158	300	400	100	33%
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	3,543	4,700	3,400	-1,300	-28%
	PRINTING Total	177,957	235,300	267,600	32,300	14%
38991	UNIFORM/LAUNDRY SERVICES					
	Community and Recreation Services	1,684	500	500	0	0%
	Economic Development	0	0	0	0	-
	Fire-Emergency Services	56	0	0	0	-
	Police	0	0	0	0	-
	PW-Facilities	9,333	10,000	10,000	0	0%
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	10,329	5,100	11,000	5,900	116%
	PW-Sewer	15,466	13,200	14,900	1,700	13%
	PW-Streets	9,296	7,900	7,100	-800	-10%
	PW-Transportation	2,244	1,100	1,500	400	36%
	PW-Vehicle Maintenance	8,622	9,500	9,500	0	0%
	PW-Water	5,433	4,800	5,200	400	8%
	UNIFORM/LAUNDRY SERVICES Total	62,463	52,100	59,700	7,600	15%
38992	UNFORSEEN GRANTS					
	Community and Recreation Services	0	0	0	0	-
	UNFORSEEN GRANTS Total	0	0	0	0	-
38994	DEVELOPER REIMBURSEMENT					
	Community and Recreation Services	0	0	0	0	-
	Community Development	1,986,034	1,150,000	2,987,600	1,837,600	160%
	Economic Development	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-

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	General Operations	3,894	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Water	268,406	0	0	0	-
	DEVELOPER REIMBURSEMENT Total	2,258,334	1,150,000	2,987,600	1,837,600	160%
38999	OTHER PROFESSIONAL SERVICES					
	Arts Commission	0	0	0	0	-
	City Clerk	9,645	5,400	200,000	194,600	3604%
	City Court	8,420	6,000	6,000	0	0%
	City Manager	257	0	0	0	-
	Communications	1,221	0	0	0	-
	Community and Recreation Services	1,467	1,000	1,000	0	0%
	Community Development	3,890	2,800	2,900	100	4%
	Community Initiatives	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Finance	1,725	0	500	500	-
	Fire-Emergency Services	10,343	0	0	0	-
	General Operations	6,000	6,000	6,000	0	0%
	Government Relations	100	0	0	0	-
	Human Resources	1,053	0	58,000	58,000	-
	Information Services	861	0	0	0	-
	Legal	484	400	400	0	0%
	Management & Budget	0	0	0	0	-
	Mayor & Council	0	0	0	0	-
	Police	22,105	12,800	115,800	103,000	805%
	PW-Development Engineering	202	0	0	0	-
	PW-Facilities	60	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	180	100	0	-100	-100%
	PW-Sewer	325	400	100	-300	-75%
	PW-Stormwater	0	0	0	0	-
	PW-Streets	383	0	0	0	-
	PW-Transportation	360	0	0	0	-
	PW-Vehicle Maintenance	60	0	0	0	-
	PW-Water	419	500	500	0	0%
	OTHER PROFESSIONAL SERVICES Tot	69,559	35,400	391,200	355,800	1005%
39110	LAND					
	PW-Sewer	0	0	0	0	-
	LAND Total	0	0	0	0	-
39111	LAND PURCHASES					
	Fire-Emergency Services	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	18,515	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Transportation	0	0	628,100	628,100	-
	LAND PURCHASES Total	18,515	0	628,100	628,100	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
39112	IMPROVEMENTS TO LAND					
	Community and Recreation Services	0	0	0	0	-
	General Operations	0	0	0	0	-
	PW-Facilities	0	0	0	0	-
	IMPROVEMENTS TO LAND Total	0	0	0	0	-
39210	BUILDING & STRUCTURES					
	PW-Facilities	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Water	0	0	0	0	-
	BUILDING & STRUCTURES Total	0	0	0	0	-
39211	BUILDING & STRUCTURE PURCHASES					
	Community and Recreation Services	0	0	0	0	-
	Fire-Emergency Services	0	0	300,000	300,000	-
	Not Used City of Surprise	0	0	0	0	-
	Police	0	0	0	0	-
	PW-Development Engineering	179,834	0	0	0	-
	PW-Facilities	281,382	0	100,000	100,000	-
	PW-Replenishment	0	0	3,169,100	3,169,100	-
	PW-Sewer	3,065,102	3,136,100	4,120,300	984,200	31%
	PW-Streets	0	0	0	0	-
	PW-Transportation	534,017	134,400	4,539,300	4,404,900	3277%
	PW-Water	84,276	0	2,329,900	2,329,900	-
	BUILDING & STRUCTURE PURCHASES	4,144,611	3,270,500	14,558,600	11,288,100	345%
39212	IMPROVEMENTS TO BUILDINGS					
	City Court	0	0	0	0	-
	Community and Recreation Services	0	100,300	0	-100,300	-100%
	Community Development	0	0	0	0	-
	Economic Development	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	Management & Budget	0	0	0	0	-
	PW-Facilities	49,975	0	0	0	-
	PW-Sewer	0	300,000	0	-300,000	-100%
	PW-Vehicle Maintenance	49,223	0	0	0	-
	PW-Water	0	0	0	0	-
	IMPROVEMENTS TO BUILDINGS Total	99,198	400,300	0	-400,300	-100%
39220	STREETS/INFRASTRUCTURE					
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Water	0	0	0	0	-
	STREETS/INFRASTRUCTURE Total	0	0	0	0	-
39221	STREETS PURCHASES					
	PW-Development Engineering	0	376,000	0	-376,000	-100%
	PW-Transportation	0	580,000	0	-580,000	-100%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
STREETS PURCHASES Total		0	956,000	0	-956,000	-100%
39222 STREET IMPROVEMENTS						
	PW-Development Engineering	0	373,700	0	-373,700	-100%
	PW-Streets	955,901	0	0	0	-
	PW-Transportation	94,929	2,567,900	0	-2,567,900	-100%
STREET IMPROVEMENTS Total		1,050,830	2,941,600	0	-2,941,600	-100%
39223 INFRASTRUCTURE PURCHASES						
	Community and Recreation Services	0	0	0	0	-
	Community Development	0	0	0	0	-
	General Operations	0	0	0	0	-
	PW-Development Engineering	0	0	0	0	-
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	0	200,000	0	-200,000	-100%
	PW-Transportation	0	1,187,600	0	-1,187,600	-100%
	PW-Water	0	1,136,500	0	-1,136,500	-100%
INFRASTRUCTURE PURCHASES Total		0	2,524,100	0	-2,524,100	-100%
39224 INFRASTRUCTURE IMPROVEMENTS						
	PW-Development Engineering	0	170,000	0	-170,000	-100%
	PW-Sewer	23,377	517,800	7,500	-510,300	-99%
	PW-Streets	0	0	0	0	-
	PW-Transportation	0	417,600	0	-417,600	-100%
	PW-Water	78,732	0	7,500	7,500	-
INFRASTRUCTURE IMPROVEMENTS T		102,109	1,105,400	15,000	-1,090,400	-99%
39225 PRASADA CONSTRUCTION						
	Economic Development	0	0	0	0	-
PRASADA CONSTRUCTION Total		0	0	0	0	-
39226 PRASADA AUTO						
	Economic Development	0	0	0	0	-
PRASADA AUTO Total		0	0	0	0	-
39227 PRASADA RETAIL						
	Economic Development	0	0	0	0	-
PRASADA RETAIL Total		0	0	0	0	-
39310 IMP.'S OTR THAN BLDG. & LAND						
	PW-Replenishment	0	0	0	0	-
	PW-Water	0	0	0	0	-
IMP.'S OTR THAN BLDG. & LAND Total		0	0	0	0	-
39311 IMP.'S OTR THAN BLDG. & LAND						
	Community Development	0	0	25,000	25,000	-
	Fire-Emergency Services	0	0	0	0	-
	Information Services	0	0	315,000	315,000	-
	Police	0	0	0	0	-
	PW-Facilities	74,469	125,000	0	-125,000	-100%
	PW-Replenishment	0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	PW-Sewer	0	1,000,600	0	-1,000,600	-100%
	PW-Transportation	159,537	250,000	90,000	-160,000	-64%
	PW-Water	575,387	404,000	154,000	-250,000	-62%
	IMP.'S OTR THAN BLDG. & LAND Total	809,393	1,779,600	584,000	-1,195,600	-67%
39410	FURN., FIXTURES & OFC EQUIPMT					
	PW-Sewer	0	0	0	0	-
	FURN., FIXTURES & OFC EQUIPMT Tot	0	0	0	0	-
39411	FURN., FIXTURES & OFC EQUIPMT					
	City Manager	0	0	50,000	50,000	-
	Communications	0	0	0	0	-
	Community and Recreation Services	0	0	100,000	100,000	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	0	0	175,000	175,000	-
	Human Resources	0	0	0	0	-
	Information Services	107,489	20,000	320,000	300,000	1500%
	Management & Budget	0	0	0	0	-
	Police	174,863	0	72,000	72,000	-
	PW-Facilities	67,829	0	0	0	-
	PW-Sewer	0	0	25,000	25,000	-
	PW-Transportation	0	0	0	0	-
	PW-Water	0	0	0	0	-
	FURN., FIXTURES & OFC EQUIPMT Tot	350,182	20,000	742,000	722,000	3610%
39420	VEHICLES					
	PW-Sanitation	0	0	0	0	-
	PW-Vehicle Maintenance	0	0	0	0	-
	PW-Water	0	0	0	0	-
	VEHICLES Total	0	0	0	0	-
39421	VEHICLES					
	Community and Recreation Services	0	0	35,000	35,000	-
	Finance	0	0	0	0	-
	Fire-Emergency Services	0	0	0	0	-
	General Operations	0	2,051,000	2,277,300	226,300	11%
	Police	332,473	0	0	0	-
	PW-Facilities	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Streets	0	0	0	0	-
	PW-Transportation	135,091	12,500	0	-12,500	-100%
	PW-Vehicle Maintenance	1,988,691	0	1,620,000	1,620,000	-
	PW-Water	0	0	0	0	-
	VEHICLES Total	2,456,254	2,063,500	3,932,300	1,868,800	91%
39422	IMPROVEMENTS TO VEHICLES					
	Fire-Emergency Services	0	0	0	0	-
	Police	47,628	0	0	0	-
	PW-Water	0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
IMPROVEMENTS TO VEHICLES Total		47,628	0	0	0	-
39430 MACH. & EQUIPMENT						
PW-Sewer		0	0	0	0	-
PW-Water		0	0	0	0	-
MACH. & EQUIPMENT Total		0	0	0	0	-
39431 MACH. & EQUIPMENT						
Community and Recreation Services		0	0	64,000	64,000	-
Fire-Emergency Services		642	15,000	0	-15,000	-100%
General Operations		0	0	4,000	4,000	-
Information Services		1,386	0	0	0	-
Police		36,214	25,000	0	-25,000	-100%
PW-Replenishment		0	100,000	0	-100,000	-100%
PW-Sanitation		0	0	20,000	20,000	-
PW-Sewer		75,978	0	0	0	-
PW-Streets		0	0	0	0	-
PW-Vehicle Maintenance		191,606	0	0	0	-
PW-Water		30	0	0	0	-
MACH. & EQUIPMENT Total		305,855	140,000	88,000	-52,000	-37%
39432 IMP'S TO MACH. & EQUIPMENT						
General Operations		0	750,000	0	-750,000	-100%
PW-Sewer		0	0	0	0	-
IMP'S TO MACH. & EQUIPMENT Total		0	750,000	0	-750,000	-100%
39511 RIGHTS						
PW-Water		0	154,000	0	-154,000	-100%
RIGHTS Total		0	154,000	0	-154,000	-100%
39521 EASEMENTS						
PW-Sewer		9,160	0	0	0	-
EASEMENTS Total		9,160	0	0	0	-
39600 CAPITAL INTEREST						
PW-Replenishment		0	0	0	0	-
PW-Sewer		0	0	0	0	-
CAPITAL INTEREST Total		0	0	0	0	-
39610 CAPITAL INTEREST EXPENSE						
PW-Replenishment		0	0	0	0	-
PW-Sewer		0	0	0	0	-
CAPITAL INTEREST EXPENSE Total		0	0	0	0	-
39711 BUILDINGS & STRUCTURES DEPREC.						
PW-Sewer		0	0	0	0	-
PW-Water		0	0	0	0	-
BUILDINGS & STRUCTURES DEPREC.		0	0	0	0	-
39712 IMP'S OTHER THN BLDGS & LAND DEPR						
PW-Replenishment		0	0	0	0	-

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
IMP'S OTHER THN BLDGS & LAND DEP		0	0	0	0	-
39713	EQUIPMENT DEPREC.					
	PW-Replenishment	0	0	0	0	-
	PW-Sanitation	0	0	0	0	-
	PW-Sewer	0	0	0	0	-
	PW-Water	0	0	0	0	-
	EQUIPMENT DEPREC. Total	0	0	0	0	-
39813	OTHER LEASES					
	General Operations	6,500	6,600	6,600	0	0%
	PW-Development Engineering	2,500	0	0	0	-
	OTHER LEASES Total	9,000	6,600	6,600	0	0%
39821	PRINCIPAL BONDS					
	Debt Service	190,000	0	210,000	210,000	-
	General Operations	3,240,000	3,345,100	8,190,000	4,844,900	145%
	PW-Sewer	0	335,900	0	-335,900	-100%
	PRINCIPAL BONDS Total	3,430,000	3,681,000	8,400,000	4,719,000	128%
39822	INTEREST BONDS					
	Debt Service	483,645	0	464,600	464,600	-
	General Operations	3,982,163	3,868,800	3,701,500	-167,300	-4%
	PW-Sewer	0	400,000	0	-400,000	-100%
	INTEREST BONDS Total	4,465,808	4,268,800	4,166,100	-102,700	-2%
39823	OTHER BONDS					
	Debt Service	0	0	0	0	-
	General Operations	1,000	0	0	0	-
	OTHER BONDS Total	1,000	0	0	0	-
39824	AMORITIZATION BONDS					
	General Operations	0	0	0	0	-
	AMORITIZATION BONDS Total	0	0	0	0	-
39831	PRINCIPAL NOTES					
	PW-Replenishment	0	1,270,000	0	-1,270,000	-100%
	PRINCIPAL NOTES Total	0	1,270,000	0	-1,270,000	-100%
39832	INTEREST NOTES					
	PW-Replenishment	6,569	30,000	0	-30,000	-100%
	INTEREST NOTES Total	6,569	30,000	0	-30,000	-100%
39833	OTHER NOTES					
	PW-Replenishment	19,706	0	0	0	-
	OTHER NOTES Total	19,706	0	0	0	-
39834	AMORITIZATION NOTES					
	PW-Replenishment	0	0	0	0	-
	AMORITIZATION NOTES Total	0	0	0	0	-
39841	INTERFUND LOAN INTEREST					

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
	Development Fee New Capital	0	1,837,000	0	-1,837,000	-100%
	Fire-Emergency Services	0	292,600	0	-292,600	-100%
	General Operations	0	200,000	0	-200,000	-100%
	PW-Replenishment	0	0	0	0	-
	PW-Sewer	0	1,071,500	0	-1,071,500	-100%
	PW-Water	0	0	0	0	-
	INTERFUND LOAN INTEREST Total	0	3,401,100	0	-3,401,100	-100%
39851	INTERFUND LOAN ISSUANCE					
	General Operations	0	2,267,800	0	-2,267,800	-100%
	INTERFUND LOAN ISSUANCE Total	0	2,267,800	0	-2,267,800	-100%
39861	BAD DEBT EXPENSE					
	PW-Streets	30,056	0	0	0	-
	BAD DEBT EXPENSE Total	30,056	0	0	0	-
39995	ECONOMIC DEVELOPMENT CONTINGEN					
	Community Development	0	780,000	1,000,000	220,000	28%
	ECONOMIC DEVELOPMENT CONTINGE	0	780,000	1,000,000	220,000	28%
39996	GRANT MATCH CONTINGENCY					
	City Manager	0	70,000	70,000	0	0%
	GRANT MATCH CONTINGENCY Total	0	70,000	70,000	0	0%
39997	TARGETED SAVINGS					
	Community and Recreation Services	0	0	0	0	-
	Community Development	0	0	0	0	-
	General Operations	0	-1,000,000	0	1,000,000	-100%
	PW-Sewer	0	64,500	0	-64,500	-100%
	TARGETED SAVINGS Total	0	-935,500	0	935,500	-100%
39998	PROJECT CONTINGENCY					
	Finance	0	87,800	0	-87,800	-100%
	PROJECT CONTINGENCY Total	0	87,800	0	-87,800	-100%
39999	CONTINGENCY					
	City Court	0	471,700	495,000	23,300	5%
	Community and Recreation Services	0	179,400	8,512,300	8,332,900	4645%
	Fire-Emergency Services	0	1,500	0	-1,500	-100%
	General Operations	0	13,543,700	10,505,000	-3,038,700	-22%
	Human Resources	0	3,378,400	4,767,300	1,388,900	41%
	Police	0	896,300	1,922,700	1,026,400	115%
	PW-Facilities	0	0	9,734,700	9,734,700	-
	PW-Sanitation	0	792,000	794,400	2,400	0%
	PW-Sewer	0	1,333,000	1,591,900	258,900	19%
	PW-Streets	0	0	63,200	63,200	-
	PW-Transportation	0	0	1,764,600	1,764,600	-
	PW-Vehicle Maintenance	0	0	1,998,000	1,998,000	-
	PW-Water	0	1,161,000	4,209,400	3,048,400	263%
	CONTINGENCY Total	0	21,757,000	46,358,500	24,601,500	113%

<i>Object</i>	<i>Object Description</i>	<i>FY2012 Actual</i>	<i>FY2013 Amended</i>	<i>FY2014 CM Recommended</i>	<i>\$ Change</i>	<i>% Change</i>
Grand Total		143,792,821	184,159,100	223,426,200	39,267,100	21%

Department Budgets

- Police
- Fire
- Community & Economic Development
- City Attorney's Office
- Community & Recreation Services
- Public Works
- Information Technology
- Finance
- City Manager's Office
- City Clerk's Office
- Mayor & City Council



Police Department Department Overview

Department Description

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

Mission Statement

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

Department-Wide

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

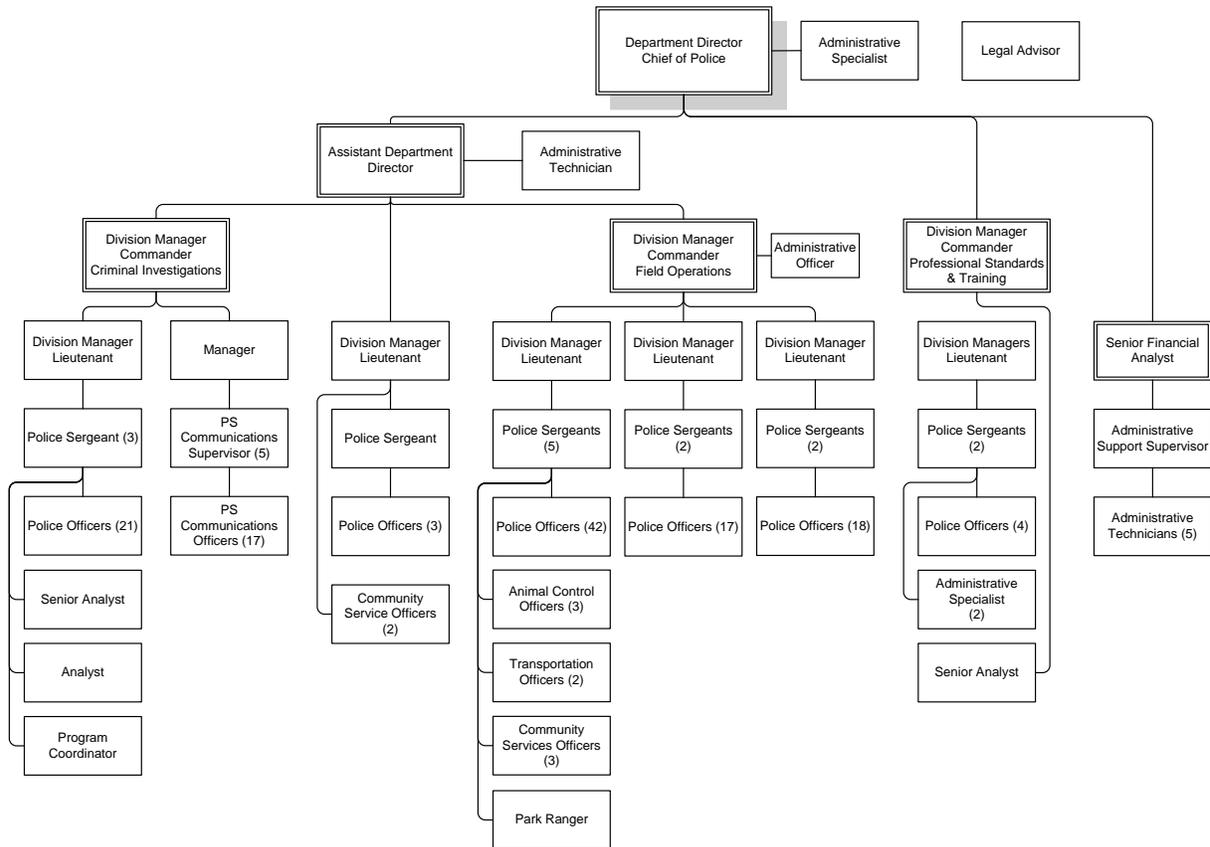
Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	18,459,291	18,722,035	19,004,800	19,965,400	5%
Donations Fund	9,769	14,249	11,800	14,300	21%
Police Dev Fee Fund	245,400	246,098	246,000	1,224,600	398%
SPD DEA Fund	128,685	66,457	230,900	154,400	-33%
SPD RICO Fund	35,159	220,140	513,200	806,000	57%
SPD Towing Fund	67,680	66,067	372,900	532,000	43%
SB1398 FINES	0	0	39,200	40,100	2%
Grants Fund	535,116	592,122	223,200	177,800	-20%
Total	19,481,101	19,927,168	20,642,000	22,986,600	11%

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

Organizational Chart

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



Primary Functions

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

Divisions

Office of the Chief -

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

Professional Standards -

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

Criminal Investigations -

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

Field Operations -

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

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

*Reviews/Revisions during FY2014 will not commence until after Reaccreditation process; thereafter, a complete review of approximately 150 Policies will begin in November 2013.

**Formal CALEA reaccreditation process begins in August 2013 and will conclude by November 2013.

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Calls for service	40,779	42,007	44,000	39,750	41,000
Number of report actions***	17,908	19,066	25,000	24,038	25,000
Priority 1 average response times	4min 52sec	4min 50sec	4min 55sec	4min 23sec	4min 40sec
Officer initiated call volume	66,943	84,278	90,000	88,288	90,000

***Arrests, Incident Reports, Accident Reports, and Citations

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of arrests	3,640	3,872	4,000	3,661	3,800
UCR Part 1 crimes	2,255	2,956	3,000	2,117	2,500
UCR Part 1 crimes per 1,000	19.27	24.80	26.00	17.76	26.00

Police Department General Fund Summary

Major Budget Changes

The FY2014 budget increased 5% over the FY2013 amended budget.

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

Non-personnel costs increased 3.1% over the FY2013 budget. This increase was primarily due to increased costs related to the federally mandated regional wireless conversion and increased booking and housing fees at Maricopa County Sheriff's Office jails. The increase was offset by the transfer of IT-managed service agreements to the Information Technology Department.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	16,338,499	16,442,270	16,871,700	17,765,900	5%
Supplies	628,993	652,536	544,600	566,500	4%
Services	1,491,789	1,626,919	1,588,500	1,633,000	3%
Capital	10	310	-	-	0%
Total	18,459,291	18,722,035	19,004,800	19,965,400	5%
<u>By division</u>					
Administration	3,769,066	3,347,295	3,620,900	2,628,000	-27%
Communications	1,886,165	1,970,523	1,832,300	2,164,300	18%
Investigations	2,681,638	2,835,407	2,729,100	2,842,300	4%
Patrol	9,548,964	10,280,390	10,495,700	12,134,800	16%
Tech Svcs	573,458	288,420	326,800	196,000	-40%
Total	18,459,291	18,722,035	19,004,800	19,965,400	5%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	645,284	659,972	655,200	655,200	0%
Total	645,284	659,972	655,200	655,200	0%

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



Police Department DEA Fund Summary

Fund Description

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

Major Budget Changes

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

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

Revenues

<u>By fund source</u>					
Charges for Svcs/Oth	107,496	1,519	1,100	120,000	10809%
Transfer In	0	0	0	0	0%
Fund Balance	21,189	171,400	0	34,400	0%
Total	128,685	172,919	1,100	154,400	13936%

Personnel Summary

There are no dedicated personnel assigned to this fund.



Police Department RICO Fund Summary

Fund Description

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

Major Budget Changes

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

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

Revenues

By fund source

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

Personnel Summary

There are no dedicated personnel assigned to this fund.



Police Department Tow Fund Summary

Fund Description

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

Major Budget Changes

The FY2014 budget increased 43% from the FY2013 budget.

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	67,600	66,007	32,500	32,500	0%
Supplies	0	0	0	0	0%
Services	80	60	0	0	0%
Contingency	0	0	340,400	499,500	47%
Total	67,680	66,067	372,900	532,000	43%
<u>By department</u>					
Police	67,680	66,067	372,900	532,000	43%
Total	67,680	66,067	372,900	532,000	43%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	105,800	116,241	34,600	117,000	238%
Transfer In	0	0	0	0	0%
Fund Balance	-38,120	337,300	0	415,000	0%
Total	67,680	453,541	34,600	532,000	1438%

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



Police Department SB 1398 Fund

Fund Description

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Supplies	0	0	39,200	40,100	2%
Total	0	0	39,200	40,100	2%
<u>By department</u>					
Police	0	0	39,200	40,100	2%
Total	0	0	39,200	40,100	2%

Revenues

By fund source

Charges for Svcs/Oth	0	0	0	17,000	0%
Total	0	0	0	17,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund



Fire Department Department Overview

Department Description

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

Department-Wide

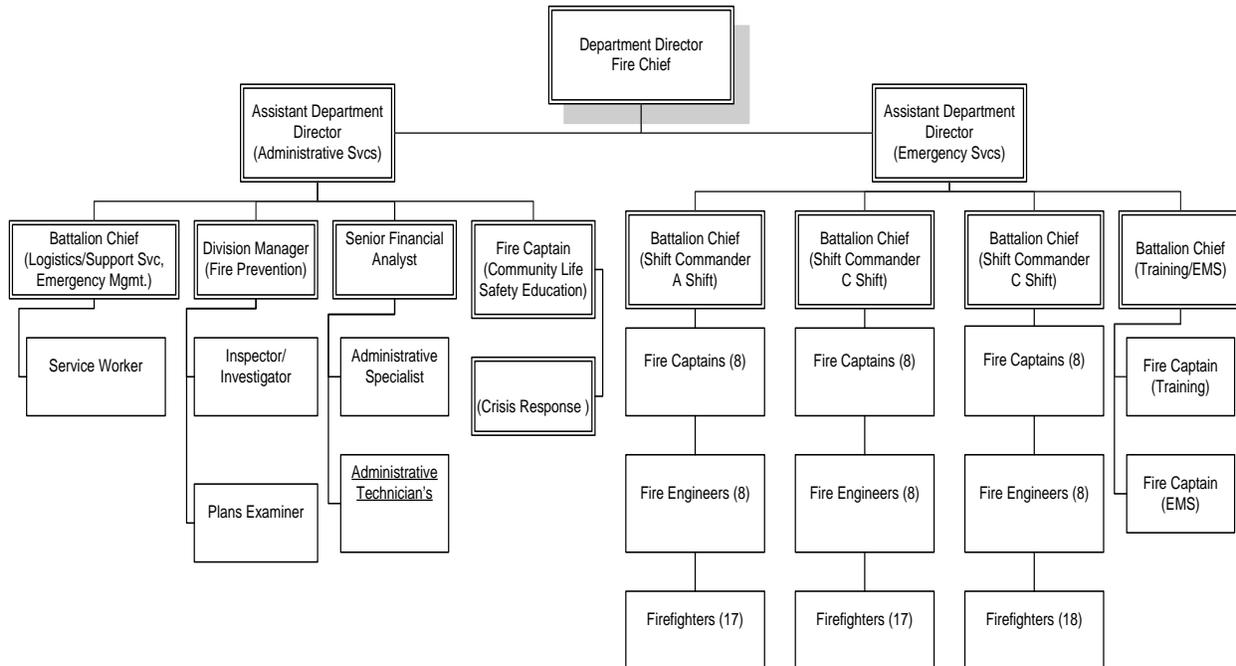
The fire department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the fire fighter's pension fund, the helicopter air-medical logistics operations (HALO) fund, the ambulance contract fund, and the wildland fire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

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	13,719,122	14,324,860	14,526,500	14,983,000	3%
Donations Fund	2,209	10,898	1,500	15,000	900%
Fire & EMS Dev Fee Fund	167,203	121,601	414,200	121,500	-71%
General Capital Fund	47,245	637,052	0	475,000	0%
Grants Fund	318,793	33,968	30,500	0	-100%
HALO	0	0	0	132,000	0%
Wildland Fire	0	0	0	140,000	0%
Ambulance Contract	0	0	0	278,700	0%
Total	14,254,574	15,128,379	14,972,700	16,145,200	8%

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

Organizational Chart



Primary Functions

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

Divisions

Administration -

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

Community Life Safety Education -

Identifies, develops, and provides a variety of needed public education and life safety programs to the citizens of Surprise.

Crisis Response -

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

Emergency Medical Services -

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

Operations -

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

Fire Prevention -

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

Support Services -

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

Training -

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of target training hours per firefighter	292	238	250	200	250
Number of training hours	31,518	25,783	27,000	20,000	27,000
Percent of target hours attained	116%	95%	100%	74%	100%

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

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

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of inspections completed	700	944	800	500	800
Number of plans reviewed	361	348	250	250	250
Percent of plan review compliance	N/A	N/A	100%	100%	100%
Number of new construction inspections	N/A	568	350	400	450

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Total incidents	11,176	12,304	12,500	12,600	13,000
Percent of time 5 minute response attained*	36.7%	36.3%	41%	37.7%	41%
90 th percentile response time**	8:37	8:26	8:17	8:29	8:17
Average response time	5:53	5:49	5:40	5:45	5:40

*% of total calls where an emergency response unit arrived in 5 minutes or less. One minute for turnout and 4 minutes for travel.

**90% of all calls had an emergency response unit on-scene within the stated time frame.

Note: Response times are an aggregate of all fire, emergency medical and special operations calls (Omega, FireView 2013).



Fire Department General Fund Summary

Major Budget Changes

The FY2014 budget increased by 3.79% from the FY2013 amended budget.

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

Non-personnel costs increased 18%. This was primarily due to increases in service agreements to complete mandatory testing and maintenance, which was previously performed by a position eliminated in FY2013; increases necessary due to mandatory regional wireless conversion maintenance; and additional maintenance required on three aging cascade systems.

Expenditures	FY2011	FY2012	FY2013	FY2014	Amended to
<u>By category</u>	Actual	Actual	Amended	Budget	Budget
Personnel	12,116,849	12,645,499	12,754,600	13,006,200	2%
Supplies	371,143	389,713	392,300	485,900	24%
Services	1,195,920	1,289,647	1,364,600	1,584,500	16%
Capital	35,210	0	15,000	0	-100%
Total	13,719,122	14,324,860	14,526,500	15,076,600	4%
<u>By division</u>					
Administration	1,559,875	1,747,947	1,808,100	2,030,600	12%
Community Svcs	63,462	109,031	91,400	94,300	3%
Community Life Safety Ed.	0	0	0	27,400	0%
Crisis Response	106,305	115,947	26,400	30,300	15%
EMS	126,129	205,266	230,800	243,500	6%
Fire Ops	10,854,412	11,219,146	11,572,600	11,806,100	2%
Prevention	411,387	408,036	354,400	341,800	-4%
Support Svcs	417,451	340,301	268,200	313,200	17%
Training	180,101	179,185	174,600	189,400	8%
Total	13,719,122	14,324,860	14,526,500	15,076,600	4%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	684,647	881,135	731,100	754,100	3%
Total	684,647	881,135	731,100	754,100	3%

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



Fire Department Firefighter's Pension Fund

Description

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	0	0	0	18,000	0%
Contingency	0	0	100,900	7,600	-92%
Total	0	0	100,900	25,600	-75%
<u>By department</u>					
General Operations	0	0	100,900	7,600	-92%
Fire-Emergency Services	0	0	0	18,000	0%
Total	0	0	100,900	25,600	-75%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	786	763	600	100	-83%
Fund Balance	0	43,200	0	25,500	0%
Total	786	43,963	600	25,600	4167%

Personnel Summary

There are no dedicated personnel assigned to this fund.



Fire Department HALO Fund

Fund Description

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

Major Budget Changes

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

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

Personnel Summary

There are no dedicated personnel assigned to this fund.



Fire Department Wildland Fire Fund

Fund Description

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

Major Budget Changes

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

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

Personnel Summary

There are no dedicated personnel assigned to this fund.



Fire Department Ambulance Contract Fund

Fund Description

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

Major Budget Changes

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

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

Personnel Summary

There are no dedicated personnel assigned to this fund.



Community and Economic Development Department Overview

Department Description

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

Department-Wide

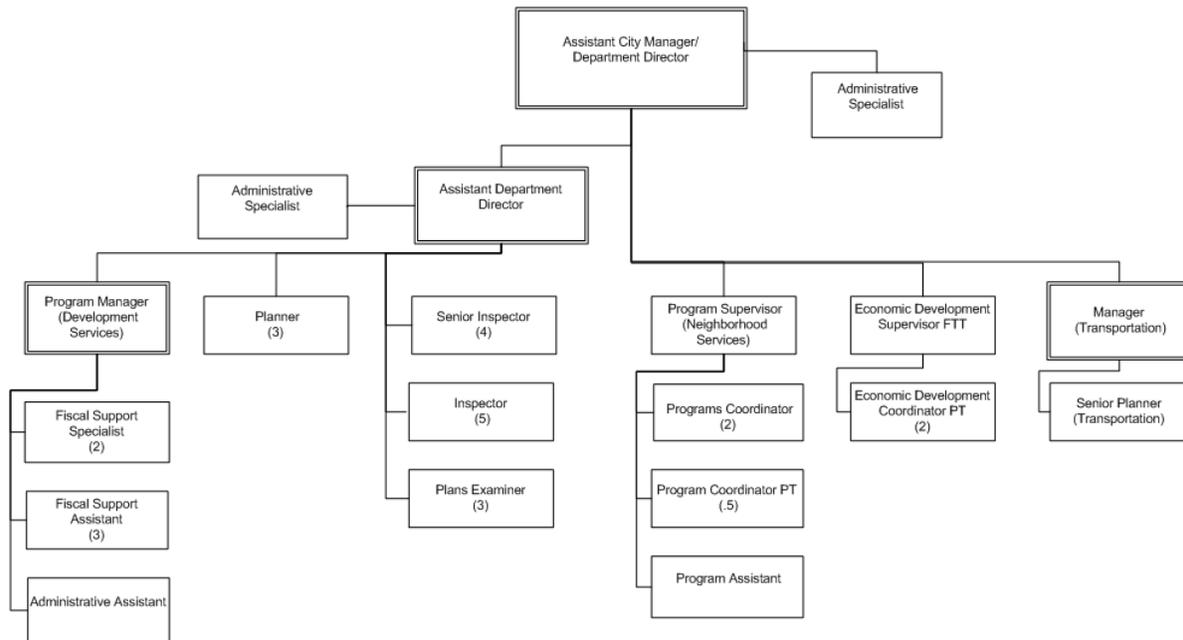
The Community and Economic Development department is primarily funded by the general fund. In addition, it has a special revenue funds that provide restricted-use funding to support the neighborhood revitalization program. Expenditures and personnel related to the special revenue fund are included in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

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	4,243,604	6,205,505	6,890,500	7,258,100	5%
Donations Fund	68	0	0	0	0%
General Capital Fund	194,804	0	1,100,000	1,100,000	0%
Neighborhood Revit.	965,271	745,552	699,000	670,000	-4%
Risk Management Fund	0	9,657	15,100	0	-100%
Wastewater Fund	0	349,383	10,000	251,000	2410%
Wastewater Dev Fund	0	0	0	25,000	0%
Transportation Improve.	29,516	51,549	300,000	260,000	-13%
Water Dev Fund	0	0	0	450,000	0%
Water Fund	1,770	20,692	40,000	30,000	-25%
Total	5,435,032	7,382,337	9,054,600	10,044,100	11%

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

Organizational Chart



Primary Functions

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

Divisions

Administration -

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

Building Safety -

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

Code Enforcement -

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

Development Services -

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

Economic Development -

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

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

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

Accomplishments, Enhancements, and Efficiencies

- Successful integration of Transportation Planning into Community and Economic Development
- Initiation of Surprise Transportation Plan Update
- Completion of the Summer Youth Employment Program with 18 participants throughout program
- Initiation of the Neighborhood Stabilization Program 3 to include the purchase of five homes to be re-sold
- Created an online no-fee permit application process which allows residents and contractors the ability to apply for all water heater, water softener, and solar photovoltaic permits 24 hours per day, 7 days per week from their home or office
- Allow online inspection requests and status inquiries for all permit types
- AZ TechCelerator tenant winner of statewide \$250,000 innovation grant
- Agreement with developer to build largest building in Surprise

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of customers anticipated	7,500	8,000	8,500	8,700	8,900
Number of customers assisted	7,639	8,385	8,500	8,700	8,900
Average time spent per customer	11 minutes	25 minutes	20 minutes	20 minutes	20 minutes
Percent of customers assisted within 15 minutes of sign in	95%	81%	95%	96%	97%

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of new cases opened	4,001	4,879	4,700	4,300	4,300
Number of cases resolved	4,000	4,346	4,620	4,000	4,000
Number of inspections	9,006	12,027	12,050	12,100	12,000
Proactive inspections	1,812	2,675	3,000	3,150	3,150

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Average number of inspections performed (per inspector per day)	14	16	14	23	15
Number of building permit inspections performed	11,106	13,280	12,200	19,500	21,840
Number of building plan sheets reviewed	27,561	39,802	40,000	40,000	4,400
Number of building reviews completed	2,786	4,358	4,400	4,600	5,050

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Small business start-up successes	20	22	25	35	28
Large business and retail successes	5	4	3	4	4
AZ TechCelerator program tenants	14	15	16	14	15
AZ TechCelerator events/programs	4	5	4	8	8

Community and Economic Development General Fund Summary

Major Budget Changes

The FY2014 budget increased by 5% from the FY2013 amended budget. The increases in personnel are due to added positions of a fiscal support assistant, an inspector, and two plans examiner positions. The department is experiencing increasing workloads due to growth; therefore, these positions were added to maintain the current level of service. In addition, the conversion of a contracted part time position to a full time economic development coordinator was programmed due to the city's efforts to decrease the use of employment contracts. Personnel expenditures were also impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures increased by 13% for new code cycle books and subscriptions, General Plan marketing and meetings, and fuel.

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

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

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	2,708,436	2,726,704	2,948,800	3,110,700	5%
Supplies	84,806	92,936	77,900	88,400	13%
Services	416,840	500,092	490,900	496,300	1%
Capital	2,057	0	0	0	0%
Targeted Savings	0	0	0	0	0%
Dev. Agreements	1,031,464	2,885,772	2,592,900	2,562,700	-1%
ED Contingency	0	0	780,000	1,000,000	28%
Total	4,243,604	6,205,505	6,890,500	7,258,100	5%
<u>By division</u>					
Administration	192,438	262,985	223,700	229,300	3%
Building Safety	785,686	794,756	784,400	1,041,100	33%
Code Enforcement	525,273	528,065	551,800	566,600	3%
Development Services	480,376	524,462	484,100	488,000	1%
Economic Development	1,489,472	3,412,984	3,899,200	4,155,900	7%
Neighborhood Svcs	186,827	138,856	302,300	171,600	-43%
Planning and Zoning	583,532	543,397	645,000	605,600	-6%
Total	4,243,604	6,205,505	6,890,500	7,258,100	5%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Administrative Specialist	2.0	2.0	2.0	2.0	0.0
Administrative Support Supervisor	0.0	0.0	0.0	0.0	0.0
Asst. City Manager/Dept Director	0.0	0.0	1.0	1.0	0.0
Assistant Department Director	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	1.0	0.0	0.0	0.0
Economic Dev. Coordinator	1.0	0.0	0.0	1.0	1.0
Economic Dev. Supervisor	0.0	0.0	1.0	1.0	0.0
Fiscal Support Assistant	2.0	2.0	3.0	4.0	1.0
Fiscal Support Specialist	3.0	3.0	2.0	2.0	0.0
Inspector	5.0	5.0	5.0	6.0	1.0
Manager	1.0	1.0	1.0	1.0	0.0
Planner	5.0	5.0	3.0	3.0	0.0
Plans Examiner	3.0	3.0	3.0	5.0	2.0
Program Assistant	0.0	0.0	0.6	0.6	0.0
Program Coordinator	1.0	1.0	1.0	1.0	0.0
Program Manager	1.0	1.0	1.0	1.0	0.0
Program Supervisor	1.0	1.0	1.0	1.0	0.0
Senior Inspector	4.0	4.0	4.0	4.0	0.0
Senior Planner	0.0	1.0	1.0	1.0	0.0
Part Time	2.2	2.8	2.5	1.7	-0.8
Total	34.2	34.8	34.1	38.3	4.2



**Community and Economic Development
Neighborhood Revitalization Fund**

Description

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

Accomplishments, Enhancements, and Efficiencies

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

Major Budget Changes

The FY2014 budget is a 4% decrease from the FY2013 amended budget.

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

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	137,482	220,027	141,100	220,000	56%
Supplies	1	2,120	0	0	0%
Services	450,616	523,405	557,900	450,000	-19%
Capital	377,172	0	0	0	0%
Total	965,271	745,552	699,000	670,000	-4%

<u>By department</u>					
Community Development	965,271	745,552	699,000	670,000	-4%
Community Initiatives	0	0	0	0	0%
Total	965,271	745,552	699,000	670,000	-4%

Revenues

<u>By fund source</u>					
Charges for Svcs/Oth	971,409	676,772	654,100	670,000	2%
Total	971,409	676,772	654,100	670,000	2%

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



Surprise City Court Department Overview

Department Description

The Surprise City Court's primary function is to fairly and impartially adjudicate all cases filed in the court and to effectively obtain compliance with the court's order, as prescribed by the Code of Judicial Conduct and all other standards as set by the Arizona Supreme Court. Court staff answers questions from the public and provides assistance to those having business at the court and also ensures accounting for both judicial and financial activities.

Department-Wide

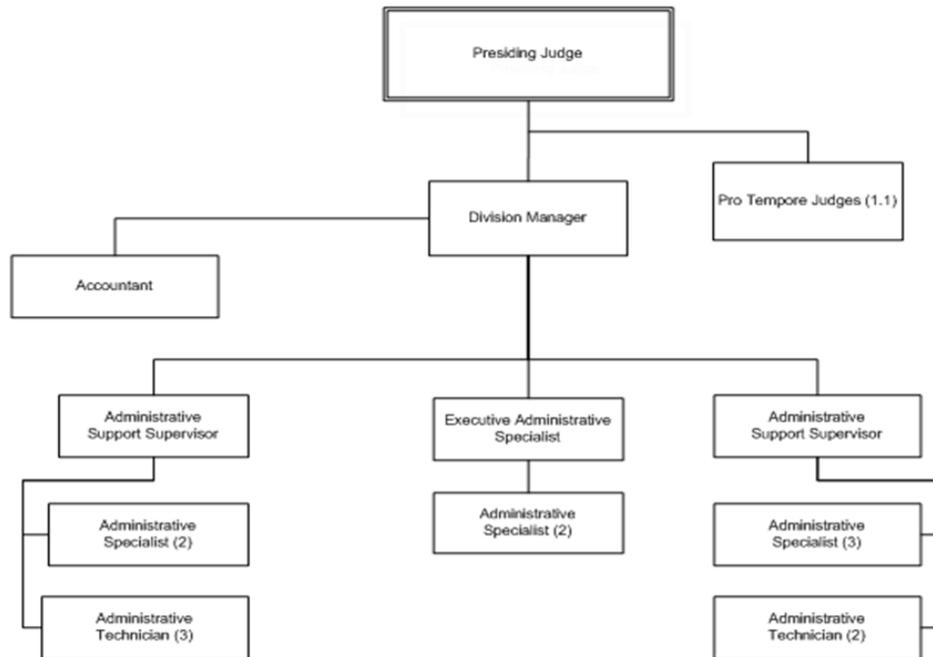
The Surprise City Court is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the municipal court enhancement fund, the fines/fees and restitution enforcement (FARE) fund, the judicial collection enhancement fund (JCEF),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

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	1,992,241	2,029,839	1,886,500	1,928,600	2%
Municipal Court Enhance	82,301	78,790	451,100	491,800	9%
Municipal Court FARE	10,069	0	18,500	14,700	-21%
Municipal Court JCEF	53,945	0	95,800	130,600	36%
Municipal Court MFTG	0	37,765	59,600	20,200	-66%
Total	2,138,556	2,146,394	2,511,500	2,585,900	3%

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

Organizational Chart



Primary Functions

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

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

*Number actually distributed was not counted

**Survey will not be conducted in FY2013. The Court is in the process of retooling the survey and plans to launch new survey in FY2014

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Total number of filings	17,057	16,167	18,872	16,500	17,000
Number of cases audited	2,000	2,000	2,000	2,000	2,000
Percent of cases meeting conformance criteria for timely retrieval	85%	87%	88%	94%	98%
Percent of cases accurate and complete	85%	86%	90%	98%	98%

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of criminal cases filed	3,108	3,182	3,100	3,100	3,100
Number of criminal cases resolved	4,305	4,067	3,900	3,900	3,900
Percent of criminal cases resolved	139%	128%	126%	126%	126%
Percent of DUI's resolved within 120 days	86%	79%	85%	80%	85%
Percent of DUI's resolved within 180 days	96%	92%	93%	92%	93%



City Court General Fund Summary

Major Budget Changes

The FY2014 budget increased by 2% from the FY2013 amended budget.

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	1,682,843	1,741,818	1,585,600	1,627,700	3%
Supplies	28,241	29,336	28,900	28,900	0%
Services	281,157	258,685	272,000	272,000	0%
Total	1,992,241	2,029,839	1,886,500	1,928,600	2%
<u>By division</u>					
General Ops	1,992,241	2,029,839	1,886,500	1,928,600	2%
Total	1,992,241	2,029,839	1,886,500	1,928,600	2%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	1,266,929	1,275,954	1,256,200	1,256,200	0%
Total	1,266,929	1,275,954	1,256,200	1,256,200	0%

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



City Court Municipal Court Enhancement Fund

Fund Description

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

Major Budget Changes

The FY2014 budget increased 9% over the FY2013 budget. The total FY2014 budget includes planned expenditures of \$109,000. The planned expenditures will be used to pay for x-ray machine registration and computer and security service agreements. Fund balance and remaining available revenue is programmed as contingency at \$382,800.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Supplies	0	0	0	0	0%
Services	82,301	78,790	100,000	109,000	9%
Capital	0	0	0	0	0%
Contingency	0	0	351,100	382,800	9%
Total	82,301	78,790	451,100	491,800	9%
<u>By department</u>					
City Court	82,301	78,790	451,100	491,800	9%
Information Services	0	0	0	0	0%
Total	82,301	78,790	451,100	491,800	9%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	110,161	108,075	106,900	113,000	6%
Fund Balance	0	351,800	344,200	378,800	10%
Total	110,161	459,875	451,100	491,800	9%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City Court FARE Fund

Fund Description

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

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Services	0	0	9,000	0	-100%
Capital	10,069	0	0	0	0%
Contingency	0	0	9,500	14,700	55%
Total	10,069	0	18,500	14,700	-21%
<u>By department</u>					
City Court	10069	0	18,500	14,700	-21%
Total	10,069	0	18,500	14,700	-21%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	6,646	94	9,100	4,400	-52%
Fund Balance	0	-94	0	10,300	0%
Total	6,646	0	9,100	14,700	62%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City Court JCEF Fund

Fund Description

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	18,945	0	0	0	0%
Services	35,000	0	13,300	53,300	301%
Contingency	0	0	82,500	77,300	-6%
Total	53,945	0	95,800	130,600	36%
<u>By department</u>					
City Court	53,945	0	95,800	130,600	36%
Total	53,945	0	95,800	130,600	36%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	22,064	22,947	500	23,000	4500%
Fund Balance	0	-22,947	0	107,600	0%
Total	22,064	0	500	130,600	26020%

Personnel Summary

There are no dedicated personnel assigned to this fund.

**City Court
MFTG Fund**

Fund Description

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Services	0	37,765	31,000	0	-100%
Contingency	0	0	28,600	20,200	-29%
Total	0	37,765	59,600	20,200	-66%
<u>By department</u>					
City Court	0	37,765	59,600	20,200	-66%
Total	0	37,765	59,600	20,200	-66%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	20,653	8,779	31,200	8,900	-71%
Fund Balance	0	33,300	0	11,300	0%
Total	20,653	42,079	31,200	20,200	-35%

Personnel Summary

There are no dedicated personnel assigned to this fund.



Human Resources Department Overview

Department Description

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

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

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

Department-Wide

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

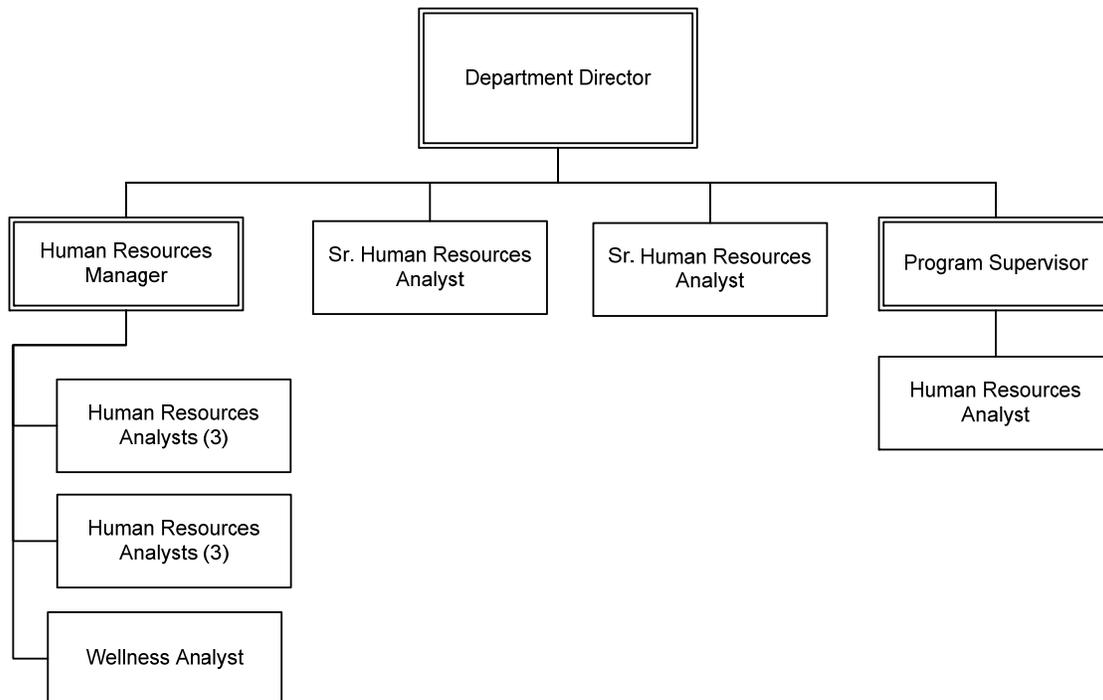
Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	1,216,840	1,441,955	1,567,300	1,631,000	4%
Employee Healthcare Fund	7,614,231	7,004,899	10,310,100	10,827,700	5%
Risk Management Fund	20,000	1,402,497	3,309,700	3,838,700	16%
Total	8,851,071	9,849,352	15,187,100	16,297,400	7%

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

Organizational Chart

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



Primary Functions

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

Accomplishments, Enhancements, and Efficiencies

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

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

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

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of compliance trainings offered/number of attendees	7/150	31/529	40/540	55/1,655	50/1,500
Number of skill based trainings offered/number of attendees	8/150	8/145	10/165	40/350	36/360
Number of employee engagement trainings offered/number of attendees	---*	10/63	15/80	26/110	20/100

*New measure, data not available.

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

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

**New measure, data not available.*

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

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



Human Resources Department General Fund Summary

Major Budget Changes

The FY2014 budget increased by 4% from the FY2013 amended budget. Personnel expenditures were impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.20% increase for a cost of living adjustment.

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	765,303	874,112	884,900	941,200	6%
Supplies	42,082	67,088	127,600	50,100	-61%
Services	409,455	500,756	554,800	639,700	15%
Total	1,216,840	1,441,955	1,567,300	1,631,000	4%
<u>By division</u>					
Administration	632,405	1,441,955	1,567,300	1,631,000	4%
People Development	213,340	0	0	0	0%
People Employment	371,095	0	0	0	0%
Total	1,216,840	1,441,955	1,567,300	1,631,000	4%

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

Human Resources Risk Management Fund

Fund Description

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

Primary Functions

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

Major Budget Changes

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

Personnel costs decreased 37% overall. The decrease was due to the expiration of temporary employment contracts associated with the city's post audit work. The decrease was partially offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

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

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	137,929	158,492	270,700	171,800	-37%
Supplies	1,043,037	1,038,763	1,253,700	3,700	-100%
Services	139,670	274,812	394,200	1,394,200	254%
Capital	54,419	0	0	0	0%
Contingency	0	0	1,713,300	2,269,000	32%
Total	1,375,056	1,472,067	3,631,900	3,838,700	6%
<u>By department</u>					
Community Development	0	9,657	15,100	0	-100%
Finance	1,355,056	59,913	307,100	0	-100%
Human Resources	20,000	1,402,497	3,309,700	3,838,700	16%
Management & Budget	0	0	0	0	0%
Total	1,375,056	1,472,067	3,631,900	3,838,700	6%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	1,182,054	1,558,410	1,609,500	1,647,100	2%
Total	1,182,054	1,558,410	1,609,500	1,647,100	2%

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

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

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

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

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

Human Resources Healthcare Self Insurance Fund

Fund Description

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

Major Budget Changes

The FY2014 general fund budget represents a 12% increase from the FY2013 amended budget.

Personnel costs increased 10% overall. The increase was due to a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. There is one senior human resources analyst assigned to the healthcare self insurance fund. This position is shown on the Human Resources Department organizational chart.

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

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

Contingency increased 50% over the FY2013 amended budget. Fund balance and remaining available revenue is programmed as contingency at \$2,498,300.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	68,059	85,779	86,500	95,200	10%
Supplies	11,623	15,242	25,000	46,000	84%
Services	7,534,549	6,903,878	8,533,500	8,871,400	4%
Contingency	0	0	1,665,100	2,498,300	50%
Total	7,614,231	7,004,899	10,310,100	11,510,900	12%
<u>By department</u>					
Human Resources	7,614,231	7,004,899	10,310,100	11,510,900	12%
Total	7,614,231	7,004,899	10,310,100	11,510,900	12%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	7,571,450	8,227,342	9,033,700	9,956,900	10%
Total	7,571,450	8,227,342	9,033,700	9,956,900	10%

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

- **Department Goal:** Contribute to cost containment measures by continuing wellness program initiatives
 - **Objective:** Provide custom wellness programs to educate, empower, and support better health among employees and family members and comply with \$25,000 incentive provided by Blue Cross Blue Shield

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

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

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

*New measure, data not available

**Date subject to change, pending Federal Exchange completion

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

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



Employee Dependent Scholarship Fund

Fund Description

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Services	3,000	6,000	6,000	6,000	0%
Contingency	0	0	3,300	100	-97%
Total	3,000	6,000	9,300	6,100	-34%
<u>By department</u>					
General Operations	3,000	6,000	9,300	6,100	-34%
Total	3,000	6,000	9,300	6,100	-34%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	1,894	1,379	1,300	1,400	8%
Fund Balance	0	4,621	8,000	4,700	-41%
Total	1,894	6,000	9,300	6,100	-34%

Personnel Summary

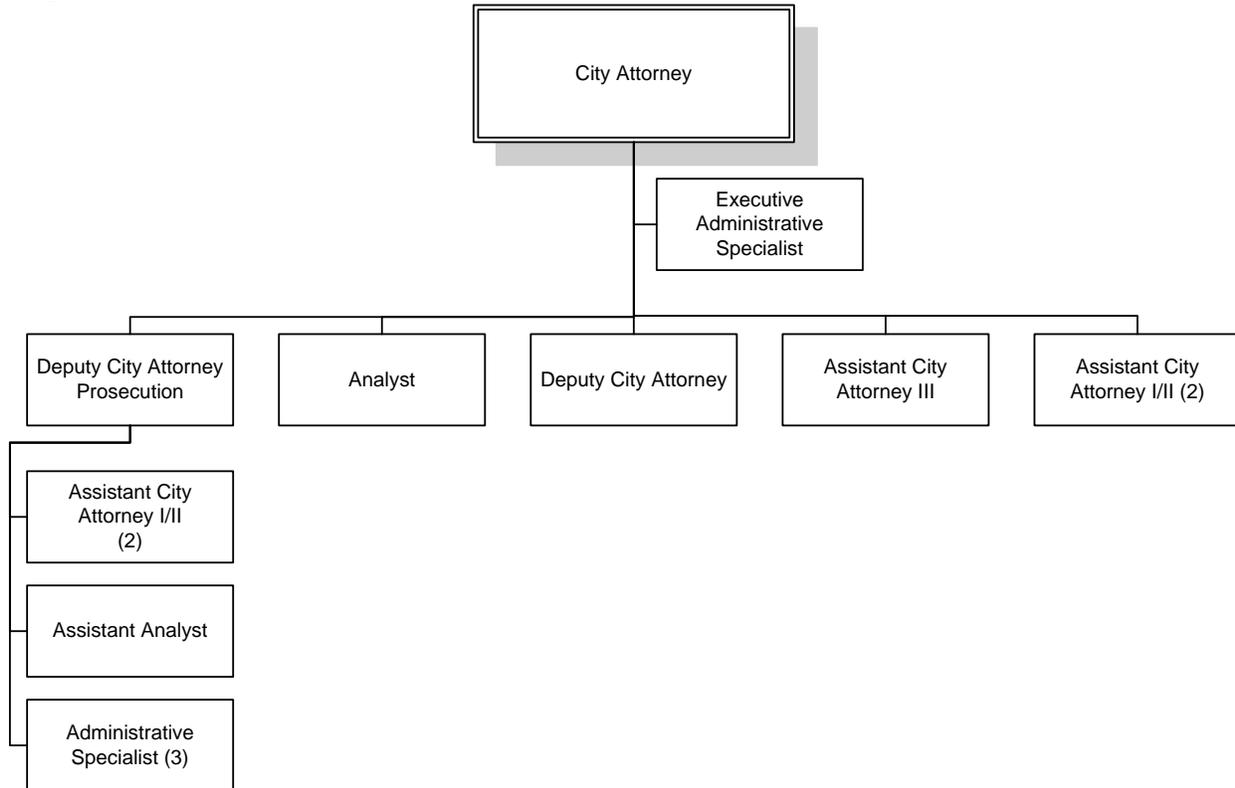
There are no dedicated personnel assigned to this fund.

City Attorney's Office

Department Description

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

Organizational Chart



Primary Functions

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

Divisions

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

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

Major Budget Changes

The FY2014 budget increased by 2% from the FY2013 amended budget in personnel expenditures only. Personnel expenditures were impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. Additionally, the conversion of two contracted attorney positions to assistant city attorney I and II positions had no budgetary impact.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	1,406,440	1,530,760	1,561,600	1,597,600	2%
Supplies	25,320	14,251	27,400	27,400	0%
Services	114,146	106,889	160,100	160,100	0%
Total	1,545,905	1,651,900	1,749,100	1,785,100	2%
<u>By division</u>					
Criminal	642,431	651,958	693,800	710,100	2%
General Ops	903,475	999,942	1,055,300	1,075,000	2%
Total	1,545,905	1,651,900	1,749,100	1,785,100	2%

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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



Community and Recreation Services Department Overview

Department Description

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

Mission Statement

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

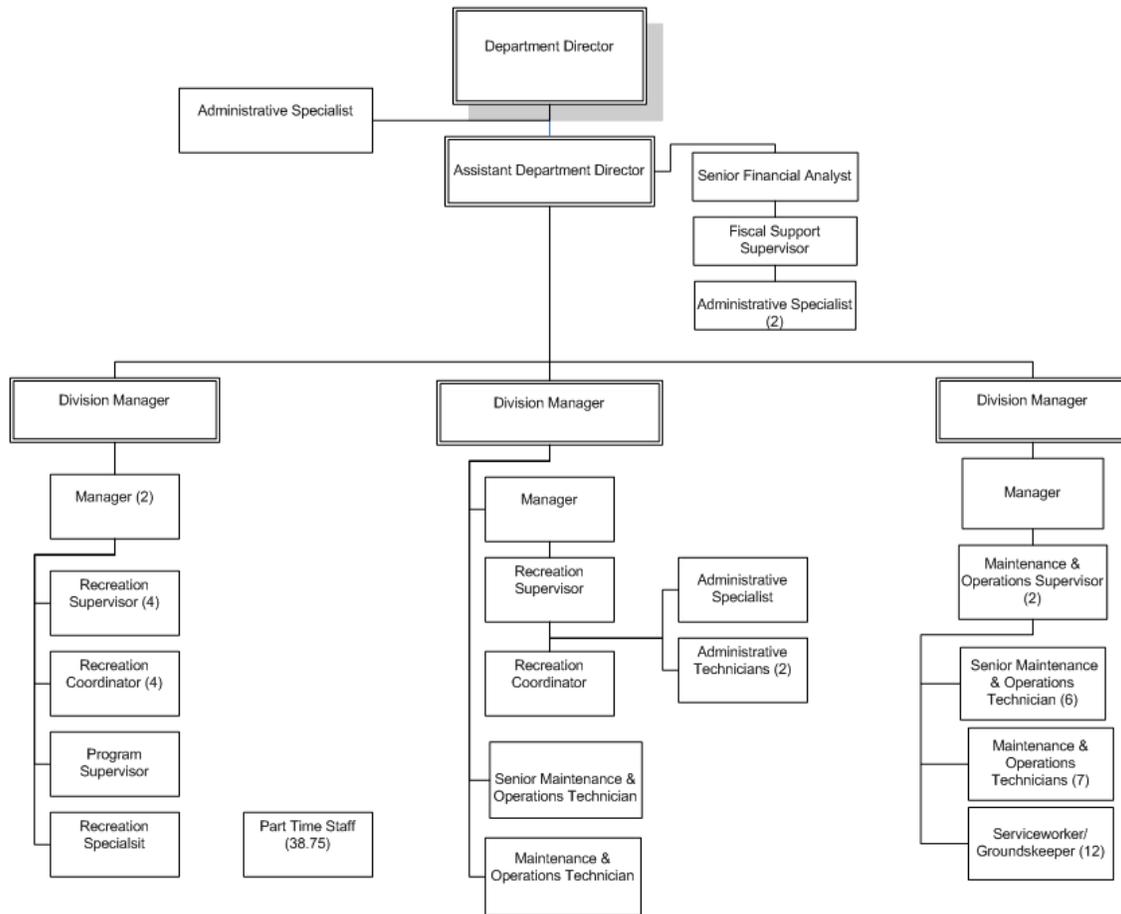
Department-Wide

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

Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	12,136,761	13,196,598	12,564,800	14,520,300	16%
Donations Fund	517,379	119,123	180,200	267,300	48%
General Capital Fund	144,062	0	0	150,000	0%
Library Dev Fee Fund	0	0	0	4,589,800	0%
Parks and Rec Dev Fund	833,896	795,234	795,000	4,348,200	447%
Tourism Fund	0	15,000	100,000	0	-100%
Grants Fund	50,000	41,724	50,000	50,000	0%
Net Premium Seating	0	26,721	0	77,400	0%
Spring Training Ticket Sur	0	0	100,300	301,500	201%
Total	13,682,098	14,194,400	13,790,300	24,304,500	76%

Organizational Chart



Primary Functions

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

Divisions

Administration -

The Administration Division provides leadership and overall department oversight for Community and Recreation Services, including 62 full time employees and 44 full time equivalents (FTE) in part time employee support, and five boards and commissions. The division provides fiscal oversight for an operating budget of \$13.9 million and ensures revenue recovery of at least \$4.4 million.

<u>Aquatics</u> -	The Aquatics Division manages the Surprise Aquatic Center and the Hollyhock Community Pool. Water safety, lessons, open swim, special events, swim and dive teams, and pool rentals are offered at the pools.
<u>Campus & Park Maintenance</u> -	The Campus and Park Maintenance Division oversee turf and ground maintenance of the 140-acre Surprise Recreation Campus and 400 acres within 15 parks and recreation center grounds. Parks Maintenance supports a variety of recreational activities and provides an overall aesthetically pleasing appearance for the community. Activity includes ramada/private rental support, aquatics and splash pad maintenance, lake quality, special event support, CRS recreation sports and practice leagues support, routine grounds maintenance, maintain parks playground units, dog park, graffiti/vandalism/storm reports and repairs, and capital improvement support.
<u>Library</u> -	The Library Division provides for a service agreement with the Maricopa County Library District which operates the Northwest Surprise Regional Library and the Hollyhock Branch Library.
<u>Recreation</u> -	The Recreation Division manages programming that includes youth and adult sports, adaptive recreation, tennis, senior programs, special interest classes, summer camp, tot time, and teens totaling over 1,500 programs.
<u>Sports Tourism & Events</u> -	The Sports Tourism and Events Division is responsible for sports tourism and events as well as the operation and facility maintenance of the 145-acre Surprise Recreation Campus, specifically stadium operations. This division markets, plans, and implements events, as well as acquires sponsorships/donations for the entire department. The primary focus is to bring forward activities and events that provide an economic impact to the city which attracts local, regional, and national participants. Regular activities include Spring Training, year round Major League Baseball (MLB) training operations, Arizona Fall League, six National United States Tennis Association (USTA) events, the Cancer Treatment Centers of America (CTCA) Tennis Championships, Surprise Party, Performances in the Park, Memorial Day, Spring Eggstravaganza, and the annual 4th of July celebration.
<u>Support Services</u>	Support Services provides human resources support, internal and external customer service, procurement and contractual services, bookkeeping and departmental support to all divisions of the Community and Recreation Services department. This activity supports the recreation department as a whole.
<u>Recreation Centers</u>	Sierra Montana and Countryside Recreation Centers offer quality, cost-effective, safe, and enjoyable recreational programs and facilities to Surprise residents of all ages and abilities so they can recreate, learn a variety of new skills, improve health and/or self-esteem, and socialize. Activities include facility operations and maintenance, drop-in recreation for youth and teens, special events such as father daughter dance, a variety of special interest classes, preschool programs, and teen dances. Countryside Elementary uses the gym for physical education classes and sports programs as well.
<u>Teens</u>	Teen programs provide quality, cost-effective, safe, and enjoyable teen programs to Surprise residents age 13 – 17 so they can learn lifelong skills, have a voice in their community, gain leadership skills, showcase their skills, and socialize at teen events and activities. Activities include a 15 member teen advisory commission, a youth leadership summit and program for 160 youth, art competitions such as battle of the bands and teen talent, and tournaments.

Accomplishments, Enhancements, and Efficiencies

- The Community and Recreation Services Department delivered over 1,600 recreation and special events programs, servicing nearly 450,000 participants. Additionally, CRS assisted with over (20) unforeseen 3rd party events/activities during the year bringing in \$200,000 in additional general fund revenue.
- The 5th Annual Cancer Treatment Centers of America Tennis Championships returned to Surprise. The players that competed for the title in this leg of the Powershares Series were Tracy Austin, Martina Navratilova, Jimmy Connors, John McEnroe, Jim Courier, and Todd Martin.
- All of the advisory commissions completed an annual work plan and presented an update to Council. Highlights for commissions included the selection of an all new Surprise Youth Advisory commission after updates to the bylaws and creation of a commission handbook, which now consists of 15 youth from the various schools in Surprise. Also the Surprise Tourism Commission recommended funds through the transient lodging tax (bed tax) to assist with costs of the CTCA event and the Thunderbird Artists Fine Art and Wine Festival Event.
- The Surprise Stadium hosted three Korean professional baseball teams one in the fall and two for spring training; the Kia Tigers, SK Wyverns, and the Nexen Heroes. The Kia Tigers and Nexen Heroes contend in the Korean Baseball Organization which is the highest level of baseball in South Korea.
- Surprise hosted a record number of Sports Tournaments at the Surprise Recreation Campus. A total of 6 State Baseball tournaments featuring 53 teams. A total of 17 teams competed for the chance to advance to their respective World Series. Two American Amateur Baseball Congress World Series capped off the summer tournament season with teams competing for a National Championship in the Gil Hodges (11 year olds) and Ken Griffey Jr. (15 year olds) divisions. A total of 16 teams between the two events generated over 450 room nights.

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Number of programs offered	1,600	1,604	1,690	1,700	1,700
Number of participants	178,832	185,232	187,331	190,000	190,000
Revenue	\$1,702,301	\$1,702,949	\$1,612,800	\$1,738,300	\$1,739,800
Revenue recovery (net revenue less expenses)	63%	63%	64%	65%	65%

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Gross revenue	\$4,141,945	\$4,799,507	\$4,400,000	\$4,800,000	\$4,400,000
Attendance	176,407	180,681	180,000	190,991	180,000
Number of games	31	29	29	35	29

-

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

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



Community and Recreation Services General Fund Summary

Major Budget Changes

The FY2014 budget increased by 16% from the FY2013 amended budget. The increases in personnel are due to added positions of maintenance and operations technician and three service workers for the maintenance of Asante Park, the conversion of a manager position to an administrative specialist and recreation specialist for sports tourism and special events, and increased part time positions to maintain current service levels. Personnel expenditures were also impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures increased by 10% to maintain current service levels and operational supplies for Asante Park.

Services expenditures increased by 22% to maintain current service levels, stadium build out for CTCA tournament, library operating agreement, services for Asante Park, Spring Training team agreements, water rate changes, and electricity rate changes.

Under capital, equipment is programmed for the maintenance and operations of Asante Park.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	5,948,957	6,231,834	5,663,600	6,210,100	10%
Supplies	1,805,795	1,973,556	1,721,400	1,889,000	10%
Services	4,326,740	4,960,249	5,179,800	6,322,200	22%
Capital	0	0	0	99,000	0%
Targeted Savings	0	0	0	0	0%
Transfer Out	55,269	30,960	0	0	0%
Total	12,136,761	13,196,598	12,564,800	14,520,300	16%

<u>By division</u>					
Administration	431,654	476,076	610,900	567,200	-7%
Aquatics	473,706	515,778	557,400	63,700	-89%
Campus Operations	3,188,140	4,101,804	3,338,900	4,119,800	23%
Community Promo	170,314	37,858	129,400	136,600	6%
Countryside Rec	0	220,277	183,700	234,000	27%
Hollyhock Comm. Pool	0	0	0	109,600	0%
Library	119,318	122,871	587,300	1,064,600	81%
Park Maintenance	2,274,374	2,528,405	2,212,100	2,504,400	13%
Recreation	3,763,587	3,374,881	3,208,500	3,337,500	4%
Sierra Montana Rec	0	290,417	246,900	256,600	4%
Special Events	494,821	537,831	525,700	556,000	6%
Surprise Aquatic Center	0	0	0	527,100	0%
Tennis	1,220,847	990,400	964,000	1,043,200	8%
Total	12,136,761	13,196,598	12,564,800	14,520,300	16%

Revenues

<u>By fund source</u>					
Charges for Svcs/Oth	4,073,203	4,732,333	4,452,800	4,452,800	0%
Total	4,073,203	4,732,333	4,452,800	4,452,800	0%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	4.0	4.0	4.0	5.0	1.0
Administrative Technician	2.0	2.0	2.0	2.0	0.0
Analyst	0.0	0.0	0.0	0.0	0.0
Assistant Department Director	0.0	0.0	1.0	1.0	0.0
Department Director	1.0	1.0	1.0	1.0	0.0
Division Manager	6.0	6.0	3.0	3.0	0.0
Fiscal Support Supervisor	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Sup.	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech. Manager	14.0	14.0	8.0	9.0	1.0
Program Supervisor	2.0	2.0	4.0	3.0	-1.0
Recreation Aide	1.0	1.0	1.0	1.0	0.0
Recreation Coordinator	0.0	0.0	0.0	0.0	0.0
Recreation Specialist	6.0	6.0	5.0	5.0	0.0
Recreation Supervisor	2.0	2.0	1.0	2.0	1.0
Senior Financial Analyst	5.0	5.0	5.0	5.0	0.0
Senior Maintenance & Ops. Tech.	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper Part Time	13.0	13.0	7.0	7.0	0.0
	4.0	4.0	12.0	15.0	3.0
	33.4	36.5	38.8	47.3	8.6
Total	97.4	100.5	96.8	110.3	13.6



Community and Recreation Services Tourism Fund

Description

The tourism fund is established to track expenses and revenue associated with the dedicated 1.52% transient lodging tax (bed tax). The fund was a newly established special revenue fund for FY2010. The city of Surprise Tourism Board recommended on January 5, 2010, as part of the on-going strategic plan development, a 1.52% increase to the transient lodging tax. The Mayor and City Council approved the increase on January 28, 2010 with Ordinance No. 2010-04. Its use is restricted to promoting and marketing tourism for the city of Surprise.

Major Budget Changes

Fund balance and estimated revenues are programmed as Contingency at \$506,400 and is available for expenditure authority if an eligible program is brought before the Tourism Board for consideration and recommendation to the Mayor and City Council.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Contingency	0	0	158,900	506,400	219%
Transfer Out	0	0	0	0	0%
Total	0	0	158,900	506,400	219%
<u>By department</u>					
General Operations	0	0	158,900	506,400	219%
Total	0	0	158,900	506,400	219%

Revenues

<u>By fund source</u>					
Local Sales Tax	152,605	167,852	0	172,000	0%
Charges for Svcs/Oth	820	1,896	1,300	1,800	38%
Fund Balance	-153,425	326,700	0	332,600	0%
Total	0	496,448	1,300	506,400	38854%

Personnel Summary

There are no dedicated personnel assigned to this fund.



Community and Recreation Services Net Premium Seating Surcharge Fund

Fund Description

The net premium seating surcharge fund is a special revenue fund established in June 2012 to account for revenue and expenditures related to a ticket surcharge on the sale of spring training tickets in premium seating areas. These premium seating areas are located in the upper deck sections 201-206. The Community and Recreation Services Department is able to use this revenue to offset expenditures related to requests made by the Texas Rangers or Kansas City Royals.

Major Budget Changes

The Net Premium Seating Surcharge fund was established after the adoption of the FY2013 budget. A contingency was established as no expenditures were expected. The FY2014 budget request did not include a specific request for expenditures, so all fund balance and projected revenues were programmed as contingency. Requests to spend these funds will be brought before the Mayor and City Council for a transfer from the fund contingency.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Services	0	26,721	0	0	0%
Supplies	0	0	0	10,400	0%
Contingency	0	0	0	67,000	0%
Total	0	26,721	0	77,400	0%
<u>By department</u>					
Community and Rec Svcs	0	26,721	0	77,400	0%
Total	0	26,721	0	77,400	0%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	0	25,419	0	25,500	0%
Transfers In	0	30,960	0	0	0%
Total	0	56,379	0	25,500	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.



Community and Recreation Services Spring Training Ticket Surcharge Fund

Fund Description

The Spring Training Ticket Surcharge fund is a special revenue fund established in June 2012 to account for revenue from a \$1 per ticket surcharge on the sale of spring training tickets. The Community and Recreation Services Department is able to use this revenue to address future facility operational improvements at the stadium.

Major Budget Changes

The spring training ticket surcharge fund was established after the adoption of the FY2013 budget. A contingency was established as no expenditures were expected. The FY2014 budget request did not include a specific request for expenditures, so all fund balance and projected revenues were programmed as contingency. Requests to spend these funds will be brought before the Mayor and City Council for a transfer from the fund contingency.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Capital	0	0	100,300	0	-100%
Contingency	0	0	0	301,500	0%
Total	0	0	100,300	301,500	201%
<u>By department</u>					
Community and Rec Svcs	0	0	100,300	301,500	201%
Total	0	0	100,300	301,500	201%

Revenues

<u>By fund source</u>					
Charges for Svcs/Oth	0	100,266	0	100,600	0%
Total	0	100,266	0	100,600	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.



Public Works Department Overview

Department Description

The Public Works Department includes internal city operations for vehicle maintenance and facilities management, as well as engineering, traffic engineering functions, and streets maintenance functions, and the management of the city's water, wastewater and solid waste enterprises.

Department-Wide

The Public Works department is primarily funded by the general fund. In addition, it has several special revenue funds that provide restricted-use funding including the highway user revenue fund (HURF), the local transportation assistance fund II (LTAF II), the proposition 400 fund, the transportation improvement fund, the water enterprise fund, and the wastewater enterprise fund. Expenditures and personnel related to these special revenue funds are included in the tables below.

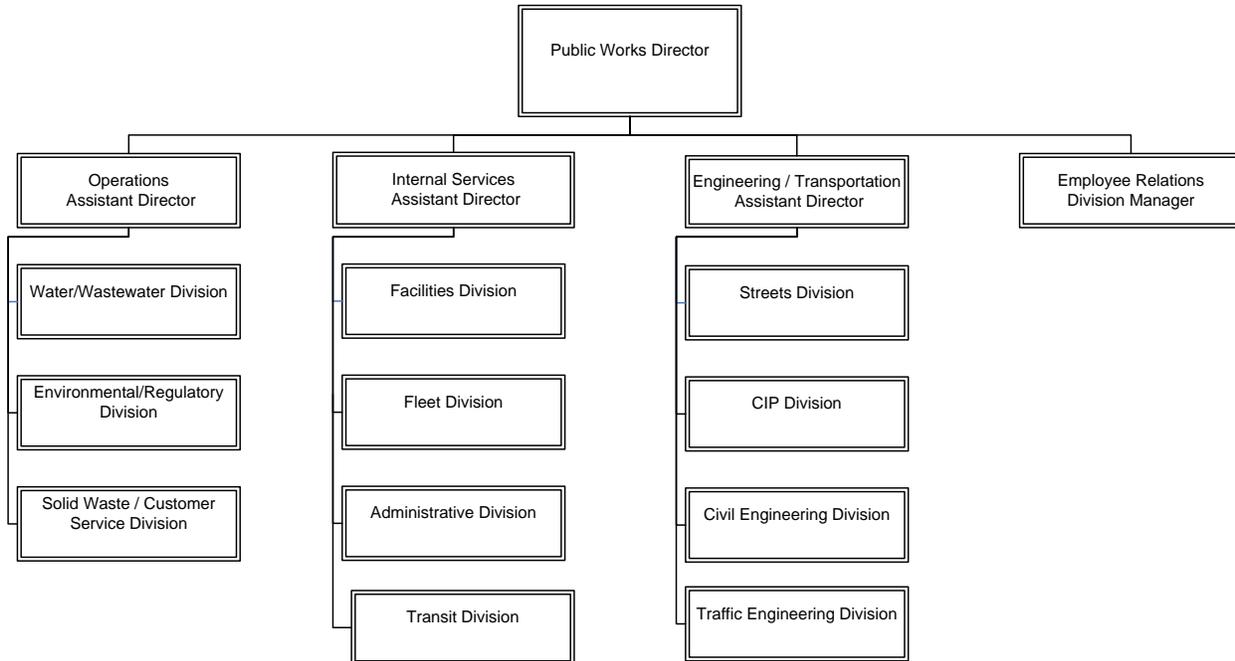
Expenditure Budget by Fund

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By fund</u>					
General Fund	5,370,953	6,372,017	5,808,000	6,160,500	6%
General Capital Fund	2,013,028	1,158,409	4,406,400	3,156,100	-28%
Public Works Dev Fee	266,764	335,559	626,991	9,798,700	1463%
Set-A-Side 10% Fund	0	0	0	0	0%
Transportation Improve.	2,765,638	1,291,490	4,145,100	5,042,000	22%
General Govt Dev Fee	665,466	667,359	667,000	666,500	0%
HURF	7,667,142	5,776,602	5,790,900	7,730,600	33%
Marley Park Cfd	0	0	0	0	0%
Street Lighting Districts	2,331,732	2,406,586	2,643,700	2,743,000	4%
Sanitation Fund	4,739,214	7,001,503	5,656,858	8,849,800	56%
Water Fund	10,046,877	9,162,519	9,162,519	9,814,600	7%
Wastewater Fund	13,200,219	12,685,521	12,685,521	14,849,400	17%
Vehicle Replacement	726,680	835,650	0	1,998,000	0%
LTAF II	0	0	0	350,000	0%
Proposition 400	0	0	0	19,600	0%
Transit	1,085,998	0	0	0	0%
Grants Fund	105,541	135,790	132,900	0	-100%
Total	50,985,253	47,829,007	51,725,889	71,178,800	38%

Personnel	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
<u>By fund</u>					
General Fund	45.2	51.9	45.7	43.0	-2.7
HURF	45.0	44.6	40.3	39.0	-1.3
Transportation Improvement Fund	0.0	0.0	1.0	1.0	0.0
Water Enterprise Fund	32.7	32.6	29.4	25.0	-3.2
Wastewater Enterprise Fund	38.7	36.5	36.3	36.2	-0.1
Total	204.3	199.3	186.3	175.2	-13.0

Organizational Chart

Due to the intricacies of the reporting structure within the Public Works Department, a high-level organizational chart, summarized at the division level, is provided below. Actual personnel budgeted in the general fund are detailed in the personnel table under the Major Budget Changes section by position title.



Primary Functions

- Civil plan review, permitting, assurance, acceptance and inspections for infrastructure to be added to city asset base built by developers
- City Fleet Maintenance and Operations including all motorized equipment
- City Facilities Maintenance and Operations related to HVAC, electrical, general maintenance and custodial services
- Civil Infrastructure and capital projects for city including city funded and other agency funded projects
- Administration of the city transit services and represent city on regional boards and commissions
- Administration of city's MS4 permit addressing storm water pollution prevention program
- Regional representation involving storm water management to monitor changes and updates in federal, state, and county regulations

Divisions

Engineering Services -

The Engineering Development Services Division provides engineering development review, civil engineering plan review, permit issuance, and construction inspection within the public right of way.

Facilities Management -

The Facilities Management Division is comprised of custodians and building maintenance personnel and is tasked with maintaining city buildings and facilities as well as project management of new construction.

Vehicle Maintenance -

The Vehicle Maintenance Division maintains and repairs the city's fleet of vehicles and equipment.

Storm Water -

The storm water program component of the Environmental Division is responsible for compliance with the Federal Clean Water Act (CWA), the Arizona Pollution Discharge Elimination System (AZPDES), Water Quality Permits, and enforcement of regulations regarding illegal discharges to the MS4.

Transit -

Administers city transit services and represents city on regional boards and commissions.

The departmental operating structure may vary from the budgeted division structure due to current constraints in the budgetary system.

Accomplishments, Enhancements, and Efficiencies

- Received the Job Access and Reverse Commute (JARC) award for Federal offset to the 571 Express Route which will allow the city to add a fourth trip in each direction beginning in July 2013, without increasing cost of service
- Fleet and Solid Waste completed evaluation of super single operations for improved mileage and loads
- Completed transition to Regionalized Dial-a-Ride service
- Connected Chamber of Commerce to Central Utility Plant chill water lines, thus removing air cooled chiller
- Installed two new scroll air compressors and completed new air piping for Fleet Maintenance shop

Major Initiatives and Policy Issues

- Determine if city intends to pursue a circulator route and identify funding options
- Review the engineering development standards for minor edits or updates
- Continue efforts on forming street light improvement districts in all areas
- Work with City Manager's Office to complete a Facility Use Policy

Goals, Objectives, and Performance Measures

- **Facilities Goal:** Ensure all city facilities are properly maintained and functional in the most efficient and effective manner
 - **Objective:** Emergency maintenance requests (i.e., air conditioning down, loss of power, elevator malfunction, smoke/fire alarm, continuous leak, broken window, door that can't be secured) to be addressed within 30 minutes
 - **Objective:** Perform all maintenance work order requests within 30 day time frame
 - **Objective:** Perform custodial services within 95% of industry standard

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Percentage of emergency response – on time completion	99%	98%	98%	96%	98%
Percentage of maintenance – on time completion	97%	95%	98%	90%	95%
Custodial expenditures per sq' for administrative/office facilities as compared to ICMA mean (In-house services)	98%	98%	99%	97%	98%
Custodial Expenditures per sq' for administrative/office facilities as compared to ICMA Mean (Contracted services)	100%	100%	100%	100%	100%

- **Engineering Goal:** Improve the public’s knowledge of the review process and maintain staff presence on active construction sites
 - **Objective:** Reduce the number of “third and subsequent submittals approved” by increasing approvals in the “initial submittal approval”
 - **Objective:** Maintain percentage of inspector time on site at 45% despite expected increase in permit load

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Plan review – number of sheets reviewed	1,332	619	1,800	1,500	1,650
Plan review – percent of submittals approved on first or second review	---*	---*	---*	84%	85%
Inspections – number of permits issued for civil inspection	174	302	400	315	350
Inspection – percent of time on site	---*	48%	---*	45%	45%

* New measure, data not available

- **Fleet Goal:** Perform preventive maintenance, scheduled and unscheduled vehicle repairs and diagnostic services
 - **Objective:** Maintain service level by completing all preventative maintenance (PM) in four hours for heavy vehicles and one hour for light vehicles
 - **Objective:** Maintain standard using American Public Works Association (APWA) data of 1,415 billable hours for each mechanic annually
 - **Objective:** Maintain current cost of providing services
 - **Objective:** Set and maintain a fleet miles per gallon (MPG) standard of 70%

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Percentage of PM’s completed in allowable time	94%	68%	100%	100%	100%
Percentage of billable hours for each mechanic	98%	60%	88%	90%	95%
Percentage of budget for maintenance of police and fire vehicles	49%	52%	56%	60%	60%
Percentage of fleet vehicles meeting MPG standards	---*	---*	---*	70%	70%

* New measure, data not available

Public Works General Fund Summary

Major Budget Changes

The FY2014 budget increased by 6% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. In addition, the regionalization of the Dial-A-Ride program resulted in the elimination of over ten full time equivalent positions during FY213. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures decreased by 21% due to the regionalization of Dial-A-Ride, and reductions in operating equipment and safety/first aid supplies. The decrease is offset by the increase in repairs and maintenance.

Services expenditures increased by 33% for the Valley Metro Transit contract that replaced the Dial-A-Ride program, water rate changes, electricity rate changes, and increase in lease payments for Fire Station 304. The increases were offset by the decreases in software licenses, propane/natural gas, radio equipment maintenance, generator inspection and compliance testing, and contracted janitorial services.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	3,478,571	3,652,681	3,285,800	3,208,900	-2%
Supplies	634,030	710,692	734,000	579,100	-21%
Services	1,251,900	1,909,447	1,788,200	2,372,500	33%
Capital	6,451	99,198	0	0	0%
Total	5,370,953	6,372,017	5,808,000	6,160,500	6%
<u>By division</u>					
Development Engineering	913,230	1,026,937	906,700	1,560,200	72%
Facilities Management	2,880,907	2,707,853	2,499,900	2,720,400	9%
Vehicle Maintenance	1,484,833	1,557,758	1,405,900	1,552,700	10%
Storm Water	90,617	118,718	23,600	22,400	-5%
Transportation	1,365	960,751	971,900	304,800	-69%
Total	5,370,953	6,372,017	5,808,000	6,160,500	6%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	437,397	457,765	699,400	837,500	20%
Total	437,397	457,765	699,400	837,500	20%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	3.0	3.0	3.0	4.0	1.0
Administrative Technician	0.0	0.0	0.0	1.0	1.0
Assistant Department Director	0.0	0.2	0.4	1.0	0.6
Associate Civil Engineer	1.0	1.0	1.0	1.0	0.0
Civil Engineer	2.0	2.0	1.0	1.0	0.0
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	1.0	0.2	0.2	1.0	0.8
Division Manager	4.0	1.8	0.0	0.0	0.0
Fiscal Support Specialist	1.0	1.0	1.0	1.0	0.0
IT Administrator	1.0	1.2	1.2	2.0	0.8
Inspector	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Spec'.	9.0	9.0	9.0	9.0	0.0
Maintenance & Operations Sup.	2.0	3.0	0.0	0.0	0.0
Maintenance & Operations Tech.	1.0	1.0	1.0	1.0	0.0
Manager	0.0	0.0	2.3	5.0	2.7
Program Assistant	0.0	8.0	8.0	0.0	-8.0
Program Supervisor	0.0	1.0	1.0	0.0	-1.0
Project Manager	1.0	1.0	0.0	0.0	0.0
Senior Civil Engineer	1.0	0.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	1.0	0.8
Senior Inspector	1.0	1.0	1.0	1.0	0.0
Senior Maintenance & Ops. Tech.	8.0	7.0	7.0	7.0	0.0
Service Worker/Groundskeeper	6.0	6.0	5.0	5.0	0.0
Utilities Analyst	1.0	1.0	0.0	0.0	0.0
Part Time	0.2	1.3	1.3	0.0	-1.3
Total	45.2	51.9	45.7	43.0	-2.7

Highway User Revenue Fund

Fund Description

The highway user revenue fund (HURF) is established to track non-transit transportation related activities. HURF is the only fund other than the general fund required by state law. The transportation, traffic engineering workgroups, and the streets division of the Public Works Department are funded by HURF. The streets division is structured in eight functions as follows: operations, asphalt, concrete, crack sealing, right of way, street sweeping, striping/signs, and pavement preservation. The transportation division is structured in three primary functions as follows: general operations, traffic management, and signals.

Primary Functions

- Street maintenance services including asphalt patching, surface repairs and milling, level up and deep patching, pothole repairs, and crack sealing
- Construct, repair, and maintain sidewalks, ramps, curbs, gutters, truncated domes, utility access covers, guardrails, and barricades
- Street preservation including systematically applying a series of preventative maintenance treatments over the life of the pavement areas
- Right of way maintenance including landscaping, weed abatement, graffiti removal, response to road hazards and accidents, including street sweeping
- Intelligent Transportation System operation, traffic signal service and maintenance
- Traffic signs and markings service and maintenance
- Traffic engineering, planning, management, and control services

Divisions

Streets - Responsible for the care and maintenance of dedicated pavement, sidewalks, and rights of way within the city of Surprise

Traffic Engineering - Responsible for the traffic engineering operations, signal operations, signing, marking, traffic control, and Intelligent Transportation Systems for the city

The departmental operating structure may vary from the budgeted division structure due to current constraints in the budgetary system.

Accomplishments, Enhancements, and Efficiencies

- Developed performance measures for the signing and striping workgroups that track achievements towards goals as recorded in the GPS evaluation program
- Placed surface treatments on 64 lane miles (26 center lane miles) of pavement as part of the annual Pavement Preservation Program at a cost of \$12,048/mile
- Retrofitted 35 ramps at 15 arterial intersections to meet ADA requirements
- Redesigned street sweeper routes to increase efficiency and PM10 compliance
- Created a certified arborist position in the Streets Division to oversee Urban Forestry Activities, including Bell Road, and to participate in the development of a Surprise Urban Forestry Manual
- Enhanced the High Intensity Activated Crosswalk (HAWK) operations at the stadium to increase ease of use by the civilian patrol
- Established a long term signage replacement plan successful at installing 928 new traffic and street name signs in the following neighborhoods: NW Ranch, Royal Ranch, Tash, Veramonte, Orchards, and a portion of Sun City Grand

Major Initiatives and Policy Issues

- Develop a long term stripping replacement program in concert with the ongoing Pavement Preservation Program
- Conduct a pilot study on Wireless Solar Radar Speed Displays and analyze data on the effectiveness of slowing traffic through school zones
- Enhance the "Traffic Signal Pre-emption" technology to more effectively clear intersections automatically for approaching emergency vehicles
- Conduct a pilot study on the use of radar detection at signalized intersections as a method of more accurately identifying traffic flows and enhancing traffic flow during peak periods

Major Budget Changes

The FY2014 budget increased by 33% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by HURF being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be allocated through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenditures increased by 6% for vehicle maintenance and street repair material.

Services expenditures increased by 10% for landscape services for overseeding on Bell Road, water rate changes and usage for Loop 303 landscaping, electricity rate changes, and landfill fees. The increases were offset by decreases in vehicle maintenance and by changing cell service carrier.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,997,476	3,158,277	2,939,200	2,870,900	-2%
Supplies	831,379	862,533	858,800	912,600	6%
Services	1,717,078	1,755,792	1,992,900	2,182,500	10%
Capital	49,409	0	0	0	0%
Contingency	0	0	0	1,764,600	0%
Transfer Out	2,071,800	0	0	0	0%
Total	7,667,142	5,776,602	5,790,900	7,730,600	33%
By department					
Public Works	7,667,142	5,776,602	5,790,900	7,730,600	33%
Total	7,667,142	5,776,602	5,790,900	7,730,600	33%
Revenues					
By fund source					
State Shared	5,275,645	5,906,800	6,613,600	6,617,500	0%
Charges for Svcs/Oth	119,679	25,377	11,400	11,600	2%
Transfer In	0	0	0	0	0%
Fund Balance	0	-155,575	-834,100	0	-100%
Total	5,395,324	5,776,602	5,790,900	6,629,100	14%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Administrative Specialist	3.0	2.4	2.4	2.0	-0.4
Assistant Department Director	1.0	0.6	0.8	1.0	0.2
Civil Engineering Supervisor	1.0	1.0	1.0	1.0	0.0
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	1.9	0.0	0.0	0.0
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Spec'l.	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Sup.	4.0	3.0	1.0	1.0	0.0
Maintenance & Operations Tech.	14.0	14.0	14.0	14.0	0.0
Manager	0.0	0.0	1.5	1.0	-0.5
Program Coordinator	2.0	2.0	3.0	3.0	0.0
Program Supervisor	1.0	1.0	0.0	0.0	0.0
Senior Financial Analyst	0.0	0.2	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	8.0	8.0	8.0	8.0	0.0
Senior Planner	1.0	1.0	0.0	0.0	0.0
Service Worker/Groundskeeper	7.0	7.0	6.0	6.0	0.0
Total	45.0	44.6	40.3	39.0	-1.3



Public Works Local Transportation Assistance Fund II (LTAF II)

Fund Description

The city receives funds from the state of Arizona pursuant to A.R.S. §28-8103, which established the local transportation assistance fund II (LTAF II) fund. The city receives a distribution of lottery money based on population. The funds may be used to fund transit operations, facilities, and equipment purchases. In June 2012, a new special revenue fund was established to manage these funds.

Major Budget Changes

The total FY2013 budget included expenditures of \$344,000. The FY2013 budget will be established with a year-end budget amendment. The FY2014 budget includes planned expenditures of \$330,000. The decrease is due to a reduction in the funding allocated to the city, which varies from year to year.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	0	0	0	350,000	0%
Total	0	0	0	350,000	0%
<u>By department</u>					
Public Works	0	0	0	350,000	0%
Total	0	0	0	350,000	0%
Revenues					
<u>By fund source</u>					
State Shared	0	0	0	350,000	0%
Total	0	0	0	350,000	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Proposition 400 Fund

Fund Description

On November 2, 2004, Proposition 400 was passed by the voters of Maricopa County, which authorized the continuation of a countywide, half-cent sales tax for regional transportation improvements (*Maricopa County Transportation Excise Tax*). Proposition 400 is the major funding sources for the Maricopa Association of Governments' (MAG) Regional Transportation Plan (RTP). The city receives funding for capital improvement projects and transportation operations as part of the RTP. In June 2012, a new special revenue fund was established to manage these funds

Major Budget Changes

The total FY2013 budget included expenditures of \$357,000. The FY2013 budget will be established with a year-end budget amendment. The FY2014 budget includes planned expenditures of \$50,000. The decrease is due to a reduction in the funding allocated to the city, due to the completion of the park and ride capital improvement project.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	0	0	0	19,600	0%
Total	0	0	0	19,600	0%
<u>By department</u>					
Public Works	0	0	0	19,600	0%
Total	0	0	0	19,600	0%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	0	0	0	19,600	0%
Total	0	0	0	19,600	0%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Public Works Water Operations Fund

Fund Description

The water operations fund is established as an enterprise fund to account for the provision of water services to users. The Public Works Department manages this fund to provide the city and customers water for drinking, irrigation, commercial, and industrial uses in a quantity and quality that meets or exceeds standards. The department also provides water infrastructure that supports a long-term assured water supply and sustainable operations through the planning, implementation, operation, and maintenance of city of Surprise owned water facilities and systems.

The Public Works Department is responsible for oversight of an agreement with Arizona American Water Company for the billing services of city of Surprise water customers. The citizens of Surprise are serviced by several water systems including EPCOR Utilities Inc., the city of El Mirage, the Beardsley Water Company, and the city of Surprise. The city owned system serves about one-third of the total citizens in Surprise.

Primary Functions

- Coordinates and provides centralized administrative and management services including purchasing, budget, information technology, and management support
- Oversees maintenance, operation, process engineering, and administrative support services related to the drinking and reclaimed water systems
- Operates and maintains the drinking and reclaimed water pipeline infrastructure systems
- Participates in development reviews and management and planning of architectural and engineering design and construction of city capital projects
- Operates a centralized call center to provide one location for customer services
- Provides utility locating services to ensure legal compliance with the Arizona Blue Stake laws requiring all facility owners to accurately mark all underground facilities within specified time frames
- Ensures environmental regulatory compliance in such areas as drinking water quality, air quality, cross connection controls, water conservation and water resource management, water quality control and assurance, and data administration

Divisions

<u>Administration</u> -	Maintains all the centralized administrative functions
<u>Operations</u> -	Oversees all the day-to-day operations and maintenance of the production, treatment, and distribution of drinking water
<u>CIP – Utilities</u> -	Responsible for city related water infrastructure construction projects and utility locations
<u>Customer Service</u> -	Responds to customer's water service requests, complaints and customer needs.
<u>Utility Locating</u> -	Performs utility locating - blue stake activities
<u>Environmental</u> -	Oversees compliance and reporting aspects of the government regulations regarding reclaimed water quality, drinking water quality and supply, storm water quality, and air quality relating specifically to the city's water facilities

Major Budget Changes

The FY2014 budget decreased by 8% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenses increased by 11% for minor equipment/ tools and auto parts/lubricants. The increases were offset by decreases in training and education supplies.

Services expenses decreased by 6% for professional services, equipment maintenance for water tank repair, water service billing contract relating to a reduction in miscellaneous charge billings. The decreases were offset by increases in water rate changes, electricity rate changes, and infrastructure repairs to rehabilitate two wells and setup permanent drinking water system sample stations.

Under capital, expenditures include a variable frequency drive non-potable pumps, water storage reservoir coating, and site/security improvements are programmed for the FY2014 budget.

Payments to the general fund in the amount of \$1,244,100 are programmed in FY2014 to cover the indirect costs associated with general fund personnel provided services and support to the water fund. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments and franchise in lieu payment.

The FY2014 contingency budget of \$1,087,100 represents a two-month operating reserve.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	2,361,414	2,476,574	2,376,400	1,935,400	-19%
Supplies	374,288	633,891	578,800	643,700	11%
Services	4,685,252	4,095,819	4,233,000	3,980,500	-6%
Capital	10,685	163,037	554,000	569,500	3%
Debt Service	5,176	0	0	0	0%
Depreciation	2,381,536	0	0	0	0%
Contingency	0	0	1,161,000	1,087,100	-6%
Transfer Out	1,758,720	1,793,198	1,763,900	1,598,400	-9%
Development Agreements	1,770	20,692	40,000	30,000	-25%
Total	11,578,841	9,183,212	10,707,100	9,844,600	-8%
<u>By department</u>					
Community Development	1,770	20,692	40,000	30,000	-25%
Economic Development	0	0	0	0	0%
Finance	0	0	77,600	0	-100%
General Operations	1,530,195	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	10,046,877	9,162,519	10,589,500	9,814,600	-7%
Total	11,578,841	9,183,212	10,707,100	9,844,600	-8%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	19,992,748	10,008,042	9,942,300	10,087,000	1%
Transfer In	800,363	7,277	0	0	0%
Total	20,793,111	10,015,318	9,942,300	10,087,000	1%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.2	0.2	0.0	-0.2
Administrative Technician	2.0	2.4	1.4	1.0	-0.4
Analyst	0.0	0.0	0.0	0.0	0.0
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	0.0	0.3	0.5	0.0	-0.5
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	1.0	2.4	0.5	0.0	-0.5
IT Administrator	1.0	0.2	0.2	0.0	-0.2
Inspector	1.0	1.0	1.0	1.0	0.0
Lead Utility Technician	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Spec'l.	1.0	1.0	1.0	1.0	0.0
Maintenance & Operations Sup.	2.0	2.0	1.0	1.0	0.0
Maintenance & Operations Tech. Manager	3.0	3.0	3.0	3.0	0.0
Program Supervisor	1.0	1.0	2.9	1.0	-1.9
Project Manager	0.0	0.0	1.0	1.0	0.0
Senior Financial Analyst	2.0	2.0	1.0	1.0	0.0
Senior Maintenance & Ops. Tech.	1.3	0.5	0.2	0.0	-0.2
Senior Utilities Technician	2.0	1.0	1.0	1.0	0.0
Utilities Analyst	4.0	4.0	4.0	4.0	0.0
Utilities Supervisor	5.0	5.0	4.0	4.0	0.0
Utilities Technician	1.0	1.0	1.0	1.0	0.0
Total	32.7	32.6	29.4	25.0	-4.4

Accomplishments, Enhancements, and Efficiencies

- Constructed 15 new vadose zone recharge wells
- Completed the first phase of improvements recommended by the Site and Security Master Plan for the city's water facilities
- Completed rehabilitation of the Ashton Ranch Well
- Increased permitted volume of Sierra Verde Well and Roseview Well
- Recoated the interior of the Rancho Gabriela Water Supply Facility 3.5 million gallon storage reservoir.
- Abandonment of one agricultural well
- Completed rehabilitation of the Rancho Gabriela Water Tank

Major Initiatives and Policy Issues

- Work with Finance to update development fees study for compliance with new legislation
- Present to Council update on Water Resources planning for policy direction
- Implemented the upgrade of the City's computerized maintenance management system
- Rehabilitation of Ashton Ranch Tank

Goals, Objectives, and Performance Measures

- **Water Department Goal:** Operate and maintain the drinking water facilities and distribution systems in a safe, efficient, and effective manner according American Water and Wastewater Association (AWWA)
 - **Objective:** Successfully meet the drinking water demand by placing wells in/out of service, treating high arsenic water, maintaining storage tank level, and distributing drinking water at needed volumes and pressure. Monitor flow to determine when additional facilities should be constructed.
 - **Objective:** Achieve the median value of 61.6% for preventative maintenance of assets as cited in the AWWA Benchmarking Performance Indicators
 - **Objective:** Demonstrates successful implementation of safety programs, training, and work practices
 - **Objective:** Achieve the median value of \$272 per active customer to measure the operation and maintenance efficiency for the active customer accounts as cited in the AWWA Benchmarking Performance Indicators

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
SPA1 WRF: Millions of gallons of drinking water produced per day	6.1	6.6	6.5	6.7	6.8
Preventative maintenance to total maintenance ratio (hours)	---	---	---	---	61.6%
OSHA recordable accidents	2	2	---	0	0
Operations and maintenance cost per account	---	---	---	---	\$272

* New measure, data not available

- **Water Department Goal:** Provide efficient customer service to City's water customers
 - **Objective:** Provide developers prompt response for design submittals
 - **Objective:** Provide prompt response to contractors for utility locating requests
 - **Objective:** Maintain current standard of two minutes for response on all customer service calls.
 - **Objective:** New residential water meters installed within standard timeframe of seven days upon completion of contractors requirements

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Percentage of master plans reviewed within allotted time	100%	100%	95%	95%	95%
Percent of utility locating requests completed within 48 hours	97%	97%	98%	97%	98%
Call center average speed of answer	0:32	1:53	2:00	1:53	2:00
Percent of new residential water meters installed within allotted time	---	---	---	---	100%

* New measure, data not available

- **Water Department Goal:** Provide high quality drinking water to our customers while complying with local, state, and federal regulations
 - **Objective:** Meet all monitoring and reporting requirements to comply with the Safe Drinking Water Act and Arizona Administrative Code
 - **Objective:** Reduce lost and unaccounted for water through proper documentation of all water uses from the city's water system
 - **Objective:** Purchase Central Arizona Project (CAP) allotment for recharge to build city's long term water bank.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Compliance with federal, state, and local wastewater and water reuse regulations	100%	100%	100%	100%	100%
Lost and unaccounted water percentage	3.2%	6.9%	<5%	<5%	<5%
Central Arizona Project (CAP) water allotment recharged	100%	51%	51%	53%	50%
Cumulative years of water banked	2.35	2.54	3.5	2.84	3.84

Public Works Wastewater Operations Fund

Fund Description

The wastewater operations fund is established as an enterprise fund to account for the provision of wastewater services for the users and to protect the city and its residents from exposure to health related diseases and issues caused by inadequately treated sewage. The fund is used to plan, design, implement, operate, and maintain the city's wastewater infrastructure in a cost effective and efficient manner. The Public Works Department strives to satisfy all federal, state, county, and local agency permits, regulations, and requirements related to the treatment of wastewater and use of the subsequent effluent. The department is also responsible for the planning, implementation, operation, and maintenance of the city's wastewater facilities and pipes.

Primary Functions

- Operation and maintenance of the wastewater collections pipeline infrastructure systems
- Participation in development reviews and management and planning of architectural and engineering design and construction of city capital projects
- Operation of centralized call center to provide efficient customer services
- Provides utility locating services to ensure legal compliance with the Arizona Blue Stake laws requiring facility owners to accurately mark underground facilities within specified time frames
- Ensures environmental regulatory compliance wastewater treatment and aquifer protection, bio-solids, pretreatment, wastewater quality control and assurance, and data administration

Divisions

<u>Administration</u> -	Maintains all the centralized administrative functions
<u>Operations</u> -	Management and operation of City reclaimed water system; Management and operation of City wastewater treatment and sewer collection system.
<u>CIP – Utilities</u> -	Responsible for city related sewer infrastructure construction projects and utility Locating and blue stake activities.
<u>Customer Service</u> -	Responds to customer's wastewater service requests, complaints and customer needs
<u>Collections</u> -	Responsible for all the day-to-day operations and maintenance activities for the wastewater collection system
<u>Utility Locating</u> -	Performs utility locating - blue stake activities
<u>Environmental</u> -	Assures all regulated PW operations remain in compliance with all federal, state, county and city regulations, and hazardous materials management for all wastewater operations.

Major Budget Changes

The FY2014 budget decreased by 13% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. Additionally, a utilities technician position was reclassified as a maintenance and operations technician.

Supplies expenses decreased by 2% for operational supplies, furniture/equipment, and chemical supplies. The decreases were offset by increases in fuel charges and auto parts/lubricants.

Services expenses increased by 9% in professional services for biosolids study, chlorine generation unit, and disinfection byproduct reduction, electricity rate changes, machinery maintenance for equipment maintenance for water tank repair, water service billing contract relating to a reduction in miscellaneous charge billings, repairs to rehabilitate two wet wells at plants one and two, removal and replacement of manhole at intersection of Citrus and Peoria, travel/training, and developer reimbursements. The increases were offset by decreases in water charges for conversion of SPA 1 to utilize plant water for processes, wastewater billing contract, and equipment crane rental for SPA 2.

Under capital, expenditures include a disinfection byproduct reduction, SPA 1 WRF stabilization and dust control, SPA 1 sludge gate/wet well repairs, wet wells re-coating, site and security improvements, convert

thickening centrifuge #1 to dewatering centrifuge, SPA 2 WRF plant water system, and SPA 2 overhead crane are programmed for the FY2014 budget.

Payments to the general fund in the amount of \$1,552,400 are programmed in FY2014 to cover the indirect costs associated with general fund personnel provided services and support to the water fund. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments and franchise in lieu payments.

The FY2014 contingency budget of \$1,318,900 represents a two-month operating reserve.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	2,933,209	2,851,461	2,919,400	2,736,700	-6%
Supplies	835,753	1,170,812	1,321,800	1,296,000	-2%
Services	2,836,506	3,547,284	3,753,000	4,090,100	9%
Capital	31,655	3,169,086	5,154,500	3,152,800	-39%
Debt Service	-56,288	0	735,900	0	-100%
Depreciation	6,305,168	0	0	0	0%
Development Agreements	0	349,383	10,000	251,000	2410%
Contingency	0	0	1,333,000	1,318,900	-1%
Targeted Savings	0	0	64,500	0	-100%
Transfer Out	1,959,971	1,946,879	2,034,800	2,254,900	11%
Total	14,845,974	13,034,904	17,326,900	15,100,400	-13%
<u>By department</u>					
Community Development	0	349,383	10,000	251,000	2410%
Finance	0	0	79,800	0	-100%
General Operations	1,645,755	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	13,200,219	12,685,521	17,237,100	14,849,400	-14%
Total	14,845,974	13,034,904	17,326,900	15,100,400	-13%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	14,994,264	16,364,869	17,906,800	16,046,900	-10%
Transfer In	2,628,287	0	0	0	0%
Total	17,622,551	16,364,869	17,906,800	16,046,900	-10%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	1.0	1.2	1.2	1.0	-0.2
Administrative Technician	3.0	2.4	2.4	2.0	-0.4
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	1.0	0.5	0.7	1.0	0.3
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	3.0	2.1	0.5	1.0	0.5
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Lead Utility Technician	2.0	2.0	3.0	3.0	0.0
Maintenance & Operations Spec'l.	3.0	3.0	3.0	3.0	0.0
Maintenance & Operations Sup.	3.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech. Manager	2.0	1.0	1.0	2.0	1.0
Project Manager	1.0	1.0	2.5	2.0	-0.5
Senior Financial Analyst	1.0	1.0	1.0	1.0	0.0
Senior Maintenance & Ops. Tech.	0.3	0.5	0.2	0.0	-0.2
Senior Project Manager	5.0	5.0	5.0	5.0	0.0
Senior Utilities Technician	1.0	1.0	1.0	1.0	0.0
Service Worker/Groundskeeper	3.0	3.0	2.0	2.0	0.0
Utilities Analyst	2.0	2.0	2.0	2.0	0.0
Utilities Supervisor	1.0	1.0	1.0	1.0	0.0
Utilities Technician	1.0	2.0	2.0	2.0	0.0
Part Time	5.0	5.0	5.0	4.0	-1.0
Total	0.0	0.0	0.0	1.2	1.2
	38.7	36.5	36.3	36.2	-0.1

Accomplishments, Enhancements, and Efficiencies

- Completed the construction of 15 additional Vadose Zone Recharge Wells at the SPA1 WRF.
- Completed the first phase of improvements recommended by the Site and Security Master Plan for the City's Wastewater Facilities.
- Completed annual refurbishment of a centrifuge.
- At SPA1 WRF, removed Plant 4 from service for cleaning and placed Plant 5 in service.

Major Initiatives and Policy Issues

- Install TTHM reduction methods at SPA1 WRF.
- Implemented the upgrade of the City's computerized maintenance management system (Hansen 8.0).
- Initiate mobile solutions for utilizing tablets to collect field data and access computer programs from the field.
- Public Works Safety Committee implemented a working safely recognition program.
- Complete inventory and asset

Goals, Objectives, and Performance Measures

- **Wastewater Department Goal:** Operate and maintain the SPA 1 and SPA2 water reclamation facilities (WRF) and wastewater collection systems in an effective manner.
 - **Objective:** Successfully treat all of the wastewater received at the WRF and monitor influent flow to determine when additional facilities should be placed in service or constructed.
 - **Objective:** Achieve the median value of 66.5% for investing in preventative maintenance of assets as cited in the AWWA Benchmarking Performance Indicators.
 - **Objective:** Clean 100 miles of the City's sewer system annually so that the entire system is cleaned in a 5 year period by following the EPA's capacity, management, operations, and maintenance (CMOM) program to prevent sanitary sewer overflows (SSOs).

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
SPA1 WRF: Percentage of millions of gallons of wastewater treated per day vs. capacity	40%	41%	44%	42%	44%
SPA2 WRF: millions of gallons of wastewater treated per day	.03%	.05%	.06%	.06%	.06%
Preventative maintenance to total maintenance ratio (hours)	---*	---*	---*	---*	66.5%
Percentage of miles of wastewater collection system cleaned	61%	98%	100%	100%	100%

* New measure, data not available

- **Wastewater Department Goal:** Maximize use of effluent from Water Reclamation Facilities (WRF) through various applications.
 - **Objective:** Recharge 80% of wastewater treatment facility effluent per day.
 - **Objective:** Provide customers with reclaimed water.
 - **Objective:** Produce grade A+ reclaimed water quality.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Percentage of effluent recharged vs. wastewater treated	---*	66%	79%	82%	80%
Percentage of effluent recharged vs. groundwater withdrawal	54%	66%	75%	78%	80%
Percentage of reclaimed water provided to customers	---*	34%	21%	18%	20%
Percentage of days at grade rating	---*	---*	---*	---*	99%

- **Wastewater Department Goal:** Protect the City's groundwater, reclaimed water, environment and public health through programs designed to achieve regulatory compliance with local, state, and federal regulations associated with the City's wastewater systems.
 - **Objective:** Meet all monitoring and reporting requirements to comply with wastewater regulations.
 - **Objective:** Demonstrate compliant operation and maintenance of facilities with permit conditions and regulatory requirements to avoid agency issued violations and penalties.
 - **Objective:** Achieve the median value of 2.73 when operating and maintaining the wastewater collection system to minimize blockages and pipe breaks that result in a report of a sanitary sewer overflow to the governing agency as cited in the AWWA Benchmarking Performance Indicators.

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Compliance with federal, state, and local wastewater and water reuse regulatory reporting	100%	100%	100%	100%	100%
Wastewater Effluent Compliance Rate of No Violations Issued (% Days)	0	0	---*	0	0
Sanitary Sewer Overflow Rate	---*	---*	---*	---*	2.73

* New measure, data not available



Public Works Sanitation Operations Fund

Fund Description

The sanitation operations fund is established as an enterprise fund to account for the collection of trash and recyclable materials. The Solid Waste Division of the Public Works Department manages this fund to provide solid waste and recycling services within Surprise. Commercial solid waste services and residential service to non-city customers is provided by private companies.

The city provides curbside collections twice per week, once per week for trash and once per week for recyclable materials. Each customer is provided with a 95 gallon trash and recycle container. Customers also receive on-demand curbside bulk trash pickup of up to 20 cubic-yards per year. The city household hazardous waste collection program and recycle drop-off programs are available to all city residents. The Solid Waste Division also provides trash, recycle, and roll-off services to city departments and weekly recycle service to public schools within the city.

Organizational Chart

The Solid Waste Division is managed by the Public Works Department as a division under the assistant director of operations. A division level organizational chart can be viewed on the Public Works Department general fund budget section of this document. The personnel who are directly funded by the sanitation operations fund are detailed in the personnel table within the Major Budget Changes.

Primary Functions

- Residential curbside trash and recycle collection services
- Residential curbside brush and bulk collection services
- Trash, recycle, and roll-off collection services for city departments
- Recycle drop-off centers and residential household hazardous waste drop-off services

Divisions

- Operations - Conducts the residential curbside solid waste collection operations of the division
- Bulk Trash - Handles operations and issues related to bulk trash and roll-off collection services
- Recycling - Conducts the recycling education and waste inspection program for the city as well as the household hazardous waste events

Major Budget Changes

The FY2014 budget increased by 37% from the FY2013 amended budget. The decreases in personnel expenditures are due to the movement of positions formerly funded directly by water, wastewater, and solid waste operations being moved back to the general fund for FY2014. Instead of direct funding, the cost of these positions will be recovered through the city's indirect cost allocation plan. These decreases were offset by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies expenses increased by 1% for safety/first aid supplies and auto parts/lubricants. The increases are offset by decreases in sanitation and recycle containers replacements.

Services expenses increased by 3% for Maricopa County solid waste hauler's fee, county contract for radio equipment maintenance, vehicle maintenance, dues and memberships, and uniform/laundry services.

Under capital, expenditures include six new sanitation vehicles and diesel exhaust fluid dispenser are programmed for the FY2014 budget.

Payments to the general fund in the amount of \$1,886,400 are programmed in FY2014 to cover the indirect costs associated with general fund personnel provided services and support to the sanitation fund. Additionally, an annual sanitation hauler's license fee of \$1,000 per sanitation vehicle is assessed on all sanitation companies providing service in the city of Surprise, including the Surprise sanitation operations. Also programmed in the transfer to the general fund are payments in lieu of property tax (PILOT) assessments.

The FY2014 contingency budget of \$794,400 represents a two-month operating reserve.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	2,052,559	2,441,395	2,421,200	2,078,500	-14%
Supplies	836,254	885,589	882,400	893,900	1%
Services	1,418,986	1,441,106	1,477,000	1,524,000	3%
Capital	0	1,344,646	0	1,640,000	0%
Depreciation	431,416	0	0	0	0%
Contingency	0	0	792,000	794,400	0%
Transfer Out	888,827	888,767	890,300	1,919,000	116%
Total	5,628,041	7,001,503	6,462,900	8,849,800	37%
By department					
Finance	0	0	155,200	0	-100%
General Operations	888,827	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	4,739,214	7,001,503	6,385,300	8,849,800	39%
Total	5,628,041	7,001,503	6,540,500	8,849,800	35%
Revenues					
By fund source					
Charges for Svcs/Oth	6,704,530	6,693,448	6,835,800	6,958,100	2%
Transfer In	0	0	0	0	0%
Total	6,704,530	6,693,448	6,835,800	6,958,100	2%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Accountant/Tax Auditor	0.0	0.0	0.0	0.0	0.0
Administrative Specialist	0.0	0.2	0.2	0.0	-0.2
Administrative Technician	2.0	1.2	1.2	1.0	-0.2
Assistant Analyst	0.3	0.3	0.0	0.0	0.0
Assistant Department Director	0.0	0.3	0.5	0.0	-0.5
Budget/Accounting Manager	0.0	0.0	0.3	0.0	-0.3
Department Director	0.0	0.2	0.2	0.0	-0.2
Division Manager	2.0	1.8	0.0	0.0	0.0
IT Administrator	0.0	0.2	0.2	0.0	-0.2
Maintenance & Operations Sup.	2.0	2.0	2.0	2.0	0.0
Maintenance & Operations Tech. Manager	20.0	21.0	21.0	21.0	0.0
	0.0	0.0	1.8	1.0	-0.8
Senior Financial Analyst	0.3	0.5	0.2	0.0	-0.2
Senior Maintenance & Ops. Tech.	3.0	3.0	3.0	3.0	0.0
Service Worker/Groundskeeper	3.0	3.0	3.0	3.0	0.0
Total	32.7	33.8	33.6	31.0	-2.6

Accomplishments, Enhancements, and Efficiencies

- Continued cost savings over private contracted service for the transport of refuse and wastewater sludge
- Increased availability of residential bulk collection
- Surprise residents ranked garbage collection 8th out of 353 communities surveyed according to the National Citizens Survey
- Surprise residents ranked recycling collection 12th out of 333 communities surveyed according to the Nation Citizens Survey

Major Initiatives and Policy Issues

- Improve Recycling Outreach
- Evaluate equipment options to improve capacity for better efficiency
- Continue providing exceptional customer service to our residents
- Increase bulk trash efficiency through improved routing

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Recycling tons collected	6,903	7,200	7,567	7,630	7,730
Recycling diversion	18.36%	19.94%	20.40%	21.97%	21.99%
Roll-off recycling collected	347	412	424	494	500
Education outreach events	5	8	10	13	15

- **Solid Waste Department Goal:** Provide value added services to ensure customers are receiving a good value
 - **Objective:** Promote and provide Christmas tree drop off services
 - **Objective:** Promote and provide household hazardous waste events
 - **Objective:** Promote and provide fall and spring cleaning events with the landfill
 - **Objective:** Promote and provide an annual E-Waste event with AZStRUT and APS

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
Christmas Tree Drop Off (Trees)	1872	2103	1900	1550	2000
Household Hazardous Waste Participation (Tons)	39.8	64.8	45	47.7	50
Fall and Spring Cleaning Events at Landfill Participation (Tons)	88.8	92.4	100	115	130
AZ StRUT E-Waste Participation (Tons)	3.7	2.5	3.0	3.1	3.5

- **Solid Waste Department Goal:** Maintain a high level of customer service
 - **Objective:** Continue scoring high on the National Citizens Survey
 - **Objective:** Minimize customer complaints
 - **Objective:** Schedule on demand bulk services within 10 days on average

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
National Citizen Survey garbage collection service quality score (Good or Excellent)	87%	88%	80%	87%	80%
National Citizen Survey recycling service quality score (Good or Excellent)	80%	87%	80%	84%	80%
Annual missed pickups*	16	25	20	7	20
Maintain a 10 day annual average service level for on demand bulk trash collection	4	5	10	7	10

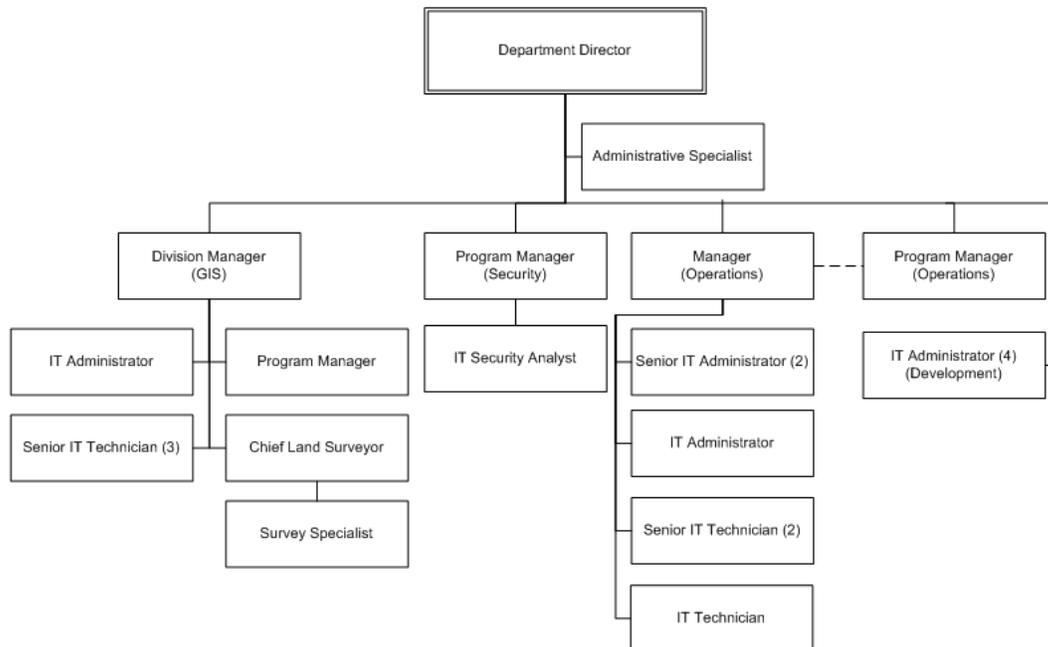
* For reference, the Solid Waste Division interacts with customers over 3,500,000 times annually

Information Technology Department

Department Description

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

Organizational Chart



Primary Functions

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

Divisions

Information Services -

Provides centralized information technology services required by all city departments

Geographical Information Systems (GIS) -

Provides centralized geographical information services, real estate, and surveying services to all city departments

Major Budget Changes

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

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

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	2,122,616	2,189,442	2,307,200	2,324,600	1%
Supplies	163,773	144,003	97,800	100,700	3%
Services	1,235,638	1,158,576	1,455,300	1,648,800	13%
Capital	106,368	78,890	20,000	20,000	0%
Total	3,628,395	3,570,910	3,880,300	4,094,100	6%
<u>By division</u>					
GIS	938,111	929,117	959,800	970,300	1%
Info. Technology	2,690,284	2,641,793	2,920,500	3,123,800	7%
Total	3,628,395	3,570,910	3,880,300	4,094,100	6%

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
End user devices supported	---*	2,664	2,731	2,731	2,852
Network devices supported	---*	221	230	230	230
Security devices supported	---*	431	549	549	549
Applications supported	---*	---*	59	59	63

*New measure, data not available

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

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

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

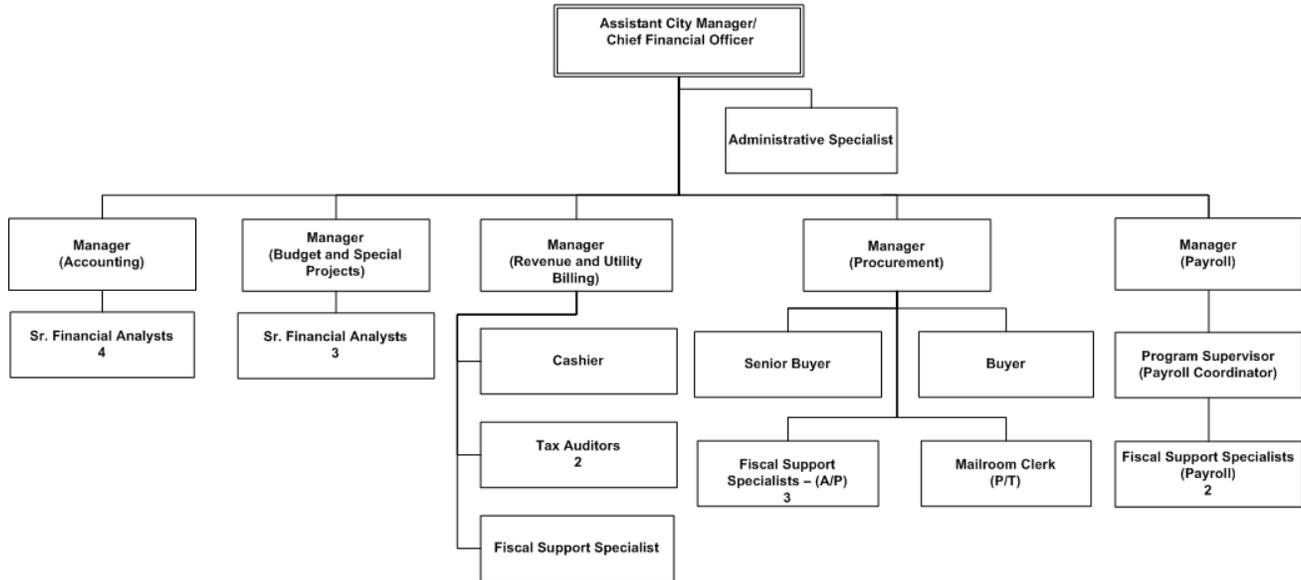
Performance Measures	FY2011 Actual	FY2012 Actual	FY2013 Target	FY2013 Estimate	FY2014 Target
GIS data layers maintained	159	159	162	162	162
New GIS applications developed	10	10	11	11	11

Finance Department

Mission Statement

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

Organizational Chart



Primary Functions

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

Divisions

Administration -

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

Accounting -

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

Budget -

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

Payroll -

The Payroll Division is responsible for processing employee payroll.

Procurement -

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

Revenue -

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

Major Budget Changes

The FY2014 budget is 10% higher than the FY2013 amended budget.

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

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

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

Non-personnel expenditures were 33% higher than the FY2013 amended budget. The increase was primarily due to the addition of \$50,000 for the purchase of a budget preparation and monitoring system and \$80,000 in contractual services for citywide policy and procedure documentation. Additionally, \$30,000 was added for fiduciary oversight and vendor selection related to the optional 457 plan.

Expenditures	FY2011	FY2012	FY2013	FY2014	Amended to
	Actual	Actual	Amended	Budget	Budget
By category					
Personnel	2,377,226	2,319,694	2,170,500	2,271,800	5%
Supplies	30,030	33,955	28,400	32,100	13%
Services	485,395	512,531	470,300	627,800	33%
Total	2,892,651	2,866,179	2,669,200	2,931,700	10%
By division					
Accounting	276	0	0	0	0%
Administration	362,831	406,041	379,300	324,700	-14%
Budget & Accounting	1,183,684	1,066,811	958,700	1,368,600	43%
Internal Audit	81,314	140,247	113,400	0	-100%
Management & Budget	907	0	0	0	0%
Revenue	555,497	569,389	474,300	492,600	4%
Procurement & Payroll	708,142	683,691	743,500	745,800	0%
Purchasing	0	0	0	0	0%
Total	2,892,651	2,866,179	2,669,200	2,931,700	10%
Revenues					
By fund source					
Local Sales Tax	195,099	389,496	300,000	400,000	33%
Franchise Fees	625,705	625,919	662,000	680,000	3%
Charges for Svcs/Oth	40,284	43,520	46,100	46,100	0%
Total	861,088	1,058,935	1,008,100	1,126,100	12%

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Donations Fund

Fund Description

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	0	105	0	0	0%
Supplies	162,203	63,543	800	296,600	36975%
Services	50,818	133,947	0	0	0%
Capital	0	0	0	0	0%
Transfer Out	316,403	100,300	0	0	0%
Contingency	0	0	363,500	334,400	-8%
Total	529,425	297,896	364,300	631,000	73%
<u>By department</u>					
Arts Commission	0	128,323	0	0	0%
Community Development	68	0	0	0	0%
Community and Rec Svcs	517,379	119,123	180,200	267,300	48%
Fire-Emergency Services	2,209	10,898	1,500	15,000	900%
General Operations	0	0	170,800	334,400	96%
Police	9,769	14,249	11,800	14,300	21%
Total	529,425	272,593	364,300	631,000	73%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	328,281	233,379	1,900	210,100	10958%
Fund Balance	201,144	39,214	362,400	420,900	16%
Total	529,425	272,593	364,300	631,000	73%

Personnel Summary

There are no dedicated personnel assigned to this fund.

Grants and Contingency Fund

Fund Description

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

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

Major Budget Changes

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

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	88,214	158,819	249,800	201,500	-19%
Supplies	398,275	86,740	30,200	26,300	-13%
Services	0	11,306	125,400	0	-100%
Capital	522,961	551,739	54,500	0	-100%
Contingency	0	0	13,109,800	5,000,000	-62%
Total	1,009,450	808,604	13,569,700	5,227,800	-61%
By department					
Community and Rec Svcs	50,000	41,724	50,000	50,000	0%
Fire-Emergency Services	318,793	33,968	30,500	0	-100%
General Operations	0	0	13,109,800	5,000,000	-62%
Mayor & Council	0	0	0	0	0%
Police	535,116	592,122	223,200	177,800	-20%
Public Works	105,541	135,790	132,900	0	-100%
Total	1,009,450	803,604	13,546,400	5,227,800	-61%
Revenues					
By fund source					
Charges for Svcs/Oth	1,009,450	790,540	13,709,200	5,227,800	-62%
Fund Balance	0	0	0	0	0%
Total	1,009,450	790,540	13,709,200	5,227,800	-62%

Personnel Summary

There are no dedicated personnel assigned to this fund.

City Manager's Office

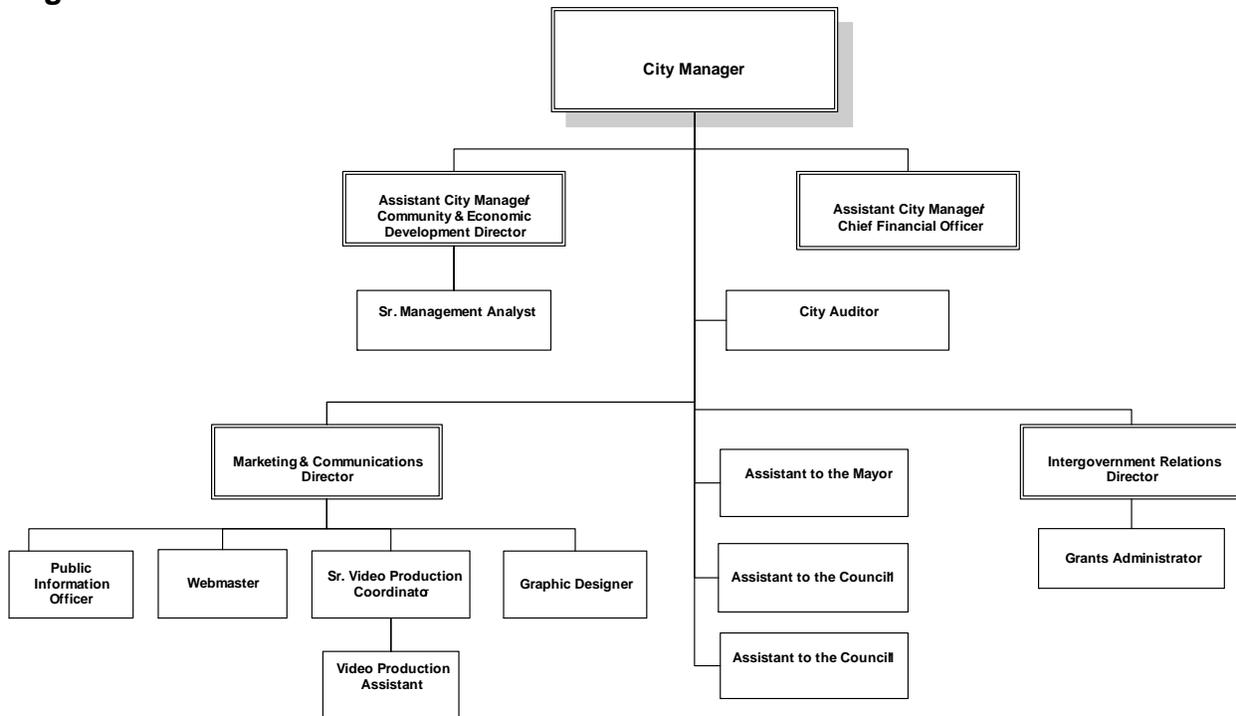
Department Description

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

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

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

Organizational Chart



Primary Functions

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

- The quarterly magazine, *Progress*
- Event planning and management such as ground breaking and ribbon cutting ceremonies, news conferences, and other special events
- The creation (design, writing, and printing) of brochures, programs, fliers, maps, logos, informational signage, advertising, and other public relations collateral
- The photography required to execute these functions
- Strategically coordinates the communications needs of individual city departments, provides material support, promotion, and publicity of programs, events, and activities
- Strategically coordinates employee communication and facilitates employee participation so that city employees are informed and engaged
- Liaison to the Mayor, Council, and the City Manager's office on legislative issues at the local, state and federal level
- Monitor and discuss state and federal legislation impacting the city
- Strengthen relationships and partnerships with major regional public policy organizations
- Seek funding opportunities through grants and federal appropriations
- Monitor grants contractual obligations to ensure compliance
- Strengthen relationships and partnerships with local municipalities, non-profits, and private organizations through coordinated efforts that maximize resources and funding leverage

Divisions

Administration -

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

Marketing and Communications -

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

Intergovernmental Relations -

develop, represent, and advocate the interests of the city of Surprise by fostering and maintaining the city's relationships with other governmental entities and the community organizations.

Major Budget Changes

The FY2014 budget is 10% higher than the FY2013 amended budget.

Personnel expenditures increased overall by 14%. This increase was impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment. In addition, the city auditor position was moved from the Finance Department. FY2014 includes a nominal increase in part-time salaries to accommodate an increased need in the Marketing and Communications Division. Deferred compensation was decreased to more accurately reflect the actual expenditures.

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

Services decreased by 1% overall. This was due to a reduction in the planned expenditures related to the shared federal lobbyist contract for Luke Air Force Base. The decrease was partially offset by an increase in funding for lobbying consultant contracts.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	507,780	586,207	1,390,300	1,588,900	14%
Supplies	6,518	3,125	31,700	33,100	4%
Services	137,946	98,251	393,900	388,600	-1%
Grant Match Conting.	0	0	70,000	70,000	0%
Total	652,244	687,582	1,885,900	2,080,600	10%
<u>By division</u>					
Administration	652,244	687,582	667,800	751,500	13%
Communications	0	0	799,600	909,400	14%
Intergovernmental	0	0	418,500	419,700	0%
Total	652,244	687,582	1,885,900	2,080,600	10%

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

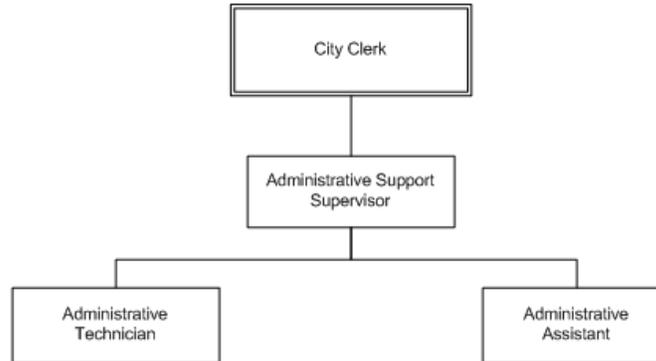
- Implement educational campaign to inform residents of new voting district boundaries with first election pending in 2013
- Secure external funding sources to augment the city of Surprise's capacity to provide quality services
- Create a community and government network that will maintain regional stability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

City Clerk's Office

Department Description

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

Organizational Chart



Primary Functions

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

Major Budget Changes

The FY2014 budget is a 59% increase over the FY2013 amended budget.

Personnel expenditures increased 2% overall. This increase was impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

Supplies increased 14% and Services 445% over the FY2013 amended budget. These increases were primarily due to the costs related to the bi-annual election process and a potential citywide election for the general plan programmed for FY2014.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	347,906	345,276	352,500	361,100	2%
Supplies	6,582	5,667	7,000	8,000	14%
Services	51,311	284,531	52,200	284,300	445%
Total	405,799	635,474	411,700	653,400	59%
By division					
General Ops	405,799	635,474	411,700	653,400	59%
Total	405,799	635,474	411,700	653,400	59%

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

Accomplishments, Enhancements and Efficiencies

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

Major Initiatives and Policy Issues

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

Goals, Objectives, and Performance Measures

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

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

* Some requests require document retrieval from storage.

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

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

FY2013 – This election will be for Districts 1, 5, and 6 and there may be a ballot issue for November (General Plan).

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

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

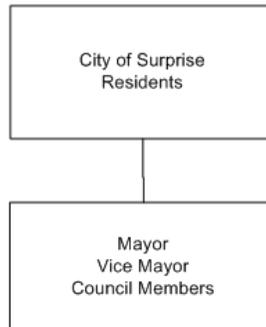
*Totals include presentations at local schools and various neighborhoods throughout Surprise.

Mayor and City Council

Department Description

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

Organizational Chart



Primary Functions

- Set policy for the city of Surprise

Major Budget Changes

The FY2014 budget is 36% higher than the FY2013 amended budget.

Personnel expenditures are impacted by an 11% increase in the employer contribution for the Arizona Elected Officials Retirement Plan and a 2.2% increase for a cost of living adjustment.

Non-personnel expenditures increase by 111% over FY2013 due to an increase in funding for Council discretionary expenditures, Council outreach, and Boards and Commissions.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel	343,519	353,384	289,600	304,100	5%
Supplies	23,758	25,095	18,000	106,000	489%
Services	64,747	73,648	102,100	147,100	44%
Total	432,023	452,126	409,700	557,200	36%
<u>By division</u>					
General Ops	432,023	452,126	409,700	557,200	36%
Total	432,023	452,126	409,700	557,200	36%

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

Accomplishments, Enhancements, and Efficiencies

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

Major Initiatives and Policy Issues

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

Capital Improvement Plan

- Capital Improvement Plan Summary
- General Capital Fund
- Transportation Improvement Fund
- General Government Development Fee Fund
- Vehicle Replacement Fund
- Fire and EMS Development Fee Fund
- Police Development Fee Fund
- Parks and Recreation Development Fee Fund
- Library Development Fee Fund
- Roads of Regional Significance Development Fee Fund
- Public Works Development Fee Fund
- Debt Service Funds
- Water System and Replenishment Development Fee Fund
- Wastewater System Development Fee Funds

Capital Improvement Plan Summary

FY2014

The city of Surprise has transitioned from a small agricultural community to one of the fastest growing communities in the nation. The 2010 census results show a population of 118,349, more than triple the 2000 census tabulation of approximately 30,000 residents. It is estimated that the population will increase slightly to 121,000 by the end of FY2016.

Much of Surprise's infrastructure was developed with a mix of public and private investment. Large master planned communities like Sun City Grand and Marley Park installed local infrastructure (roads, water, and sewer lines) to service the projects while the city provides police, fire, and wastewater treatment infrastructure and services for new residents expected to be added annually.

Management works with the Mayor and City Council and all departments throughout the Capital Improvement Plan (CIP) process to develop the adopted CIP. The CIP process runs in conjunction with the operating budget process and both culminate with the adoption of the recommended budget and CIP by the Mayor and City Council in June.



The city is working on a comprehensive, multi-year Infrastructure Improvement Plan that outlines projects anticipated to fulfill current and future capital and infrastructure needs. The plan incorporates estimated project costs and associated ongoing operating costs. It addresses both repair and replacement of existing infrastructure, purchase of capital equipment, and construction of new facilities.

The proposed CIP is limited due to minimal growth. During the course of FY2014, staff will be working with the Mayor and City Council to develop an Infrastructure Improvement Plan and CIP funding strategies.

Funding

The CIP is broken down into four major functions:

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

1. general capital fund

Projects in this fund are paid for primarily by a portion of construction sales tax and third party funding (e.g. grants, intergovernmental revenue, etc.).

2. transportation improvement fund

Projects in this fund are primarily funded by a 1.5% dedicated construction sales tax and third party funding (e.g. grants, intergovernmental revenue, etc.)

3. water and wastewater enterprise funds

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

Capital and Operational Finances

In keeping with the city's policy of sustainability, approved capital projects stress continuation of current service levels. Surprise citizens deserve, and have come to expect the high level of service provided by the city. In order to maintain this high level of service, the city has committed many of its one-time sources of funds to pay for capital and infrastructure needs.

The operational costs associated with the massive amount of capital built by the city of Surprise have impacted the city's operating budget. With each new completed project there are staffing, maintenance, supply, and other service costs that must be funded on an ongoing basis. The funding of these ongoing operational costs must be determined before a project is approved. By examining operational requirements early in the process, the city is assured that when a public building is completed, there is funding to open and operate the facility without negatively affecting other city services.

The majority of approved capital projects are directly related to maintaining the current level of service. New residents who move to Surprise will be greeted with a high level of service and amenities. The Mayor, City Council, and city management have pledged to do what is required to ensure this level of service is sustainable.

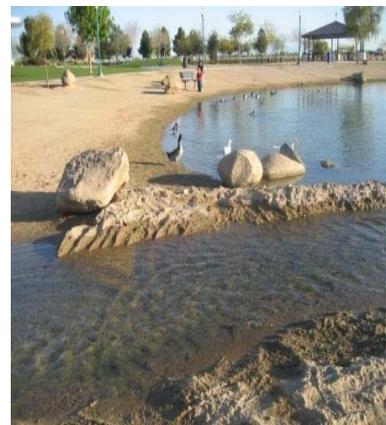
CIP Development

The following section provides information that served as the background for the development of the Infrastructure Improvement Plan.

What should be addressed in this planning effort?

- financial responsibility
- improved transportation
- expansion of public safety facilities
- coordination with utilities
- allocation of funding for advanced organizational planning
- maintaining the necessary “tools” to provide quality customer service
- expansion of parks and recreation facilities
- economic development implications
- environmental issues
- community aesthetics and image
- public input
- sustainability for Surprise

Community Park



Capital Project Definition

In order to distinguish between true capital items and operating items, the following capital project definition was developed:

Projects included in the Surprise CIP will be those with a cost of at least \$100,000 with a useful life of at least three years. All other projects shall be included in departmental operating budgets.

The CIP is to be used as a guide in decision-making. The CIP is intentionally developed in the most apolitical environment possible with the full knowledge that the final decisions will be made in the political arena. The CIP is an objective basis for making decisions in a very subjective environment.

The process for the CIP's development is divided into three key components, culminating in the presentation of a Capital Improvement Plan to the Mayor and City Council for approval.

1. Needs Assessment. Future needs are outlined utilizing the General Plan, department master plans, and growth pattern studies.
2. Financial Analysis. Examination of the city's recent revenues, expenditures, current debt, and bonding capacity are included in the financial analysis.
3. Capital Improvement Plan Policies. The plan document includes policies, an implementation section, and outlines how the CIP will be updated on an annual basis.

1. Needs Assessment

The needs assessment encompasses all of the anticipated needs for the community within the definition of capital projects.

During the plan development process, an inclusive capital project list is created. However, additional needs will be identified on a continuing basis and will be included in the annual update process. Some unanticipated needs will occur during the budget year and will be weighed against needs already identified in the annually adopted CIP.

2. Financial Analysis

When attempting to determine what resources are available to fund capital improvements, it is important to carefully examine the current financial condition of the city as well as possible funding alternatives. Like most communities, the city of Surprise will always have more needs than financial resources.

In developing the CIP, a complete financial analysis is conducted. Funding options, current revenue trends, the community's borrowing capacity, and current debt are reviewed.

Funding Options

The city of Surprise has been funding capital improvement projects for many years. The key to implementing the CIP is consistent, systematic funding. This is becoming more and more difficult with today's political climate, recent legislative changes, shrinking revenue sources, and the demands presented by Surprise's growth potential. The following options were considered when analyzing potential funding sources for CIP Projects.

- **Pay-As-You-Go from current revenues:** The city currently receives the bulk of its revenues through local sales taxes, state sales tax, and state income tax. A component of the local sales tax is construction related taxes. The city also receives funding from state fuel taxes and the Arizona Lottery. These funds are committed for transportation related expenditures.
- **Municipal bonds:** The city can issue bonds for capital projects. Municipal bonds are paid back over a period of time with interest. The city's ability to use bond financing is discussed in more detail in the bonding capacity section. The issuance of municipal bonds must be approved by the voters.
- **Certificates of participation/municipal property corporations:** These are funding mechanisms used by many municipal governments that allow the municipality to borrow funds without voter approval. The debt is paid back much like a bond – over time with interest. The city of Surprise qualifies as having municipal property corporation status, so this option is available.
- **Lease-purchase agreements:** A method of financing capital projects that lessens the up-front costs to the municipality. While interest is paid, the payoff period is typically a shorter period than bonds and the municipality will own the project at the termination of the agreement.

- **Improvement districts:** This financing method is used to raise capital for projects in which the residents, who benefit from the improvements, pay for them over time (e.g. street light improvement district).
- **Development impact fees:** Fees imposed on new development to defray the impact and additional costs the development places on municipal infrastructure. The city currently has an impact fee ordinance that applies fees to new development.
- **Development agreements:** Developers construct infrastructure and convey the asset to the city. According to the terms of the agreement, developers are reimbursed for the infrastructure by the city through collections of development impact fees, permit fees, water and wastewater fees, and/or sales tax revenue.
- **Grants:** Federal, state, and county grants are available to finance capital projects. Many of these grants require the municipality to participate either financially or through "in kind" matches. The city is the recipient of various federal, state, and county grants and pursues grant funding as opportunities arise.
- **User fees:** Fees paid by service users to maintain existing facilities and meet regulatory requirements. Utilities such as water, sewer and sanitation fall under this category.

Borrowing Capacity

While it is the desired goal of any organization to finance purchases without borrowing (pay-as-you-go), sometimes financing is used to leverage opportunities. Surprise has used various financing methods in the past to purchase vehicles and equipment and finance the development of other municipal services.

The most commonly utilized large project municipal financing method in the United States of America is the general obligation bond (G.O. bond). This is the most inexpensive way to finance projects because the bond's repayment is based on the full taxing authority of the municipality and backed up by real property. Voters have to approve the property taxes (secondary) instituted to pay for the issuance of G.O. bonds.

The state of Arizona places limits on this type of financing. Under Arizona Law, Article IX, Section 8, municipalities may issue G.O. bonds for purposes of water, wastewater, artificial light, open space preserves, parks and recreational facilities, public safety, law enforcement, fire and emergency services facilities, streets, and transportation facilities up to an amount not exceeding 20 percent of the secondary assessed value. Based on Surprise's secondary assessed valuation of \$854,683,673, a total of \$170,936,735 could be borrowed utilizing G.O. Bonds. The city currently has no outstanding G.O. Bonds debt in the 20 percent category.

In addition, Arizona law allows municipalities to issue G.O. Bonds for all other purposes not listed above up to an amount not exceeding six percent of the valuation. This would allow Surprise to bond for \$51,281,020 under this category. The city currently has no outstanding G.O. Bonded debt in the six percent category.

Surprise's other debt does not count against these limits; although, the overall financial position of the city would be considered by lending institutions.

Outstanding Debt

As of June 30, 2013, the city of Surprise held the following outstanding long-term debt obligations. The total amount of outstanding debt and year of debt retirement are indicated:

Outstanding Debt	Debt Retirement Date	Outstanding Balance as of June, 30 2013
Municipal Property Corporation Bonds: 2000-2003 Issuance	7/1/2020	\$ 31,870,000
Municipal Property Corporation Bonds: 2007 Issuance	4/1/2032	50,675,000
	Total	\$ 82,545,000

3. Capital Improvement Plan Policies

Policies

When implementing a plan of this complexity and magnitude, it is important to adhere to operating policies and procedures to ensure success. The following policies have been adopted as part of the Surprise Capital Improvement Plan.

- Regional considerations and intergovernmental relationships will be evaluated as projects are developed
- Legal mandates will be monitored and projects to satisfy the mandates will be developed
- The CIP will be updated annually
- Pay-as-you-go financing will be the preferred funding mechanism of the CIP
- Should borrowing be necessary, dedicated revenue streams will jeopardize the long-term implementation of the CIP
- Efforts will be continuously made to maintain and improve the city's credit rating
- Capital project and improvement districts financed through debt instruments shall not be financed for more than the anticipated useful life of the project
- Department Directors and Managers will meet with the Chief Information Officer as part of the CIP update process to discuss and coordinate purchases in communications equipment and systems and computer hardware and software to ensure citywide compatibility
- The city shall periodically review user fees and adjust accordingly to ensure that the fees adequately cover the cost of operation, maintenance, and future expansion
- The city shall periodically review development impact fees and adjust accordingly to ensure new growth continues to pay its fair share of impact on the community
- The city shall work aggressively with developers to ensure future development pays for itself and is not a burden on existing residents
- Projects will be developed to accommodate coordination with economic development efforts

Implementation

The success of a plan or a planning process is measured by the degree of its implementation. Since resources are limited, it is crucial for the city of Surprise to follow a consistent, objective path to allocate funding for future capital improvements needs.

The following implementation program outlines the specific steps necessary to implement the CIP and perform the annual update.



Trenching

General Implementation Guidelines

- The Surprise CIP is adopted by the Mayor and City Council and is published and widely distributed. The CIP is updated annually and reviewed and adopted by the Mayor and City Council along with the operating budget each year
- Department directors are responsible for preparing monthly reports on the status of current year capital projects. The reports are posted monthly on the city's website www.surpriseaz.gov
- Citizen input is sought periodically to determine the desires of the public. Attitudes and circumstances change and informed decision making requires that the city have an up-to-date awareness of what the public's attitudes are toward community facilities and services and how to pay for them

Update Process

Updating the CIP takes place annually along with the development of the city's annual budget. The annual update includes projects by funding source for presentation to the Mayor and City Council.

The prior year process is reviewed annually to discuss the plan's process and implementation. Project worksheets are updated in the budget database by the responsible department. The project information includes: project name and department, description, council district location, funding source(s), cost detail by category and year, and estimated ongoing operational costs.

Projects are evaluated and prioritized using three funding categories.

1. **Prioritized Funding Category:** Projects competing for general fund and certain dedicated funding sources. The majority of projects are in this category.
2. **Enterprise Fund Category:** Utility Projects funded from a dedicated funding source, which are not able to compete for general fund monies.
3. **Developer Funded:** Projects funded and constructed by developers that do not compete for general fund monies. These projects are included in the 5-year CIP to recognize the vast amount of infrastructure that is being put into the ground which the city will assume responsibility for upon completion.



City Hall

**City of Surprise
FY2014
Summary of Capital Improvement Expenditures by Fund**

Fund Number	Fund Name	FY2014
21112	General Capital Fund	\$5,018,100
21418	Transportation Improvement Fund	4,917,700
22511	Water Operations	599,500
22512 - 22516	Water Development Fee Funds	2,403,000
22522	Water Replenishment Development Fee Funds	3,364,100
22531	Sewer Operations	3,354,900
22532 - 22537	Sewer Development Fee Funds	1,000,000
Total - All Funds		<u><u>\$20,769,800</u></u>

General Capital Fund

Description

The general capital fund is established to provide a centralized location for the acquisition of capital with resources that are not restricted such as a development impact fees. The intent is to remove capital costs from department operating budgets to better analyze the cost of departmental operations as well as the need for capital and infrastructure.

At the direction of the Mayor and City Council, the city of Surprise dedicates the first \$1,250,000 of construction related sales tax collections to operating expenses. The remaining construction sales tax is considered a one-time revenue source and is dedicated for capital expenses in this fund. The dedicated sales tax amount for FY2014 is estimated at \$1,950,000.

Major Budget Changes

The expenditures are primarily for capital projects that include asset replacements, multiple transportation projects, data disaster recovery project, CRS master plan, process to replace the financial system, and SWAT equipment are programmed for the FY2014 budget. The FY2014 budget also includes \$2,525,600 in contingency programming.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	12,091	2,149	0	0	0%
Supplies	25,692	637,052	0	0	0%
Services	329,442	300,217	611,800	901,400	47%
Capital	1,879,796	886,028	4,544,600	4,116,700	-9%
Debt Service	23,759	0	0	0	0%
Contingency	0	0	0	2,525,600	0%
Transfer Out	0	0	0	0	0%
Development Agreements	194,804	0	1,100,000	1,100,000	0%
Total	2,465,585	1,825,446	6,256,400	8,643,700	38%
By department					
City Manager	0	0	0	50,000	0%
Community and Rec Svcs	144,062	0	0	150,000	0%
Community Development	194,804	0	1,100,000	1,100,000	0%
Fire-Emergency Services	47,245	637,052	0	475,000	0%
Finance	0	0	0	500,000	0%
General Operations	23,759	0	750,000	2,525,600	237%
Information Services	42,686	29,985	0	615,000	0%
Police	0	0	0	72,000	0%
Public Works	2,013,028	1,158,409	4,406,400	3,156,100	-28%
Total	2,465,585	1,825,446	6,256,400	8,643,700	38%
Revenues					
By fund source					
Charges for Svcs/Oth	1,455,085	222,336	2,465,300	1,950,000	-21%
Transfer In	1,050,837	1,685,089	1,650,000	0	-100%
Total	2,505,922	1,907,425	4,115,300	1,950,000	-53%

Transportation Improvement Fund

Description

The transportation improvement fund is established to provide for the collection and expenditure of the dedicated 1.5% local construction transaction tax adopted by the Mayor and Council through ordinance 05-13. This tax is dedicated for the improvement of existing roadway corridors and the related costs of the construction of new roadways.

Major Budget Changes

The FY2014 budget increased by 19% from the FY2013 amended budget. Personnel expenditures are impacted by a 3% increase in the employer contribution for the Arizona State Retirement System and a 2.2% increase for a cost of living adjustment.

The increases for supplies and services are directly related to the new and ongoing programmed capital improvement projects.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
By category					
Personnel	29,335	0	117,500	121,800	4%
Supplies	115	0	1,100	1,000	-9%
Services	1,151,942	59,523	2,226,500	2,366,500	6%
Capital	1,584,446	1,239,784	1,800,000	2,552,700	42%
Transfer Out	0	0	0	0	0%
Development Agreements	274,934	260,003	300,000	260,000	-13%
Total	3,040,772	1,559,309	4,445,100	5,302,000	19%
By department					
Community Development	29,516	51,549	300,000	260,000	-13%
Economic Development	0	0	0	0	0%
Finance	245,619	216,271	0	0	0%
General Operations	0	0	0	0	0%
Information Services	0	0	0	0	0%
Public Works	2,765,638	1,291,490	4,145,100	5,042,000	22%
Total	3,040,772	1,559,309	4,445,100	5,302,000	19%
Revenues					
By fund source					
Local Sales Tax	1,569,724	2,001,197	1,981,400	2,181,800	10%
State Shared	0	0	0	0	0%
Charges for Svcs/Oth	1,126,801	801,943	1,463,300	46,500	-97%
Transfer In	0	0	0	0	0%
Total	2,696,525	2,803,140	3,444,700	2,228,300	-35%

	FY2011 Final	FY2012 Adopted	FY2013 Adopted	FY2014 Budget	Adopted to Budget
Personnel					
Civil Engineer	0.0	0.0	1.0	1.0	0.0
Total	0.0	0.0	1.0	1.0	0.0

General Government Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The general government development fee for single family residential permits was revised from \$661 to \$661 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programmed expenditures are for the impact fee study and rental payments. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Supplies	0	0	0	0	0%
Services	13,861	12,731	20,000	20,000	0%
Capital	0	0	0	0	0%
Debt Service	128,947	0	1,837,000	0	-100%
Contingency	0	0	8,500	0	-100%
Transfer Out	665,466	667,359	667,000	666,500	0%
Total	808,274	680,091	2,532,500	686,500	-73%
<u>By department</u>					
Communications	0	0	0	0	0%
Finance	13,861	12,731	28,500	20,000	-30%
General Operations	0	0	0	0	0%
Public Works	665,466	667,359	667,000	666,500	0%
Development Fee New Cap	128,947	0	1,837,000	0	-100%
Total	808,274	680,091	2,532,500	686,500	-73%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	468,620	265,544	2,430,100	537,400	-78%
Total	468,620	265,544	2,430,100	537,400	-78%

Vehicle Replacement

Description

Vehicle replacement funding was established to allow the city to replace vehicles and equipment as they reach the end of useful life. The Fleet Management Division of the Public Works Department administers the fleet replacement program. The city's capital asset policy is the guideline for the replacement timeline with minor exceptions for reserve vehicles. The fleet manager and department director evaluate vehicles during the budget process and adjustments in the replacement schedule may be made. All vehicles are replaced turn key. Adjustments are made annually for inflation. Replacement funds are not used to upgrade or enhance vehicles.

Major Budget Changes

The programed capital expenditures are for motorized vehicle and equipment that have been through the evaluation process and are being recommended for replacement. Fund balance and remaining available revenue is programmed as contingency at \$1,998,000.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Capital	726,680	835,650	2,051,000	2,281,300	11%
Transfer Out	0	0	0	0	0%
Contingency	0	0	0	1,998,000	0%
Total	726,680	835,650	2,051,000	4,279,300	109%
<u>By department</u>					
General Operations	0	0	2,051,000	2,281,300	11%
Public Works	726,680	835,650	0	1,998,000	0%
Total	726,680	835,650	2,051,000	4,279,300	109%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	2,782	100,614	221,700	65,800	-70%
Transfer In	7,325,896	0	0	0	0%
Total	7,325,896	0	0	0	0%

Fire and EMS Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The fire and EMS development fee for single family residential permits was revised from \$706 to \$688 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditures are for the impact fee study and rental payments. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
Expenditures					
<u>By category</u>					
Supplies	0	0	0	0	0%
Services	13,861	8,599	20,000	20,000	0%
Capital	45,947	0	0	0	0%
Debt Service	14,407	0	292,600	0	-100%
Contingency	0	0	8,500	0	-100%
Transfer Out	121,256	121,601	121,600	121,500	0%
Development Agreements	0	3,894	0	0	0%
Total	195,472	134,094	442,700	141,500	-68%
<u>By department</u>					
Finance	13,861	8,599	28,500	20,000	-30%
Fire-Emergency Services	167,203	121,601	414,200	121,500	-71%
General Operations	14,407	3,894	0	0	0%
Total	195,472	134,094	442,700	141,500	-68%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	542,968	295,641	312,600	760,100	143%
Transfer In	0	0	0	0	0%
Total	542,968	295,641	312,600	760,100	143%

Police Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The police development fee for single family residential permits was revised from \$372 to \$371 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programmed expenditures are for the impact fee study and rental payments. Fund balance and remaining available revenue is programmed as contingency at \$978,800. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
Expenditures					
<u>By category</u>					
Services	13,861	8,599	20,000	20,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	8,500	978,800	11415%
Transfer Out	245,400	246,098	246,000	245,800	0%
Total	259,261	254,697	274,500	1,244,600	353%
<u>By department</u>					
Finance	13,861	8,599	28,500	20,000	-30%
General Operations	0	0	0	0	0%
Police	245,400	246,098	246,000	1,224,600	398%
Total	259,261	254,697	274,500	1,244,600	353%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	215,053	127,158	107,300	240,700	124%
Transfer In	0	0	0	0	0%
Total	215,053	127,158	107,300	240,700	124%



Parks and Recreation Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The parks and recreation development fee for single family residential permits was revised from \$2,114 to \$785 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programmed expenditures are for the impact fee study and rental payments. Fund balance and remaining available revenue is programmed as contingency at \$3,554,000. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Supplies	0	0	0	0	0%
Services	13,861	8,599	20,000	20,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	8,500	3,554,000	41712%
Transfer Out	792,978	795,234	795,000	794,200	0%
Development Agreements	40,918	0	0	0	0%
Total	847,757	803,833	823,500	4,368,200	430%
<u>By department</u>					
Community and Rec Svcs	833,896	795,234	795,000	4,348,200	447%
Finance	13,861	8,599	28,500	20,000	-30%
General Operations	0	0	0	0	0%
Total	847,757	803,833	823,500	4,368,200	430%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	448,517	372,129	220,700	533,600	142%
Transfer In	0	0	0	0	0%
Total	448,517	372,129	220,700	533,600	142%

Library Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The library development fee for single family residential permits was revised from \$467 to \$133 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programed expenditure is for the impact fee study. Fund balance and remaining available revenue is programmed as contingency at \$4,589,800. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
Expenditures					
<u>By category</u>					
Services	13,861	8,599	20,000	20,000	0%
Contingency	0	0	8,500	4,589,800	53898%
Total	13,861	8,599	28,500	4,609,800	16075%
<u>By department</u>					
Finance	13,861	8,599	28,500	20,000	-30%
Community and Rec Svcs	0	0	0	4,589,800	0%
Total	13,861	8,599	28,500	4,609,800	16075%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	142,137	104,745	56,900	136,500	140%
Total	142,137	104,745	56,900	136,500	140%



Roads of Regional Significance Development Fee Funds

Description

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

Revenues are based upon an estimated issuance of single family residential permits and estimated square feet of non-single family residential permits in FY2014. The roads of regional significance development fees remains unchanged from FY2008 \$5,396 in SPA 3 and 5 per single family residential permit and FY2008 at \$5,715 in Special Planning Area (SPA) 2, 4, and 6 as established July 1, 2007.

Major Budget Changes

With no forecasted development revenue for the funds, the only programmed expenditures are for the impact fee study. Fund balance and remaining available revenue is programmed as contingency at \$2,130,900. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Services	13,972	2,022	20,000	20,000	0%
Capital	0	0	0	0	0%
Contingency	0	0	9800	2,130,900	21644%
Total	13,972	2,022	29,800	2,150,900	7118%
<u>By department</u>					
Finance	13,972	2,022	29,800	20,000	-33%
General Operations	0	0	0	2,130,900	0%
Total	13,972	2,022	29,800	2,150,900	7118%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	258,570	23,746	11,600	27,400	136%
Total	258,570	23,746	11,600	27,400	136%

Public Works Development Fee Fund

Description

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

Revenues are based upon an estimated issuance of 250 single family residential permits and the estimated square feet of 217,800 non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The public works development fee for single family residential permits was revised from \$998 to \$109 as of January 1, 2012.

Major Budget Changes

With minimal forecasted development revenue for the funds, the only programmed expenditures are for the impact fee study and purchase of sanitation and recycle containers for new solid waste customers. Fund balance and remaining available revenue is programmed as contingency at \$9,734,700. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Personnel					
Supplies	15,668	18,391	20,000	64,000	220%
Services	26,076	44,863	41,000	20,000	-51%
Capital	238,881	273,087	587,600	0	-100%
Contingency	0	0	8,500	9,734,700	114426%
Total	280,625	336,341	657,100	9,818,700	1394%
<u>By department</u>					
Finance	13,861	782	28,500	20,000	-30%
Public Works	266,764	335,559	628,600	9,798,700	1459%
Total	280,625	336,341	657,100	9,818,700	1394%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	583,670	191,018	90,100	255,100	183%
Transfer In	0	0	0	0	0%
Total	583,670	191,018	90,100	255,100	183%

Debt Service Funds

Description

Municipal property corporation (MPC) debt service funds:

The MPC governmental debt service 2000-03 fund, MPC proprietary debt service 2000-03 fund and MPC proprietary debt service 2007 fund were established to account for projects funded through the proceeds of the municipal property corporation (MPC) bond sales of 2000, 2003 (2000 refunding), and 2007. Bond proceeds are to be used for the acquisition or construction of capital assets for general government, public safety facilities, sewer facilities, and recreation facilities.

Debt service funds have been created for each municipal property corporation issue. The charts below summarize each fund.

MPC Governmental Debt Service 2000-03 Fund

	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Cash Balance	\$ 2,825,823	\$ 2,837,323	\$ 2,856,623	\$ 2,868,523	\$ 2,876,423
Sources					
Rental payments	\$ 3,364,300	\$ 3,364,300	\$ 3,364,300	\$ 3,364,300	\$ 3,364,300
Interest Earnings	10,200	10,500	10,800	11,100	11,400
Total Sources	\$ 3,374,500	\$ 3,374,800	\$ 3,375,100	\$ 3,375,400	\$ 3,375,700
Uses					
Agency fees	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)
Debt:					
MPC Payment	(3,361,200)	(3,353,700)	(3,361,400)	(3,365,700)	(3,366,600)
Total Uses	\$ (3,363,000)	\$ (3,355,500)	\$ (3,363,200)	\$ (3,367,500)	\$ (3,368,400)
Ending Cash Balance	\$ 2,837,323	\$ 2,856,623	\$ 2,868,523	\$ 2,876,423	\$ 2,883,723

MPC Proprietary Debt Service 2000-03 Fund

	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Cash Balance	\$ 1,226,112	\$ 1,231,712	\$ 1,240,712	\$ 1,246,612	\$ 1,250,812
Sources					
Rental payments	\$ 1,459,000	\$ 1,459,000	\$ 1,459,000	\$ 1,459,000	\$ 1,459,000
Interest Earnings	5,100	5,300	5,500	5,700	5,900
Total Sources	\$ 1,464,100	\$ 1,464,300	\$ 1,464,500	\$ 1,464,700	\$ 1,464,900
Uses					
Agency fees	\$ (800)	\$ (800)	\$ (800)	\$ (800)	\$ (800)
Debt:					
MPC Payment	(1,457,700)	(1,454,500)	(1,457,800)	(1,459,700)	(1,460,100)
Total Uses	\$ (1,458,500)	\$ (1,455,300)	\$ (1,458,600)	\$ (1,460,500)	\$ (1,460,900)
Ending Cash Balance	\$ 1,231,712	\$ 1,240,712	\$ 1,246,612	\$ 1,250,812	\$ 1,254,812

MPC Proprietary Debt Service 2007 Fund

	FY2014	FY2015	FY2016	FY2017	FY2017
Beginning Cash Balance	\$ 1,077,434	\$ 1,077,634	\$ 1,077,834	\$ 1,078,034	\$ 1,078,234
Sources					
Rental payments	\$ 7,068,700	\$ 2,203,000	\$ 2,203,000	\$ 8,703,000	\$ 1,910,500
Interest Earnings	200	200	200	200	200
Total Sources	\$ 7,068,900	\$ 2,203,200	\$ 2,203,200	\$ 8,703,200	\$ 1,910,700
Uses					
Agency fees	\$ (4,000)	\$ (4,000)	\$ (4,000)	\$ (4,000)	\$ (4,000)
Debt:					
MPC Payment	(7,064,700)	(2,199,000)	(2,199,000)	(8,699,000)	(1,906,500)
Total Uses	\$ (7,068,700)	\$ (2,203,000)	\$ (2,203,000)	\$ (8,703,000)	\$ (1,910,500)
Ending Cash Balance	\$ 1,077,634	\$ 1,077,834	\$ 1,078,034	\$ 1,078,234	\$ 1,078,434



Water System and Replenishment Development Fee Funds

Description

The water system and replenishment development fee funds are established to account for the inflow of water system and replenishment development fees levied on new construction. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on the water system caused by growth. Development fees cannot be used to subsidize operational needs.

Revenues are based upon an estimated issuance of single family residential permits and the estimated square feet of non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The water system development fee that was established July 1, 2007, remains unchanged at \$3,895 for drinking water and \$3,923 for dual water per single family residential permit. The water replenishment system development fee that was established July 1, 2007, remains unchanged at \$2,100 in Special Planning Area (SPA) 1 per single family residential permit and \$796 in Special Planning Area (SPA) 2-6 per single family residential permit.

Major Budget Changes

The expenditures are primarily for capital projects that include CAP water allocation, Mountain Vista Ranch well #2, Desert Oasis WSF arsenic treatment, Greenway Road improvements – reclaimed line, SPA 1 effluent storage reservoir covers, and developer reimbursements. Fund balance and remaining available revenue is programmed as contingency at \$3,122,300. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Services	27,722	17,634	90,800	716,900	690%
Capital	-518,188	575,387	1,240,500	5,091,000	310%
Contingency	0	0	18,000	3,122,300	17246%
Debt Service	1550.9	26,274	1,300,000	0	-100%
Transfer Out	800,363	7,280	0	0	0%
Development Agreements	103,002	268,406	0	450,000	0%
Total	414,450	894,982	2,649,300	9,380,200	254%
<u>By department</u>					
Community Development	0	0	0	450,000	0%
Finance	27,722	4,043	58,800	40,800	-31%
Not Used City of Surprise	107,589	0	0	0	0%
Public Works	279,138	890,939	2,590,500	8,889,400	243%
Total	414,450	894,982	2,649,300	9,380,200	254%
Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	573,647	738,758	438,300	1,700,700	288%
Transfer In	0	0	0	0	0%
Total	573,647	738,758	438,300	1,700,700	288%



Wastewater System Development Fee Funds

Description

The wastewater system development fee funds are established to account for the inflow of wastewater service development fees levied on new residential, commercial, and industrial development. This fee can only be used for the purchase, construction, financing, and furnishing of new items directly related to the increased demand on wastewater services caused by growth. Development fees cannot be used to subsidize operational needs. The city provides these services to the entire city.

Revenues are based upon an estimated issuance of single family residential permits and the estimated square feet of non-single family residential permits in FY2013. On April 26, 2011 Senate Bill 1525 was signed into law and changed the method the city used to calculate development impact fees. Arizona Revised Statutes §9-463.05.K requires municipalities planning to continue assessing development impact fees complete an interim study effective January 1, 2012 and an updated development impact fee study effective August 1, 2014. The city has revised fees based on the interim study and plans on meeting the requirements of the August, 2014 deadline. The wastewater system development fees that were established July 1, 2007, remain unchanged at \$3,853 in Special Planning Area (SPA) 1 per single family residential permit and at \$3,039 in Special Planning Area (SPA) 2-6 per single family residential permit.

Major Budget Changes

The expenditures are for the Greenway Road improvements-wastewater line capital project, rental payments, and developer reimbursements, and debt service. Fund balance and remaining available revenue is programmed as contingency at \$273,000. The city will continue to review and evaluate potential projects through the preparation of the Infrastructure Improvement Plan (IIP) for the impact fee study update.

Expenditures	FY2011 Actual	FY2012 Actual	FY2013 Amended	FY2014 Budget	Amended to Budget
<u>By category</u>					
Supplies	0	0	0	0	0%
Services	13,861	8,948	170,400	20,400	-88%
Capital	0	4,531	0	1,025,000	0%
Debt Service	37,551	0	1,071,500	0	-100%
Contingency	0	0	9,000	273,000	2933%
Transfer Out	6,485,532	3,861,431	3856700	8,530,500	121%
Development Agreements	3,156	0	0	0	0%
Total	6,540,100	3,874,911	5,107,600	9,848,900	93%
<u>By department</u>					
Finance	13,861	2,022	29,400	20,400	-31%
General Operations	0	0	0	0	0%
Public Works	6,526,239	3,872,889	5,078,200	9,803,500	93%
Community Development	0	0	0	25,000	0%
Total	6,540,100	3,874,911	5,107,600	9,848,900	93%
 Revenues					
<u>By fund source</u>					
Charges for Svcs/Oth	4,219,212	2,017,507	1,051,800	2,356,100	124%
Transfer In	0	0	0	0	0%
Total	4,219,212	2,017,507	1,051,800	2,356,100	124%

Appendix

- Budget Transfer Policies and Procedures
- Comprehensive Financial Management Policies FY2013
- Glossary
- State Forms

Budget Transfer Policies and Procedures

A. Purpose

The following policy and procedures are established to implement a consistent and efficient process by which the adopted city budget may be amended.

B. Policy

Throughout the course of the fiscal year, amendments to the budget are necessary to address new issues, increased prices, and changes in scope of existing projects. This policy applies to all budget amendments initiated by the Mayor and City Council, the City Manager's Office, and/or departments. The Finance Department will process budget amendments in the financial management system, following appropriate authorization by the Mayor and City Council, the City Manager, or a Department Director.

Adopted Level of Budgetary Control

The budget is appropriated by department in the general fund. All other funds are appropriated in total; and the Capital Improvement Plan (CIP) is appropriated by project.

C. Procedure

1. The requesting department shall prepare and submit to the Budget Manager with a copy to the respective budget liaison in the Finance Department:
 - a. The Budget Amendment Request form (must include the department director signature) including the description/background, budget amendment type, Council action information, and financial impact statement,
 - b. The draft Budget Amendment Resolution, and
 - c. The Budget Amendment Entry form.
2. The budget liaison shall review the request for availability of budget to be amended, appropriate authorization level, accuracy, and general reasonableness. The budget liaison shall communicate any questions or comments to the department and recommend revisions as necessary. The budget liaison shall then advance the request to the Budget Manager if approved.
3. The Budget Manager shall review and approve the request by signing the Budget Amendment Request form. The form shall then be advanced for the next approval as appropriate.
 - a. Requests requiring Chief Financial Officer approval shall be reviewed and approved by signing the Budget Amendment Request and returning to the Budget Manager.
 - b. Requests requiring City Manager approval shall be reviewed and approved by signing the Budget Amendment Request form and returning such form to Finance.
 - c. Amendments requiring Mayor and City Council approval shall be returned to the submitting department to initiate a Request for Legal Services and City Council agenda item.
4. Upon approval of the budget amendment request, the Finance Department shall execute the amendment in the financial management system and notify the requesting department of completion.

D. Authorization Levels:

Type of Amendment	Category	Sub-Category	Authorization
Between Funds	All	All	Mayor and City Council
Between Departments (in general fund)	All	All	Mayor and City Council
Grants	Revenue Expense	Establishment of a grant budget	Mayor and City Council
Personnel	Full Time Personnel	Between divisions	Department Director
		Between part time and full time (no change in total FTE)	City Manager
		To/from any other category (Change in total FTE)	Mayor and City Council
Commodities/Supplies Contractual Services	Within a Department	Between divisions or within a division	Department Director
Capital	Non-CIP or minor CIP	Between divisions	City Manager
	Major CIP (including change in total amount and/or change in scope)	All	Mayor and City Council
Contingency	All	All	Mayor and City Council
Targeted Savings	All	All	Chief Financial Officer

E. Relationship to Previously Established Policy

No qualifying statement, previously established rules or procedures shall be used to negate the spirit or intent of this statement of policy.

City of Surprise, Arizona
Comprehensive Financial Management Policies
FY 2013

Introduction

The City Council's Strategic Plan Framework, goals and objectives provide the foundation for the comprehensive financial management policies. The City's comprehensive financial policies provide the roadmap to achieve financial resiliency and demonstrate the City's commitment to sound financial management practices. As defined by the Government Finance Officers of America (GFOA), the City Council strives to build a financially resilient government through financial policies and long-term financial planning. The GFOA has identified eight characteristics of a financially resilient government:

1. Diversity. Avoid reliance on a single solution.
2. Redundancy: Avoid having only one path of rescue.
3. Decentralization: Centralized systems look strong, but failure is catastrophic.
4. Transparency: Make it easier to figure out where a problem may lie. Share plans and listen when people point out flaws.
5. Collaboration: Working together to become stronger.
6. Fail Gracefully: Failure happens. Make sure failure won't make things worse.
7. Flexibility: Be ready to change when plans aren't working. Don't expect stability.
8. Foresight. Think and prepare.

Financial policies contribute to increased public confidence and trust as well as provide clear direction to City staff concerning the diligence and stewardship with which public monies are to be managed. Adopted financial policies show our citizens, the credit rating industry, and prospective investors (bond buyers) the City's commitment to financial resiliency. These policies are presented in the following five areas:

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

Operating Management Policies

1. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial resiliency.
2. The budget shall be considered balanced if revenues plus use of fund balance are equal to or exceed total expenses, by fund. The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints.
3. Long-range financial plans will be prepared to guide the City and ensure the delivery of needed services due to changes in the economy, service demands, and capital improvements.
4. Regional considerations and intergovernmental relationships will be evaluated to fund both operating services and capital projects.
5. The City Council will consider citizen input and review the operating and capital budget recommendations from an outcome and goals perspective.
6. A diversified revenue system will be developed to protect City services.

7. The City Council will set the amount to be received from primary property taxes annually. The amount is limited to 102% of the prior fiscal year's maximum allowable levy plus new construction and reimbursement for the prior calendar year's tort liability payments.
8. To ensure that the City does not become overly reliant on "growth" revenues for operating needs, the first \$1.25 million received in construction sales tax revenues will be retained in the General Fund and any additional amount will be transferred to the General Capital Projects Fund for one-time capital project use (related to Capital Management policy #23).
9. The City currently imposes a 2.52% transient lodging tax. Of the total tax, 1.52% is to be recorded in the Tourism Fund to be used for promoting tourism and 1.0% is to be recorded in the General Fund. Of the 1.52% recorded in the Tourism Fund, 0.52% is restricted by A.R.S. 9-500.06 and 1.0% has been committed by City Council to be used for promoting tourism. Of the amount recorded in the Tourism Fund the Tourism Advisory Board has designated that 60% is spent for special events and 40% is spent for marketing, planning and capital.
10. Water, Wastewater, and Solid Waste user fees and charges will be examined annually to ensure they recover all direct and indirect costs of service and will be approved by the City Council.
11. All user fees (excluding water, wastewater, and solid waste) will be examined periodically to determine the direct and indirect cost of service recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
12. Grant funding will be considered to leverage City funds and requires City Council approval prior to acceptance. In situations where the timing does not permit City Council approval prior to acceptance, the grant funding will be approved by the City Manager.
13. Cash and investment programs will be maintained in accordance with the State law and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
14. Employee compensation and benefits will be administered in accordance with the policy given by the City Council. Healthcare costs will be shared between the City and employees and this allocation will be evaluated annually.
15. The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.
16. The City will maintain a methodology for allocating the City's indirect costs to service departments. A consultant will be hired to update the plan during FY 2013.
17. All cash transfers between funds must be approved by City Council (excluding those related capital assets).
18. All interfund loans must be approved by City Council.
19. All use of budgetary contingency accounts must be approved by City Council prior to being expended.

Capital Management Policies

20. The City shall use an integrated approach to capital planning and financing in preparing a five-year Capital Improvement Plan. Only the first year of the plan will be adopted by the City Council.
21. The Capital Improvement Plan will include funding to support repair and replacement of capital equipment and infrastructure. A high priority should be placed on those items where deferring maintenance will result in greater cost to restore or replace.
22. Proposed capital projects will be prioritized based on the City Council's goals and objectives, the General Plan, and master plans.
23. Future operating, maintenance and replacement costs associated with new capital improvements will be included as a schedule within the annual budget document. Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.
24. The annual amount in excess of \$1.25 million received from the City's construction sales tax will be transferred to the General Capital Projects Fund and used to fund the Capital Improvement Plan (related to Operational Policy #8).
25. Effective July 1, 2005, the City implemented a dedicated 1.5% construction sales tax to be used solely for the purposes of paying costs related to new roadways and to refurbish existing transportation corridors.
26. As permitted by State law, the City shall maintain a financial structure to ensure future development pays for itself and is not a burden on existing residents (e.g. "growth pays for growth"). Elements of this financial structure include impact fees, development agreements, Improvement Districts (IDs) and Community Facility Districts (CFDs).
27. Impact fees for infrastructure attributable to new development will be reviewed at least every other year to ensure that fees recover all direct and indirect development-related expenses, as permitted by state law and will be approved by the City Council. The City is currently preparing for the requirements of the new State impact fee law and will be in compliance by its effective date, August 1, 2014.

Debt Management Policies

28. The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.
29. An analysis showing how a new debt issue combined with current outstanding debt impacts the City's debt capacity and conformance with City debt policies will accompany every proposal.
30. General Obligation debt, which is supported by property tax revenues, will be utilized as authorized by voters. Other types of voter-approved debt (e.g. water and wastewater) may also be utilized when they are supported by dedicated revenue sources (e.g. fees and user charges).
31. Municipal Property Corporation, trust agreements and contractual debt, all of which are non-voter approved, will be utilized only when approved by City Council.
32. Improvement District (ID) and Community Facility District (CFD) bonds shall be permitted only when there is a general City benefit as defined and approved by the City Council.
33. Utility rates will be established to ensure the ratio of revenue to debt service meets bond indenture requirements.

Minimum Fund Balance Policies

34. Minimum fund balances are not intended to be spent. The purpose of the minimum fund balance is to ensure the City has adequate resources to meet its needs. If the necessity arises to draw down a fund balance below the minimum requirements that have been set, a plan to replenish the minimum fund balance will be presented to the Council for approval.
35. Minimum fund balance requirements will be evaluated annually for long-term adequacy and use requirements.
36. There is no affect on the presentation of fund balance on the fact of the financial statements within the Comprehensive Annual Financial Report (CAFR). The minimum fund balance policy will be disclosed within the notes of the CAFR.
37. The City has formally adopted a minimum fund balance policy for the following governmental funds:
 - a. The minimum fund balance in the General Fund is updated annually by calculating an average of budgeted personnel, supplies and services expenses over a two month period for the operating budget (approximately \$13M).
 - b. General Capital Projects Fund of \$1.0M
 - c. Transportation Capital Improvement Fund of \$0.5M
 - d. Street Light Improvement Districts (SLIDs). SLIDs have a maximum levy limit of \$1.20 per \$100 of assessed valuation in accordance with A.R.S. 48-616. To the extent that the levy limit has not been exceeded, taxes will be levied at a rate that will approach an individual ending fund balance reserve of 10% of its budgeted annual expenses.
 - e. Tourism Fund of \$5,000.
38. The City intends to maintain the following net asset balances for the proprietary funds.
 - a. Within the Water, Sewer, and Solid Waste Funds, net assets are to be maintained at an amount equal to the average budgeted personnel, supplies and services expenses over a two month period. An additional amount will be kept for repair and replacement and will be maintained at a minimum of 2% of all tangible capital assets of the system.
 - b. The Risk Management Fund will maintain net assets at an amount that, together with purchased insurance policies, will adequately indemnify the City. An actuarial evaluation will be performed annually to recommend appropriate funding levels, which will be approved by the City Council.
 - c. The Healthcare Self-Insurance Trust Fund was created under the authority of Arizona Revised Statute Section 11-981. The Board of Trustees is charged with administering the trust fund and “make recommendations to the City Council regarding trust fund programs, including amount of appropriations to assure stability and security of the trust fund.
The Healthcare Self-Insurance Trust Fund will maintain net assets at a level which, together with purchased insurance policies (individual and aggregate stop loss), will adequately indemnify the City. An actuarial evaluation will be performed annually to determine the Incurred but Not Reported (IBNR) claim reserve. This amount is required by accounting practices and represents the cost of unpaid claims (claims run out), assuming the City stops being self-insured.
In addition to the IBNR reserve, the City has established an Adverse Times Reserve. This amount is not required by accounting practices but represents a sound financial practice. The purpose of this reserve is to address cash flow needs caused by periods in which claim payments exceed projections. The target amount of this reserve is at least ten percent of annual claims, or about \$700,000.

Financial Reporting Policies

39. The City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and the standards of the Governmental Accounting Standards Board (GASB).
40. An annual audit will be performed by an independent public accounting firm. The City will prepare a Comprehensive Annual Financial Report (CAFR) with the objective of receiving an unqualified ("clean") audit opinion. The independent auditor will present and discuss audit findings regarding internal controls and operational issues at a public meeting.

CAFR Fund Balance Reporting

1. The hierarchy from least spendable to most spendable fund balance for governmental funds of the City shall be: nonspendable, restricted, committed, assigned and unassigned. When funds are available from multiple classifications of fund balance to meet the City's obligations, it is the City's policy to charge the least spendable fund balance available.
 2. Nonspendable and restricted fund balances are determined solely by the nature of the fund balance itself.
 3. Committed fund balance represents amounts that have been constrained to a specific use by the formal action of the City's highest level of decision-making authority, the City Council. A majority vote of the City Council is necessary to establish, modify or rescind a fund balance commitment.
 4. The City has elected the following commitments of fund balance to be standardized from year to year.
 - a. A commitment for repair and replacement of general government vehicles and other rolling stock will be maintained based upon lifecycle replacement plans prepared annually. This commitment shall be maintained in the General Capital Projects Fund.
 - b. A commitment of a 1.5% construction sales tax to be used solely for the purposes of paying costs related to new roadways and to refurbish existing transportation corridors, to be maintained in the Transportation Improvement Fund (related to Capital Management policy #24; Ordinance No. 05-13).
 - c. In addition to the 0.52% transient lodging tax restricted by state statute a commitment of a 1.0% transient lodging tax will be used to promote tourism and be maintained in the Tourism Fund (related to Operating Management policy #9; Ordinance No. 2010-04).
 5. In order to be reported as committed fund balance in the CAFR the City Council must approve the commitments prior to June 30th. However, the amount of the commitment may be determined after June 30th.
 6. Amounts that have been constrained by the City's intent to be used for a specific purpose and are neither restricted nor committed are reported as assigned fund balance. The City Council has designated the authority to assign amounts to be used for specific purposes to the Chief Financial Officer (CFO).
41. The City's CAFR will be submitted to the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting program.
 42. The City's Budget will be submitted to the Government Finance Officers Association (GFOA) Distinguished Budget Presentation program.
 43. A monthly financial report will be presented to and accepted by the City Council.



Glossary

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
ADA	Americans with Disabilities Act - A wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability. Disability is defined by the ADA as "a physical or mental impairment that substantially limits a major life activity."
ADOT	Arizona Department of Transportation - An Arizona state government agency charged with facilitating mobility within the state.
Adoption	Formal action by the Mayor and Council that sets the spending limits for the fiscal year.
AOC	Administrative Office of the Courts - The Arizona Constitution authorizes an administrative director and staff to assist the Chief Justice with administrative duties. Under the direction of the Chief Justice, the administrative director and the staff of the AOC provide the necessary support for the supervision and administration of all state courts.
Appropriation	Specific amount of monies authorized by the Mayor and Council for the purposes of incurring obligations and acquiring goods and services.
APS	Arizona Public Service – A utility provider of retail and wholesale electric services primarily in the state of Arizona.
ARRA	American Recovery and Reinvestment Act of 2009 - The primary objective for ARRA was to save and create jobs almost immediately. Secondary objectives were to provide temporary relief programs for those most impacted by the recession and invest in infrastructure, education, health, and 'green' energy.
Assessed Valuation	A value set upon real property by the County Assessor for the purpose of levying property taxes.
Automatic Aid	In emergency services, mutual aid (automatic aid) is an agreement among emergency responders to lend assistance across jurisdictional boundaries. Resources are dispatched by the nearest fire apparatus, regardless of which side of the jurisdictional boundary the incident is located.
AVL	Automatic Vehicle Locator – A device for automatically determining the geographic location of a vehicle.
AZPDES	Arizona Pollution Discharge Elimination System – A permit program for all facilities that discharge pollutants from any point source into waters of the United States (navigable waters) and requires the facility to obtain or seek coverage under an AZPDES permit.
AZ TechCelerator	A four building, nearly 60,000 square foot campus, serving as a business incubator. Designed to grow businesses by providing affordable space, tools and resources.

Base Budget	The ongoing expense for personnel, contractual services, commodities, to maintain service levels.
Bonds	Debt instruments that require repayment of a specified principal amount on a certain date (maturity date), along with interest at a stated rate or according to a formula for determining the interest rate.
Budget	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Mayor and Council goals and objectives.
CALEA	Commission on Accreditation for Law Enforcement Agencies - The purpose of CALEA's programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.
CAP	Central Arizona Project – CAP was designed to bring about 1.5 million acre-feet of Colorado River water per year to Pima, Pinal and Maricopa counties. CAP carries water from Lake Havasu near Parker to the southern boundary of the San Xavier Indian Reservation southwest of Tucson. It is a 336-mile long system of aqueducts, tunnels, pumping plants and pipelines and is the largest single resource of renewable water supplies in the state of Arizona.
Capital Items	Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital item, it must meet all of the following requirements:(1) have an estimated useful life of greater than two years;(2) typically have a unit cost of \$10,000 or more; and (3) be a betterment or improvement.
Capital Projects Budget	The expenditures of revenues for major capital projects and items such as city buildings, parks, acquisition of land, major street construction, and reconstruction, water and sewer lines, and any other project which adds to the capital assets or infrastructure of the city.
Capital Project Funds	These funds account for resources providing for the acquisition or construction of capital facilities and items.
CAFR	Comprehensive Annual Financial Report - A CAFR is the financial report of a state, municipal or other governmental entity that contains at a minimum, three sections: introductory, financial, and statistical. Additionally, the financial section provides information on each individual fund and component unit.
CAWCD	Central Arizona Water Conservation District - The purpose of the CAWCD is to provide a mechanism for landowners and water providers to demonstrate an assured 100-year water supply.
CCTV	Closed-Circuit Television - The use of video cameras to transmit a signal to a specific place, on a limited set of monitors.

CD-ED	Community and Economic Development Department – The department provides development services, planning and zoning, building safety, code enforcement, neighborhood services, welcome center, and economic development. The department is charged with ensuring responsible planning within the current and future city limits, long-range transportation planning, and that new and existing structures are safe for occupancy.
CDBG	Community Development Block Grant – The grant program is administered by the U.S. Department of Housing and Urban Development and funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
CDBG-R	Community Development Block Grant-Recovery- This is the grant portion of the Title XII of Division A of the American Recovery and Reinvestment Act of 2009 and appropriates \$1 billion to carry out the CDBG program under Title I of the Housing and Community Development Act of 1974 on an expedited basis. These funds will be distributed to grantees that received CDBG funding in Fiscal Year 2008 in accordance with the provisions of 42 U.S.C. 5306. The grant program under Title XII is commonly referred to as the CDBG Recovery (CDBG-R) program.
CDR	Community Development and Regulation - The rules and regulations governing the activities of community development programs are broken down into three categories: the Laws as enacted by Congress, the Regulations created by HUD to achieve the result prescribed by the Laws, and the Policy Memoranda that address specific instances and questions.
CFD	Community Facility District – A special assessment district established by the Mayor and Council to levy taxes to pay for new infrastructure improvements associated with growth.
CIP	Capital Improvement Plan – A plan that identifies: (a) all capital improvements which are proposed to be undertaken during a five fiscal year period; (b) the cost estimate for each improvement; (c) the method of financing each improvement; (d) the recommended time schedule for each project; and (e) the estimated annual operating and maintenance costs.
CMAQ	Congestion Mitigation and Air Quality – The program is a federally funded program of surface transportation improvements designed to improve air quality and mitigate congestion.
COBRA	Consolidated Omnibus Budget Reconciliation Act - COBRA gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events.
Contingency	Monies which have not been allocated to any specific purpose and may only be utilized after receiving Mayor and Council approval.
CTCA	Cancer Treatment Centers of America - CTCA is a private, for-profit operator of cancer treatment hospitals and outpatient clinics which provide both conventional and alternative medical treatments.

CRS	Community and Recreation Services –The department is responsible for recreational programming, sports tourism events, signature and community special events, recreational facility operations and ground maintenance of city parks.
CWA	Clean Water Act – The act establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.
DEA	Drug Enforcement Administration – The DEA’s mission is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets.
Debt Service	Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.
Debt Service Funds	Funds that are used to account for the accumulation of resources and the payment of general long-term debt principal and interest.
DUI	Driving Under the Influence – The act of a person driving or being in actual physical control of a vehicle while under the influence of intoxicating liquor, any drug, a vapor releasing substance containing a toxic substance or any combination of liquor, drugs or vapor releasing substances if the person is impaired to the slightest degree.
DVR	Digital Vehicle Repeater – DVR is a radio system component that provides repeater capability between portable subscribers and the RF base station infrastructure. It extends the portable radio coverage in areas where only mobile radio coverage is available and portable radio coverage is either intermittent or nonexistent.
ED7	Electrical District Number Seven- ED7 is an electrical district formed pursuant to Arizona Revised Statutes for the purpose of providing water and electricity to agricultural, municipal and industrial customers throughout Arizona.
Emod	Experience modifier rate - EMOD is a premium modifier that reflects the loss experience of a policyholder compared with payroll exposure during the same time period. The modifier increases or decreases the current premium depending on how the actual exposure and losses, for the past three years, compares with expected losses for the same amount of exposure.
EMS	Emergency Medical Services - Provides basic and advanced life support services to the community 24 hours a day, seven days a week while maintaining compliance with the Arizona Department of Health Services mandates with personnel and equipment resources.

Encumbrance	A reservation of funds to cover purchase orders, contracts, or other funding commitments that are yet to be fulfilled. The budget basis of accounting considers an encumbrance to be the equivalent of an expenditure.
Enterprise Fund	Funds that are established to account for operations, including debt service that are financed and operated similarly to private businesses - where the intent is the service is self-sufficient, with all costs supported predominantly by user charges.
Estimated Revenue	The amount of projected revenue to be collected during the fiscal year.
Expenditure	Represents a decrease in fund resources for the acquisition of goods or services.
Expenditure Limitation	An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission sets the limit based upon population growth and inflation.
FARE	Fines/Fees and Restitution Enforcement – The program is a statewide initiative of the Arizona Judicial branch. The program was developed in 2003 to assist Arizona courts with the compliance of monetary court orders. Courts are given the ability to assign outstanding debt associated to civil traffic, criminal traffic and criminal violations. The program is a public/private partnership between the Administrative Office of the Courts, the Motor Vehicle Division, Arizona Department of Revenue and a private vendor.
FFE	Furniture, Fixtures, and Equipment – FFE is movable furniture, fixtures or other equipment that have no permanent connection to the structure of a building.
FMS	Financial Management Software – FMS is an information system used for collecting, processing, and reporting data about financial events.
FTE	Full Time Equivalent – Represents a conversion of hours worked to a count of positions. 2,080 hours worked annually equates to 1.0 full time equivalent position. The 2,080 hours may represent a single individual working 40 hours per week or the sum of two part time employees each working 20 hours per week.
Fiscal Year	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the city of Surprise this period begins July 1 and ends June 30.
FMLA	Family and Medical Leave Act – FMLA is a United States federal law requiring covered employers to provide employees job-protected and unpaid leave for qualified medical and family reasons. Qualified medical and family reasons include: personal or family illness, family military leave, pregnancy, adoption, or the foster care placement of a child.
FY	Fiscal Year

Fund	A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	As used in the budget, the excess of resources over expenditures. The beginning fund balance is residual funds brought forward from the previous fiscal year.
GAAP	Generally Accepted Accounting Principles - A collection of rules, procedures, and conventions that define accepted accounting practice; includes broad guidelines as well as detailed procedures.
General Fund	Primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, community and economic development, general administration of the City, and any other activity for which a special fund has not been created.
GFOA	Government Finance Officers Association - The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership.
GIS	Geographic Information Systems - is a system of hardware and software used for storage, retrieval, mapping, and analysis of geographic data.
GL	General Ledger – The central repository of the accounting information in which the summaries of all financial transactions are recorded. The repository tracks assets, liabilities, revenues, and expenditures.
G.O. Bond	General Obligation Bond - A bond that requires voter approval and finance a variety of public capital projects. The bond is backed by the “full faith and credit” of the issuing government.
Goal	A statement of broad direction, purpose, or intent on the needs of the community. A goal is general and timeless.
GPM	Gallons Per Minute - A unit of measurement that indicates the flow capabilities of a hydraulic component.
Grant	A contribution by the state or federal government or other organization to support a particular function.
HOA	Homeowners Association –A common interest organization to which all the owners of lots in a planned community or owners of units in a condominium must belong. The defining characteristics of all HOAs are all owners are automatically members, governing documents create mutual obligations, mandatory fees or assessments are generally levied against owners and used for the operation of the association, and owners share a property interest in the community.

HR	Human Resources – HR is the department that provides service and support to city departments in recruitment and selection, compensation and benefits, employee and organizational development, and employee relations.
HVAC	Heating, Ventilation And Cooling – The systems control the ambient environment (temperature, humidity, air flow, and air filtering)
HURF	Highway Users Revenue Fund - This revenue source consists of state taxes collected on gasoline, vehicle licenses, and a number of other additional transportation related fees. These funds must be used for street and highway purposes.
ICMA CPM	International City/County Management Association, Center for Performance Measurement - A results-oriented system that allows local governments to: 1) set appropriate targets and assess whether they are being met, 2) distinguish success from failure, 3) highlight accomplishments, and 4) demonstrate results to win support.
IDDE	Illicit Discharge Detection Elimination – The process to locate and resolve instances of discharges into a municipal separate storm sewer that are not composed entirely of stormwater.
Infrastructure	The large-scale public systems, services, and facilities that are necessary for economic activity, including water supplies, sewers, public buildings, parks, and roads.
IGA	Intergovernmental Agreement – A contract between governmental entities as authorized by State law.
Intergovernmental Revenue (Shared)	The funds received from federal, state and other local government sources in the form of grants, shared revenue, and payments in lieu of taxes. (e.g., state sales tax, state income tax, gasoline tax, motor vehicle license)
Internal Service Funds	Established to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, on a cost-reimbursement basis.
IS	Information Systems – Any combination of information technology and people's activities that support operations, management and decision making.
ISO	Insurance Services Office - ISO collects information on municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data using our Fire Suppression Rating Schedule. ISO then assigns a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria.
IT	Information Technology - The use of computers and telecommunications equipment to store, retrieve, transmit and manipulate data.

ITS	Intelligent Transportation System – ITS is the application of advanced sensor, computer, electronics, and communication technologies and management strategies to improve the safety and efficiency of the surface transportation.
LAN	Local Area Network – A computer network that interconnects computers in a limited area.
LIS	Land Information System - A system that designed specifically to create, visualize, analyze, report and publish land-based data such as parcel information, zoning, land use, ownership and general property information.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
LTAf	Local Transportation Assistance Fund—State lottery funds shared with cities for the purposes of transportation and transit. Also included in this funding source is LTAf II which are grants distributed to cities when and if all other funding requirements of state lottery funds are met.
MAG	Maricopa Association of Governments - An association of governments that represents the bulk of the metropolitan area of Phoenix, Arizona and is responsible for developing policy in the areas of regional development and transportation, air and water quality, and human services.
Maint	Maintenance – The purpose of maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects.
Management Indicators	A measurable means of evaluating impact of budget on achieving stated objects.
MCDOT	Maricopa County Department of Transportation - Plans, designs, constructs, and maintains roadways within the county's unincorporated areas.
MCT	Mobile Computer Terminal – A mobile computer system that provides full system access through wireless mobile data terminals.
Membrane Treatment Process	Membrane technology utilizes a semipermeable membrane for the separation of suspended and dissolved solids from water.
MGD	Millions of Gallons per Day – MGD is a rate of flow of water equal to 133,680.56 cubic feet per day, or 1.5472 cubic feet per second, or 3.0689 acre-feet per day. A flow of one million gallons per day for one year equals 1,120 acre-feet (365 million gallons).
MHZ	Megahertz - A measurement of transmission frequency, either over the airwaves or through a copper wire; also, a measurement of the clock speed on a computer. One megahertz is one million times a second.
MPC	Municipal Property Corporation - A non-profit corporation established for issuing debt to purchase municipal facilities and equipment that it leases to the city.

MS4	Municipal Separate Storm Sewer System – A system of conveyances (including roads with drainage systems, municipal streets, catch basins, curbs, gutters, ditches, man-made channels, or storm drains). An MS4 is owned by a state, city, town, village, or other public entity that discharges to waters of the U.S., designed or used to collect or convey stormwater (including storm drains, pipes, ditches, etc.), not a combined sewer, and is not part of a publicly owned wastewater treatment plant.
MWD	Maricopa Water District - The district was formally organized in 1925, as a political subdivision, and latter an irrigation and water conservation district under Arizona state statutes was successfully completed in 1927. MWD is the only privately financed reclamation project of its kind and provides water and power to service an area of approximately 60 square miles.
O&M	Operation and Maintenance - The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.
Operating Budget	A budget for the delivery of ongoing city services, to include expenditures such as personal services, contractual services, commodities, and operating capital items.
OSHA	Occupational Safety and Health Administration - OSHA is an agency of the United States Department of Labor. OSHA's mission is to "assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance.
P&R	Parks and Recreation Development - The parks and recreation development fee fund was established to account for the inflow of parks and recreation development fees levied on new residential construction.
Permanent Adjustment of Expenditure Base	Any city or town can permanently adjust its State imposed expenditure limitation base if a majority of the qualified electors voting on the issue at a regular city/town election vote in favor of the adjustment. A base adjustment may be referred to the voters by an affirmative vote of two-thirds of the members of the city/town council, or qualified electors of the city/town may propose an adjustment through the initiative process.
Performance Measures	Measurable means of evaluating the effectiveness of an activity, department, or division in achieving its objectives, goals, or policy.
PILOT	Payment in Lieu of Taxes – The payments made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property.
PM	Particulate Matter - The small, distinct solids suspended in a liquid or gas.
PPE	Personal Protective Equipment – PPE refers to protective clothing, helmets, goggles, or other garment designed to protect the wearer's body from injury by blunt impacts, electrical hazards, heat, chemicals, and infection, for job-related occupational safety and health purposes.

Primary Property Tax	A limited tax levy used for general government operations. State statute restricts the total levy to a 2% annual increase plus an increase for any new construction and / or annexation.
Pro Tempore (Pro Tem) Judge	A pro tempore judge is a judge who serves or expects to serve once or only sporadically on a part-time basis under a separate appointment for each period of service.
Property Tax Rate	The amount of tax levied for each \$100 of assessed valuation.
PW	Public Works - The divisions of the Public Works Department funded by the general fund include: vehicle maintenance, facilities management, sustainability, engineering development, and storm water services. Other divisions and funds managed by the Public Works Department and detailed on separate pages include streets and transportation funded by the highway user revenue fund (HURF), transit funded by the transit fund, and water, wastewater, and sanitation.
Reserves	Money that has been set aside in the event of revenue shortfalls.
Resources	Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (i.e. bond proceeds).
Revenue Bond	Bonds that are backed by revenues from a specific system (i.e. Water and Sewer Revenue Bonds are payable from water and sewer revenues).
Revenue	Resources achieved from taxes, user charges/fees, and other levels of government.
RFP	Request for Proposal - A RFP is a formal invitation to a potential respondent to submit a proposal to provide a good or service to fulfill a need that the city has identified.
ROW	Right of Way - A general term denoting land, property, or interest therein, usually in a strip, acquired for or devoted to transportation purposes.
RPTA	Regional Public Transportation Authority - The Arizona Legislature passed a law enabling the citizens of Maricopa County to vote in 1985 on a sales tax increase to fund regional freeway improvements and to provide for the creation of the Regional Public Transportation Authority.
SB 1598	Senate Bill 1598 –This is a “Regulatory Bill of Rights” that grants regulated private parties a series of rights in their dealings with cities, counties, and flood control districts. The bill imposes significant obligations on municipalities regarding applications for permits and licenses, as well as the protocol of compliance inspections.
SCBA	Self-Contained Breathing Apparatus - An atmosphere-supplying respirator for which the breathing air source is designed to be carried by the user.

SPA	Special Planning Area - Designated areas within a city of Surprise planning area designed to ensure that land resources are utilized efficiently and that the community's long-term development needs are addressed. The goal of each SPA is to ensure a balanced mix of land uses, adequate support resources, proper ratio of people to jobs, and an efficient and effective multi-modal transportation network. There are six SPAs in the city of Surprise.
SPD	Surprise Police Department – The department, in partnership with the community, provides the delivery of progressive crime prevention and protection.
Secondary Property Tax	Voter approved tax levy that can only be used to retire general bonded debt obligations.
Special Revenue Funds	Used to record the receipt of funding from specific revenue sources (other than special assessments, trusts, or major capital projects) which are legally restricted to expenditure for specific purposes.
SLID	Streetlight Improvement District - Special taxing district established to pay the costs of electricity associated with streetlights within a specific subdivision. Tax rate is limited to a maximum of \$1.20 per \$100 of assessed value.
SPM	Street Preservation and Maintenance Program - Road preservation for all city streets including repair, crack sealing, fog seal with seal master, mill and overlay, and reconstruction.
SR	State Route - A broad highway designed for high-speed traffic.
SWPPP	Stormwater Pollution Prevention Plan - A plan that describes the strategies and steps that will be taken to prevent nonpoint source pollution discharging from a construction/industrial site into a municipal storm sewer system.
Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.
TE	Traffic Engineering – The division is responsible for the operations of the intelligent transportation system, traffic signal service and maintenance, traffic signs and markings service and maintenance, and traffic engineering, planning, management, and control services.
TTHM	Total Trihalomethanes – Is the total concentration of the four chief constituents (chloroform, bromoform, bromodichloromethane, and dibromochloromethane). Trihalomethanes are formed as a by-product predominantly when chlorine is used to disinfect water for drinking. They represent one group of chemicals generally referred to as disinfection by-products. They result from the reaction of chlorine and/or bromine with organic matter present in the water being treated.
Transfer	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended.
Trust Fund	Used to account for resources held by the city as a trustee for a private party such as volunteer firefighters' pension boards.

Turn key	Supplied, installed, or purchased in a condition ready for immediate use, occupation, or operation.
UASI	Urban Areas Security Initiative - UASI provides funding support for target-hardening activities to nonprofit organizations that are at high risk of terrorist attack and are located within one of the specific UASI-eligible Urban Areas.
UCR	Uniform Crime Reports – The UCR are official data on crime in the United States, published by the Federal Bureau of Investigation. UCR is a nationwide, cooperative statistical effort of nearly 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies voluntarily reporting data on crimes brought to their attention.
USTA	United States Tennis Association – The USTA is the national governing body for the sport of tennis and the recognized leader in promoting and developing the sport’s growth on every level in the United States, from local communities to the crown jewel of the professional game, the US Open.
VFD	Variable Frequency Drive - a type of adjustable-speed drive used in electro-mechanical drive systems to control alternating current motor speed and torque by varying motor input frequency and voltage.
WRF	Water Reclamation Facility – A facility that utilizes processes to separate, modify, remove, and destroy objectionable, hazardous, and pathogenic substances carried by wastewater in solution or suspension in order to render the water fit and safe for intended uses.
WSF	Water Supply Facility - A facility that provides a source of water for drinking, irrigation, commercial, and industrial uses in a quantity and quality that meets or exceeds standards.

CITY OF SURPRISE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2013	ACTUAL EXPENDITURES/EXPENSES** 2013	FUND BALANCE/NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 74,722,100	\$ 73,998,600	\$	Primary: \$ 6,407,100	\$ 75,992,800	\$	\$	\$ 5,772,300	\$ 1,533,400	\$ 86,638,800	\$ 78,550,500
2. Special Revenue Funds	22,596,900	9,512,200		Secondary: 2,312,700	14,721,900					17,034,600	18,260,900
3. Debt Service Funds Available	7,220,500	7,220,500			143,900			11,965,600	73,700	12,035,800	11,898,100
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	7,220,500	7,220,500			143,900			11,965,600	73,700	12,035,800	11,898,100
6. Capital Projects Funds	22,255,400	11,081,600			10,791,700				1,828,000	8,963,700	52,858,800
7. Fiduciary Fund	100,900	18,000									25,600
8. Enterprise Funds Available	29,807,900	28,162,600			33,092,000				14,302,800	18,789,200	28,022,500
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	29,807,900	28,162,600			33,092,000				14,302,800	18,789,200	28,022,500
11. Internal Service Funds	13,942,000	10,425,400			11,604,000					11,604,000	15,349,600
12. TOTAL ALL FUNDS	\$ 170,645,700	\$ 140,418,900	\$	\$ 8,719,800	\$ 146,346,300	\$	\$	\$ 17,737,900	\$ 17,737,900	\$ 155,066,100	\$ 204,966,000

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2013	2014
1. Budgeted expenditures/expenses	\$ 170,645,700	\$ 204,966,000
2. Add/subtract: estimated net reconciling items	(7,190,000)	(7,190,000)
3. Budgeted expenditures/expenses adjusted for reconciling items	163,455,700	197,776,000
4. Less: estimated exclusions	12,100,000	12,100,000
5. Amount subject to the expenditure limitation	\$ 151,355,700	\$ 185,676,000
6. EEC or voter-approved alternative expenditure limitation	\$ 888,445,600	\$ 912,481,200

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

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

CITY OF SURPRISE
Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>7,974,599</u>	\$ <u>8,285,245</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u> </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>6,290,000</u>	\$ <u>6,407,100</u>
B. Secondary property taxes	<u>2,408,000</u>	<u>2,312,700</u>
C. Total property tax levy amounts	\$ <u>8,698,000</u>	\$ <u>8,719,800</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>6,147,100</u>	
(2) Prior years' levies	<u>133,900</u>	
(3) Total primary property taxes	\$ <u>6,281,000</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>2,408,000</u>	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>2,408,000</u>	
C. Total property taxes collected	\$ <u>8,689,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.7383</u>	<u>0.7784</u>
(2) Secondary property tax rate		
(3) Total city/town tax rate	<u>0.7383</u>	<u>0.7784</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>106</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
Local sales tax	\$ 32,295,000	\$ 32,619,800	\$ 33,301,500
Bed tax	101,500	107,000	114,000
Licenses and permits			
Electric Franchise Fee	2,179,800	2,230,800	2,186,500
Cable Franchise Fee	1,085,200	990,400	990,400
Business Licenses	657,000	662,000	680,000
Natural Gas Franchise Fee	325,400	292,000	292,000
Water Franchise Fee	357,600	465,200	490,600
Sanitation Hauler's License	43,600	38,900	40,000
Intergovernmental			
State Shared Income Tax	12,003,000	12,003,000	13,111,000
State Shared Sales Tax	9,826,800	9,671,700	10,154,400
Vehicle License Tax	3,895,900	3,910,900	3,917,200
LTAI II	330,000		
Fines and foreits			
Court	1,290,400	1,256,200	1,256,200
Charges for services			
Parks & Recreation	3,817,500	4,452,800	4,452,800
Fire	838,600	731,100	754,100
Police	679,600	655,200	655,200
Community Development	944,700	1,985,800	2,052,500
All other	750,000	495,200	500,000
Interest Income			14,000
Public Works Fees	215,600	451,000	633,100
Facilities	303,200	385,700	397,300
Transit Fees	28,300	50,000	
Total General Fund	\$ 71,968,700	\$ 73,454,700	\$ 75,992,800

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
State Shared	\$ 6,613,600	\$ 6,522,800	\$ 6,617,500
Charges for Services/Other	11,400	11,400	11,600
	<u>\$ 6,625,000</u>	<u>\$ 6,534,200</u>	<u>\$ 6,629,100</u>
Employee Dep Scholarship			
Charges for Services/Other	\$ 1,300	\$ 1,400	\$ 1,400
	<u>1,300</u>	<u>1,400</u>	<u>1,400</u>
Donations Fund			
Charges for Services/Other	\$ 1,900	\$ 223,500	\$ 210,100
	<u>1,900</u>	<u>223,500</u>	<u>210,100</u>
Municipal Court Enhancement			
Charges for Services/Other	\$ 106,900	\$ 112,000	\$ 113,000
	<u>106,900</u>	<u>112,000</u>	<u>113,000</u>
Neighborhood Revitalization			
Charges for Services/Other	\$ 699,000	\$ 449,000	\$ 670,000
	<u>699,000</u>	<u>449,000</u>	<u>670,000</u>
Tourism			
Charges for Services/Other	\$ 1,300	\$ 1,800	\$ 1,800
Local Sales Tax		162,600	172,000
	<u>1,300</u>	<u>164,400</u>	<u>173,800</u>
Unforeseen Grants			
Charges for Services/Other	\$ 13,709,200	\$	\$ 5,227,800
	<u>13,709,200</u>	<u>\$</u>	<u>5,227,800</u>
SPD RICO Fund			
Charges for Services/Other	\$ 2,800	\$ 2,000	\$ 360,000
	<u>2,800</u>	<u>2,000</u>	<u>360,000</u>
SPD Towing Fund			
Charges for Services/Other	\$ 34,600	\$ 117,000	\$ 117,000
	<u>34,600</u>	<u>117,000</u>	<u>117,000</u>
SPD DEA Fund			
Charges for Services/Other	\$ 1,100	\$ 13,000	\$ 120,000
	<u>1,100</u>	<u>13,000</u>	<u>120,000</u>
Municipal Court JCEF			
Charges for Services/Other	\$ 500	\$ 22,500	\$ 23,000
	<u>500</u>	<u>22,500</u>	<u>23,000</u>
Municipal Court MFTG			
Charges for Services/Other	\$ 31,200	\$ 9,000	\$ 8,900
	<u>31,200</u>	<u>9,000</u>	<u>8,900</u>
Municipal Court FARE			
Charges for Services/Other	\$ 9,100	\$ 900	\$ 4,400
	<u>9,100</u>	<u>900</u>	<u>4,400</u>
Net Premium Seating			
Charges for Services/Other	\$	\$ 22,200	\$ 25,500
	<u>\$</u>	<u>22,200</u>	<u>25,500</u>
Spring Training Ticket Surcharge			
Charges for Services/Other	\$	\$ 100,600	\$ 100,600
	<u>\$</u>	<u>100,600</u>	<u>100,600</u>
SB1398 Fines			
Charges for Services/Other	\$	\$ 19,000	\$ 17,000
	<u>\$</u>	<u>19,000</u>	<u>17,000</u>

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
LTAI II			
State Shared	\$	\$ 345,000	\$ 350,000
	\$	\$ 345,000	\$ 350,000
Proposition 400			
Charges for Services/Other	\$	\$	\$ 19,600
	\$	\$	\$ 19,600
Wildland Fire			
Charges for Services/Other	\$	\$ 100,000	\$ 140,000
	\$	\$ 100,000	\$ 140,000
HALO			
Charges for Services/Other	\$	\$ 125,000	\$ 132,000
	\$	\$ 125,000	\$ 132,000
Ambulance Contract			
Charges for Services/Other	\$	\$	\$ 278,700
	\$	\$	\$ 278,700
Total Special Revenue Funds	\$ 21,223,900	\$ 8,360,700	\$ 14,721,900

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
2000-03 Government Debt Service Fund			
Charges for Services/Other	\$ 19,500	\$ 48,800	\$ 48,800
	\$ 19,500	\$ 48,800	\$ 48,800
2000-03 Proprietary Debt Service Fund			
Charges for Services/Other	\$ 8,500	\$ 21,200	\$ 21,200
	\$ 8,500	\$ 21,200	\$ 21,200
Prop Reserve 2007			
Charges for Services/Other		30,500	73,700
		\$ 30,500	\$ 73,700
Prop Debt Service 2000-2003			
Charges for Services/Other		100	100
		\$ 100	\$ 100
Gov Debt Service 2000-2003			
Charges for Services/Other		100	100
		\$ 100	\$ 100
Total Debt Service Funds	\$ 28,000	\$ 100,700	\$ 143,900
FIDUCIARY FUNDS			
Firefighters Pension Fund			
Charges for Services/Other	\$ 600	\$ 300	\$ 100
	\$ 600	\$ 300	\$ 100
Total Fiduciary Funds	600	\$ 300	\$ 100
CAPITAL PROJECTS FUNDS			
General Capital Fund			
Charges for Services/Other	\$ 2,465,300	\$ 163,800	\$
Local Sales Tax		2,913,000	1,950,000
	\$ 2,465,300	\$ 3,076,800	\$ 1,950,000
Transportation Improvement Fund			
Charges for Services/Other	\$ 1,463,300	\$ 46,500	\$ 46,500
Local Sales Tax	1,981,400	2,838,400	2,181,800
	\$ 3,444,700	\$ 2,884,900	\$ 2,228,300
Vehicle Replacement Fund			
Charges for Services/Other	\$ 221,700	\$ 3,806,100	\$ 65,800
	\$ 221,700	\$ 3,806,100	\$ 65,800
General Government Development Fund			
Charges for Services/Other	\$ 227,100	\$ 559,300	\$ 537,400
	\$ 227,100	\$ 559,300	\$ 537,400
Roads of Regional Significance Development Fund			
Charges for Services/Other	\$ 11,600	\$ 27,400	\$ 27,400
	\$ 11,600	\$ 27,400	\$ 27,400
Police Development Fee Fund			
Charges for Services/Other	\$ 107,300	\$ 278,800	\$ 240,700
	\$ 107,300	\$ 278,800	\$ 240,700
Parks and Recreation Development Fee Fund			
Charges for Services/Other	\$ 220,700	\$ 84,100	\$ 533,600
	\$ 220,700	\$ 84,100	\$ 533,600

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Fire and EMS Development Fee Fund			
Charges for Services/Other	\$ 247,800	\$ 737,100	\$ 760,100
	<u>\$ 247,800</u>	<u>\$ 737,100</u>	<u>\$ 760,100</u>
Library Development Fee Fund			
Charges for Services/Other	\$ 56,900	\$ 116,900	\$ 136,500
	<u>\$ 56,900</u>	<u>\$ 116,900</u>	<u>\$ 136,500</u>
Public Works Development Fee Fund			
Charges for Services/Other	\$ 90,100	\$ 260,400	\$ 255,100
	<u>\$ 90,100</u>	<u>\$ 260,400</u>	<u>\$ 255,100</u>
Sewer Development Fee Fund			
Charges for Services/Other	\$ 1,051,800	\$ 2,240,100	\$ 2,356,100
	<u>\$ 1,051,800</u>	<u>\$ 2,240,100</u>	<u>\$ 2,356,100</u>
Water Development Fee Fund			
Charges for Services/Other	\$ 438,300	\$ 1,022,300	\$ 1,700,700
	<u>\$ 438,300</u>	<u>\$ 1,022,300</u>	<u>\$ 1,700,700</u>
Total Capital Projects Funds	<u>\$ 8,583,300</u>	<u>\$ 15,094,200</u>	<u>\$ 10,791,700</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

CITY OF SURPRISE
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
ENTERPRISE FUNDS			
Water Fund			
Charges for Services/Other	\$ 9,942,300	\$ 10,114,800	\$ 10,087,000
	<u>\$ 9,942,300</u>	<u>\$ 10,114,800</u>	<u>\$ 10,087,000</u>
Wastewater Fund			
Charges for Services/Other	\$ 17,906,800	\$ 15,953,900	\$ 16,046,900
	<u>\$ 17,906,800</u>	<u>\$ 15,953,900</u>	<u>\$ 16,046,900</u>
Sanitation Fund			
Charges for Services/Other	\$ 6,835,800	\$ 6,420,000	\$ 6,958,100
	<u>\$ 6,835,800</u>	<u>\$ 6,420,000</u>	<u>\$ 6,958,100</u>
Total Enterprise Funds	<u>\$ 34,684,900</u>	<u>\$ 32,488,700</u>	<u>\$ 33,092,000</u>
INTERNAL SERVICE FUNDS			
Risk Management Fund			
Charges for Services/Other	\$ 1,609,500	\$ 1,632,300	\$ 1,647,100
	<u>\$ 1,609,500</u>	<u>\$ 1,632,300</u>	<u>\$ 1,647,100</u>
Employee Healthcare Fund			
Charges for Services/Other	\$ 9,033,700	\$ 9,541,000	\$ 9,956,900
	<u>\$ 9,033,700</u>	<u>\$ 9,541,000</u>	<u>\$ 9,956,900</u>
Total Internal Service Funds	<u>\$ 10,643,200</u>	<u>\$ 11,173,300</u>	<u>\$ 11,604,000</u>
TOTAL ALL FUNDS	<u>\$ 147,132,600</u>	<u>\$ 140,672,600</u>	<u>\$ 146,346,400</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

CITY OF SURPRISE
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
2003 MPC Rental Payments	\$	\$	\$	\$ 1,533,400
Sanitation Hauler's License			24,000	
Franchise Fees			514,700	
Indirect Cost Allocation			4,682,900	
Payments in Lieu of Property Taxes			550,700	
Total General Fund	\$	\$	\$ 5,772,300	\$ 1,533,400
DEBT SERVICE FUNDS				
2000-03 Government Debt Service	\$	\$	\$ 3,361,300	\$
2000-03 Proprietary Debt Service			7,072,700	
2007 Debt Service			1,457,900	
Prop Reserve 2007				73,700
Prop Debt Service 2007			73,700	
Total Debt Service Funds	\$	\$	\$ 11,965,600	\$ 73,700
CAPITAL PROJECTS FUNDS				
Police Development Fee	\$	\$	\$	\$ 245,800
Parks and Recreation Development Fee				794,200
General Government Development Fee				666,500
Fire and EMS Development Fee				121,500
Total Capital Projects Funds	\$	\$	\$	\$ 1,828,000
ENTERPRISE FUNDS				
Water	\$	\$	\$	\$ 1,598,400
Wastewater				10,785,400
Sanitation				1,919,000
Total Enterprise Funds	\$	\$	\$	\$ 14,302,800
TOTAL ALL FUNDS	\$	\$	\$ 17,737,900	\$ 17,737,900

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
City Clerk	\$ 411,700	\$	\$ 409,500	\$ 653,400
City Court	1,886,500		1,838,200	1,928,600
City Manager	1,815,900		1,707,500	2,010,600
Community and Rec Services	12,564,800		14,552,100	14,520,300
Community Development	5,890,500	(220,000)	6,209,500	6,258,100
Finance	2,669,200		2,521,800	2,931,700
Fire-Emergency Services	14,526,500		14,166,800	14,983,000
General Operations	2,467,800			
Human Resources	1,567,300		1,627,800	1,631,000
Information Services	3,880,300		3,922,100	4,095,600
Legal	1,749,100		1,766,600	1,785,100
Mayor & Council	409,700		428,300	557,200
Police	19,004,800		19,382,500	19,965,400
Public Works	5,808,000		5,465,900	6,160,500
Contingency	70,000	220,000		1,070,000
Total General Fund	\$ 74,722,100	\$	\$ 73,998,600	\$ 78,550,500
SPECIAL REVENUE FUNDS				
Employee Dep Scholarship Fund				
General Operations	\$ 6,000	\$	\$ 6,000	\$ 6,000
Contingency	3,300			100
Donations Fund				
General Operations				
Community and Rec Services	800		108,800	267,300
Fire-Emergency Services			100	15,000
Police			11,000	14,300
Contingency	363,500			334,400
Municipal Court Enhancement				
City Court	100,000		85,000	109,000
Information Services				
Contingency	351,100			382,800
Neighborhood Revitalization				
Community Development	699,000		631,300	670,000
Community Initiatives				
Contingency				
Tourism				
Community and Rec Services	100,000		158,500	
General Operations				
Contingency	158,900			506,400
Grants				
Community and Rec Services	50,000		26,300	50,000
Fire-Emergency Services		(30,500)	20,500	
Police	141,000	(82,200)	73,600	177,800
Public Works	132,900		132,900	
Contingency	13,385,300	275,500		5,000,000
SPD RICO				
Police	200,000		200,000	400,000
Contingency	313,200			406,000
SPD DEA				
Police			150,000	116,000
Contingency	230,900			38,400
SPD Towing				
Police	32,500		39,300	32,500
Contingency	340,400			499,500
Municipal Court JCEF				
City Court		(13,300)	13,300	53,300
Contingency	95,800	13,300		77,300
Municipal Court MFTG				
City Court	31,000		31,000	
Contingency	28,600			20,200
Municipal Court FARE				
City Court	9,000			
Contingency	9,500			14,700
Net Premium Seating				
Community and Rec Services				10,400
Contingency				67,000
Spring Training Ticket Surcharge				
Community and Rec Services		(100,300)		
Contingency				301,500
SB1398 Fines				
Police		(39,200)	12,800	40,100
Contingency				

**CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2014**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
LTAFFI				
Public Works				350,000
Contingency				
Proposition 400				
Public Works				19,600
Contingency				
Wildland Fire				
Fire-Emergency Services			100,000	140,000
Contingency				
HALO				
Fire-Emergency Services			125,000	132,000
Contingency				
Ambulance Contract				
Fire-Emergency Services				278,700
Contingency				
Highway User Revenue Fund				
Public Works	5,790,900		5,822,200	5,966,000
Contingency			1,764,600	1,764,600
Total Special Revenue Funds	\$ 22,573,600	\$ 23,300	\$ 9,512,200	\$ 18,260,900
DEBT SERVICE FUNDS				
2000-03 Government Debt Service Fund				
General Operations	\$ 3,361,100		\$ 3,361,100	\$ 3,362,900
2000-03 Proprietary Debt Service Fund				
General Operations	2,401,700		2,401,700	7,076,700
2007 Proprietary Debt Service Fund				
General Operations	1,457,700		1,457,700	1,458,500
Total Debt Service Funds	\$ 7,220,500		\$ 7,220,500	\$ 11,898,100
CAPITAL PROJECTS FUNDS				
General Capital Fund				
Community Development	\$ 1,100,000			\$ 1,100,000
City Manager				50,000
Community and Rec Services			30,000	150,000
Fire-Emergency Services				475,000
Information Services				615,000
Police			100	72,000
Finance				500,000
General Operations	750,000			
Public Works	4,406,400		538,200	3,156,100
Contingency				2,525,600
Transportation Improvement Fund				
Community Development	300,000		260,000	260,000
Public Works	4,145,100		2,124,300	5,042,000
Contingency				
Vehicle Replacement Fund				
General Operations	2,051,000		2,055,000	2,281,300
Public Works				
Contingency				1,998,000
Roads of Regional Significance SPA 2, 4, 6				
Finance	10,000		10,000	10,000
General Operations				
Contingency	4,900			2,126,000
Roads of Regional Significance SPA 3, 5				
Finance	10,000		10,000	10,000
Contingency	4,900			4,900
General Government Development Fee				
General Operations	1,837,000			
Finance	20,000		20,000	20,000
Public Works				
Contingency	8,500			
Police Development Fee				
Police				
Finance	20,000		20,000	20,000
Contingency	8,500			978,800
Parks and Recreation Development Fee				
Community and Rec Services				
Finance	20,000		20,000	20,000
Contingency	8,500			3,554,000
Public Works Development Fee				
Public Works	628,600		719,100	64,000
Finance	20,000		20,000	20,000
Contingency	8,500			9,734,700

CITY OF SURPRISE
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Fire & EMS Development Fee				
Fire-Emergency Services	292,600			
Finance	20,000		20,000	20,000
General Operations				
Contingency	8,500			
Library Development Fee				
Community and Rec Services				
Finance	20,000		20,000	20,000
Contingency	8,500			4,589,800
Water Development Fee				
Community Development				450,000
Finance	20,400		20,400	20,400
Public Works	1,190,500		1,394,500	2,403,000
Contingency	9,000			2,199,000
Water Replenishment Development Fee				
Finance	20,400		20,400	20,400
Public Works	1,400,000		105,000	3,364,100
Contingency	9,000			923,300
Sewer Development Fee				
Community Development				25,000
Finance	20,400		20,400	20,400
Public Works	1,221,500		1,221,500	1,000,000
Contingency	9,000			273,000
Street Lights Improvement District				
Public Works	2,643,700		2,432,700	2,679,800
Contingency				63,200
Total Capital Projects Funds	\$ 22,255,400	\$	\$ 11,081,600	\$ 52,858,800
FIDUCIARY FUNDS				
Firefighters Pension Fund				
Fire-Emergency Services	\$	\$	\$ 18,000	\$ 18,000
Contingency	100,900			7,600
Total Fiduciary Funds	\$ 100,900	\$	\$ 18,000	\$ 25,600
ENTERPRISE FUNDS				
Water Fund				
Community Development	\$ 40,000	\$	\$ 40,000	\$ 30,000
Finance	77,600		28,100	
Public Works	7,664,600		7,919,400	7,129,100
Contingency	1,161,000			1,087,100
Wastewater Fund				
Community Development	10,000		220,000	251,000
Finance	79,800		28,800	
Public Works	13,869,300	64,500	15,134,400	11,275,600
Contingency	1,333,000	(64,500)		1,318,900
Sanitation				
Finance	77,600		28,100	
Public Works	4,703,000		4,763,800	6,136,400
Contingency	792,000			794,400
Total Enterprise Funds	\$ 29,807,900	\$	\$ 28,162,600	\$ 28,022,500
INTERNAL SERVICE FUNDS				
Risk Management Fund				
Community Development	\$ 15,100	\$	\$ 84,600	\$
Finance	307,100		386,100	
Human Resources	1,596,400		1,488,900	1,569,700
Contingency	1,713,300			2,269,000
Employee Healthcare Fund				
Human Resources	8,645,000		8,465,800	9,012,600
Contingency	1,665,100			2,498,300
Total Internal Service Funds	\$ 13,942,000	\$	\$ 10,425,400	\$ 15,349,600
TOTAL ALL FUNDS	\$ 170,622,400	\$ 23,300	\$ 140,418,900	\$ 204,966,000

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF SURPRISE
Expenditures/Expenses by Department
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2013	2013	2013	2014
City Clerk				
General Fund	\$ 411,700	\$	\$ 409,500	\$ 653,400
Department Total	\$ 411,700	\$	\$ 409,500	\$ 653,400
Mayor & Council				
General Fund	\$ 409,700	\$	\$ 428,300	\$ 557,200
Department Total	\$ 409,700	\$	\$ 428,300	\$ 557,200
City Court				
General Fund	\$ 1,886,500	\$	\$ 1,838,200	\$ 1,928,600
Municipal Court Enhancement	451,100		85,000	491,800
Municipal Court FARE	18,500			14,700
Municipal Court JCEF	95,800		13,300	130,600
Municipal Court MFTG	59,600		31,000	20,200
Department Total	\$ 2,511,500	\$	\$ 1,967,500	\$ 2,585,900
City Manager				
General Fund	\$ 1,885,900	\$	\$ 1,707,500	\$ 2,080,600
General Capital Fund				50,000
Department Total	\$ 1,885,900	\$	\$ 1,707,500	\$ 2,130,600
Community Development				
General Fund	\$ 6,890,500	\$	\$ 6,209,500	\$ 7,258,100
General Capital Fund	1,100,000			1,100,000
Neighborhood Revitalization	699,000		631,300	670,000
Risk Management Fund	15,100		84,600	
Sewer Fund	10,000		220,000	251,000
Sewer System Dev Fee Fund				25,000
Transportation Improvement	300,000		260,000	260,000
Water Fund	40,000		40,000	30,000
Water System Dev Fee Fund				450,000
Department Total	\$ 9,054,600	\$	\$ 7,445,400	\$ 10,044,100
Finance				
General Fund	\$ 2,669,200	\$	\$ 2,521,800	\$ 2,931,700
Fire & EMS Dev Fee Fund	28,500		20,000	20,000
General Capital Fund				500,000
General Govt Dev Fee Fund	28,500		20,000	20,000
Library Dev Fee Fund	28,500		20,000	20,000
Parks & Recreation Dev Fee Fund	28,500		20,000	20,000
Police Dev Fee Fund	28,500		20,000	20,000
Public Works Dev Fee Fund	28,500		20,000	20,000
Risk Management Fund	307,100		386,100	
Roads Of Regional Dev Fee Fund	29,800		20,000	20,000
Sanitation Fund	77,600		28,100	
Sewer Fund	79,800		28,800	
Sewer System Dev Fee Fund	29,400		20,400	20,400
Transportation Improvement				
Water Fund	77,600		28,100	
Water System Dev Fee Fund	58,800		40,800	40,800
Department Total	\$ 3,500,300	\$	\$ 3,194,100	\$ 3,632,900

Fire				
General Fund	\$ 14,526,500	\$	\$ 14,166,800	\$ 14,983,000
Ambulance Contract				278,700
Donations Fund	1,500		100	15,000
Fire & EMS Dev Fee Fund	292,600			
General Capital Fund				475,000
HALO			125,000	132,000
Unforeseen Grants		(30,500)	20,500	
Wildland Fire			100,000	140,000
Firefighters Pension Fund			18,000	18,000
Department Total	\$ 14,820,600	\$ (30,500)	\$ 14,430,400	\$ 16,041,700
General Operations				
General Fund	\$ 1,467,800	\$	\$	\$
Donations Fund	170,800			334,400
Employee Dep Scholarship	9,300		6,000	6,100
General Capital Fund	750,000			2,525,600
Gov Debt Service 2000-2003	3,361,100		3,361,100	3,362,900
Prop Debt Service 2000-2003	1,457,700		1,457,700	1,458,500
Prop Debt Service 2007	2,401,700		2,401,700	7,076,700
Roads Of Regional Dev Fee Fund				2,130,900
Tourism	158,900			506,400
Unforeseen Grants	13,385,300	275,500		5,000,000
Vehicle Replacement Fund	2,051,000		2,055,000	2,281,300
Firefighters Pension Fund	100,900			7,600
General Govt Dev Fee Fund	1,837,000			
Department Total	\$ 27,151,500	\$ 275,500	\$ 9,281,500	\$ 24,690,400
Human Resources				
General Fund	\$ 1,567,300	\$	\$ 1,627,800	\$ 1,631,000
Employee Healthcare Fund	10,310,100		8,465,800	11,510,900
Risk Management Fund	3,309,700		1,488,900	3,838,700
Department Total	\$ 15,187,100	\$	\$ 11,582,500	\$ 16,980,600
Information Services				
General Fund	\$ 3,880,300	\$	\$ 3,922,100	\$ 4,095,600
General Capital Fund				615,000
Department Total	\$ 3,880,300	\$	\$ 3,922,100	\$ 4,710,600
Legal				
General Fund	\$ 1,749,100	\$	\$ 1,766,600	\$ 1,785,100
Department Total	\$ 1,749,100	\$	\$ 1,766,600	\$ 1,785,100
Community and Recreation Services				
General Fund	\$ 12,564,800	\$	\$ 14,552,100	\$ 14,520,300
Donations Fund	180,200		108,800	267,300
General Capital Fund			30,000	150,000
Library Dev Fee Fund				4,589,800
Net Premium Seating				77,400
Parks & Recreation Dev Fee Fund				3,554,000
Spring Training Ticket Surcharge		(100,300)		301,500
Tourism	100,000		158,500	
Unforeseen Grants	50,000		26,300	50,000
Department Total	\$ 12,895,000	\$ (100,300)	\$ 14,875,700	\$ 23,510,300
Police				
General Fund	\$ 19,004,800	\$	\$ 19,382,500	\$ 19,965,400
Donations Fund	11,800		11,000	14,300
General Capital Fund			100	72,000
Police Dev Fee Fund				978,800
SB1398 Fines		(39,200)	12,800	40,100
SPD DEA Fund	230,900		150,000	154,400
SPD RICO Fund	513,200		200,000	806,000
SPD Towing Fund	372,900		39,300	532,000
Unforeseen Grants	141,000	(82,200)	73,600	177,800
Department Total	\$ 20,274,600	\$ (121,400)	\$ 19,869,300	\$ 22,740,800

Public Works

General Fund	\$ 5,808,000	\$	\$ 5,465,900	\$ 6,160,500
General Capital Fund	4,406,400		538,200	3,156,100
Public Works Dev Fee Fund	628,600		719,100	9,798,700
Transportation Improvement	4,145,100		2,124,300	5,042,000
General Govt Dev Fee Fund				
Water System Dev Fee Fund	2,590,500		1,499,500	8,889,400
Sanitation Fund	5,495,000		4,763,800	6,930,800
Sewer Fund	15,202,300		15,134,400	12,594,500
Sewer System Dev Fee Fund	1,221,500		1,221,500	1,273,000
Highway User Revenue Fund	5,790,900		7,586,800	7,730,600
Marley Park CFD				
Street Lighting Districts	2,643,700		2,432,700	2,743,000
LTAf II				350,000
Proposition 400				19,600
Transit				
Unforeseen Grants	132,900		132,900	
Vehicle Replacement Fund				1,998,000
Water Fund	8,825,600		7,919,400	8,216,200
Department Total	\$ 56,890,500	\$	\$ 49,538,500	\$ 74,902,400
Total All Departments	\$ 170,622,400	\$ 23,300	\$ 140,418,900	\$ 204,966,000

- * Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF SURPRISE
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	610.3	\$ 39,694,200	\$ 5,420,800	\$ 5,882,800	\$ 3,321,000	= \$ 54,318,800
SPECIAL REVENUE FUNDS						
Neighborhood Revitalization	1.4	\$ 220,000	\$	\$	\$	= \$ 220,000
SPD Towing Fund	0.5	32,500				32,500
Highway User Revenue Fund	39.0	1,955,400	225,700	436,300	253,500	2,870,900
Unforeseen Grants	0.6	173,300	17,800		10,400	201,500
HALO		132,000				132,000
LTAf II		350,000				350,000
Proposition 400		19,600				19,600
Wildland Fire		100,000	14,700		4,100	118,800
Ambulance Contract		185,100				185,100
Total Special Revenue Funds	41.5	\$ 3,167,900	\$ 258,200	\$ 436,300	\$ 268,000	= \$ 4,130,400
FIDUCIARY FUNDS						
Firefighters Pension Fund	0	\$ 18,000	\$	\$	\$	= \$ 18,000
Total Debt Service Funds		\$ 18,000	\$	\$	\$	= \$ 18,000
CAPITAL PROJECTS FUNDS						
Transportation Improvement	1.0	\$ 88,900	\$ 10,300	\$ 14,300	\$ 8,300	= \$ 121,800
Total Capital Projects Funds	1.0	\$ 88,900	\$ 10,300	\$ 14,300	\$ 8,300	= \$ 121,800
INTERNAL SERVICE FUNDS						
Employee Healthcare Fund	1.0	\$ 67,500	\$ 7,800	\$ 14,300	\$ 5,600	= \$ 95,200
Risk Management Fund	2.0	137,500	15,900	7,100	11,300	171,800
Total Permanent Funds	3.0	\$ 205,000	\$ 23,700	\$ 21,400	\$ 16,900	= \$ 267,000
ENTERPRISE FUNDS						
Water Fund	25.0	\$ 1,392,300	\$ 160,600	\$ 242,300	\$ 140,200	= \$ 1,935,400
Wastewater Fund	36.2	1,977,300	228,300	329,900	201,200	2,736,700
Sanitation Fund	31.0	1,420,200	163,900	318,300	176,100	2,078,500
Total Enterprise Funds	92.2	\$ 4,789,800	\$ 552,800	\$ 890,500	\$ 517,500	= \$ 6,750,600
TOTAL ALL FUNDS	748.0	\$ 47,963,800	\$ 6,265,800	\$ 7,245,300	\$ 4,131,700	= \$ 65,606,600

FY 2014

CITY OF SURPRISE

FINANCE DEPARTMENT

16000 N. Civic Center Plaza

Surprise, AZ 85374-7470

623.222.1800

623.222.1801 fax

TTY: 623.222.1002



SURPRISE
ARIZONA

www.surpriseaz.gov