



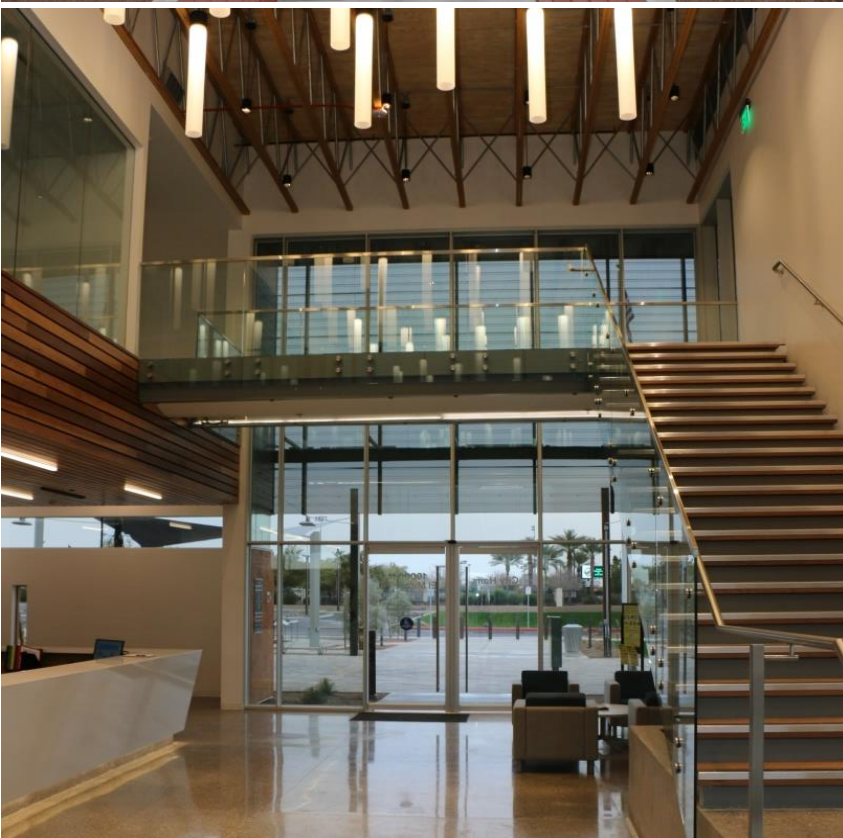
City of EL MIRAGE

Arizona

GRAND HERITAGE, BRIGHT FUTURE!

*Fiscal Years
2018 – 2022*

Capital Improvements Plan



“Realizing Our Potential”

“Continuing a Logical and Organized Approach to Governance and Development”

“Emphasizing Leadership and Excellence in Public Service”

“Working Together to Promote a More Successful El Mirage”

“Incremental Growth and Development”

“Creating Stability and Meeting Expectations Responsibly”

“Innovations and Efficiency in Service Delivery”

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City of
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GRAND HERITAGE, BRIGHT FUTURE!

Team Members

Lana Mook

Joe Ramirez

Roy Delgado

Bob Jones

Jack Palladino

Lynn Selby

David Shapera

Dr. Spencer A. Isom

Robert A. Nilles

Christy Eusebio

Mayor

Vice Mayor

Councilmember

Councilmember

Councilmember

Councilmember

Councilmember

City Manager

Deputy City Manager

Assistant Finance Director

James Shano, Deputy City Manager
Department Heads

Resolution R-17-01-02 submitted for Council approval January 17th, 2017

El Mirage Community Profile

Background, Population, and Business. Considered the gateway to the Northwest Valley of the Greater Phoenix Metro Area, El Mirage is situated on approximately 10 square miles. The Hohokam, an ancient Native American culture, were the earliest inhabitants of what is known today as El Mirage. The Hohokam occupied a wide area of south-central Arizona from roughly Flagstaff south to the Mexican border. They are thought to have originally migrated north out of Mexico around 300 BC to become the most skillful irrigation farmers in the Southwest. The ingenious Hohokam developed an elaborate irrigation network using only stone instruments and organized labor. They were commonly known as the “Canal Builders.”

In 1867, most of the Hohokam canals were retrenched and used for farming. Federal irrigation projects constructed in the 20th century provided a more consistent and assured water supply throughout the Phoenix valley for agriculture.

During the early 1930’s, migrant farm workers came to El Mirage to help build the canals and harvest the acres of roses, cotton, and other crops that would come to define the City’s agricultural heritage. They settled on the west bank of the Agua Fria River and founded El Mirage in 1937 to provide stability and education for future generations. El Mirage was incorporated in 1951. At the time of incorporation, the City was primarily a compact residential community.



Since its incorporation, the City has transcended its agricultural beginnings to become a vibrant, diverse community with a current population of 33,935 according to the 2015 census estimates. El Mirage has active residents keen on providing schools and amenities and attracting businesses while retaining a community spirit. The City’s affordable housing, small town feel, and proximity to Phoenix have attracted young working families seeking their first homes, retirees looking for community cohesion and a less hurried pace, and entrepreneurs seeking expansion into new markets.

The City’s mission is to offer exemplary service to all who live, work, and visit El Mirage. We take great pride in treating each citizen equally and professionally, in a manner that fosters continued confidence in the City’s leadership.



The City’s logo symbolizes the Agua Fria River, as well as the rich soil and distant mountains that drew so many here long ago. Its words are simple, alluding to the “**Grand Heritage**” rooted in humble migrant beginnings, and the promise of a “**Bright Future**” that is the foundation on which El Mirage continues to distinguish itself as a livable, affordable city for all ages.

Location

El Mirage is located in the heart of the rapidly growing West Valley, approximately 19 miles northwest of downtown Phoenix. The City is minutes away from Luke Air Force Base, the USAF's largest fighter pilot training facility in the world and the City of El Mirage proudly supports the men and women of Luke Air Force Base and their mission. U.S. Highway 60 (Grand Avenue) and a BNSF rail line border the City's northern edge, supporting economic development and easy access to Loop 101 and 303, two of the areas busiest regional highways.

El Mirage is part of a collaborative effort to build the Northern Parkway transportation corridor. This project will provide access to the Loop 303, connecting to Interstate 10 and Interstate 17.



Economy

El Mirage has adopted initiatives to attract new commercial and industrial businesses to the City. Impact fees normally charged for infrastructure expansion have been eliminated and El Mirage is part of a multi-jurisdictional effort in the West Valley known as the Greater Maricopa Foreign

Trade Zone (FTZ). The FTZ is a government designated, 400-acre site at the City's southern end where foreign and domestic goods may be stored, assembled, or exhibited for sale exempted from U.S. Customs duties and excise taxes. The FTZ is an integral part of future business development. Retail expansion in El Mirage is also a significant economic driver due to its potential for generating tax revenues, creating jobs, and drawing new visitors and residents. In recent years, several new retailers – most representing national chains – have located to El Mirage including, Valero, Auto Zone, Goodwill Industries, Burger King, Subway, and Enterprise Rent-A-Car.



Public safety and recreation have been the focus of voter-approved bonds in recent years. As a result, a new fire station, new police station, Northwest Valley Family YMCA facility, and a new City Hall, are among the City's most ambitious projects to address the significant community needs spurred by the influx of new residents and businesses. In fact, the City's population grew from 5,001 residents in 1990 to 31,767 residents in 2010 according to the U.S. Census Bureau. It is anticipated the City will continue to experience growth in the next decade, and City leaders are committed to keeping pace with such growth through fiscal stewardship and sound financial management.

Local employers include Burlington Northern Santa Fe Railroad, which operates an 82-acre vehicle distribution center in El Mirage. Vulcan Materials Group, Look Trailers, Sutter Masonry, Cemex, Hanson Pipe, Dakota Fabricating, and Contech Engineered Solutions provide the City with a sound industrial base. Luke Air Force Base, located one mile west of El Mirage, is the largest jet fighter training base in the world and employs over 1,500 civilians, many of whom are El Mirage residents.

History



The City of El Mirage offers a range of community facilities including a senior center, library, and YMCA. Thirteen-acre Gateway Park is the center for sports and family gatherings in El Mirage, with an amphitheater, picnic armadas, shaded playgrounds, lighted sports fields, and a skate plaza that was the first of its kind in Arizona. El Mirage is also home to Bill Gentry Park, a recently renovated little

league field that draws teams from throughout the Valley for regular play, as well as regional tournaments. Newly completed Basin Park is a 24-acre park and retention basin that boasts grassy areas, trees, and a paved walking path for passive recreational activities. The nationally renowned Pueblo El Mirage Golf Resort, situated on 310 acres, boasts an 18-hole professional golf course and a variety of housing choices, as well as a host of indoor and outdoor activities for active seniors.

The City Council has been a strong proponent of community special events such as holiday festivals, car shows, and carnivals. By all accounts, residents and others attending the various events are very appreciative of these opportunities to spend fun, quality time with their families and neighbors. El Mirage special events also offer strong support for education, sports, and human services partnerships essential to new business attraction and population growth.



Dr. Spencer A. Isom –
City Manager

Governing Structure. Like most Arizona cities and towns, El Mirage operates under a council-manager form of government. Under this system, the City Council hires a City Manager to implement policy, as well as oversee the daily administration and management of all city departments. The City Manager is responsible for developing a balanced budget and a capital improvement plan for Council review and approval each year. The City Manager also keeps the Council advised of the City's financial

condition and future needs. As City Manager, Dr. Spencer A. Isom is responsible for the activities of seven city departments and more than 170 employees. He also oversees a \$90 million budget to provide services for the City's residents. This year's budget utilizes the theme "Realizing Our Potential." Policymaking and legislative authority are vested in a governing council consisting of the Mayor and six councilors (One is selected as Vice-Mayor.). All seven members of the Council are elected at large and on a non-partisan basis to serve a four-year term. Elections are staggered so three councilors are elected every two years and the Mayor is elected every four years. The Council is responsible for passing ordinances, adopting the budget, appointing committees, and selecting the City Attorney and judge in addition to the City Manager.

Types and Levels of Services. The City of El Mirage provides a full range of services including police and fire protection, roadway maintenance and construction, recreational and cultural activities, health and social services, as well as general administrative services. The City provides sewer and water services to its residents, along with water services to residents in a portion of the City of Surprise. El Mirage contracts with a local sanitation company for sanitary services. Enterprise funds were established for the accounting and financial reporting of water, sewer, and sanitation services.

Budget Process and Legal Level of Control. The annual expenditure budget serves as the foundation for city financial planning and control. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual expenditure budget approved by the City Council. All City departments are required to submit requests for appropriations during the budget process. The City Manager and Finance Department use these requests plus the prior year's operating budget as the starting point for assembling a proposed budget for Council consideration. The Council holds a workshop to discuss the proposed budget where presentations are made to the Council on revenues, expenditures, capital, staffing, and taxes. Public hearings are then held on both the budget and proposed property levies. Both the budget and the tax levy are approved by the Council in June or July each year. Maricopa County is required to set the appropriate tax rate to collect the levy that the Council sets. The county sets the rate on the third Monday in August. The budget schedules provided by the state are adopted at both the fund and department levels, which are the legal levels of control for the state.



Factors Affecting Economic Conditions

Local Economy. The economic goal is to create a community that provides our residents the opportunity to purchase any good or service they desire without having to leave our City limits. El Mirage is approaching residential build out and subsequently has turned its focus toward retail and industrial growth resulting in the opening and expansion of a number of businesses within the City in recent years. In addition, the number of companies operating in El Mirage currently stands at 1671 according to the 2012 Survey of Business Owners. The historic recession and weaker than expected recovery have made significant commercial growth challenging, resulting in an overreliance on state shared revenues. State shared revenues are distributions of sales, income, vehicle, and gasoline taxes based on a statewide formula that was implemented as a result of limitations placed on the ability of cities and towns to collect local revenues.



Long-term Water Solution. City leaders' decisions made decades ago to forego applying for Central Arizona Project water allocations resulted in unavoidable water rate increases. Beginning in 2014- 2015, however, water rates began stabilizing and are expected to remain stable for the next few years. A series of historic steps are responsible for the City's resolution of water supply issues. The Arizona Department of Water Resources (ADWR) recommended El Mirage for a CAP allocation in January 2014, and in the fall of 2014 the City was able to purchase groundwater rights given up or "extinguished" by previous owners, which offsets the City's groundwater use and assures its water supply for decades.

Long-term Financial Planning. In 2011, the Council adopted the City's first-ever, five-year Capital Improvements Plan (CIP). The CIP was based in part on a series of goals adopted by the Council. The Council goals and the CIP are intended to make the City more attractive to commercial development. As part of the CIP, the City developed a five-year financial projection. The CIP is revised each year, based on new Council goals and expansion or reduction of the City's commercial base.



The presence of Luke Air Force Base provides a significant employment and economic engine for the community. However, Luke's presence has placed significant land use restrictions on large tracks of City property. Although such property is primarily zoned 'agricultural' at present, the City and the primary property owner have long-term plans to convert this property for commercial and industrial uses. Conceivably, this process may take thirty years to complete. Until the property owner is prepared to move forward with development, the City will concentrate on infill properties ranging in size from a few acres to more than 80 acres for continued business growth.

Given economic fluctuations at the local, state, and national levels, the City Council and administration recognize the need to assure reserves are available for future revenue shortfalls. Therefore, the budget reflects a minimum General Fund reserve of \$6 million. The Council approved a utility rate study in 2011 that recommended reserves for each of the three utilities ranging from one to three months. The reserves are not budgeted. The reserves are only intended to offset shortfalls in revenue collections, not as an opportunity to increase expenditures. By resolution, the Council also directed that all primary property taxes would be restricted to uses in support of police and fire operations. Through a similar resolution, the Council directed that excess funds collected from photo enforcement must be dedicated to public safety and Northern Parkway construction.

Relevant Financial Policies. In June 2012, the Council adopted a series of annually updated comprehensive financial management policies designed to maintain a financially viable city government that provides an adequate level of services, programs, and activities that add value and contribute to the City’s mission, while providing financial flexibility to adapt to local, regional, and national economic changes.



Policies directly related to the construction of the annual Capital Improvements Plan are provided below.

- The Finance Director will annually coordinate with the City Engineer and Public Works Director to submit a Capital Improvements Plan for review by the City Manager, then Council.
- The Capital Improvements Plan shall include the following:
 - A statement of the objectives of the Capital Improvements Plan
 - An estimate of each project’s/acquisition’s useful life
 - An estimate of each project’s/acquisition’s capital costs
 - An estimate of each project’s/acquisition’s annual operating costs
 - An evaluation of potential funding sources for each project/acquisition
 - A schedule for each project/acquisition.
- The current year of the Capital Improvements Plan will provide the basis for the capital budget.
- When current revenues or resources are available for projects/acquisitions, the City will first consider those projects/acquisitions with the shortest useful life and/or those projects/acquisitions which are difficult to finance with debt.
- The City may not proceed with construction or acquisition until funding sources have been identified to finance a project.
- At the end of the fiscal year in which a project is completed or acquired, any remaining funds will revert to the fund balance of the funding source.
- The City may rely on grants to leverage City funds. The City shall avoid inconsistent and/or fluctuating grants to fund ongoing activities. In the event of reduced grant funding, the City may substitute City resources only after all other priorities and

alternatives are considered. Therefore, employees shall apply for grants that are consistent with the mission and priorities of the City.

- When employees apply for, accept, and/or administer a grant, the City assumes responsibility for complying with the grant obligations. The City Manager shall establish policies for grant related projects.
- Whenever possible, the City shall consider grant funded projects which require City matching or operating funds as part of the budget process. Any grant funded expenditure should include a five year analysis of the amount of City funds required to subsidize its operation.

In addition to adopted policies, the City has a number of administrative procedures that may help users better understand the financial framework of the CIP. The relevant procedures are identified in the following bullets:

- The City shall maintain a prudent level of financial resources to protect against reducing service levels, incurring debt, or raising taxes and fees because of unexpected revenue shortfalls, unanticipated expenditures, and similar circumstances.
- The Finance Director shall annually prepare five-year revenue and expenditure forecasts to examine the City's ability to absorb operating costs due to changes in the economy, service demands, service levels, and capital improvements.
- The City shall fund current year capital projects with bonds, grants, or funds accumulated (fund balances) prior to incurring capital expenditures.
- The City shall practice conservatism in budgeting for both revenues and expenditures to ensure the City can meet its ongoing obligations. The City shall not budget excess funds collected (fund balance) for ongoing expenditures.

Major Initiatives. The City has three major capital initiatives either started or planned that will have significant future impact on the quality of life for its citizens, while expanding infrastructure and increasing the resources available for economic development.

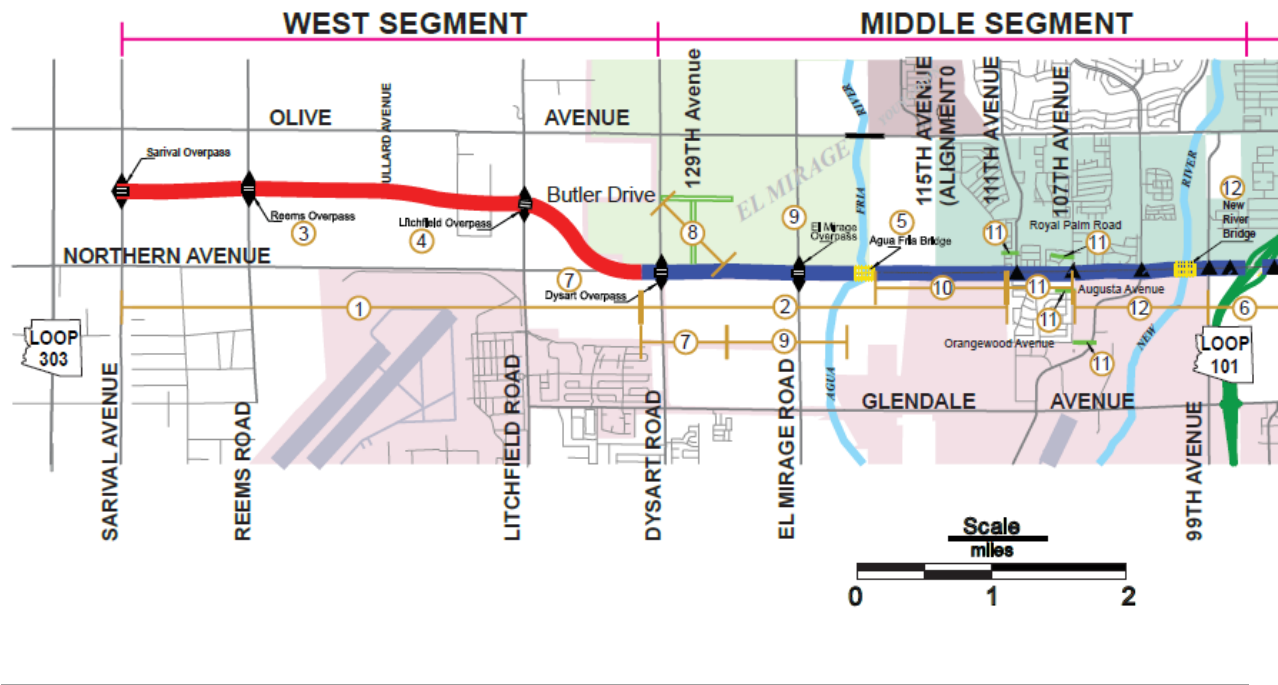
Dysart Road Expansion - The City is partnering with the Maricopa Association of Governments (MAG) to widen and reconstruct Dysart Road from Northern Avenue to Peoria Avenue to four lanes. The City previously issued bonds to pay for El Mirage Road improvements. The City will use reimbursements from that project to cash flow this expansion rather than repaying the total amount borrowed early. MAG will provide 70% funding up to approximately \$7.8 million.



El Mirage Road Corridor - The City is partnering with Maricopa County Department of Transportation (McDOT), the Arizona Department of Transportation (ADOT), and the Maricopa Association of Governments (MAG) to complete construction of El Mirage Road from Northern Avenue to Thunderbird Road, and to complete improvements along Thunderbird Road from Grand Avenue to west of El Mirage Road. The City issued bonds to pay for its share of the improvements. McDoT is providing \$6 million and MAG is providing 70% funding up to approximately \$36 million. The City intends to accelerate the project to complete improvements in less than five years. The original projection for project completion was approximately ten years.



Northern Parkway – Northern Avenue is to be widened into an expressway/parkway configuration. The reconfigured Northern Parkway is designed to be a road of regional significance. Sections of the Northern Parkway project are either currently under construction or are already completed. The El Mirage portion of this regional project is slated to begin in 2018. Costs including a design concept report, design, right-of-way acquisition, and construction will be shared among project partners El Mirage, Glendale, Peoria, Maricopa County and Maricopa Association of Governments.



List of Elected City Officials



Mayor Lana Mook

Mayor Lana Mook has called Arizona home for more than 30 years. After retiring from approximately three decades in management, training and patient relations in the health care industry, Mook devoted much of her time to volunteering in El Mirage, pursuing her commitment to do everything she could to improve her community. With a number of other community volunteers, she co-founded the People of El Mirage (POEM), a civic-based community organization focused on helping those in need, as well as informing the public on local issues. Under her leadership, the organization promoted local support for

Luke Air Force Base, raised funds for local Cub Scouts, and participated in numerous food and clothing drives for the area's residents in need. In addition, POEM members partnered with local public safety officials to increase safety and awareness in El Mirage neighborhoods.

In 2010, Mook was elected Mayor of the City of El Mirage. She currently serves on the Boards of both Greater Phoenix Economic Council (GPEC) and Western Maricopa Coalition (Westmarc). She also serves on the Executive Committee of the Arizona League of Cities and Towns and on the Executive Committee of the Maricopa Association of Governments (MAG).

Mayor Mook has provided many years of service to a number of organizations including the Phoenix Suns Charities, the Girl Scouts of America, the U.S. Forest Service (Smokey Bear and Woodsy Owl Fire Prevention Programs), and is a past Vice-President of the Greater Phoenix American Bowling Association.

Accomplishments:

- Played a significant role in improving the City's image throughout the West Valley and the entire Phoenix metropolitan area. This included developing a partnership with Luke Air Force Base and supporting the F-35A mission.
- Successfully advocated for passage of an \$8 million bond measure to provide El Mirage residents with a community recreational facility with swimming pool and a new police facility.
- Appointed to the League of Arizona Cities and Towns Executive Committee consisting of 25 mayors and council members from across the State. The League provides an important link among the 91 incorporated cities and towns in Arizona representing collective interests at the State Legislature, and providing timely information on important municipal issues.
- Protected basic services such as public safety by successfully advocating for the rehire of four first responders for the Fire Department after they were laid off in 2010. In addition,

she encouraged the Police Department to address speeding throughout the community with the assistance of RedFlex photo radar.

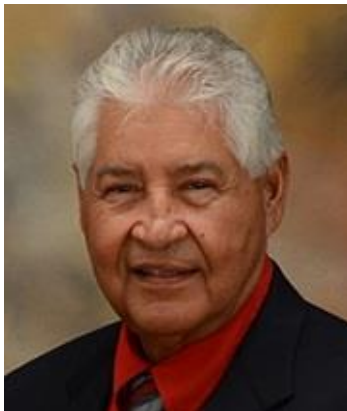
- Worked to develop El Mirage's future economic base by approving projects to design quality transportation corridors throughout the City. Reconfiguration of the Thompson Ranch/Grand Avenue/Thunderbird Road intersection and major improvements to El Mirage Road and Thunderbird Road are both scheduled to be completed in early 2017. The design of El Mirage's portion of the Northern Parkway project is underway.
- Improved the appearance and quality of life of El Mirage through enhancements to Gentry Park and Grand Avenue.



Vice Mayor Joe Ramirez

Vice Mayor Joe Ramirez has been proud to call El Mirage home for more than 50 years. He graduated from Dysart High School and attended Glendale Community College before beginning work in the construction industry, which led him to a 30-year career that included owning his own construction firm. A straight-to-the-point individual, Vice Mayor Ramirez has always been a supporter of El Mirage and the West Valley. In addition to serving on the City Council, he volunteers his time on numerous civic projects and participates in local events including the Christmas Toy Drive, the Clean Our Community Program, and Habitat for Humanity. Ramirez

invites residents to learn more about the issues in the community and join him in working toward a better El Mirage.



Councilman Roy Delgado

Councilman Roy Delgado has served on the El Mirage City Council for 11 years and was last elected in September 2012 to a four-year term. Delgado spent over 20 years in the U.S. Army and National Guard, as well as more than 30 years in management in the oil industry in California and Arizona. His current government service includes the Community Development Advisory Committee (CDAC), which oversees the flow of federal housing and infrastructure project funds received by Maricopa County and awarded on a competitive basis to local governments. The CDAC's funding recommendations are vetted and ultimately approved by the

County Board of Supervisors.

Delgado is also a board member of the Citizens Advisory Committee of the County Library District. He was appointed to the position by Former Supervisor Max Wilson and, along with other committee members, serves as a liaison between the district's board of directors, the library administration, and the community.

Councilman Delgado is equally proud of his community service activities. He retired in January 2014 after years of service as a teacher of hunter safety for the Arizona Game and Fish Department. He is currently a volunteer usher for Luke AFB's Catholic community; and he helps

raise funds, along with his wife Sue, for student scholarships on behalf of Dysart Unified School District and the West Valley Neighborhood Coalition. As a member of the Elks, the American Legion, and two military officers' associations, Delgado maintains strong ties with the Valley's military community.



Councilman Bob Jones

Councilman Robert (Bob) Jones has called Arizona home for over 50 years, and has been a proud El Mirage resident since 2002. Councilman Jones has a diverse business background which includes years of experience in retail management, sales and distribution, and customer service in both large corporate environments, and as a small business entrepreneur. Later in his career, he followed his heart and entered the world of education, spending years as an elementary school teacher until he retired in 2005. Since that time, Jones has focused his time and energy in the El Mirage community.

Councilman Jones acted as an advocate for children in El Mirage, working on the task force to add Riverview Elementary School as an El Mirage addition to the Dysart Unified School District. He acquired a charter and introduced a Cub Scout program to El Mirage, serving as a Cub Master. He has also served as a member of the Dysart Community Center's Board of Directors. Jones is a member of the Cactus Park Homeowners' Association, and has served as HOA President since 2010. As president, he collaborated with other HOA's and El Mirage City leaders on community affairs. He was appointed to the El Mirage Planning and Zoning Committee in 2007 and again in 2012, and has served as a committee chairman. He left the P & Z Committee to complete a successful run for City Council in 2014.

Bob has six children and nine grandchildren. He has been married to his wife, Cathy for over 15 years. He decided to run for El Mirage City Council to ensure that El Mirage continues to be an incredible place to live and work!



Councilman Jack Palladino

Born and raised in Chelsea, Massachusetts, Councilman Jack Palladino's commitment to community began over 40 years ago with his service as a medic in the United States Army. After retiring from active duty, he married his sweetheart, Michele, and went to work for the U.S. Post Office as a letter carrier. Over the course of more than 30 years, Palladino's hard work and perseverance were recognized and he was promoted to management in a U.S.P.S. Boston facility. During this time, he also volunteered as a Little League coach and served with the

Knights of Columbus. Shortly after retiring in 2003, Palladino and his wife moved to Arizona where he currently works part time for the Pueblo El Mirage Post Office. The Palladinos have one son, a nine year-old grandson, and a two year-old granddaughter who also live in the West

Valley. The couple has been married for 45 years. After attending numerous local City Council meetings and volunteering in the community, Palladino decided to run for El Mirage City Council and was overwhelmingly elected in 2010. Palladino believes that one person can make a difference!



Councilman Lynn Selby

Born and raised in Los Angeles, California, Councilman Lynn Selby has a business background spanning more than 30 years. He has managed cash flow and inventories, developed yearly budgets, and managed personnel. Selby and his wife, Danielle retired to El Mirage and began attending City Council meetings regularly and volunteering in the community. In attending the Council meetings, Selby became interested in the workings of the City and wanted to give something back to the community he loves and calls home. Selby was elected to the City Council in August 2010 and was recently re-elected to another four year term in 2016. He served in the U.S. Navy and now volunteers his time as a representative of Operation Lifesaver throughout the State of Arizona, presenting railroad safety programs to government agencies and local organizations. He has also volunteered on several committees including committee chair of the City's Community Uplift Program. Councilman Selby also helps the El Mirage Fire Department distribute and install free smoke detectors. The Selbys have been married for 55 years and have three daughters and four grandchildren.



Councilman David Shapera

Councilman David M. Shapera, re-elected to a third four-year term on the El Mirage City Council in 2016, was also a past member and Chairman of the El Mirage Planning and Zoning Commission. He has over 40 years in elected and appointed positions in government. He and his wife, Linda, have been married for 41 years and have four adult children and eight grandchildren. The Shaperas moved to El Mirage in 2002. Shapera is a retired police officer and worked for the Clark County Coroner Medical Examiner in Las Vegas, Nevada. He recently retired from the Dysart Unified School District. He continues to guest teach at El Mirage schools and is a member of the Dysart Elementary PTO and Thompson Ranch PTSA. Shapera has also been a proud member of the Elks Lodge for 39 years.

As an advocate for the new city hall building, police station and YMCA recreational facility, Councilman Shapera continues to ensure the buildings will be used to proudly serve the El Mirage community. He strongly supports public safety, and continues working to upgrade City infrastructure within the parameters of affordability.

A vocal advocate for Luke Air Force Base, Shapera works with Luke's leadership toward common goals. Supporting economic development in El Mirage is a priority. Shapera has worked to streamline and assist businesses to open in the City. His new program was adopted by the City Council, which calls for directional signs to help businesses thrive.

Shapera is among council members who are strong advocates for the use of solar panels on City buildings, and he was at the forefront of bringing utility savings to City buildings.

LIST OF APPOINTED CITY OFFICIALS

City Manager – Dr. Spencer A. Isom

City Attorney – Robert M. Hall

City Magistrate – Monte Morgan



Evaluation Criteria

In addition to considering basic safety issues such as public health and welfare, the City focused on six criteria for determining whether a capital request is to be included in the CIP. Items that were determined to be wants rather than needs that did not achieve the priorities of the Council were automatically eliminated from consideration. The six criteria utilized are identified below along with a brief explanation of each.

- Funding – Can the City fund this capital expenditure out of existing fund balance, future revenues, or bonding capacity?
- Council Priority – During the Council retreat, was this one of the major capital expenditures that the Council unanimously determined were essential elements of the City’s future development?
- Utility Rate Study – A utility rate study was performed on the City’s Water, Wastewater, and Sanitation enterprises. As part of the study major capital expenditures were included in the expenditure portion of the study. Current and future rates have been determined based in part on these capital expenditures. Was this one of the major capital expenditures that was identified in the utility rate study?
- City Manager Recommended – Certain capital expenditures are necessary to provide basic services. The City Manager reviews Department Head submissions of CIP requests and asks the question – will basic City services be severely impacted without this capital expenditure?
- Council Approved – These are items which were approved as part of the current year budget which may have multi-year funding requirements. If the future year expenditures are not approved the Capital project will not be completed and the capital item will not be as useful.
- Intergovernmental Agreement\Grant Match – Is the projected expenditure being leveraged to create something larger? Sometimes City projects are used to pay for a portion of a much larger project. City funds can be utilized as a match for grants, or City projects can be used as an in-kind payment to encourage other capital and infrastructure expenditures.



Capital Project Definition

In order to distinguish between capital items and operating items, the following capital project definition was developed:

Projects included in the El Mirage CIP are non-consumable items with a useful life of more than one year and an initial individual price exceeding \$5,000 including expenditures 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. All other projects shall be included in departmental operating budgets. The CIP is to be used as a guide in decision-making. The CIP is intentionally developed in the most a-political environment possible with the full knowledge that the final decisions will be made in the political arena. The CIP is an objective basis for making decisions in a very subjective environment.

The process for the CIP's development is divided into four key phases, culminating in the presentation of a Capital Improvements Plan to the City Council for approval.

1. Needs Assessment. Future needs were outlined by the Council and Department Heads.
2. Financial Analysis. Examined the City's recent revenues, expenditures, current debt, and bonding capacity.
3. Capital Project Evaluation Criteria. CIP projects were evaluated and prioritized by Management using pre-defined evaluation criteria.
4. Capital Improvements Plan. All of the preceding steps culminated in the development of the plan document that is updated on an annual basis.



Needs Assessment

One of the key elements of the El Mirage Capital Improvements Plan is the Needs Assessment. It addresses the needs of the community within the definition of capital projects for the next five years.

However, additional needs will be identified on a continual basis and will be included in the annual update process. Some unanticipated needs will occur during the budget year and will be weighed against those already identified in the annually adopted CIP.

Attached at the end of this document is a document entitled “City of El Mirage, Capital Improvements Program.” Summarizing all of the projects approved for funding for the next five years along with costs to complete the project that may be incurred after the fifth year. Each project is listed by the responsible Fund/Department name and project expenditures are shown by fiscal year with a total by project for all years.

In this plan is a document titled “Capital Project Detail”. It is categorized in Fund\Department order and details each CIP project by providing cost detail, description of the project, and recommended funding source(s).



Financial Analysis

When attempting to determine what resources are available to fund needed infrastructure 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 El Mirage will most likely always have more wants and needs than financial resources.

In developing the CIP, a complete financial analysis is conducted. Funding options, municipal revenue trends, the community’s borrowing capacity and current debt are reviewed.

Funding Options

The City of El Mirage has been funding capital improvement projects for many years. The key to implementing the CIP is consistent, systematic funding.

The following options are considered when analyzing potential funding sources for CIP Projects.



- **Pay-As-You-Go Out of Current Revenues.**

The City currently receives the bulk of its revenues through local sales taxes, state sales tax, and state income tax. The City also receives funding from state fuel taxes which are restricted 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 bond 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 does not currently qualify for this option.

- **Lease-Purchase Agreements.** This is 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.

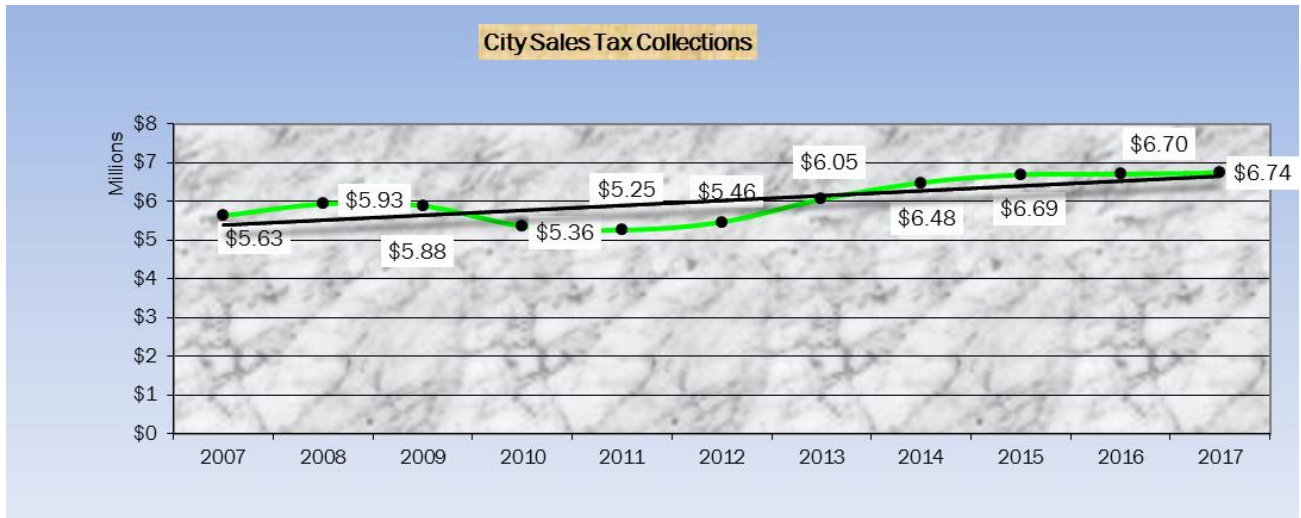
- **Grants.** Federal, state, and county grants are available to finance capital projects. Many of these grants require the municipality to participate either financially or through "in kind" matches. The City currently is aggressively attempting to obtain county, state, and federal grants.

- **User Fees.** Fees paid by service users to maintain existing facilities and develop additional capacity.

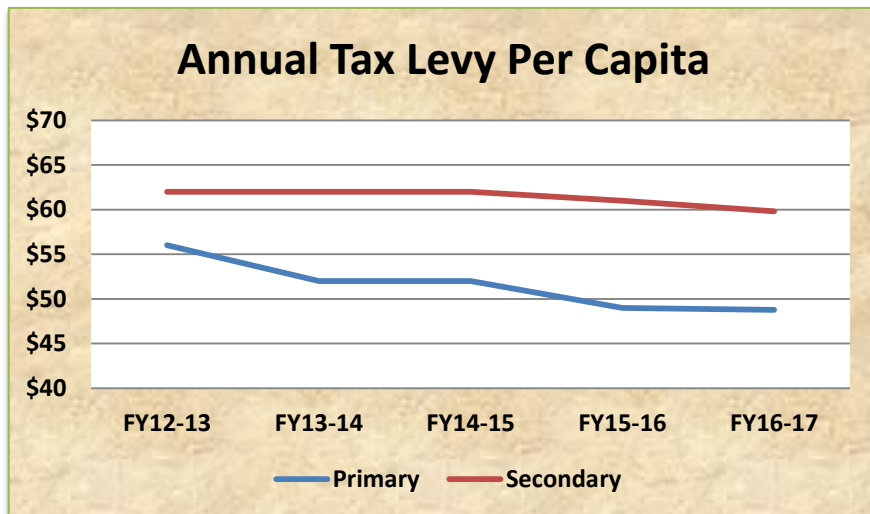


Current Revenue Trends

El Mirage currently has a 3% sales tax in addition to the state and county sales taxes. Local sales taxes collected have trended upward from \$5.6 million in 2006-2007 to revenues of \$6.7 million projected for 2016-2017. Construction sales tax was a substantial part of sales tax revenue in past years. Sales tax revenue from construction is no longer a significant component of City sales tax. The City has stabilized sales tax revenue and signs of growth continue to emerge. The City is aggressively pursuing retail and commercial development to provide a sustainable sales tax base.



The City has both a primary and secondary property tax. The primary property tax is used to pay for a portion of public safety operating costs, while the secondary property tax is used to retire voter approved debt. As a result of changes to State law regarding property valuation and rates the City uses per capita information to compare its tax levies to other cities and itself historically.



The City compares favorably both historically and to other cities on a per capita basis. The State of Arizona limits the increase in primary property tax to 2% of the prior year's levy plus the value of new development. Unlike many other Arizona municipalities, the City has no Special Assessment Districts to pay for infrastructure, maintenance, and street light expenditures.

Bonding Capacity

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 backed by real property. Voters have to approve any property taxes (secondary) instituted to support the issuance of G.O. Bonds. The State of Arizona places limits on this type of financing. Before planning to finance future capital improvement through this mechanism, it is important to know how much authority is available under State Statutes. Under Arizona Law, municipalities may issue G.O. Bonds for purposes of water, wastewater, artificial light, open space preserves, and parks and recreational facilities up to an amount not exceeding 20 percent of the assessed value. 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 assessed valuation.

El Mirage has voter approved debt for water and sewer projects. This voter approved debt is secured and repaid from water and utility rates and fees. None of the water and sewer projects in this document are intended to be funded by bonds.



Plan 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 El Mirage to follow a consistent, objective path to allocate funding for future capital improvements needs.

The following implementation program outlines the specific steps necessary to implement the CIP and perform the annual update.

General Implementation Guidelines

- The El Mirage CIP Five-Year Program is updated annually and reviewed and adopted by the City Council each year.
- After City Council adoption, the CIP is published and widely distributed.
- Department heads are responsible for preparing monthly reports on the status of current year capital projects. The reports are compiled by the City Engineer and provided to the City Council at each regularly scheduled Council Meeting.
- Citizen input should be 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.



Summary and Detail Sheets

The following is a document entitled “City of El Mirage, FY2018-FY2022, Capital Improvement Program.”

This document summarizes the projects approved for funding in 2017-2018 and all projects adopted for the Capital Improvements Plan in the out years through 2021-2022. As indicated, every project is listed by responsible Fund/Department name and project expenditures are shown by fiscal year and totaled by project across all years.

Following this document is the “Capital Project Detail”. It is categorized by function and details each CIP project by providing recommended funding source(s), description of the project, and cost detail by fiscal year. These are not in any prioritized order.

Plan Financial Assumptions

The following assumptions have been made regarding the inflow and outflow of financial resources:

1. Beginning balances are based on the most recent audit and preliminary 2017-18 budget and bond fund balances.
2. Most revenues are projected to increase between 1% and 3% per year.
 - a. Exceptions exist in:
 - i. Water, Sewer, and Sanitation are based on the rate study.
 - ii. CDBG, LTAF, Police Towing, and Special Projects are set equal to projected capital and expenditures.
 - iii. Debt Service is based on actual expenditures less beginning balances and transfers.
 - iv. Capital Streets are based on MAG and MCDOT revenue assumptions.
 - b. Revenues not directly under City control are based on the 2016-17 budget.
3. Most expenditures are projected to increase 3% per year.
 - a. Exceptions exist in:
 - i. Salaries are based on a five year plan recommended by the Council.
 1. One new position each year has been added to the General Fund
 2. Benefits are projected to increase by 6% unless additional information was available.
 - ii. Water, Sewer and Sanitation are based on the most recent rate study.
 - iii. Court Enhancement, CDBG, Dial-A-Ride, and Police Towing expenses match revenue estimates.
 - iv. Photo Enforcement expenses match revenues after FY17-18.
 - v. Debt Service is based on actual schedules for expenditures.
 - vi. Capital Streets debt service is per bond schedules.
 - vii. Special Project expenditures are flat.
 - b. Expenditures are based on the 2016-17 budget less capital. **Contingencies of \$200,000 per year in the General Fund have been maintained.**
4. Debt service is based on projected and actual outstanding debt.
5. Bond proceeds and repayments are identified in the Capital Streets Fund to keep the City on track with the construction of El Mirage Road.
6. Capital is from the summary sheets included in this document. 2017-18 capital does not reflect carryforward projects from the 2016-17 budget.
7. Transfers in/out are based on the following:
 - a. The rate study for utilities
 - b. Council adopted policies
 - c. A \$100,000 annual transfer from the General Fund to the Debt Service Fund
 - d. The assumption that the General Fund will cover negative balances in all funds except the utility funds.
8. Reserves are based on Council adopted policies and the rate study.



Revenue Estimates and Fund Balance Summary

General Fund						
10	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	18,649,000	16,419,500	11,680,000	9,692,000	6,293,000	18,649,000
Revenues (1)	18,246,000	18,428,000	18,612,000	18,798,000	19,362,000	93,446,000
Expenditures (2)	19,170,000	19,930,000	20,500,000	21,320,000	21,930,000	102,850,000
Bond Proceeds	(605,000)	(630,000)	(655,000)	(610,000)	0	(2,500,000)
Capital	1,227,000	263,000	176,000	180,000	199,000	2,045,000
Transfers In/(Out)	526,500	(2,344,500)	731,000	(87,000)	2,478,000	1,304,000
Subtotal	16,419,500	11,680,000	9,692,000	6,293,000	6,004,000	6,004,000
Reserve	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Ending Balance (EB)	10,419,500	5,680,000	3,692,000	293,000	4,000	4,000

HURF						
21	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	(70,500)	0	0	0	0	(70,500)
Revenues (1)	1,970,000	1,990,000	2,010,000	2,030,000	2,091,000	10,091,000
Expenditures (2)	1,450,000	1,490,000	1,530,000	1,580,000	1,620,000	7,670,000
Capital	1,700,000	904,000	879,000	850,000	850,000	5,183,000
Transfers In/(Out)	1,250,500	404,000	399,000	400,000	379,000	2,832,500
Subtotal	0	0	0	0	0	0
Reserve	0	0	0	0	0	0
Ending Balance	0	0	0	0	0	0

Water						
53	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	7,737,500	7,788,000	7,331,000	7,212,000	6,771,000	7,737,500
Revenues (1)	9,259,500	9,267,000	9,325,000	9,385,000	9,445,000	46,681,500
Expenditures (2)	6,728,000	7,736,000	7,460,000	7,804,000	8,163,000	37,891,000
Debt Service	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Capital	568,000	40,000	0	0	0	608,000
Transfers In/(Out)	(663,000)	(698,000)	(734,000)	(772,000)	(810,000)	(3,677,000)
Subtotal	7,788,000	7,331,000	7,212,000	6,771,000	5,993,000	5,993,000
Reserve	3,352,000	3,920,000	4,490,000	5,065,000	5,643,000	5,643,000
Ending Balance	4,436,000	3,411,000	2,722,000	1,706,000	350,000	350,000

Sewer							5 YR
54	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Summary	
Beginning Balance	3,530,000	3,723,000	4,039,000	4,255,000	4,365,000	3,530,000	
Revenues (1)	3,124,000	3,140,000	3,156,000	3,172,000	3,187,000	15,779,000	
Expenditures (2)	1,865,000	1,954,000	2,047,000	2,145,000	2,249,000	10,260,000	
Debt Service	30,000	30,000	30,000	30,000	30,000	150,000	
Capital	344,000	125,000	125,000	125,000	125,000	844,000	
Transfers In/(Out)	(692,000)	(715,000)	(738,000)	(762,000)	(787,000)	(3,694,000)	
Subtotal	3,723,000	4,039,000	4,255,000	4,365,000	4,361,000	4,361,000	
Reserve	2,297,000	2,812,000	3,328,000	3,844,000	4,361,000	4,361,000	
Ending Balance	1,426,000	1,227,000	927,000	521,000	0	0	

Sanitation							5 YR
52	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Summary	
Beginning Balance	534,000	601,000	608,000	553,000	433,000	534,000	
Revenues (1)	1,575,000	1,575,000	1,575,000	1,575,000	1,575,000	7,875,000	
Expenditures (2)	1,211,000	1,271,000	1,333,000	1,398,000	1,467,000	6,680,000	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	(297,000)	(297,000)	(297,000)	(297,000)	(297,000)	(1,485,000)	
Subtotal	601,000	608,000	553,000	433,000	244,000	244,000	
Reserve	198,000	208,000	218,000	229,000	240,000	240,000	
Ending Balance	403,000	400,000	335,000	204,000	4,000	4,000	

Municipal Court							5 YR
14	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Summary	
Beginning Balance	116,000	0	0	0	0	116,000	
Revenues (1)	348,000	351,000	355,000	359,000	370,000	1,783,000	
Expenditures (2)	729,000	744,000	754,000	777,000	800,000	3,804,000	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	265,000	393,000	399,000	418,000	430,000	1,905,000	
Subtotal	0	0	0	0	0	0	
Reserve	0	0	0	0	0	0	
Ending Balance	0	0	0	0	0	0	

Municipal Court Enhancement						
15	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	407,000	384,000	359,000	331,000	300,000	407,000
Revenues (1)	141,000	142,000	143,000	144,000	148,000	718,000
Expenditures (2)	164,000	167,000	171,000	175,000	178,000	855,000
Capital	0	0	0	0	0	0
Transfers In/(Out)	0	0	0	0	0	0
Subtotal	384,000	359,000	331,000	300,000	270,000	270,000
Reserve	0	0	0	0	0	0
Ending Balance	384,000	359,000	331,000	300,000	270,000	270,000

Photo Enforcement						
16	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	980,000	9,000	0	0	0	980,000
Revenues (1)	490,000	495,000	500,000	505,000	520,000	2,510,000
Expenditures (2)	481,000	495,000	500,000	505,000	520,000	2,501,000
Capital	0	0	0	0	0	0
Transfers In/(Out)	(980,000)	(9,000)	0	0	0	(989,000)
Subtotal	9,000	0	0	0	0	0
Reserve	0	0	0	0	0	0
Ending Balance	9,000	0	0	0	0	0

CDBG						
31	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	0	0	0	0	0	0
Revenues (1)	555,000	250,000	250,000	250,000	250,000	1,555,000
Expenditures (2)	0	0	0	0	0	0
Capital	555,000	250,000	250,000	250,000	250,000	1,555,000
Transfers In/(Out)	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Reserve	0	0	0	0	0	0
Ending Balance	0	0	0	0	0	0

Debt Service						
41	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	380,000	300,000	220,000	235,000	250,000	380,000
Revenues (1)	2,030,000	2,030,000	2,125,000	2,125,000	2,125,000	10,435,000
Expenditures (2)	2,210,000	2,210,000	2,210,000	2,210,000	2,210,000	11,050,000
Capital	0	0	0	0	0	0
Transfers In/(Out)	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal	300,000	220,000	235,000	250,000	265,000	265,000
Reserve	254,000	254,000	265,000	265,000	265,000	265,000
Ending Balance	46,000	(34,000)	(30,000)	(15,000)	0	0

Capital Streets						
56	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	10,243,500	9,228,500	815,000	0	0	10,243,500
Revenues (1)	0	0	0	0	9,878,000	9,878,000
Bond Proceeds	0	0	0	(70,000)	(7,490,000)	(7,560,000)
Expenditures (2)	0	0	0	0	0	0
Debt Service	505,000	480,000	455,000	430,000	395,000	2,265,000
Capital	1,000,000	11,100,000	500,000	500,000	500,000	13,600,000
Transfers In/(Out)	490,000	3,166,500	140,000	1,000,000	(1,493,000)	3,303,500
Subtotal	9,228,500	815,000	0	0	0	0
Ending Balance	9,228,500	815,000	0	0	0	0

Dial-A-Ride (LTAF)						
23	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	240,000	240,000	240,000	240,000	240,000	240,000
Revenues (1)	97,000	98,000	99,000	100,000	103,000	497,000
Expenditures (2)	97,000	98,000	99,000	100,000	103,000	497,000
Capital	0	0	0	0	0	0
Transfers In/(Out)	0	0	0	0	0	0
Subtotal	240,000	240,000	240,000	240,000	240,000	240,000
Reserve	0	0	0	0	0	0
Ending Balance	240,000	240,000	240,000	240,000	240,000	240,000

Police Towing							5 YR Summary
28	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22		
Beginning Balance	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Revenues (1)	72,000	73,000	74,000	75,000	77,000		371,000
Expenditures (2)	72,000	73,000	74,000	75,000	77,000		371,000
Capital	0	0	0	0	0		0
Transfers In/(Out)	0	0	0	0	0		0
Subtotal	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Reserve	0	0	0	0	0		0
Ending Balance	19,000	19,000	19,000	19,000	19,000	19,000	19,000

Special Projects							5 YR Summary
73	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22		
Beginning Balance	93,000	93,000	93,000	93,000	93,000	93,000	93,000
Revenues (1)	10,449,500	10,449,500	10,449,500	10,449,500	10,449,500		52,247,500
Expenditures (2)	10,449,500	10,449,500	10,449,500	10,449,500	10,449,500		52,247,500
Capital	0	0	0	0	0		0
Transfers In/(Out)	0	0	0	0	0		0
Subtotal	93,000	93,000	93,000	93,000	93,000	93,000	93,000
Reserve	0	0	0	0	0		0
Ending Balance	93,000	93,000	93,000	93,000	93,000	93,000	93,000

(1) Revenues increase by 1% annually unless better assumptions are available.

(2) Expenditures increased by 3% per year. Base year = FY 15 budget

Water/Sewer and Sanitation data from Red Oak study dated: May 2013

Citywide Total	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	5 YR Summary
Beginning Balance	42,858,500	38,805,000	25,404,000	22,630,000	18,764,000	42,858,500
Revenues (1)	48,357,000	48,288,500	48,673,500	48,967,500	59,580,500	253,867,000
Expenditures (2)	44,626,500	46,617,500	47,127,500	48,538,500	49,766,500	236,676,500
Debt Service	1,785,000	1,760,000	1,735,000	1,710,000	1,675,000	8,665,000
Bond Proceeds	(605,000)	(630,000)	(655,000)	(680,000)	(7,490,000)	(10,060,000)
Capital	5,394,000	12,682,000	1,930,000	1,905,000	1,924,000	23,835,000
Transfers In/(Out)	0	0	0	0	0	0
Subtotal	38,805,000	25,404,000	22,630,000	18,764,000	17,489,000	17,489,000
Reserve	12,101,000	13,194,000	14,301,000	15,403,000	16,509,000	16,509,000
Ending Balance	26,704,000	12,210,000	8,329,000	3,361,000	980,000	980,000

Capital Totals By Funding Source

	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Five Year Total
Sewer Fees	344,000	125,000	125,000	125,000	125,000	844,000
Water Fees	568,000	40,000	0	0	0	608,000
CDBG	755,000	250,000	250,000	250,000	250,000	1,755,000
Photo Funds	500,000	500,000	500,000	500,000	500,000	2,500,000
Bonds/Grants	500,000	10,600,000	0	0	0	11,100,000
Taxes	2,727,000	1,167,000	1,055,000	1,030,000	1,049,000	7,028,000
Total	\$ 5,394,000	\$12,682,000	\$1,930,000	\$1,905,000	\$1,924,000	\$23,835,000





**EL MIRAGE CAPITAL IMPROVEMENTS PLAN
SUMMARY**

Fund #	Dept	Funding	Project	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Five Year Total
31	DCS	CDBG	Reconstruct A Street from Thunderbird Road to Meyer Lane	555,000					555,000
31	DCS	CDBG	Downtown Street Reconstruction		250,000	250,000	250,000	250,000	1,000,000
21	HURF	Taxes	Butler Drive Reconstruction	850,000					850,000
56	Streets	Bonds/Grants	Dysart Road from Northern Avenue to Peoria Avenue	500,000	10,600,000				11,100,000
10	Fire	Taxes	Fit Tester for Self Contained Breathing Apparatus (SCBA)		16,000				16,000
10	Fire	Taxes	Battalion Chief/Fire Chief truck (replacement)		66,000				66,000
10	Fire	Taxes	Replacement Apparatus (Fire Engine)	450,000					450,000
10	Fire	CDBG	Replacement Apparatus (Fire Engine) additional	200,000					200,000
10	Fire	Taxes	BC Mobile Radio		9,000				9,000
10	Fire	Taxes	Self Contained Breathing Apparatus (SCBA)	155,000					155,000
10	IT	Taxes	Design/Installation Fiber Optic Cable El Mirage Rd Project	25,000					25,000
10	IT	Taxes	Server Replacements	30,000					30,000
10	IT	Taxes	Security Information and Event Management Solution					15,000	15,000
10	Police	Taxes	Vehicle Replacement	168,000	172,000	176,000	180,000	184,000	880,000
10	Police	Taxes	Spillman NIBRS	20,000					20,000
10	Police	Taxes	MDC Computers in vehicles	150,000					150,000
10	PW-Fleet	Taxes	Vehicle Replacement	29,000					29,000
21	HURF	Taxes	Pavement Management	850,000	850,000	850,000	850,000	850,000	4,250,000
21	HURF	Taxes	Skid Steer Loader + Attachments		54,000				54,000
54	Sewer	Sewer Fees	Wastewater Process Equipment Improvements	125,000	125,000	125,000	125,000	125,000	625,000
56	Streets	Taxes	Northern Parkway Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
53	Water	Water Fees	Well Site Building Repairs	40,000	40,000				80,000
53	Water	Water Fees	Water Storage Tank Rehabilitation Program	300,000					300,000
54	Sewer	Sewer Fees	Chemical Storage Containment	90,000					90,000
53	Water	Water Fees	Customer Service Facility Security Upgrades	50,000					50,000
53	Water	Water Fees	Irrigation Controller Conversion	170,000					170,000
53	PW - Engineering	Water Fees	Vehicle Replacement						-
53	Water	Water Fees	Backflow Data Management Module	8,000					8,000
54	Sewer	Sewer Fees	Lift Station Standby Generator	29,000					29,000
21	PW-Streets	Taxes	Vehicle Replacement			29,000			29,000
54	Sewer	Sewer Fees	WW Reclamation Facility Building B-2 Wall Repair	100,000					100,000
			Grand Total	\$5,394,000	\$12,682,000	\$1,930,000	\$1,905,000	\$1,924,000	\$23,835,000

RECONSTRUCTION OF “A” STREET FROM THUNDERBIRD RD. TO MEYER LN.

COMMUNITY DEVELOPMENT

This would be a full reconstruction of “A” Street between Thunderbird Road and Meyer Lane. The proposed project would remove and replace 2,000 linear feet of full pavement section, repair or replace any broken or inadequate curb and/or any four foot wide sidewalks as well as updating six ADA ramps to current standards.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	31-CDBG	CDBG	\$555,000						\$555,000
Total			\$555,000						\$555,000

DOWNTOWN STREET RECONSTRUCTION

ENGINEERING

Street improvements in downtown CDBG eligible area; the project will entail complete reconstruction of roadway surface, curb and gutter, sidewalk, and other ancillary items.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	31-CDBG	CDBG		\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000	\$1,000,000
Total				\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000	\$1,000,000

BUTLER DRIVE RECONSTRUCTION

ENGINEERING

Reconstruct Butler Drive from just west of El Mirage Road to 127th Avenue. The project will include new curb and gutter along with complete replacement of the roadway. This project is in anticipation of the Butler Drive extension between 127th Avenue to Dysart Road which will be constructed with the Northern Parkway project.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	21- HURF	Taxes	\$850,000					\$850,000	\$850,000
Total			\$850,000					\$850,000	\$850,000

DYSART RD FROM NORTHERN TO PEORIA

ENGINEERING

Dysart Road was identified as a “Road of Regional Significance” back in the 1999 Maricopa Associations of Governments (MAG) study and currently has one lane in each direction between Northern and Peoria Avenues. The City proposes to widen this corridor to two 12 foot through lanes, a 14 foot median, bike lanes and curb and gutter. This project will include the design, land acquisition and construction. The total project cost is currently estimated at \$11.1 million.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design			\$500,000	\$412,000				\$912,000	
Land									
Equipment									
Buildings									
Improvements	56-Capital Streets	Bonds/ Grants		\$10,188,000				\$10,188,000	\$10,188,000
Total			\$500,000	\$10,600,000				\$11,100,000	\$11,100,000

FIT TESTER FOR SELF-CONTAINED BREATHING APPARATUS (SCBA)

FIRE

This CIP proposal is for the purchase of a new Fit Testing Machine. OSHA 29 CFR Part 1910.134 requires that anyone wearing a respirator must be tested for proper fitting. The purpose of replacing our current fit testing machine is to upgrade due to aging and technological changes. The new upgraded equipment will dramatically cut down on out of service time for employees and equipment. The equipment was originally purchased in 2010.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10- General	Taxes		\$16,000				\$16,000	\$16,000
Buildings									
Improvements									
Total				\$16,000				\$16,000	\$16,000

REPLACEMENT VEHICLE

FIRE

Replace the 2002 Ford Expedition that is our current Battalion Chief vehicle. This vehicle has many mechanical, electrical, and paint issues.



Estimated costs:

Truck - \$35,585.92

Communication Equip- \$3,314.70

Equipment - \$15,883.91

Radio - \$8,098.46

Striping - \$2,300

Total = \$65,182.90

CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10- General	Taxes		\$66,000				\$66,000	\$66,000
Buildings									
Improvements									
Total				\$66,000				\$66,000	\$66,000

REPLACEMENT APPARATUS (FIRE ENGINE)

FIRE

The FY 17/18 request is for replacement apparatus (Fire Engine) and rotating out the American Le France (ALF) which is 14 years old with 141,974 miles. We are looking to stay with the manufacturer Pierce. Base model pricing is between \$509,000 and \$581,000.

Pricing may change based on equipment. The apparatus itself will have a 1250-1500 GPM pump with a 500 gallon water tank. There is a potential for a trade in or an



outright sale of the ALF apparatus.

A replacement cycle is being drafted for all Fire vehicles. Currently draft replacement timelines are: 14 - 20 years of service for large fire apparatus with 5-10 years of front line service and 10 years back up service.

CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10-General	Taxes	\$450,000					\$450,000	\$450,000
Equipment	10-General	CDBG	\$200,000					\$200,000	\$200,000
Buildings									
Improvements									
Total			\$650,000					\$650,000	\$650,000

BATTALION CHIEF (BC) MOBILE RADIO

FIRE

The FY 18/19 request is to outfit the BC truck with a mobile radio. The purchase of a second mobile radio for the BC vehicle will allow for monitoring and use of more than one tactical channel during any given emergency incident.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10- General	Taxes		\$9,000				\$9,000	\$9,000
Buildings									
Improvements									
Total				\$9,000				\$9,000	\$9,000

SELF-CONTAINED BREATHING APPARATUS (SCBA)

FIRE

This CIP request is to replace our inventory of self-contained breathing apparatus (SCBA). We have an aging inventory of SCBAs. We currently utilize the 1997 standard and have upgraded to the 2007 standard. We are requesting to upgrade to the new 2013 standard which will require a new purchase. Upgrades to our current model are no longer available as there have been significant changes that enhance firefighter safety.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10-General	Taxes	\$155,000					\$155,000	\$155,000
Buildings									
Improvements									
Total								\$155,000	\$155,000

FIBER OPTIC CABLE CONNECTING CITY FACILITIES

INFORMATION TECHNOLOGY

Request to fund design and installation of high speed fiber optic cable into conduit (El Mirage Road Project) to connect the City facilities. The project will follow the phases of the El Mirage Road project. When finished, it will provide the City with its own Fiber connecting the facilities, increasing the speed and reducing the costs associated with leased lines. Projected payback period from leased line savings is approximately four years from project completion.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10 - General	Taxes	\$25,000					\$25,000	\$25,000
Buildings									
Improvements									
Total			\$25,000					\$25,000	\$25,000

SERVER REPLACEMENT

INFORMATION TECHNOLOGY

Purchase four replacement server hypervisors to update the City's Virtual Server Farm. These servers will be over seven years old at this point, past warranty and past their useful life expectancy. Estimated cost of the hardware is \$7,500 each for a total of \$30,000.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10 - General	Taxes	\$30,000					\$30,000	\$30,000
Buildings									
Improvements									
Total			\$30,000					\$30,000	\$30,000

SECURITY INFORMATION AND EVENT MANAGEMENT SOLUTION

INFORMATION TECHNOLOGY



A Security Information and Event Management (SIEM) Solution provides real-time analysis of security alerts generated by network hardware and applications. This new solution will allow the City to report and take action on cybersecurity threats, by providing log auditing and review. It will also allow IT staff to better manage user and service privileges, directory services and other system-configuration changes.

CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10 - General	Taxes					\$15,000	\$15,000	\$15,000
Buildings									
Improvements									
Total							\$15,000	\$15,000	\$15,000

VEHICLE REPLACEMENT

POLICE

An eight year vehicle replacement program has been created. The program will permit the timely replacement of vehicles before they become unreliable. It is estimated that over an eight year period most patrol vehicles will reach 100,000 miles of service use. Non-patrol vehicles will be replaced with Dodge pickups on a similar time frame, however they may be used by other departments after that period of time if the vehicle is still reliable.



This year 2 marked and 2 unmarked vehicles are scheduled to be purchased.

Note: Cost per marked patrol vehicle, including two-tone paint, emergency lighting, radio installation, decals, and prisoner barrier is approximately \$51,000. Unmarked detective vehicles with a covert emergency light package or administrative vehicle are approximately \$33,000.

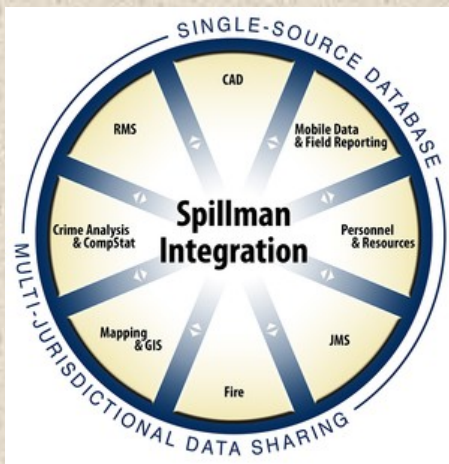
CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10-General	Taxes	\$168,000	\$172,000	\$176,000	\$180,000	\$184,000	\$880,000	Annual
Buildings									
Improvements									
Total			\$168,000	\$172,000	\$176,000	\$180,000	\$184,000	\$880,000	Annual

SPILLMAN NATIONAL INCIDENT BASED REPORTING SYSTEM (NIBRS)

POLICE

This request is for the purchase of the NIBRS Module, allowing the conversion from the current Uniform Crime Reporting summary based system to NIBRS. The conversion is required for all Law Enforcement Agencies to be complete by sometime in 2019 and mandated by the FBI. The



change will be significant, and labor intensive, requiring the conversion from classifying and reporting criminal activities for 8 basic offenses, to classifying and reporting criminal activities for 59 offenses, plus the categorizing of individual aspects of each of those offenses. Dual

reporting will be required for a minimum of two years. Additional staffing will be required for this conversion.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10-General	Taxes	\$20,000					\$20,000	\$20,000
Buildings									
Improvements									
Total			\$20,000					\$20,000	\$20,000

MDC COMPUTERS IN VEHICLES

POLICE

This request is for the replacement of MDC computers, including antennas and cabling, in PD vehicles based on the anticipated end of life cycle. The MDC is a critical tool for the officers on the street for information and completion of reports. Updating the computer will ensure continued

adherence with dispatch to maintain compatible equipment with their system. Cost of the MDC, cabling and vehicle mounts are approximately \$6,200 each.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10-General	Taxes	\$150,000					\$150,000	\$150,000
Buildings									
Improvements									
Total			\$150,000					\$150,000	\$150,000

FLEET VEHICLE REPLACEMENT

FLEET

The vehicle being replaced is unit 4939, a 2007 Ford F-150 with over 100,000 miles. This vehicle has reached the mileage and age threshold for replacement. The vehicle will be replaced with a similar Dodge pickup.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	10- General	Taxes	\$29,000					\$29,000	\$29,000
Buildings									
Improvements									
Total			\$29,000					\$29,000	\$29,000

PAVEMENT MANAGEMENT PROGRAM

STREETS

The purpose of the pavement management plan is to perform cost effective street improvements by properly matching the maintenance and rehabilitation methods to the pavement condition to extend the life of the city streets, which will enhance the safety and quality of the City's transportation system and community appearance.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	21 – HURF	Taxes	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$4,250,000	Annual
Total			\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$4,250,000	Annual

SKID STEER LOADER AND ATTACHMENTS

STREETS

This request is to replace the City's Skid Steer Loader and attachment used by the Public Works Streets Division. The current Skid Steer Loader is 13 years old and breaks down often, which affects scheduling and the ability to efficiently perform its functions. Over the past three years \$5,500 has been spent on repairs and it is anticipated to increase going forward. The Skid Steer Loader is used for alley and right of way cleanup, grading and dirt work, cleaning of washes, asphalt work, concrete work, and other work performed by the Streets division. The attachment requested is a trencher attachment, which will be used for trenching for electrical or irrigation repairs in the right of way.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	21 – HURF	Taxes		\$54,000					\$54,000
Buildings									
Improvements									
Total				\$54,000					\$54,000

WASTEWATER PROCESS EQUIPMENT IMPROVEMENTS

SEWER

This project is a multi-year program to upgrade and/or replace critical wastewater process equipment which include the following: pumps, motors, blowers, centrifuge, belt press, filters, decanters, aerators, disinfection systems, VFD's, and PLC's. Process equipment is essential to operate the WW Reclamation Facility.



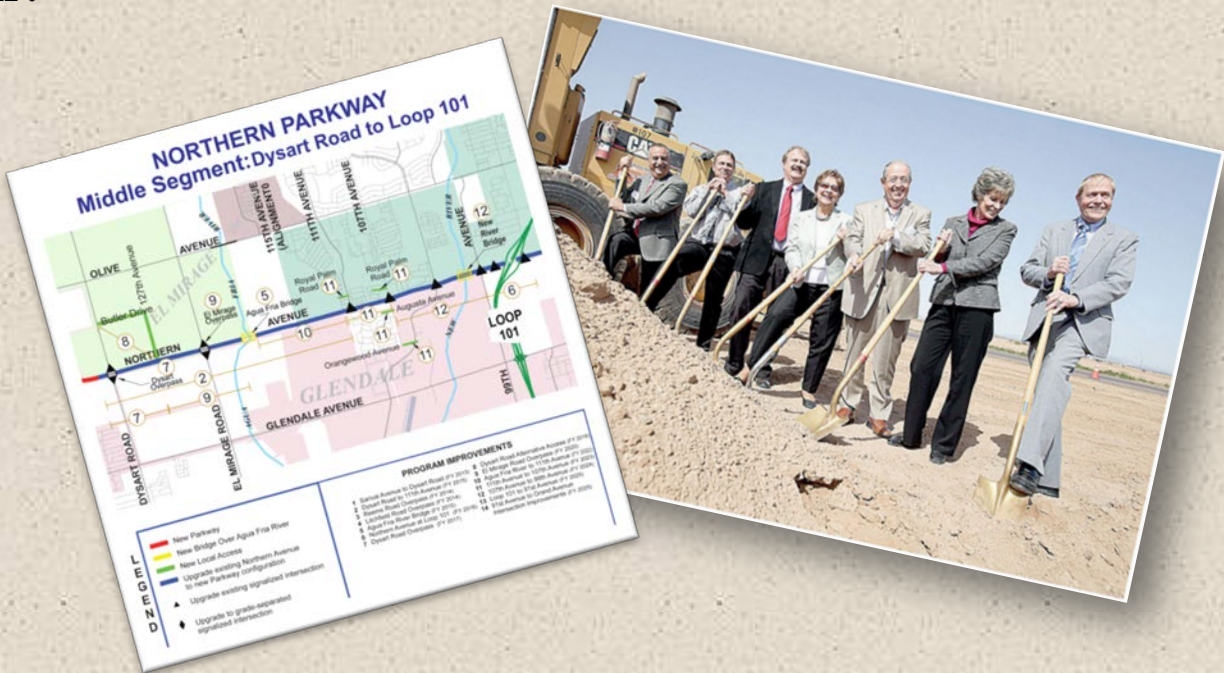
CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	54 – Fees	Sewer	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	Annual
Buildings									
Improvements									
Total			\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	Annual

NORTHERN PARKWAY IMPROVEMENTS

STREETS

Northern Avenue is to be widened into an expressway/parkway configuration. Northern Parkway is to be widened as a road of regional significance. Costs include Design Concept Report, design, ROW acquisition, and construction shared between project partners El Mirage, Glendale, Peoria, Maricopa County, and MAG. Regional funding extends beyond the current five year CIP.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	56-Capital Streets	Taxes	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$8,974,500
Total			\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	\$8,974,500

WELL SITE BUILDING REPAIRS

WATER

Chlorine building/equipment improvements needed at two of the City's well sites (Sunnyvale & Cottonwood). Outdated disinfection systems that generate Chlorine onsite have caused significant structural damages to the concrete building due to reoccurring leaks. Improvements will include replacing the current disinfection system, repairing the damaged block walls, and coating the new walls with a sealant that will prevent future damage.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings	53-Water	Fees	\$40,000	\$40,000				\$80,000	\$100,000
Improvements									
Total			\$40,000	\$40,000				\$80,000	\$100,000

WATER STORAGE TANK REHABILITATION PROGRAM

WATER

Water pressure and distribution in most communities is maintained via steel water storage tanks, which operate relatively maintenance and trouble free for extended multi-year periods. However, the time comes when gradual corrosion, or even ‘loss-of-curb’ appeal, can result in this mostly ‘passive’ infrastructure requiring upgrades. Therefore, a rehabilitation program should be designed to ensure asset preservation,



process water quality improvements, and operator safety. The City has a total of 10 water storage tanks within the water distribution system. This project is to rehab one storage tank. Through operations, all 10 tanks will be thoroughly inspected by the end of fiscal year 17/18 and a prioritized schedule will be developed for the remaining tanks. This maintenance program will prolong the tanks useful life and ensure high quality, safe, and reliable drinking water is provided to the public.

CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	53- Water	Fees	\$300,000					\$300,000	\$300,000
Total			\$300,000					\$300,000	\$300,000

CHEMICAL STORAGE CONTAINMENT

SEWER

Unforeseen concrete damage was discovered once construction began on the Chemical Storage Containment project approved in the FY15/16 CIP. There is currently \$51,000 budgeted carryover in FY 16/17. This request is for an additional \$90,000 to relocate and construct a new Chemical Storage Containment area. The total cost of this project is estimated to be \$141,000.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	54-Sewer	Fees	\$90,000					\$90,000	\$90,000
Buildings									
Improvements									
Total			\$90,000					\$90,000	\$90,000

CUSTOMER SERVICE FACILITY SECURITY UPGRADES

WATER

Sgt. Peoples, with the CoEM Police Dept., provided a safety and security assessment. The referenced recommendations are in response to the walk-through of the Customer Service building. These projects can be completed as one large project or prioritized in 3 phases based on budgetary constraints

Recommendations are as follows:

1. Install a security camera system and monitor (4 external cameras & 12 internal cameras) with recordable DVR to provide visual coverage of the entire building so employees are able to view the exterior before exiting the building. Internal camera coverage for complete transparency and theft prevention due to the large amount of cash that is handled at this location. \$9,500.
2. Various Customer Service building safety improvements such as extending window dimensions which will provide improved privacy and hearing abilities in a proactive effort to de-escalate angry customer interactions and adding an ADA station for ergonomic purposes which offers a higher level of service to those residents with various disabilities. \$25,000.
3. Install a security system access control (2 access points) to secure the premise in an emergency due to our secluded residential location and extended operating hours. \$15,000.

CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	53-Water	Fees	\$50,000					\$50,000	\$50,000
Total			\$50,000					\$50,000	\$50,000

IRRIGATION CONTROLLER CONVERSION

WATER

This capital item request is for the complete replacement and upgrade of irrigation controllers in City parks, facilities, and right of ways. The new controllers automatically adjust to environmental changes and use a master valve for more efficient operation.



Estimated ROI on replacement of the current controllers is 1.5 years. It is estimated that the upgraded controllers will provide 30%-35% savings in water use and subsequent fees.

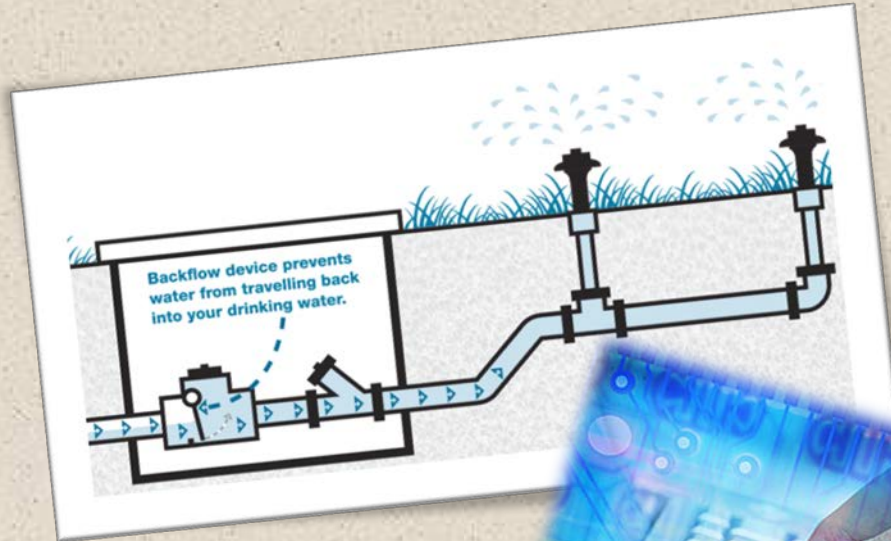
CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	53-Water	Fees	\$170,000					\$170,000	\$170,000
Total			\$170,000					\$170,000	\$170,000

BACKFLOW DATA MANAGEMENT MODULE

WATER

This software is needed for accurate management of the City's backflow data. This is a module for our current utility billing system (Caselle) that will allow staff to accurately and efficiently track, organize, notify, and manage every backflow assembly/device within the City's water distribution system. This software will aid in the City's effort to develop a backflow and cross prevention control program and help enforce compliance. This is critical to ensure high quality, safe, and reliable drinking water to the public.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	53-Water	Fees	\$8,000					\$8,000	\$8,000
Total			\$8,000					\$8,000	\$8,000

LIFT STATION STANDBY GENERATOR

SEWER

This project includes the purchase and installation of a standby generator and automatic transfer switch at the City's Brisas lift station. Maricopa County Environmental Health Code (Chapter I, Section 2, Regulation 5) requires

standby power to be provided at all sewage pump stations where temporary power failure may allow a discharge of raw sewage.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	54-Sewer	Fees	\$29,000					\$29,000	\$29,000
Buildings									
Improvements									
Total			\$29,000					\$29,000	\$29,000

STREETS VEHICLE REPLACEMENT

STREETS

The vehicle being replaced is unit #8072, a 2007 Ford F-150 with over 100,000 miles. This vehicle has reached the mileage and age threshold for replacement. The vehicle will be replaced with a similar Dodge pickup.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment	21-HURF	Taxes			\$29,000			\$29,000	\$29,000
Buildings									
Improvements									
Total					\$29,000			\$29,000	\$29,000

WASTEWATER RECLAMATION FACILITY

BUILDING B-2 WALL REPAIR

SEWER

Building wall repairs needed at the City's Wastewater Reclamation Facility (building B-2). Chlorine used in the disinfection of effluent at the WRF has caused significant structural damages to the concrete block wall on the south side of building B-2. Repairs will include replacing all the damaged concrete blocks and reinforcing the wall.



CAPITAL BUDGET- BY CATEGORY AND FISCAL YEAR(S) FUNDS REQUESTED

Category:	Fund	Funding Source:	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	5 YEAR TOTAL	PROJECT TOTAL
Design									
Land									
Equipment									
Buildings									
Improvements	54 – Sewer	Fees	\$100,000					\$100,000	\$100,000
Total			\$100,000					\$100,000	\$100,000



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
Adoption	Formal action by the City Council to approve a document (Budget; Capital Improvements Plan; etc.) for the fiscal year
Appropriation	Specific amount of monies authorized by the City Council for the purposes of incurring obligations and acquiring goods and services
Assessed Valuation	A value set upon real property by the County Assessor for the purpose of levying property taxes
Base Budget	The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the City Council
Bonds	A certificate of debt guaranteeing a payment of a specified amount of money by a specified future date
Budget	Financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving Council goals and objectives
Capital Items	Non-consumable items with a useful life of more than one year and an initial individual price exceeding \$5,000
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
Cash Basis	A basis of accounting in which transactions are recognized only

CIP	when cash is increased or decreased Capital Improvements Plan
Contingency	Monies which have not been allocated to any specific purpose and may only be utilized in conjunction with Council notification
Capital Projects Funds	This fund accounts for resources providing for the acquisition or construction of all capital facilities and items
Debt Service	Principal and interest payments on borrowed funds such as bonds
Debt Service Funds	Used to account for the accumulation of resources for, and the payment of, general long-term debt, principal and interest
Encumbrance	Accounting concept that recognizes a commitment to expend resources in the future
Enterprise Fund	Used to account for the business-type activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges
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.
F.T.E.	Full Time Equivalent – 2080 hours worked equates to 1.0 full time equivalent position
Fiscal Year	Any period of twelve consecutive months that establishes the beginning and the ending of financial transactions. For the City of El Mirage this period begins July 1 and ends June 30
Fund	A set of self-balancing accounts that record revenues and

Fund Balance	expenditures associated with specific activities Carry over funds due to actual revenues exceeding actual expenditures
General Fund	The fund used to measure all financial transactions of the municipality except those required by law or agreement to be accounted for in another fund. The general fund is the primary operating fund of the City.
General Obligation (G.O.) Bond	Type of bond backed by full faith and credit of the City
Grant	A contribution by the State or Federal government or other organization to support a particular function
Highway User 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
Infrastructure	Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks, airports, etc
Intergovernmental Revenue (Shared)	Revenue received from other governmental agencies (e.g., State Sales Tax, State Income Tax, gasoline tax, motor vehicle license)
Long Term Debt	Debt with a maturity of more than one year after the date of issuance
Maintenance and Operation (M&O) Costs	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
Objectives	A desired outcome that is measurable and that can be achieved within a specific time frame
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
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

Property Tax Rate	The amount of tax levied for each \$100 of assessed valuation
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
ROW	Right of Way
Secondary Property Tax	Voter approved tax levy which 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) that are legally restricted to expenditure for specific purposes
Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance
Transfer	An inter-fund transaction where one fund contributes resources to another fund where the resources are expended