



City of EL MIRAGE

Arizona

GRAND HERITAGE, BRIGHT FUTURE!

*Fiscal Years
2014–2018*

Capital Improvements Plan



**“Incremental Growth and
Development”**

**“Creating Stability and
Meeting Expectations
Responsibly”**

**“Innovations and Efficiency in
Service Delivery”**

Cinnabar Avenue Entry

Table of Contents

<i>Community Profile</i>	1
<i>Factors Affecting Economic Condition</i>	3
<i>List of Elected Officials</i>	6
<i>List of Appointed Officials</i>	9
<i>Evaluation Criteria</i>	10
<i>Capital Project Definition</i>	11
<i>Needs Assessment</i>	12
<i>Financial Analysis</i>	12
<i>Funding Options</i>	13
<i>Current Revenue Trends</i>	14
<i>Bonding Capacity</i>	15
<i>Plan Implementation</i>	16
<i>Summary and Detail Sheets</i>	16
<i>Plan Financial Assumptions</i>	17
<i>Revenue Estimates and Fund Balance Summary</i>	18
<i>Citywide Totals</i>	23
<i>Capital Improvement Plan Summary</i>	24
<i>Capital Improvement Plan Detail</i>	26
<i>Glossary</i>	32



City of
EL MIRAGE

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GRAND HERITAGE, BRIGHT FUTURE!

FY2014 - FY2018 Capital Improvements Plan –

Team Members

Lana Mook

Joe Ramirez

Roy Delgado

James McPhetres

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

Finance Director

Accounting Manager

Department Heads

Resolution 13-05-13 submitted for Council approval May 7, 2013

FY2014 - FY2018 Capital Improvements Plan – El Mirage Community Profile

Background, Population, and Business. El Mirage is situated on approximately 11 square miles in the heart of the rapidly growing West Valley. The city was founded in 1937 by migrant farm workers who settled on the west bank of the Agua Fria River and harvested the acres of roses, cotton, and other crops that would come to define the city’s agricultural heritage. Since its incorporation in 1951, the community has transcended its agricultural beginnings to become a vibrant, diverse community with a current population of just over 32,000.

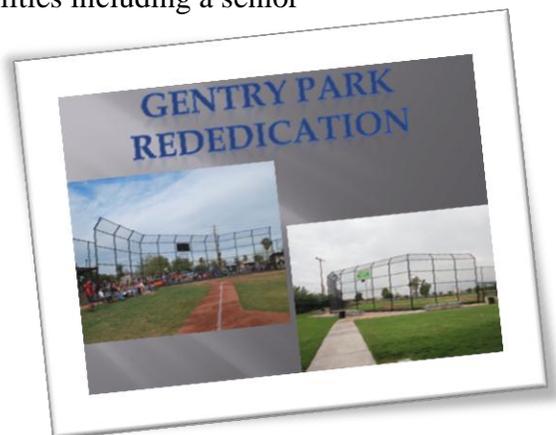


In recent years, El Mirage has adopted economic development initiatives to attract new commercial and industrial businesses to the city. Impact fees normally charged for infrastructure expansion have been eliminated, and El Mirage has joined with other West Valley cities to form the Greater Maricopa Foreign Trade Zone, allowing goods to be moved through the region exempt from certain U.S. Customs fees.



Local employers include Burlington Northern Santa Fe Railroad, which operates an 82-acre vehicle distribution center in El Mirage. Vulcan Materials Group, Union Rock and Materials, Hanson Pipe, and Contech Engineered Solutions are also among the firms representing the city’s industrial base. Luke Air Force Base, just nine miles 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.

The City of El Mirage offers a range of community facilities including a senior center and library. 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 is the first of its kind in Arizona. El Mirage is also home to Bill Gentry Park, a newly renovated little league field that draws teams from throughout the Valley for regular play, as well as regional tournaments. The nationally renowned Pueblo El Mirage Golf Resort, situated on 310 acres in the city, boasts an 18-hole professional golf course and has home choices, as well as a host of indoor and outdoor activities for active seniors.



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 \$114 million budget to provide services for the city's 32,000 residents. This year's budget utilizes the theme "*creating stability and meeting expectations responsibly.*"



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. An enterprise funds was 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 retreat 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 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.

FY2014 - FY2018 Capital Improvements Plan – Factors Affecting Economic Conditions

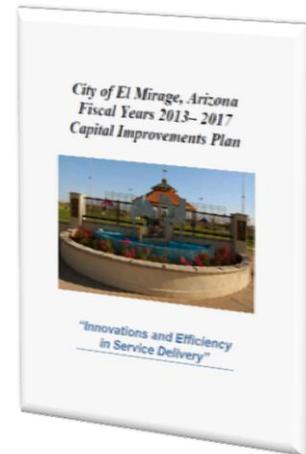
Local Economy. The El Mirage economy was primarily dependant on housing construction for



many years. In 2004, however, the city began to approach residential build-out and the Maricopa County housing market began to diminish causing unemployment statewide, countywide, and locally to spike (The local unemployment rate tends to be slightly higher than county and state levels.). Since that time, the city has turned its focus toward retail and industrial growth resulting in the opening of a Walmart supercenter and two Walgreens pharmacies in recent years. In addition, the number of local businesses has been rising

steadily and currently stands at 904. The recession and weaker than expected recovery have made further commercial growth challenging, resulting in the city’s reliance on state shared revenues as much as local sales and property tax to remain fiscally solvent. 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 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 recently 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. If the city is successful in expanding its commercial base, the CIP will be revised upward each year.



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 the continuing economic uncertainty 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 \$6.0 million. The Council approved a utility rate study in 2011 that recommended reserves for each of the three utilities ranging from one month 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 City Council adopted a series of 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’s Engineer and Public Works Director to submit a Capital Improvement Plan for review by the City Manager, then Council.
- The Capital Improvement Plan shall include:
 - A statement of the objectives of the Capital Improvement 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 Improvement 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 the funding sources have been identified to finance the project.
- At the end of the Fiscal Year in which the project is completed or acquired, any remaining budgeted funds will revert to the fund balance of the funding source.

In addition to adopted policies the City has a number of administrative procedures that may help users better understand the financial framework of this plan. 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 budgeting for 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 currently has three major capital initiatives 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.

El Mirage Road - The city is partnering with Maricopa County Department of Transportation (McDOT) 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 has bond authorization to pay for its share of the improvements.



McDOT will provide \$6 million and MAG will provide 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.



Police Facility - The city plans to construct a new police station on land designated for city use next to Gateway Park. Cost includes design, construction, site improvements and furnishings. The energy efficient facility will house all operations of the Police Department, including administration, patrol, investigations, evidence storage, records management and storage, modern

technology infrastructure, a community meeting room, and a public lobby.

Recreation Facility with Pool - The city plans to construct a new recreation facility with pool. The facility will be approximately 28,000 square feet and will be located adjacent to Gateway Park on approximately 5 acres.



City of El Mirage Northwest Family YMCA

ARCHITECTON 001110

FY2014 - FY2018 Capital Improvements Plan – List of Elected City Officials



Mayor Lana Mook

Mayor Lana Mook has called Arizona home for nearly 30 years. After retiring from approximately three decades in management, training and patient relations in the health care industry, Mayor Mook devoted much of her time to volunteering in El Mirage, pursuing her commitment to doing everything she can to help and 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 volunteered on 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. Mayor Mook serves on the following Board and Committees: League of Arizona Cities & Towns Executive Committee, Co-Chair of Luke West Valley Council, Fighter Country Partnership- Eagle Member, Valley Metro Regional Public Transportation Authority Executive Committee, WESTMARC (Western Maricopa Coalition) Executive Committee, and Maricopa Association of Governments Regional Council.

Although new to public service, Mayor Mook is not new to the world of community involvement and civic leadership. She spent many years dedicating time to the Phoenix Suns Charities, the Girl Scouts of America, and the U.S. Forest Service (Smokey Bear and Woodsy Owl Fire Prevention Programs). She has always been the type of leader who says what she means and does what she says.



Vice Mayor Joe Ramirez

Vice Mayor Joe Ramirez is 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.



Councilman Roy Delgado

Councilman Roy Delgado has served on the El Mirage City Council for 10 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 chairing 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.

Councilman Delgado also chairs the Citizens Advisory Committee of the County Library District. He was appointed to the position by 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, which include teaching hunter safety for the Arizona Game and Fish Department; serving as mass coordinator for Luke AFB's Catholic communities; and helping 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 officer's associations, Delgado maintains strong ties with the Valley's military community.



Councilman James McPhetres

Councilman McPhetres moved to Arizona in 1987 and married in 2000. He moved his family from Avondale to El Mirage in 2001 after building the family home in the city. McPhetres has volunteered countless hours to community causes, serving on the Police Advisory Committee, coaching Cal Ripkin baseball and youth football, and encouraging residents to vote for the recently completed new fire station. In addition, he served on the Judicial Advisory Board (JAB) that selected candidates for the City's first municipal judge, and was JAB's chairman for four years. He was elected President of the Grand Mirage Homeowners Association in 2001 and held the position for nine years until being elected to the City Council in 2010. He was appointed as the City's representative to the Western Maricopa Coalition (Westmarc) Energy and Water Committee in 2011. In March 2012, Councilman McPhetres retired from the U.S. Air Force as a superintendent of Human Resource Systems and Readiness after 36 years of service.

Councilman McPhetres is committed to ensuring accountability for all city resources and feels the Council owes residents a city that is affordable and one where residents can live, work, and play. He focuses on fiscally conservative economic development and believes in "Integrity first, Service before self and Excellence in all we do" - core values from his Air Force past that he carries forward in his role as City Councilman.



Councilman Jack Palladino

Born and raised in Chelsea, Massachusetts, Jack's commitment to his community began over 40 years ago with his service as a medic in the United States Army. After retiring from active duty, Jack 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, Jack's hard work and perseverance were recognized and ultimately, he was promoted to Acting Manager of one of the U.S.P.S. Boston facilities. During this time, Jack also volunteered as a Little League Coach and with the Knights of Columbus.

Shortly after retiring in 2003, Jack and his wife moved to Arizona and he currently works part-time with the Pueblo El Mirage Post Office. Jack and Michele have one son and a five year old grandson who also live in the West Valley and last year they celebrated their 40th Anniversary. After attending numerous local city council meetings and volunteering in the community, Jack was drafted to run for El Mirage City Council and was overwhelmingly elected in 2010.

Council Member Palladino believes that one person can make a difference!



Councilman Lynn Selby

Born and raised in Los Angeles, California, Lynn Selby has a business background spanning more than 30 years, during which time he managed cash flow, developed yearly budgets, and worked closely in managing personnel and inventory. Lynn and his wife Danielle retired to El Mirage and began actively attending city council meetings and volunteering in the community. It was in attending these meetings that Lynn became interested in the workings of our city and wanted to be able to give something back to the community he loves and calls home.

Council Member Selby was elected in August, 2010. He served in the U.S. Navy and now volunteers his time as an engineer with the Maricopa Live Steamers club every Sunday from September through May to give free rides to the public and with the El Mirage Fire Department to help distribute and install free smoke detectors. Council Member Selby also actively represents Operation Lifesaver throughout the State of Arizona, presenting railroad safety programs to government agencies and local organizations.

He has been married to Danielle for more than 47 years and is the proud father of three daughters and four grandchildren.



Councilman David Shapera

Councilman David M. Shapera, recently re-elected to a second four year term to the El Mirage City Council, was also a past member and chairman of the El Mirage Planning and Zoning Commission. He has over 39 years in elected and appointed positions in government. He and his wife, Linda, have been married for 36 years and moved to El Mirage in 2002.

He 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.

As an advocate for the new police station and YMCA-recreation building, he will continue to ensure both buildings will be used to proudly serve the El Mirage community. He continues to support our public safety departments. He will work to continue to upgrade our infrastructure within the parameters of affordability.

A vocal advocate for Luke Air Force Base, he will continue to work with the base and share common goals.

Continuing to support economic development in El Mirage will be a priority. He has worked to streamline and assist businesses to open in our city. His new program adopted by the city council to have directional signs to help our businesses thrive.

The use of solar panels on city buildings will continue as we are doing our part to utilize solar energy. He was in the forefront of bringing utility savings to city buildings.

LIST OF APPOINTED CITY OFFICIALS

City Manager – Dr. Spencer A. Isom

City Attorney (Interim) – Robert M. Hall

City Magistrate – James Mapp



FY2014 - FY2018 Capital Improvements Plan –

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 was 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 for 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 reviewed Department Head submissions of CIP requests and asked 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.



FY2014 - FY2018 Capital Improvements Plan –

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 El Mirage CIP, including vehicles and equipment, will be those with a cost of at least \$5,000 with a useful life of at least three years. All other projects shall be included in Departmental operating budgets. The CIP is to be used as a guide in decision-making. The CIP is intentionally developed in the most a-political environment possible with the full knowledge that the final decisions will be made in the political arena. The CIP is an objective basis for making decisions in a very subjective environment.



The process for the CIP's development is divided into four key phases, culminating in the presentation of a Capital Improvement 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 Improvement Plan. All of the preceding steps culminated in the development of the plan document that will be updated on an annual basis.
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FY2014 - FY2018 Capital Improvements Plan –

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 need to 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.

Attached at the end of this document is a document entitled “City of El Mirage, Capital Improvement Program.” This summarizes the projects approved for funding and all the projects adopted for the Capital Improvement Plan in the out years through FY2018. 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).



FY2014 - FY2018 Capital Improvements Plan –

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 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.

FY2014 - FY2018 Capital Improvements Plan –

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. This is becoming more and more difficult with today's political climate, shrinking revenue sources, the demands presented by El Mirage's growth, and no dedicated funding source for the CIP.

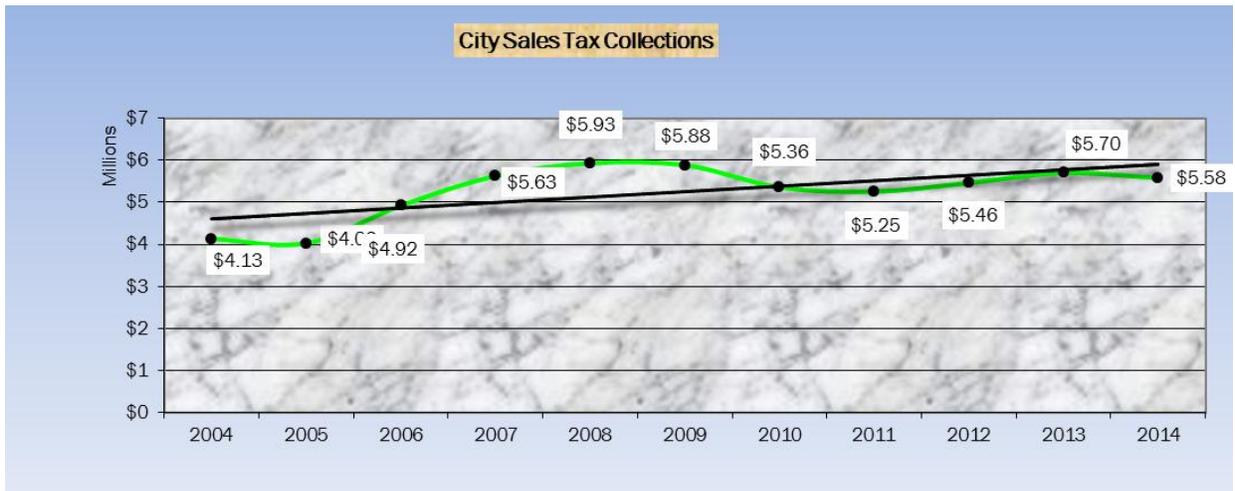
The following options are considered when analyzing potential funding sources for CIP Projects.

- **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.
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FY2014 - FY2018 Capital Improvements Plan –

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 \$4.1 million in Fiscal-Year 2004 to projected revenues of \$5.6 million in Fiscal-Year 2014. 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. Over the last three years the City has stabilized sales tax revenue and signs of growth have begun 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. The total combined tax rate is \$3.89 per \$100 net assessed valuation in FY2013. The rate has continued to climb as property values have declined. 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 other municipalities, the City has no Special Assessment Districts to pay for infrastructure, maintenance, and street light expenditures.



FY2014 - FY2018 Capital Improvements Plan –

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 and backed up by real property. Voters would have to approve any property taxes (secondary) instituted to support the issuance of G.O. Bonds. At some point, the voters may be asked to approve additional property tax to support the issuance of G.O. Bonds for desired community projects. 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 secondary 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 the valuation.



El Mirage's has voter approved debt for water and sewer projects. This voter approved debt is secured and repaid from water and utility rates and fees. The City has roughly \$2.5 million of voter approved water and sewer debt authorized but unissued. Many of the water and sewer projects in this document are intended to be funded by these bonds. Utility rate increases have been approved by the Mayor and Council which will help repay the debt on these bonds.

FY2014 - FY2018 Capital Improvements Plan –

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 adopted by the City Council and published and widely distributed.
- The CIP is updated annually and reviewed and adopted by the City Council each year.
- 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.



FY2014 - FY2018 Capital Improvements Plan –

Summary and Detail Sheets

The following is a document entitled “City of El Mirage, FY2014-FY2018, Capital Improvement Program.”

This document summarizes the projects approved for funding in FY2014 and all projects adopted for the Capital Improvement Plan in the out years through FY2018. As indicated, every project is 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 in Fund/Department order and details each CIP project by providing cost detail, description of the project, and recommended funding source(s). Following the cost detail section, the timeline of the project is restated by year. These are not in any prioritized order. All projects in FY2019+ are for informational purposes only and have not been funded.

FY2014 - FY2018 Capital Improvements Plan –

Plan Financial Assumptions

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

1. Beginning balances are based on the preliminary 2013-14 budget and bond fund balances.
2. Most revenues are projected to increase by 1% the first year and 2% per year after the first year.
 - a. Exceptions exist in:
 - i. Water, Sewer, and Sanitation are based on the rate study.
 - ii. Photo Enforcement is projected to increase by 1% per year based on declining numbers of citations (no growth is projected the first year).
 - iii. CDBG and other grants are set equal to projected capital and expenditures.
 - iv. Debt Service is based on actual expenditures less beginning balances.
 - v. Capital Streets are based on MAG and McDoT revenue assumptions.
 - b. Revenues are based on 2013-14 budget.
3. Most expenditures are projected to increase by 2% per year.
 - a. Exceptions exist in:
 - i. General Fund expenses are projected to increase by 3% per year based on the heavy reliance on salaries and wage related benefits.
 - ii. Water, Sewer and Sanitation are based on the rate study.
 - iii. Court Enhancement expenses match revenue estimates.
 - iv. Photo Enforcement expenses are based on Court estimates in the first year.
 - v. Debt Service is based on actual schedules for expenditures.
 - vi. Capital Streets expenditures are related to bond cost of issuance.
 - b. Expenditures are based on 2013-14 budget **less capital and contingencies except for \$200,000 per year in the General Fund.**
4. Debt service is based on actual outstanding debt.
5. Bond proceeds 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.
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. A \$3 million transfer from the General Fund to the Park Improvement Fund to complete the recreation facility.
 - e. A \$3 million transfer from the General Fund to the Water Fund to purchase assured water.
 - f. 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.



FY2014 - FY2018 Capital Improvements Plan –

Revenue Estimates and Fund Balance Summary

		General Fund					5 YR Summary
10		FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	
	Beginning Balance	13,750,000	7,669,000	8,781,560	7,638,400	7,170,640	13,750,000
	Revenues (1)	15,830,000	16,147,000	16,470,000	16,799,000	17,135,000	82,381,000
	Expenditures (2)	16,687,000	17,188,000	17,704,000	18,235,000	18,782,000	88,596,000
	G.O. Bond Proceeds	0	0	0	0	0	0
	Bond Proceeds	0	0	0	0	0	0
	Capital	429,000	172,000	828,000	147,000	0	1,576,000
	Transfers In/(Out)	(4,795,000)	2,325,560	918,840	1,115,240	1,244,600	809,240
	Subtotal	7,669,000	8,781,560	7,638,400	7,170,640	6,768,240	6,768,240
	Reserve	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
	Ending Balance	1,669,000	2,781,560	1,638,400	1,170,640	768,240	768,240

		HURF					5 YR Summary
21		2014	2015	2016	2017	2018	
	Beginning Balance	470,000	2,000	0	0	0	470,000
	Revenues (1)	1,790,000	1,826,000	1,863,000	1,900,000	1,938,000	9,317,000
	Expenditures (2)	2,373,000	2,420,000	2,468,000	2,517,000	2,567,000	12,345,000
	Capital	65,000	102,000	0	0	0	167,000
	Transfers In/(Out)	180,000	694,000	605,000	617,000	629,000	2,725,000
	Subtotal	2,000	0	0	0	0	0
	Reserve	0	0	0	0	0	0
	Ending Balance	2,000	0	0	0	0	0

		Water					5 YR
53	2014	2015	2016	2017	2018	Summary	
Beginning Balance	(1,587,000)	(701,500)	790,000	2,153,000	3,293,000	(1,587,000)	
Revenues (1)	8,945,000	8,945,000	9,096,000	9,152,000	9,209,000	45,347,000	
Bond Proceeds	4,550,000	0	0	0	0	4,550,000	
Expenditures (2)	12,254,500	4,650,500	4,897,000	5,143,000	5,400,000	32,345,000	
Debt Service	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000	
Capital	500,000	0	0	0	0	500,000	
Transfers In/(Out)	1,745,000	(1,203,000)	(1,236,000)	(1,269,000)	(1,303,000)	(3,266,000)	
Subtotal	(701,500)	790,000	2,153,000	3,293,000	4,199,000	4,199,000	
Reserve	0	790,000	1,818,000	2,788,000	3,352,000	3,352,000	
Ending Balance	(701,500)	0	335,000	505,000	847,000	847,000	

		Sewer					5 YR
54	2014	2015	2016	2017	2018	Summary	
Beginning Balance	550,000	987,000	1,727,000	2,407,000	3,025,000	550,000	
Revenues (1)	3,100,000	3,069,000	3,092,000	3,108,000	5,106,000	17,475,000	
Bond Proceeds	700,000	0	0	0	0	700,000	
Expenditures (2)	2,603,000	1,701,000	1,763,000	1,820,000	3,887,000	11,774,000	
Debt Service	270,000	270,000	270,000	270,000	270,000	1,350,000	
Capital	150,000	0	0	0	0	150,000	
Transfers In/(Out)	(340,000)	(358,000)	(379,000)	(400,000)	(422,000)	(1,899,000)	
Subtotal	987,000	1,727,000	2,407,000	3,025,000	3,552,000	3,552,000	
Reserve	0	632,000	1,274,000	1,783,000	2,297,000	2,297,000	
Ending Balance	987,000	1,095,000	1,133,000	1,242,000	1,255,000	1,255,000	

		Sanitation					5 YR
52	2014	2015	2016	2017	2018	Summary	
Beginning Balance	(200,000)	(24,500)	144,000	272,000	346,000	(200,000)	
Revenues (1)	1,500,000	1,501,000	1,501,000	1,501,000	1,501,000	7,504,000	
Bond Proceeds	0	0	0	0	0	0	
Expenditures (2)	1,004,500	1,035,500	1,076,000	1,130,000	1,185,000	5,431,000	
Debt Service	0	0	0	0	0	0	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	(320,000)	(297,000)	(297,000)	(297,000)	(297,000)	(1,508,000)	
Subtotal	(24,500)	144,000	272,000	346,000	365,000	365,000	
Reserve	0	86,000	179,000	188,000	198,000	198,000	
Ending Balance	(24,500)	58,000	93,000	158,000	167,000	167,000	

		Municipal Court					5 YR
14	2014	2015	2016	2017	2018	Summary	
Beginning Balance	(65,000)	500	500	500	500	(65,000)	
Revenues (1)	250,000	255,000	260,000	265,000	270,000	1,300,000	
Expenditures (2)	609,500	622,000	634,000	647,000	660,000	3,172,500	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	425,000	367,000	374,000	382,000	390,000	1,938,000	
Subtotal	500	500	500	500	500	500	
Reserve	0	0	0	0	0	0	
Ending Balance	500	500	500	500	500	500	

		Municipal Court Enhancement					5 YR
15	2014	2015	2016	2017	2018	Summary	
Beginning Balance	750,000	604,000	604,000	604,000	604,000	750,000	
Revenues (1)	440,000	449,000	458,000	467,000	476,000	2,290,000	
Expenditures (2)	586,000	449,000	458,000	467,000	476,000	2,436,000	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	0	0	0	0	0	0	
Subtotal	604,000	604,000	604,000	604,000	604,000	604,000	
Reserve	0	0	0	0	0	0	
Ending Balance	604,000	604,000	604,000	604,000	604,000	604,000	

		Photo Enforcement					5 YR
16	2014	2015	2016	2017	2018	Summary	
Beginning Balance	1,750,000	1,446,500	372,500	350,500	327,500	1,750,000	
Revenues (1)	2,470,000	2,495,000	2,520,000	2,545,000	2,570,000	12,600,000	
Expenditures (2)	1,783,500	1,819,000	1,855,000	1,892,000	1,930,000	9,279,500	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	(990,000)	(1,750,000)	(687,000)	(676,000)	(665,000)	(4,768,000)	
Subtotal	1,446,500	372,500	350,500	327,500	302,500	302,500	
Reserve	1,446,500	0	0	0	0	0	
Ending Balance	0	372,500	350,500	327,500	302,500	302,500	

		CDBG					5 YR Summary
31	2014	2015	2016	2017	2018		
Beginning Balance	440,000	0	0	0	0	440,000	
Revenues (1)	350,000	350,000	1,450,000	1,100,000	1,100,000	4,350,000	
Expenditures (2)	790,000	0	0	0	0	790,000	
Capital	0	350,000	1,450,000	1,100,000	1,100,000	4,000,000	
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					5 YR Summary
41	2014	2015	2016	2017	2018		
Beginning Balance	550,000	486,500	416,500	379,500	385,500	550,000	
Revenues (1)	1,960,000	1,960,000	1,989,000	2,036,000	2,026,000	9,971,000	
Expenditures (2)	2,123,500	2,130,000	2,126,000	2,130,000	2,127,000	10,636,500	
Capital	0	0	0	0	0	0	
Transfers In/(Out)	100,000	100,000	100,000	100,000	100,000	500,000	
Subtotal	486,500	416,500	379,500	385,500	384,500	384,500	
Reserve	245,000	245,000	248,625	254,500	253,250	253,250	
Ending Balance	241,500	171,500	130,875	131,000	131,250	131,250	

		Capital Streets					5 YR Summary
56	2014	2015	2016	2017	2018		
Beginning Balance	6,397,000	7,192,000	792,000	292,000	0	6,397,000	
Revenues (1)	0	0	0	2,817,000	7,612,000	10,429,000	
Bond Proceeds		2,024,000	8,670,000	(2,609,000)	(3,394,000)	4,691,000	
Expenditures (2)	0	40,480	173,400	0	0	213,880	
Debt Service		80,960	427,760	427,760	323,400	1,259,880	
Capital	200,000	8,424,000	9,170,000	500,000	4,218,000	22,512,000	
Transfers In/(Out)	995,000	121,440	601,160	427,760	323,400	2,468,760	
Subtotal	7,192,000	792,000	292,000	0	0	0	
Reserve	0	0	0	0	0	0	
Ending Balance	7,192,000	792,000	292,000	0	0	0	

		Capital Park Improvement					5 YR
65	2014	2015	2016	2017	2018	Summary	
Beginning Balance	2,236,000	0	0	0	0	2,236,000	
Revenues (1)	0	0	0	0	0	0	
Expenditures (2)	2,236,000	0	0	0	0	2,236,000	
Capital	3,000,000	0	0	0	0	3,000,000	
Transfers In/(Out)	3,000,000	0	0	0	0	3,000,000	
Subtotal	0	0	0	0	0	0	
Reserve	0	0	0	0	0	0	
Ending Balance	0	0	0	0	0	0	

		DIF Police					5 YR
68	2014	2015	2016	2017	2018	Summary	
Beginning Balance	5,495,000	0	0	0	0	5,495,000	
Revenues (1)	5,000	0	0	0	0	5,000	
Expenditures (2)	0	0	0	0	0	0	
Capital	5,500,000	0	0	0	0	5,500,000	
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	

		Special Projects					5 YR
73	2014	2015	2016	2017	2018	Summary	
Beginning Balance	0	0	0	0	0	0	
Revenues (1)	10,340,000	10,547,000	10,758,000	10,973,000	11,192,000	53,810,000	
Expenditures (2)	10,340,000	10,547,000	10,758,000	10,973,000	11,192,000	53,810,000	
Capital	0	0	0	0	0	0	
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	

(1) Revenues increase by 2% annually unless better assumptions are available.

(2) Expenditures increased by 2% per year. Base year = FY 13 budget

Water/Sewer and Sanitation data from FY 13-14 budget and the rate study dated: 2013

Citywide Totals

<u>Citywide Total</u>	2014	2015	2016	2017	2018	5 YR Summary
Beginning Balance	30,536,000	17,661,500	13,628,060	14,096,900	15,152,140	30,536,000
Revenues (1)	46,980,000	47,544,000	49,457,000	52,663,000	60,135,000	256,779,000
Expenditures (2)	53,390,500	42,602,480	43,912,400	44,954,000	48,206,000	233,065,380
Debt Service	1,870,000	1,950,960	2,297,760	2,297,760	2,193,400	10,609,880
G.O. Bond Proceeds	0	0	0	0	0	0
Bond Proceeds	5,250,000	2,024,000	8,670,000	(2,609,000)	(3,394,000)	9,941,000
Capital	9,844,000	9,048,000	11,448,000	1,747,000	5,318,000	37,405,000
Transfers In/(Out)	0	0	0	0	0	0
Subtotal	17,661,500	13,628,060	14,096,900	15,152,140	16,175,740	16,175,740
Reserve	7,691,500	7,753,000	9,519,625	11,013,500	12,100,250	12,100,250
Ending Balance	9,970,000	5,875,060	4,577,275	4,138,640	4,075,490	4,075,490

Totals By Funding Source

	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	Total
Bonds	\$ 8,710,000	\$ 8,424,000	\$ 8,670,000	\$ -	\$ 3,718,000	\$ 11,206,000	\$ 40,728,000
Fees	550,000	-	-	-	-	-	550,000
HURF	65,000	102,000	-	-	-	-	167,000
CDBG	-	350,000	1,450,000	1,100,000	1,100,000	-	4,000,000
Photo Funds	-	-	500,000	500,000	500,000	7,974,600	9,474,600
Taxes	519,000	172,000	828,000	147,000	-	-	1,666,000
Total	\$ 9,844,000	\$ 9,048,000	\$ 11,448,000	\$ 1,747,000	\$ 5,318,000	\$ 19,180,600	\$ 56,585,600

EL MIRAGE CAPITAL IMPROVEMENT PLAN SUMMARY

Fund	Department	Funding	Project	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	Total
10	Fire	Taxes	Dual Band Portable Radios		32,000					32,000
10	Fire	Taxes	Heart Monitors	2,000			2,000			4,000
10	Fire	Taxes	Heart Monitors	35,000	-	-	35,000	-	-	70,000
10	Parks	Bonds	Gentry Park Placeholder	110,000						110,000
10	Police	Taxes	MDC computers in police vehicles	147,000						147,000
10	Police	Taxes	Radio Replacement			718,000				718,000
10	Police	Taxes	Vehicle Replacement - Police	135,000	140,000	110,000	110,000	-	-	495,000
21	Engineering	HURF	City-wide Traffic Signal Improvements	65,000	102,000					167,000
31	Engineering	CDBG	Main Street Sidewalk Improvements	-	350,000					350,000
31	Engineering	CDBG	Santa Fe Lane Sidewalk Improvements		-	350,000				350,000
31	Public Works	CDBG	Downtown Street Reconstruction			1,100,000	1,100,000	1,100,000		3,300,000
53	Water	Fees	Gateway Park Complex Waterline	200,000						200,000
53	Water	Fees	Varney Road Water Line - Dysart to El Mirage	250,000	-	-	-	-	-	250,000
53	Water	Fees	Water/Wastewater Master Plan	50,000	-	-	-	-	-	50,000
54	Sewer	Bonds	Lower El Mirage Drainage Improvements	100,000	-	-	-	-	-	100,000
54	Sewer	Fees	Water/Wastewater Master Plan	50,000	-	-	-	-	-	50,000

EL MIRAGE CAPITAL IMPROVEMENT PLAN SUMMARY - continued

Fund	Department	Funding	Project	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	Total
56	Capital/Streets	Bonds	El Mirage Road		8,424,000	8,670,000	-	3,718,000	11,206,000	32,018,000
56	Capital/Streets	Photo Funds	Northern Parkway Improvements	-	-	500,000	500,000	500,000	7,974,600	9,474,600
56	Engineering	Taxes	Dysart Road and Cactus Road Intersection Improvements	200,000	-	-	-	-	-	200,000
65	Capital/Parks	Bonds	YMCA Facility	3,000,000	-	-	-	-	-	3,000,000
68	Police	Bonds	Police Station Facility	5,500,000	-	-	-	-	-	5,500,000
Total				\$ 9,844,000	\$9,048,000	\$11,448,000	\$1,747,000	\$5,318,000	\$19,180,600	\$56,585,600

FUND	DEPT	FUNDING	PROJECT/EQUIPMENT	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	TOTAL
10	PARKS	TAXES	GENTRY PARK GENERAL IMPROVEMENTS Improvements to Gentry Park and surrounding ramadas.	110,000						110,000
10	POLICE	TAXES	REPLACEMENT VEHICLES Replace two marked vehicles and two unmarked vehicles due to age related deterioration and decreased value of repairs.	135,000	140,000	110,000	110,000			495,000
10	POLICE	TAXES	MDC COMPUTERS IN VEHICLES Replace MDC computers, including antennas and cabling, in PD vehicles ensuring continuing adherence with the City of Surprise dispatch service IGA. Existing computers are out of warranty. 22 devices are requested allowing for two ready spares.	147,000						147,000
10	POLICE	TAXES	RADIO REPLACEMENT Request for the purchase of 94 hand-held mobile radios, plus accessories at an estimated cost of \$7,000 per unit plus tax to replace equipment reaching end of life. Additionally, the Federal Communications Commission has issued a nationwide mandate for all public safety radio systems to be narrow-banded by January 1, 2017. This request insures continued public safety communications for the City of El Mirage Police and Fire Departments and compliance with Federal mandates.			718,000				718,000
10	FIRE	TAXES	DUAL BAND PORTABLE RADIOS Purchase four dual band portable radios to replace existing VHF portable radios on loan from Phoenix Fire Department. Current radios do not have the capability to transmit/receive on both 800 MHz and VHF frequencies needed to communicate on emergency scenes.		32,000					32,000

FUND	DEPT	FUNDING	PROJECT/EQUIPMENT	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	TOTAL
21	ENGINEERING	HURF	<p>CITYWIDE TRAFFIC SIGNAL IMPROVEMENTS Design of various existing signal improvements including: improved computerized control, closed circuit video, pedestrian control, signage, signal preemption, and signal coordination with adjoining agencies. Construction to be partially funded in FY14/15 by a federal Congestion Mitigation and Air Quality (CMAQ) grant totaling \$383,495. The remaining costs are the local match. ADOT to award project and complete construction administration as a federal aid project.</p>	65,000						65,000
31	ENGINEERING	CDBG	<p>MAIN STREET SIDEWALK IMPROVEMENTS Provide new sidewalks on the west side of Main Street north of Meyer Lane. This project will also require the relocation of private structures such as existing carpools and landscaping to remove them from the City's right of way. Funding for design and construction to be requested through CDBG FY14/15 Grant.</p>		350,000					350,000
31	ENGINEERING	CDBG	<p>SANTA FE LANE SIDEWALK IMPROVEMENTS Provide new sidewalks on the south side of Santa Fe Lane between El Mirage Road and 5th Avenue. Funding for design and construction to be requested through CDBG FY15/16 Grant.</p>			350,000				350,000

FUND	DEPT	FUNDING	PROJECT/EQUIPMENT	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	TOTAL
31	PUBLIC WORKS	CDBG	<p>DOWNTOWN STREET RECONSTRUCTION Streets in Downtown El Mirage are deteriorated and need to be reconstructed. The project will be completed in three phases.</p> <p>Phase I: Roads from Honcho west to Primrose between the Grand Frontage Road and Thunderbird Road.</p> <p>Phase II: Roads from Primrose west to El Mirage Road between the Grand Frontage Road and Thunderbird Road.</p> <p>Phase III: Roads from El Mirage Road west to and including 5th Avenue between Santa Fe (included on project) and Thunderbird Road.</p>			1,100,000	1,100,000	1,100,000		3,300,000
53	WATER	FEES	VARNEY ROAD WATER LINE Design and construction costs to provide approximately 1,000 feet of new 8" water line to provide adequate looping and flow.	250,000						250,000
53	WATER	FEES	GATEWAY PARK WATER LINE Add an 8-10" water main to the north side of the Gateway Park complex to provide a second connection to the existing water system (looping the system) providing adequate fire flow for the Police and YMCA facilities and potential additional growth.	200,000						200,000
53	WATER	FEES	WATER MASTER PLAN Update existing Water Master Plan including distribution and collection computer models to plan for future improvements to the water system.	50,000						50,000

FUND	DEPT	FUNDING	PROJECT/EQUIPMENT	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	TOTAL
54	SEWER	BONDS	<p>LOWER EL MIRAGE DRAINAGE IMPROVEMENTS</p> <p>In support of the current project that is being managed by the Maricopa County Flood Control District this project will improve existing drainage conditions along the Lower El Mirage Wash from south of Cactus Road to El Mirage Road. The project will include drainage culvert enhancements at El Mirage Road crossings, detention basin reconfiguration, and installation of landscaping enhancements. An IGA with the Flood Control District has been executed.</p>	100,000						100,000
54	SEWER	FEES	<p>WASTEWATER MASTER PLAN</p> <p>Update existing Wastewater Master Plan including distribution and collection computer models to plan for future improvements to the wastewater system.</p>	50,000						50,000
56	ENGINEERING	TAXES	<p>DYSART ROAD AND CACTUS ROAD INTERSECTION IMPROVEMENTS</p> <p>Design and reconstruction of intersection of Dysart Road and Cactus Road including the NW quadrant to match the existing width of Dysart Road to the north of the intersection</p>	200,000						200,000

FUND	DEPT	FUNDING	PROJECT/EQUIPMENT	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	TOTAL
56	CAPITAL/ STREETS	BONDS	EL MIRAGE ROAD The City is partnering with McDot and MAG to complete construction of El Mirage Road from Northern to Thunderbird and to complete improvements along Thunderbird Road from Grand Avenue to west of El Mirage Road. The City has bond authorization to pay for its share of the improvements. McDot will provide \$6 million and MAG will provide 70% funding up to approximately \$36 million. The City intends to accelerate the project to complete improvements in less than five years. The original projections were for the project to take approximately ten years.		8,424,000	8,670,000		3,718,000	11,206,000	32,018,000
56	CAPITAL/ STREETS	PHOTO FUNDS	NORTHERN PARKWAY 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.			500,000	500,000	500,000	7,974,600	9,474,600
65	CAPITAL/ PARKS	BONDS	RECREATION FACILITY WITH POOL The City plans to construct a new recreation facility with pool. The facility will be located adjacent to Gateway Park on approximately 5 acres. Cost includes design, construction, site improvements and furnishings. (no land acquisition cost is included)	3,000,000						3,000,000

FUND	DEPT	FUNDING	PROJECT/EQUIPMENT	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY19+	TOTAL
68	POLICE	BONDS	<p>POLICE FACILITY Construction of a new police station facility on land designated for City use next Gateway Park. Cost includes design, construction, site improvements and furnishings. (no land acquisition cost is included) The energy efficient facility would house all Police operations, including Administration, Patrol, Investigations, evidence storage, records management and storage, modern IT infrastructure, a community meeting room and a public lobby.</p>	5,500,000						5,500,000



City of
EL MIRAGE
Arizona

GRAND HERITAGE, BRIGHT FUTURE!

FY2014 - FY2018 Capital Improvements Plan –

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 Improvement 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	Any item with a purchase 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 when cash is increased or decreased
CIP	Capital Improvement 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 expenditures associated with specific activities
Fund Balance	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