

El Mirage, Arizona

FY 2022-23 Water, Sewer and Sanitation Rate Study



TABLE OF CONTENTS

TABLE OF CONTENTS	i
Section 1 – Executive Summary	1
1.1 Study Overview	1
1.2 Financial Plans.....	1
1.3 Cash Reserve Targets	1
1.4 Findings and Recommendations.....	2
Section 2 - Introduction	3
1.1 Introduction	3
1.2 Goal and Objectives	3
1.3 Overview of the Rate Study Process.....	3
1.4 Organization of this Report.....	4
1.5. Reliance on Data	4
1.6. Acknowledgements.....	4
Section 2 – Overview of Financial Planning Principles, Processes and Issues	5
2.1 Introduction	5
2.2 The Revenue Sufficiency Process.....	5
2.3.1 Determination of the Revenue Requirements.....	6
2.4 Financial Management Goals of the City	7
2.4.1 Cash Reserve Targets	7
2.4.2 Debt Service Coverage	7
Section 3 – Rate Study Development and Results	9
3.1 Revenue Sufficiency Analysis	9
3.1.1 General Methodology	9
3.1.2 Data Items	9
3.1.3 FY 2021-22 Fund Balance	9
3.1.4 FY 2022-23 Budgets	10
3.1.5 Capital Improvements Plan (CIP)	10
3.1.7 General Assumptions	11
Section 4 – Alternative Financial Plans	16

4.1	Water Financial Plan Alternatives.....	16
4.2	Sanitation Financial Plan Alternative	16
Section 5 – Conclusions and Recommendations		18
5.1	Conclusions	18
5.2	Recommendations	18

Section 1 – Executive Summary

The City of El Mirage (City) provides water service to a little over 11,400 accounts, sewer service to a little over 9,500 accounts and sanitation service to a little over 10,200 accounts. The City’s water, sewer and sanitation enterprise funds are self-supporting and fund the operations and maintenance (O&M), repair and replacement capital needs. User rate revenue is the primary revenue stream for the operations of all three utilities and provides a stable revenue source. The main objective of the study was to develop ten-year financial plans that promoted the self-sustainability of the water, sewer and sanitation utilities, including recommended revenue adjustments. The study also involved an examination of the current rate structures with the recommendations on refinements that could be made to the structures in the future.

1.1 Study Overview

The City contracted with Willdan Financial Services and Pat Walker LLC, collectively (“the Willdan Team”), to complete water, sewer and sanitation financial plans which was comprised of the following objectives:

- **Ten-Year Financial Plan:** Identify the revenues required by each utility to meet the respective annual costs of operation and system expansion.
- **Financial Models:** Develop and provide the City with financial models reflecting projected revenues and expenditures that City staff can use as a tool to track the financial health of the utilities in the future.

1.2 Financial Plans

The ten-year financial plans were developed based on projected revenues and expenditures and system growth trends. The projections reflect the best available information and assessments developed and refined through meetings between the Willdan Team and City staff.

1.3 Cash Reserve Targets

Through the study process the Willdan Team worked with City staff to identify and recommended financially prudent cash reserve targets for each utility to help ensure the financial viability of the water, sewer and sanitation enterprise funds. The cash reserve targets include:

- **Operating Reserve:** Cash reserve equivalent to 90 days of annual operations and maintenance expenses for water and sewer and 60 days for sanitation.
- **Repair and Replacement Reserve:** Equivalent to 2% of fixed assets or \$1 million, whichever is greater.

1.4 Findings and Recommendations

The analysis undertaken developed three financial plan scenarios for water, each with different annual rate revenue increases, one financial plan option for sewer and two financial plan scenarios for sanitation (three rate options), with different annual rate revenue increases in order to fund ongoing expenditures. While this study is intended to be comprehensive from a financial standpoint, it is based on the best available information today and future events will change the current outlook. It is, therefore recommended that the City update the revenue sufficiency analysis each year to ensure projected revenue is sufficient to fund projected expenses going forward as assumptions made during this analysis may change and have a material impact upon the analysis.

Section 2 - Introduction

1.1 Introduction

Willdan Financial Services and Pat Walker LLC (“The Willdan Team”) were retained by the City of El Mirage, Arizona (“City”) to conduct a Water, Sewer and Sanitation Rate Study (Study) for the City’s water, sewer and sanitation utilities (“Utilities”). This report details the results of the financial analysis for the forecast period, budgeted fiscal year (FY) 2022-23 and projected FY 2023-24 through FY 2030-31, the results of which are presented in this Financial Plan Report.

The results of the financial plans presented herein are designed to provide revenues sufficient to fund the ongoing operating and capital costs necessary to operate the City’s water, sewer and sanitation utilities, while striving to meet the financial requirements and goals set forth by the City’s for the water, sewer and sanitation enterprise funds.

Based on discussion with City staff, this report presents the recommended financial plans and adjustments to meet the City’s objectives.

1.2 Goal and Objectives

The primary goal of the Study was to develop a financial strategy that identify the adequacy of the current revenue streams to meet its ongoing costs (operations & maintenance and capital), and to maintain industry standard financially prudent cash reserves for the utilities. More specifically the Financial Plan was undertaken to:

- Conduct the analysis in accordance with industry standards consistent with American Water Works (“AWWA”) and Water Environment Federation (“WEF”) guidelines; and
- Develop financial plans consistent with industry standards and best practices while recognizing the needs specific to the City.

1.3 Overview of the Rate Study Process

This financial plan process consists of one primary study component. A determination of the adequacy of system revenues to meet system expenses during the study forecast period must be made. The results of this analysis, known as the Revenue Sufficiency Analysis, is an assessment of the ability of the existing revenue stream to meet the projected financial requirements of the system during the forecast period and, to the extent required, the identification of the magnitude and timing of any required rate adjustments.

1.4 Organization of this Report

The enclosed financial plans present an overview of the financial planning concepts employed in the development of the analysis contained herein. The analysis is followed by a discussion of the data, assumptions and results associated with each component of the analysis. Finally, appendices with detailed schedules are presented for further investigation into the data, assumptions and calculations which drive the results presented in this Financial Plan. The report is organized as follows:

- Section 1 - Introduction
- Section 2 – Overview of Financial Plan Principles, Processes and Issues
- Section 3 – Rate Study Development and Results
- Section 4 – Conclusions and Recommendations
- Appendix A – Water Financial Plan – 50% Debt Funding
- Appendix B – Sewer Financial Plan
- Appendix C – Sanitation Financial Plan – Opt-In Recycling
- Appendix D – Water Financial Plan – 100% Debt Funding
- Appendix E – Water Financial Plan - No Debt Funding
- Appendix F – Sanitation Financial Plan – Full Recycling

1.5. Reliance on Data

During this project the City (and/or its representatives) provided the Willdan Team with a variety of technical information, including capital cost and demographic data. This data was used by the Willdan Team in the process of developing the financial plans. The Willdan Team did not independently assess or test for the accuracy of such data historic or projected but worked with City staff to better understand the data and believe it to be the best available information at the time of the study.

1.6. Acknowledgements

We wish to extend our appreciation to the City and its staff for their cooperation during the progress of this study. In particular, we would like to thank Ms. Crystal Dyches, City Manager, Mr. Robert Nilles, Deputy City Manager/Finance Director, Ms. Macy Walker, Fiscal Services Administrator and Mr. Nick Russo, Public Works Director.

Section 2 – Overview of Financial Planning Principles, Processes and Issues

2.1 Introduction

The scope of this study included the development of water, sewer and sanitation financial plans for the FY 2022-23 budget and planning period FY 2023-24 through FY 2030-31.

The Study utilized generally accepted financial principles established by the American Water Works Association (AWWA) in its “M1 Principles of Water Rates Fees and Charges” manual and by the Water Environment Federation (WEF) in its “Financing and Charges for Sewer Systems, Manual of Practice No. 27 (2004)”. The principles used resulted in the development of financial plans which are projected to generate sufficient revenue to meet the financial operations and maintenance and debt service requirements of the water, sewer and sanitation utilities.

2.2 The Revenue Sufficiency Process

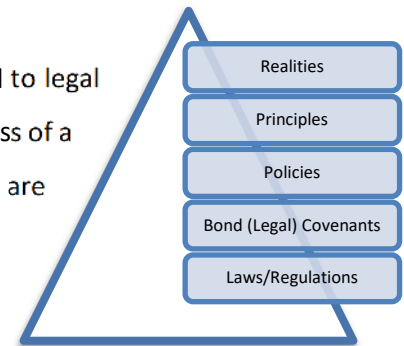
In order to identify if existing rates and charges which will generate sufficient revenue to meet the fiscal requirements of the water, sewer and sanitation utilities, a determination of the annual rate revenue required must be completed. The first step in the process is the Revenue Sufficiency Analysis. The Revenue Sufficiency Analysis compares the forecasted revenues of the utility under its existing rates to its forecasted operations and maintenance, capital, and reserve costs to determine the adequacy of the existing rates to recover the utility’s costs.

The process employed in the Revenue Sufficiency Analysis involves a rigorous review of operating, maintenance and capital budgets for the utility, and results in the identification of revenue requirements of the system, such as operating expenses, capital expenses (minor and major), debt service expense (including a provision for debt service coverage if there is outstanding debt), transfers in and out, and the maintenance of both restricted and unrestricted reserves at appropriate levels. These revenue requirements are then compared to the total sources of funds available during each year of the forecast period to determine the adequacy of projected revenues to meet projected revenue requirements. To the extent that the existing revenue stream is projected to be insufficient to meet the annual revenue requirements of the system during the projection period, a series of rate revenue increases are calculated which would be required to provide revenue sufficient to meet those needs.

2.3.1 Determination of the Revenue Requirements

Considerations in Setting Revenue Requirements

There are a multitude of considerations, ranging from financial to political to legal that must be analyzed or discussed during the revenue requirements process of a rate analysis. This section provides an overview of the considerations that are reviewed during this process.



Capital Budgeting and Financing

Capital needs are defined by the City’s water and sewer (there are no sanitation capital costs) capital improvement plan (CIP). As part of its budget and planning process, the City identifies capital improvements that are necessary for the continued delivery of clean, safe, drinking water, and collection and treatment of sewer flows. The CIP is funded by a variety of sources including debt issuances, water or sewer rates and capital reserves.

Capital Funding: Debt vs. PAYGO

The selection of the most appropriate funding strategy for capital projects is primarily a policy decision between use of cash (“Pay-as-you-go financing” or PAYGO), the issuance of debt, or a combination. PAYGO is the use or build-up of cash to fund capital improvements. With debt financing, capital improvements are funded with borrowed funds (usually through the issuance of bonds) with the obligation of repayment, typically with interest, in future years. Development of an optimal capital financial plan depends on the definition of optimal. Each funding mechanism has a different impact on water and sewer rates in the short and long run, different net present values, risks, and legal obligations. Due to the borrowing costs associated with debt, cash funding can be cheaper in the end; however, debt typically ensures greater generational equity for larger and longer lasting capital projects.

The City, as is typical for a public utility, operates its water, sewer and sanitation utilities on a “cash basis”. Under the “cash basis” approach, revenues and expenses are recognized at the time physical cash is received or paid out. Revenue requirements are determined for a specified period of time (in the case of the City, a July 1 through June 30 fiscal year), by summing the total anticipated expenses to be paid out during the fiscal year. Where cash flows and balances are insufficient, the revenue requirements analysis recommends the needed additional cash flows to meet all funding goals. The two primary categories of expenses are as follows:

- Operations and Maintenance (O&M) expenses, such as salaries and benefits of utility personnel, transfers out, existing and reserves; and

- Capital expenses, such as the annual capital improvement program, including water storage tank maintenance and sewer disinfection and filter upgrades projects.

Financial Planning

In the development of the revenue requirements, certain parameters are utilized to project future expenditures, growth in customers and consumption, and necessary revenue adjustments. The City’s budget documents are used as the baseline, which are then projected over a planning horizon to account for fluctuations in costs from year to year. Growth assumptions and prudent financial planning are fundamental in ensuring adequate rate revenue to promote financial stability.

2.4 Financial Management Goals of the City

The establishment of specific financial management goals of a utility is a key step in developing financial plans which will ensure the financial health of the utility remains strong. The financial management goals of the City are described below.

2.4.1 Cash Reserve Targets

In order to maintain financially stable and sustainable utilities, the City has identified two reserve targets for the water and sewer utilities that it strives to maintain. The repair and replacement reserve does not apply to sanitation. The reserve targets are identified in Table 2-1.

Reserve	Purpose	Minimum Balance
Operating Reserve	Manage timing differences between revenue receipt and expense payments	90 days of O&M for water and sewer, 60 days for sanitation
Repair and Replacement	Provides for funding of emergency or unanticipated system repairs	2% of fixed assets or \$1 million, whichever is greater

While it is not essential that the City meet operating reserves on annual basis (it is not a legal requirement), prudent financial planning suggests that the City should strive to maintain its operating reserves and should not dip below these reserves on a continuous basis.

2.4.2 Debt Service Coverage

The City currently has outstanding debt within the water and sewer utilities (there is no outstanding sanitation debt), and anticipates the issuance of additional debt during the study period for both the water

and sewer utilities. The covenants on the outstanding debt require a coverage ratio of 1.20 times. In other words, each utility must generate \$1.20 for every \$1.00 of debt service for the respective utility on an annual basis. The financial plans that have been developed meet this requirement.

Section 3 – Rate Study Development and Results

3.1 Revenue Sufficiency Analysis

3.1.1 General Methodology

In order to identify rates and charges which generate sufficient revenue to meet the fiscal requirements of the City, a determination of the annual revenue from rates which, combined with other sources of funds, will provide sufficient funds to meet those fiscal requirements must first be completed. This process is typically referred to as a Revenue Sufficiency Analysis.

The process employed in the Revenue Sufficiency Analysis resulted in the identification of revenue requirements of the system, such as operating expenses, capital expenses (minor and major), transfers out and the maintenance of both restricted and unrestricted reserves at appropriate levels. These revenue requirements were then compared to the total sources of funds during each year of the forecast period to determine the adequacy of projected revenues to meet requirements. To the extent that the existing revenue stream is not sufficient to meet the annual revenue requirements of the system, a series of rate revenue increases are calculated to provide revenue sufficient to meet those needs.

3.1.2 Data Items

Key data items reviewed, discussed and incorporated into the Revenue Sufficiency Analysis were:

- Financial management goals of the City
- FY 2021-22 Fund Balances
- FY 2022-23 Adopted Budgets
- Capital Improvement Needs
- General assumptions related to:
 - Customer growth
 - Cost escalation factors

A discussion of the use of each of the above data items is presented below.

3.1.3 FY 2021-22 Fund Balance

To better understand what funds the City had on hand to start the forecast period, a detailed review of fund balances of the FY 2021-22 end-of-year fund balances was conducted and discussed with City staff. A

summary of the fund balances associated with the water, sewer and sanitation utility enterprise funds for the beginning of FY 2022-23, as adjusted for use in this analysis, is presented in Table 3-2 below.

Table 3-2 Beginning Fund Balance Fiscal Year Ending June 30, 2022			
Description	Water	Sewer	Sanitation
Fund Balance	\$16,419,424	\$8,461,262	\$1,125,826

3.1.4 FY 2022-23 Budgets

Staff provided the Willdan Team with the FY 2022-23 Adopted Budgets, and associated line-item detail, as the basis for the projection of financial performance. The line-item projected expenses for FY 2022-23 were used as the basis for the projection of future budgetary line-items for the remainder of the forecast period.

Cost escalation factors were reviewed by staff and were used to project line-item costs beyond the FY 2022-23 budget. Those factors were applied based on line-item cost classifications.

A summary of the FY 2022-23 budget, and subsequent projected budgetary expenses is presented below in Table 3-3. A more detailed presentation of the line-item budgeted and projected revenues and expenses is presented in Appendices A through F.

Table 3-3 O&M Expenses (\$ thousands) Fiscal Years Ending June 30			
Fiscal Year	Water	Sewer	Sanitation
2022-23	\$9,120	\$3,949	\$2,154
2023-24	9,427	4,037	2,136
2024-25	9,626	4,198	2,190
2025-26	9,207	4,311	2,245
2026-27	9,400	4,381	2,303
2027-28	9,600	4,479	2,362
2028-29	9,844	4,606	2,423
2029-30	10,098	4,687	2,486
2030-31	10,361	4,799	2,550

3.1.5 Capital Improvements Plan (CIP)

The City provided the Willdan Team with a forecast of capital requirements for the study period. The CIP as provided by the City was in inflated dollars. The water CIP for FY 2022-23 through FY 2030-31 totals \$26,458,000. The sewer CIP for FY 2022-23 through FY 2030-31 totals \$35,226,500. There are no capital projects anticipated for the sanitation fund. A summary of the CIP for the FY 2022-23 – FY 2030-31 forecast

period is presented below in Table 3-4. The CIP is presented in Schedules A-6 and B-6 respectively, in the appendices.

Table 3-4		
Capital Improvement Plan (\$ thousands)		
Fiscal Years Ending June 30		
Fiscal Year	Water	Sewer
2022-23	\$1,481	\$1,250
2023-24	2,365	3,402
2024-25	807	475
2025-26	938	400
2026-27	3,343	800
2027-28	10,352	700
2028-29	3,579	400
2029-30	901	400
2030-31	<u>2,693</u>	<u>27,400</u>
Total	\$26,458	\$35,227
Note: Variances are due to rounding		

3.1.7 General Assumptions

In order to develop the financial and rate projections, certain assumptions were made with regard to elements of the revenue sufficiency analysis. A summary of those assumptions is presented below.

3.1.7.1. System Growth

The City anticipates very little annual growth in the future (the City is approaching build out) providing limited additional rate revenue due to system growth for the utilities. The average annual system growth through the study period is projected at 0.41%.

3.1.7.2. O&M Escalation Factors

The Willdan Team worked with City staff to identify reasonable cost escalation factors to be applied to operations and maintenance expenses in recognition of increasing costs over time. It was determined that a 3% inflationary factor represented a reasonable estimate of annual cost increases during the overall study period. There were, however, some expenses which were anticipated to have higher changes in cost. Personnel costs are expected to increase at a higher than 3% rate and are projected at 5% per year.

3.1.7.3. Results of the Revenue Sufficiency Analysis

After a thorough review of the above-mentioned data elements, a draft of the Revenue Sufficiency Analysis was developed and reviewed with City staff. This draft provided the forum in which various alternative assumptions were discussed, tested and evaluated for both their reasonableness and their impact upon the ultimate financial health of the utilities.

The resulting financial plans presented herein are the embodiment of the data, assumptions and review process undertaken with City staff. Table 3-5 provides a summary of the annual revenue requirements (O&M, debt service and CIP) for the more current timeframe for the water, sewer and sanitation utilities (through 2026-27) incorporating the assumptions in Section 3 of this report as compared to the projected rate revenue. The financial plans through FY 2030-31 are described in more detail in Appendices A through F.

Table 3-5					
Revenue Requirements vs. Revenue Under Existing Rates (\$ thousands)					
Fiscal Years Ending June 30					
	22-23	23-24	24-25	25-26	26-27
Water					
Revenue Under Existing Rates	\$9,724	\$9,634	\$9,658	\$9,684	\$9,713
O&M, Existing Debt Service & Capital	<u>12,407</u>	<u>13,598</u>	<u>12,238</u>	<u>11,838</u>	<u>13,716</u>
Difference	(\$2,683)	(\$3,964)	(\$2,580)	(\$2,154)	(\$4,003)
Sewer					
Revenue Under Existing Rates	\$4,689	\$4,709	\$5,466	\$4,726	\$4,739
O&M, Existing Debt Service & Capital	<u>5,232</u>	<u>7,384</u>	<u>4,546</u>	<u>4,632</u>	<u>5,144</u>
Difference	(\$543)	(\$2,675)	\$920	\$94	(\$405)
Sanitation					
Revenue Under Existing Rates	\$2,000	\$2,071	\$2,131	\$2,193	\$2,257
O&M	<u>2,154</u>	<u>2,136</u>	<u>2,190</u>	<u>2,245</u>	<u>2,303</u>
Difference	(\$154)	(\$65)	(\$59)	(\$52)	(\$46)
Note: Values are rounded to the nearest \$1,000					

3.1.7.4. Rate Revenue Increases

Our analysis of the water, sewer and sanitation utilities indicate that during the study period, assuming all capital expenditures occur as projected, there will not be sufficient operating revenue to fund expenses and the utilities will need to rely on the existing fund balances. In part this is because anticipated system growth is projected to be less than the cost increase associated with operating expenses. The water and sewer utilities have fund balances that exceed target reserve levels and can therefore be drawn down to meet ongoing expenses. However, the fund balance for the water utility is not sufficient to meet all expenses without additional revenue, resulting in the need for rate revenue increases during the study period. For the sewer utility, we do not recommend rate revenue increases at this time. We do, however, recommend that the City update and track the financials of both the water and sewer utilities and make adjustments to the revenue projections should actual events differ from what is projected, in order to maintain pace with increasing operating costs, fund capital needs and pay annual debt service. In either sanitation option (full recycling or no recycling) rate revenue increases are required during the study period in order to meet ongoing expenses.

As was the recommendation for the water and sewer utilities we recommend the City monitor the financials of the sanitation utility regularly and adjust the revenue needs as appropriate.

3.1.7.5. Water Utility

The recommended financial developed for the water utility assumed the issuance of debt to fund the anticipated \$7 million meter replacement project in FY 2027-28. The plan assumes 50% debt funding of the project. Table 3-6 below reflects our projections of rate revenue increases and average monthly bill for the forecast period.

Table 3-6 Projected Water Rate Revenue Increases and Average Residential Monthly Bill Fiscal Years Ending June 30		
Description	Increase	Avg Monthly Bill ⁽¹⁾
2022-23	0.0%	\$49.25
2023-24	7.0%	52.70
2024-25	7.0%	56.39
2025-26	7.0%	60.33
2026-27	7.0%	64.56
2027-28	7.0%	69.08
2028-29	5.0%	72.53
2029-30	0.0%	72.53
2030-31	0.0%	72.53

(1) Assumes a 5/8-inch meter and 8,000 gallons of flow per month

The rate revenue increases contained in Table 3-6 are intended to generate the rate revenue identified in Appendix A. If actual revenues differ from what is contained in the report the rate revenues may need to be adjusted to meet the identified revenue projections. Similarly, if actual expenses vary from what is contained in the report, the projected rate revenues may need to be adjusted to meet the revised expense projections. A more detailed presentation of the pro forma, including a fund balance reconciliation is presented in Appendix A.

3.1.7.5. Sewer Utility

One financial plan scenario was developed for the sewer utility which does not anticipate any rate revenue increases during the study period. The City is anticipating a \$27 million expansion to the treatment plant in FY 2030-31 which is projected to be funded at least in part with debt (the enclosed financial plan assumes

100% debt funding). The timing of the plant expansion and any debt funding may impact the rate revenue projections and the financial plan should be adjusted accordingly. Table 3-7 below summarizes our projections of rate revenue increases and average monthly bill for the sewer utility.

Table 3-7 Projected Sewer Rate Revenue Increases and Average Residential Monthly Bill Fiscal Years Ending June 30		
Description	Increase	Avg Monthly Bill ⁽¹⁾
2022-23	0.0%	\$25.37
2023-24	0.0%	25.37
2024-25	0.0%	25.37
2025-26	0.0%	25.37
2026-27	0.0%	25.37
2027-28	0.0%	25.37
2028-29	0.0%	25.37
2029-30	0.0%	25.37
2030-31	0.0%	25.37
(1) Assumes 6,000 gallons of flow per month		

The rate revenue increase projections contained in Table 3-7 are intended to generate the rate revenue identified in Appendix B. If actual revenues differ from what is contained in the report the rate revenues may need to be adjusted to meet the identified revenue projections. Similarly, if actual expenses vary from what is contained in the report, the projected rate revenues may need to be adjusted to meet the revised expense projections. A more detailed presentation of the pro forma, including a fund balance reconciliation is presented in Appendix B.

3.1.7.6. Sanitation

The recommended sanitation financial plan is an opt-in recycling option and is premised upon 1,500 homes opting into the recycling program in which case the incremental cost to a residential customer would be \$9.50 per month. If less than 1,500 participate in the program the incremental fee of \$9.50 would need to be adjusted. Table 3-8 below reflects our projections of rate revenue increases and average monthly bill for the recommended financial plan during the forecast period.

Table 3-8 Projected Sanitation Rate Revenue Increases and Average Residential Monthly Bill Fiscal Years Ending June 30		
Description	Increase	Avg Monthly Bill ⁽¹⁾
2022-23	0.0%	\$18.52
2023-24	3.0%	28.58
2024-25	2.5%	29.05
2025-26	2.5%	29.54
2026-27	2.5%	30.04
2027-28	2.5%	30.56
2028-29	2.5%	31.08
2029-30	2.5%	31.62
2030-31	2.5%	32.67
(1) Includes \$9.50 for opt-in recycling beginning in FY 2023-24		

The rate revenue increases contained in Table 3-8 are intended to generate the rate revenue identified in Appendix C. If actual revenues differ from what is contained in the report the rate revenues may need to be adjusted to meet the identified revenue projections. Similarly, if actual expenses vary from what is contained in the report, the projected rate revenues may need to be adjusted to meet the revised expense projections. A more detailed presentation of the pro forma, including a fund balance reconciliation is presented in Appendix C.

Section 4 – Alternative Financial Plans

4.1 Water Financial Plan Alternatives

Two alternative financial plan scenarios were developed for the water utility with different levels of debt issuance to fund the anticipated \$7 million meter replacement project in FY 2027-28. The two alternatives include 100% debt funding of the project and no debt funding for the project. Table 4-1 below reflects our projections of rate revenue increases and average monthly bill for the two alternatives during the forecast period.

Table 4-1 Projected Water Rate Revenue Increases and Average Residential Monthly Bill Fiscal Years Ending June 30				
Description	Alternative 1: 100% Debt Funding		Alternative 2: No Debt Funding	
	Increase	Avg Monthly Bill ⁽¹⁾	Increase	Avg Monthly Bill ⁽¹⁾
2022-23	0.0%	\$49.25	0.0%	\$49.25
2023-24	6.0%	52.21	8.0%	53.19
2024-25	6.0%	55.34	8.0%	57.45
2025-26	5.5%	58.38	8.0%	62.04
2026-27	5.0%	61.30	8.0%	67.00
2027-28	5.0%	64.36	8.0%	72.36
2028-29	5.0%	67.58	7.0%	77.43
2029-30	5.0%	70.96	0.0%	77.43
2030-31	5.0%	74.51	0.0%	77.43

(1) Assumes a 5/8-inch meter and 8,000 gallons of flow per month

4.2 Sanitation Financial Plan Alternative

An alternative sanitation financial plan option was developed, an option for full recycling. Table 4-2 below reflects our projections of rate revenue increases and average monthly bill for the alternative plan during the forecast period.

Table 4-2 Projected Sanitation Rate Revenue Increases and Average Residential Monthly Bill Fiscal Years Ending June 30		
Description	Alternative: Full Recycling	
	Increase	Avg Monthly Bill
2022-23	0.0%	\$18.52
2023-24	60.0%	29.63
2024-25	20.0%	35.56
2025-26	4.0%	36.98
2026-27	2.5%	37.91
2027-28	2.0%	38.66
2028-29	0.0%	38.66
2029-30	0.0%	38.66
2030-31	0.0%	38.66
(1) Includes \$9.50 for opt-in recycling beginning in FY 2023-24		

Section 5 – Conclusions and Recommendations

5.1 Conclusions

- Projected operating revenues and operating expenses for the forecast period were developed by, and/or in consultation with, City staff and are based upon reasonable projections.
- The projected capital project expenses have been developed by City staff, to address water and sewer system needs.
- Based on Conclusions 1 and 2 above, we are of the opinion that the recommended financial projections presented herein assist the water, sewer and sanitation utilities' ability to meet its obligations with regard to:
 - Operating expenses,
 - Non-operating expenses,
 - Capital project expenses, and
 - Key financial policies, including:
 - Achieving reasonable operating reserve balances,
 - Legal debt service coverage of at least 1.20.

5.2 Recommendations

- It is recommended that the City update the revenue sufficiency analysis portion of this study each year to ensure projected revenue is sufficient to fund projected expenses going forward as assumptions made during this analysis may change and have a material impact upon the analysis.

APPENDIX A

Water Financial Plan – 50% Debt Funding

City of El Mirage

Projected Operating Results - Water System

Fiscal Years 2023 - 2031

Line No.	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of Funds										
1	Beginning-of-Year Cash	\$16,419,424	\$13,736,354	\$10,515,740	\$9,188,615	\$8,728,557	\$7,159,807	\$2,712,018	\$2,226,326	\$4,210,853
Operating Revenues										
2	Operating Revenue	\$ 8,430,000	\$ 9,057,340	\$ 9,731,201	\$ 10,455,021	\$ 11,232,493	\$ 12,067,581	\$ 12,722,215	\$ 12,773,470	\$ 12,824,725
3	Total Operating Revenues	\$ 8,430,000	\$ 9,057,340	\$ 9,731,201	\$ 10,455,021	\$ 11,232,493	\$ 12,067,581	\$ 12,722,215	\$ 12,773,470	\$ 12,824,725
Non-Operating Revenue										
4	Non-Utility Income	1,279,000	1,279,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000
5	Interest Income	15,000	40,777	35,535	24,888	16,079	10,909	5,462	-	-
6	Total Non-Operating Revenue	\$ 1,294,000	\$ 1,319,777	\$ 1,179,535	\$ 1,168,888	\$ 1,160,079	\$ 1,154,909	\$ 1,149,462	\$ 1,144,000	\$ 1,144,000
7	Total Revenues	\$ 9,724,000	\$ 10,377,117	\$ 10,910,735	\$ 11,623,909	\$ 12,392,572	\$ 13,222,491	\$ 13,871,677	\$ 13,917,470	\$ 13,968,725
Operating Expenses										
8	Administration	\$ 544,043	\$ 522,790	\$ 544,490	\$ 567,142	\$ 590,790	\$ 615,478	\$ 641,256	\$ 668,172	\$ 696,280
9	Treatment	2,702,500	2,924,485	3,036,411	3,152,862	3,274,033	3,400,123	3,531,344	3,667,915	3,810,066
10	Customer Service	836,500	913,905	951,958	991,684	1,033,160	1,076,467	1,121,688	1,168,913	1,218,233
11	Transmission & Distribution	-	-	-	-	-	-	-	-	-
12	Transfers	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000
13	Source of Supply	1,921,000	1,949,565	1,977,070	1,379,714	1,385,647	1,391,759	1,433,511	1,476,517	1,520,812
14	Total Operating Expenses	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391
15	Net Result of Operations	\$ 603,957	\$ 950,372	\$ 1,284,807	\$ 2,416,507	\$ 2,992,943	\$ 3,622,664	\$ 4,027,878	\$ 3,819,953	\$ 3,607,334
Non-Operating Expenses										
16	Capital Improvements	\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 6,852,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000
17	Existing Debt Service	1,806,527	1,805,987	1,805,432	1,692,930	973,057	972,818	688,935	688,792	688,646
18	Deferred Refunding of 2022	0	0	0	0	0	0	0	0	0
19	Total Non-Operating Expenses	\$ 3,287,027	\$ 4,170,987	\$ 2,611,932	\$ 2,630,930	\$ 4,316,057	\$ 7,824,818	\$ 4,267,935	\$ 1,589,792	\$ 3,381,646
20	Net Available After Operations	\$ (2,683,070)	\$ (3,220,615)	\$ (1,327,125)	\$ (214,423)	\$ (1,323,115)	\$ (4,202,154)	\$ (240,056)	\$ 2,230,161	\$ 225,688
Other Uses										
	New Debt Service	\$0	\$0	\$0	\$245,635	\$245,635	\$245,635	\$245,635	\$245,635	\$245,635
21	Total Other Uses	\$ -	\$ -	\$ -	\$ 245,635	\$ 245,635	\$ 245,635	\$ 245,635	\$ 245,635	\$ 245,635
22	Total Expenses	\$ 12,407,070	\$ 13,597,732	\$ 12,237,860	\$ 12,083,967	\$ 13,961,321	\$ 17,670,280	\$ 14,357,369	\$ 11,932,944	\$ 13,988,672
23	Net Available After Other Uses	\$ (2,683,070)	\$ (3,220,615)	\$ (1,327,125)	\$ (460,058)	\$ (1,568,750)	\$ (4,447,789)	\$ (485,691)	\$ 1,984,526	\$ (19,947)
24	End-of-Year Cash	\$ 13,736,354	\$ 10,515,740	\$ 9,188,615	\$ 8,728,557	\$ 7,159,807	\$ 2,712,018	\$ 2,226,326	\$ 4,210,853	\$ 4,190,906
25	Target Cash - Operations	2,248,778	2,324,403	2,373,517	2,270,318	2,317,717	2,367,081	2,427,238	2,489,799	2,554,864
26	Target Cash - Repair & Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
27	Target Cash	\$3,248,778	\$3,324,403	\$3,373,517	\$3,270,318	\$3,317,717	\$3,367,081	\$3,427,238	\$3,489,799	\$3,554,864
28	Debt Service Coverage Ratio (Operations)	1.34	1.52	1.78	2.25	4.06	4.58	6.41	6.20	5.97
29	Debt Service Coverage Ratio (All Debt)	2.06	2.25	2.44	2.85	5.01	5.53	7.64	7.42	7.20
30	Target Debt Service Coverage Ratio	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
	2% of Fixed Assets	\$ 387,226	\$ 434,526	\$ 450,656	\$ 469,416	\$ 536,276	\$ 743,316	\$ 814,896	\$ 832,916	\$ 886,776

		Fund Balance
		BEGINNING FUND BALANCE FOR:
		FY23
SOURCE OF DATA		
Line No	Description	
Current Assets:		
1	Cash and investments	\$ 16,920,742
	Accounts Receivable DO NOT INCLUDE PER RN	
	Allowance for Doubtful Accounts DO NOT INCLUDE PER RN	
2	Due From Other Entities	132,893
3	LGIP#5-91506 Cust Deposits	-
4	Petty Cash	-
5	Total Current Assets	\$ 17,053,635
Current Liabilities (payable from current assets):		
6	Accounts Payable	\$ 420,437
7	Accrued Vacation Payable	18,493
8	Valley Collection Service	-
9	Compensated Absences	16,719
10	Unclaimed Property	-
11	Interest Payable	178,562
12	AP-City Sales Tax	-
13	AP-State/County Taxes	-
14	Water Surcharge Tax	-
15	Accrued payroll and Benefits	-
16	Due to Other Entities	-
17	Refundable Security Deposits	-
18	Total Current Liabilities	\$ 634,211
Adjustments:		
Less:		
19	Per City Staff	\$ -
20	Prepaid items	-
21	Net Adjustments	\$ -
22	Net Beginning Balances (Current Assets less Current Liabilities - including Adjustments)	\$ 16,419,424

City of El Mirage
 Revenues - Water System
 Water Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating Revenues										
Water										
1	Operating Revenue	\$ 8,430,000	\$ 9,057,340	\$ 9,731,201	\$ 10,455,021	\$ 11,232,493	\$ 12,067,581	\$ 12,722,215	\$ 12,773,470	\$ 12,824,725
2	Other Revenues	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000
3	Total Operating Revenues	\$ 9,360,000	\$ 9,987,340	\$ 10,661,201	\$ 11,385,021	\$ 12,162,493	\$ 12,997,581	\$ 13,652,215	\$ 13,703,470	\$ 13,754,725
Non-Operating Revenue										
4	Non-Utility Income	\$ 349,000	\$ 349,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000
5	Interest Income	15,000	40,777	35,535	24,888	16,079	10,909	5,462	-	-
6	Total Non-Operating Revenue	\$ 364,000	\$ 389,777	\$ 249,535	\$ 238,888	\$ 230,079	\$ 224,909	\$ 219,462	\$ 214,000	\$ 214,000
7	Total Revenues	\$ 9,724,000	\$ 10,377,117	\$ 10,910,735	\$ 11,623,909	\$ 12,392,572	\$ 13,222,491	\$ 13,871,677	\$ 13,917,470	\$ 13,968,725

OPERATING REVENUES										
Charges for Services										
8	Rate Revenue	\$ 8,400,000	\$ 8,400,000	\$ 9,025,240	\$ 9,696,854	\$ 10,418,269	\$ 11,193,169	\$ 12,025,505	\$ 12,678,035	\$ 12,729,290
9	Growth	0.00%	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%	0.40%	0.40%
	Revenues Adjusted for Growth	\$ 8,400,000	\$ 8,434,804	\$ 9,062,480	\$ 9,736,700	\$ 10,460,906	\$ 11,238,790	\$ 12,074,319	\$ 12,729,290	\$ 12,780,544
10	Revenue Increase	0.0%	7.0%	7.0%	7.0%	7.0%	7.0%	5.0%	0.0%	0.0%
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Revenues under new rates	8,400,000	9,025,240	9,696,854	10,418,269	11,193,169	12,025,505	12,678,035	12,729,290	12,780,544
14	Total Charges for Services - After Revenue Increase	\$ 8,400,000	\$ 9,025,240	\$ 9,696,854	\$ 10,418,269	\$ 11,193,169	\$ 12,025,505	\$ 12,678,035	\$ 12,729,290	\$ 12,780,544
11	Rate Revenue - Irrigation	\$ 30,000	\$ 30,000	\$ 32,100	\$ 34,347	\$ 36,751	\$ 39,324	\$ 42,077	\$ 44,180	\$ 44,180
15	Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Revenues Adjusted for Growth	\$ 30,000	\$ 30,000	\$ 32,100	\$ 34,347	\$ 36,751	\$ 39,324	\$ 42,077	\$ 44,180	\$ 44,180
16	Revenue Increase	0.0%	7.0%	7.0%	7.0%	7.0%	7.0%	5.0%	0.0%	0.0%
17	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
18	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Revenues under new rates	30,000	32,100	34,347	36,751	39,324	42,077	44,180	44,180	44,180
20	Total Charges for Services - After Revenue Increase	\$ 30,000	\$ 32,100	\$ 34,347	\$ 36,751	\$ 39,324	\$ 42,077	\$ 44,180	\$ 44,180	\$ 44,180
Other Water Revenue										
21	Water Recharge Fee	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
22	Turn Off/Turn On Fees	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
23	New Water Accounts	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
24	Late Fees	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
25	New Meters	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
26	Unclassified Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
27	Bond Proceeds	-	-	-	-	-	-	-	-	-
28	Grants	135,000	135,000	-	-	-	-	-	-	-
29	Transfers In	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000
Interest Income										
30	Water-Interest Income	15,000	40,777	35,535	24,888	16,079	10,909	5,462	-	-
31	Total Operating Revenues	\$ 9,724,000	\$ 10,377,117	\$ 10,910,735	\$ 11,623,909	\$ 12,392,572	\$ 13,222,491	\$ 13,871,677	\$ 13,917,470	\$ 13,968,725

City of El Mirage
 Estimated & Projected Uses of Funds - Water/Irrigation System
 Water Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING EXPENSES										
1	Administration	\$ 544,043	\$ 522,790	\$ 544,490	\$ 567,142	\$ 590,790	\$ 615,478	\$ 641,256	\$ 668,172	\$ 696,280
2	Treatment	2,702,500	2,924,485	3,036,411	3,152,862	3,274,033	3,400,123	3,531,344	3,667,915	3,810,066
3	Customer Service	836,500	913,905	951,958	991,684	1,033,160	1,076,467	1,121,688	1,168,913	1,218,233
4	Transmission & Distribution	-	-	-	-	-	-	-	-	-
5	Transfers	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000
6	Source of Supply	1,921,000	1,949,565	1,977,070	1,379,714	1,385,647	1,391,759	1,433,511	1,476,517	1,520,812
7	Total OPERATING EXPENSES	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391
OPERATING EXPENSES										
Water Administration										
8	Salaries and Wages/Labor distribution	\$ 203,000	\$ 213,150	\$ 223,808	\$ 234,998	\$ 246,748	\$ 259,085	\$ 272,039	\$ 285,641	\$ 299,923
9	Health-Life-Dental Insurance	31,000	32,550	34,178	35,886	37,681	39,565	41,543	43,620	45,801
10	Social Security Contribution	13,000	13,650	14,333	15,049	15,802	16,592	17,421	18,292	19,207
11	Medicare Contribution	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
12	ASRS Contribution	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936
13	Deferred Compensation	7,500	7,875	8,269	8,682	9,116	9,572	10,051	10,553	11,081
14	Workers Compensation	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
15	Unemployment Insurance	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477
16	Labor Distribution	193,000	198,790	204,754	210,896	217,223	223,740	230,452	237,366	244,487
17	Office Supplies	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334
18	Conservation Program	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668
19	Travel and Per Diem	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
20	Conference, Seminar & Training	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334
21	Dues-Memberships-Fees	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
22	Notary	43	-	-	-	-	-	-	-	-
23	Rate Study	42,000	-	-	-	-	-	-	-	-
Water Operations + Irrigation Data										
24	Salaries and Wages	657,000	689,850	724,343	760,560	798,588	838,517	880,443	924,465	970,688
25	Overtime	40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098
26	On Call Pay	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775
27	Health-Life-Dental Insurance	144,000	151,200	158,760	166,698	175,033	183,785	192,974	202,622	212,754
28	Call Back Pay	-	-	-	-	-	-	-	-	-
29	Social Security Contribution	44,000	46,200	48,510	50,936	53,482	56,156	58,964	61,912	65,008
30	Medicare Contribution	11,000	11,550	12,128	12,734	13,371	14,039	14,741	15,478	16,252
31	ASRS Contribution	90,000	94,500	99,225	104,186	109,396	114,865	120,609	126,639	132,971
32	Workers Compensation	22,000	23,100	24,255	25,468	26,741	28,078	29,482	30,956	32,504
33	Unemployment Insurance	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
34	AZ Job Training Tax	-	-	-	-	-	-	-	-	-
35	Labor Distribution	(27,000)	(27,810)	(28,644)	(29,504)	(30,389)	(31,300)	(32,239)	(33,207)	(34,203)
36	Small Tools/Equip/Parts	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
37	Fuel and Lubricants	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337
38	Safety Equipment/Supplies	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768
39	Meters/Parts/Calibration	140,000	144,200	148,526	152,982	157,571	162,298	167,167	172,182	177,348
40	Pipes and Fittings	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339
41	Chemical Expense	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005
42	Asphalt/Coal Material	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601
43	Fire Hydrants/Parts	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003
44	Office Supplies	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
45	Computer/Printer Supplies	500	515	530	546	563	580	597	615	633
46	Uniforms	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434
47	Equipment/Furniture Purchase	-	-	-	-	-	-	-	-	-
48	Operating Material & Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
49	Building Maintenance/Repair	7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501
50	Computer/Printer Maintenance	500	515	530	546	563	580	597	615	633
51	Vehicle Maintenance/Repair	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671
52	Well Site Maint/Repairs	181,000	186,430	192,023	197,784	203,717	209,829	216,123	222,607	229,285
53	Other Maintenance/Repairs	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167
54	Professional Services	18,500	19,055	19,627	20,215	20,822	21,447	22,090	22,753	23,435
55	Legal Services	-	-	-	-	-	-	-	-	-
56	Contracted Services	112,500	115,875	119,351	122,932	126,620	130,418	134,331	138,361	142,512
57	Liability Insurance	253,000	260,590	268,408	276,460	284,754	293,296	302,095	311,158	320,493
58	Tech/Software Support	32,000	32,960	33,949	34,967	36,016	37,097	38,210	39,356	40,537
59	License and Permits	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201
60	Equipment Rent/Leases	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
61	Sampling/Testing	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337
62	Travel and Per Diem	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
63	Conference, Seminar & Training	10,500	10,815	11,139	11,474	11,818	12,172	12,538	12,914	13,301
64	Printing Cost	500	515	530	546	563	580	597	615	633
65	Mailing Cost	500	515	530	546	563	580	597	615	633
66	Dues-Memberships-Fees	8,000	-	-	-	-	-	-	-	-
67	Late Fees/Interest Charges	-	-	-	-	-	-	-	-	-

City of El Mirage
 Estimated & Projected Uses of Funds - Water/Irrigation System
 Water Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
68	Miscellaneous Expenses	-	-	-	-	-	-	-	-	-	
69	Wireless Communications	9,500	9,785	10,079	10,381	10,692	11,013	11,343	11,684	12,034	
70	Trash Service	500	515	530	546	563	580	597	615	633	
71	Building Water/Sewer Services	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
72	Landscaping/Irrigation	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	
73	Utility Electricity	409,000	550,000	569,250	589,174	609,795	631,138	653,227	676,090	699,754	
74	Special Projects	273,500	281,705	290,156	298,861	307,827	317,061	326,573	336,371	346,462	
75	Assured Water Supply	1,740,000	1,763,135	1,785,047	1,181,930	1,181,930	1,181,930	1,217,388	1,253,910	1,291,527	
76	Loss on Retire/Sale of Assets	-	-	-	-	-	-	-	-	-	
77	Labor Distribution	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	
78	Utility Electricity	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	
79	Assured Water Supply	115,000	118,450	122,004	125,664	129,434	133,317	137,316	141,435	145,679	
WATER CUSTOMER SERVICE											
77	Salaries and Overtime	311,000	326,550	342,878	360,021	378,022	396,924	416,770	437,608	459,489	
78	Overtime	2,500	2,625	2,756	2,894	3,039	3,191	3,350	3,518	3,694	
79	Comptime	-	-	-	-	-	-	-	-	-	
80	Health-Life-Dental Insurance	85,000	89,250	93,713	98,398	103,318	108,484	113,908	119,604	125,584	
81	Social Security Contribution	20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	
82	Medicare Contribution	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	
83	ASRS Contribution	39,000	40,950	42,998	45,147	47,405	49,775	52,264	54,877	57,621	
84	Workers Compensation	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	
85	Unemployment Insurance	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	
86	AZ Job Training Tax	-	-	-	-	-	-	-	-	-	
87	Office Supplies	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	
88	Computer/Printer Supplies	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
89	Uniforms	500	515	530	546	563	580	597	615	633	
90	Equipment /Furniture Purchase	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	
91	Software Purchase	500	515	530	546	563	580	597	615	633	
92	Operating Material & Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	
93	Other Maintenance/Repairs	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
94	Contracted Services	97,000	99,910	102,907	105,995	109,174	112,450	115,823	119,298	122,877	
95	Tech/Software Support	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	
96	Armored Car Services	7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	
97	Travel and Per Diem	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
98	Conference, Seminars & Training	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	
99	Printing Cost	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
100	Mailing Cost	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	
101	Mailing Cost-Utility Billing	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	
102	Dues-Memberships-Fees	500	515	530	546	563	580	597	615	633	
103	Bank Charges/Merchant Services	125,000	128,750	132,613	136,591	140,689	144,909	149,257	153,734	158,346	
104	Bank Charges/Lockbox	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	
105	Wireless Communications	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	
106	Special Projects	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	
POTENTIAL OPERATING COSTS											
107	GIS update-ongoing cost Water share 2/3	-	-	-	-	-	-	-	-	-	
108	GIS update-ONETIME cost Water share 2/3	-	-	-	-	-	-	-	-	-	
New Requests											
109	Customer Service Representative (Part Time)	-	43,000	45,150	47,408	49,778	52,267	54,880	57,624	60,505	
Transfers											
111	Transfers - General Fund	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	
112	Transfers Out - Sewer Fund	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	
113	Transfer for In-Lieu Property Tax	-	-	-	-	-	-	-	-	-	
114	TOTAL OPERATING EXPENSES	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391	

City of El Mirage
 Capital Improvement Plan
 Scenario 2

Line No.	Description	Operating Fund	Operating Bonds									
				2023	2024	2025	2026	2027	2028	2029	2030	2031
Water - Identified Needs												
1	System Improvements Water Irrigation	100.0%	0.0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
2	Disinfection System Upgrade	100.0%	0.0%	-	-	-	10,000	40,000	40,000	40,000	10,000	-
3	Water Production Facility Rehabilitation Program	100.0%	0.0%	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
4	Well Site AC Unit Replacement	100.0%	0.0%	-	-	-	-	25,000	30,000	30,000	30,000	30,000
5	Vehicle Replacement Program - Water	100.0%	0.0%	48,500	50,000	51,500	53,000	110,000	57,000	59,000	61,000	63,000
6	Well Site Security Improvement Project	100.0%	0.0%	30,000	-	30,000	-	-	-	-	-	-
7	Residential Meter replacement project (FY 28)	50.0%	50.0%	-	-	-	-	-	7,000,000	-	-	-
8	Commercial meter replacement (FY 28)	100.0%	0.0%	-	-	-	-	-	1,500,000	-	-	-
9	Water main replacement	100.0%	0.0%	-	1,250,000	-	-	-	-	1,250,000	-	-
10	Critical valve replacement	100.0%	0.0%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
11	Contaminant Removal System Upgrade/Replacement	100.0%	0.0%	-	-	-	-	-	1,000,000	-	-	2,000,000
12	Public Works Facility	100.0%	0.0%	-	-	-	-	1,468,000	-	-	-	-
13	Rockwood discharge pipe replacement	100.0%	0.0%	-	100,000	-	-	-	-	-	-	-
14	Alto discharge pipe replacement	100.0%	0.0%	-	-	-	100,000	-	-	-	-	-
15	127th Lane Booster Station Upgrade	100.0%	0.0%	-	-	-	-	-	-	800,000	-	-
16	127th Lane Pump to Waste Upgrade	100.0%	0.0%	-	-	-	-	-	-	300,000	-	-
17	Arc Flash Assessment	100.0%	0.0%	-	-	75,000	-	-	-	-	-	-
18	Commercial Meter Bypass Project	100.0%	0.0%	-	-	-	-	-	125,000	-	-	-
19	Thompson Ranch discharge pipe replacement	100.0%	0.0%	-	-	-	175,000	-	-	-	-	-
20	Sunnyvale piping/discharge flow meter project	100.0%	0.0%	-	65,000	-	-	-	-	-	-	-
21	Disinfection Buildings TR, Brisas, Cottonwood	100.0%	0.0%	-	200,000	-	-	-	-	-	-	-
22	Well House Buildings	100.0%	0.0%	-	-	-	-	-	-	500,000	-	-
23	Dietz Crance Arsenic Media Replacement	100.0%	0.0%	-	100,000	-	-	100,000	-	-	100,000	-
24	Multi-zone Water System Study	100.0%	0.0%	-	-	50,000	-	-	-	-	-	-
25	Arsenic Removal System Upgrade/Replacement	100.0%	0.0%	-	-	-	-	1,000,000	-	-	-	-
26	Customer Service Facility	100.0%	0.0%	704,000	-	-	-	-	-	-	-	-
27	Vacuum Excavator Trailer	100.0%	0.0%	-	-	-	-	-	-	-	-	-
28	0	100.0%	0.0%	40,000	-	-	-	-	-	-	-	-
29	0	100.0%	0.0%	60,000	-	-	-	-	-	-	-	-
30	0	100.0%	0.0%	21,000	-	-	-	-	-	-	-	-
31	0	100.0%	0.0%	37,000	-	-	-	-	-	-	-	-
32	0	100.0%	0.0%	40,000	-	-	-	-	-	-	-	-
33	0	100.0%	0.0%	-	-	-	-	-	-	-	-	-
#REF!	Total Capital Project Costs			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000
#REF!	Total Escalated Capital Project Costs			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000
#REF!	Total Funded Through Prioritization Process			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000

City of El Mirage
Existing Debt

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Loan 920100-06	\$832,572	\$832,248	\$831,914	\$719,640	\$0	\$0	\$0	\$0	\$0
Loan 920127-08	284,233	284,140	284,045	283,948	283,847	283,744	0	0	0
Loan 920227-13	253,944	253,870	253,793	253,715	253,634	253,551	253,466	253,378	253,288
Loan 920305-21	435,779	435,729	435,679	435,628	435,576	435,523	435,469	435,413	435,357
Total	\$1,806,527	\$1,805,987	\$1,805,432	\$1,692,930	\$973,057	\$972,818	\$688,935	\$688,792	\$688,646

Operations Bond Debt Service - Scenario 2

							2023	2024	2025	2026	2027	2028	2029	2030	2031	
Annual New Debt Required							\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -
Fiscal Year	Term (Yrs)	Rate	Issuance Costs	Capital Project												
				Proceeds Required	Issuance Costs	Total Debt Required	2023	2024	2025	2026	2027	2028	2029	2030	2031	
2023	30	5.5%	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2024	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	30	5.5%	2.0%	3,500,000	70,000	3,570,000	-	-	-	-	-	245,635	245,635	245,635	245,635	
2029	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
Cumulative Annual New Operating Bond Debt Service							\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,635	\$ 245,635	\$ 245,635	\$ 245,635	

APPENDIX B

Wastewater Financial Plan

City of El Mirage

Projected Operating Results - Sewer System

Fiscal Years 2023 - 2031

Line No.	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of Funds										
1	Beginning-of-Year Cash	\$8,461,262	\$7,918,424	\$5,896,950	\$5,901,899	\$5,882,372	\$5,406,180	\$4,946,025	\$4,671,576	\$4,330,094
Operating Revenues										
2	Operating Revenue	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	\$ 3,399,052
3	Total Operating Revenues	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	\$ 3,399,052
Non-Operating Revenue										
4	Non-Utility Income	1,394,000	2,144,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000
5	Interest Income	5,000	4,137	633	-	-	-	-	-	-
6	Total Non-Operating Revenue	\$ 1,399,000	\$ 2,148,137	\$ 1,394,633	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000
7	Total Revenues	\$ 4,689,000	\$ 5,451,769	\$ 4,711,896	\$ 4,724,894	\$ 4,738,526	\$ 4,752,157	\$ 4,765,789	\$ 4,779,420	\$ 4,793,052
Operating Expenses										
9	Administration	\$ 781,000	\$ 816,085	\$ 856,591	\$ 899,112	\$ 943,751	\$ 990,612	\$ 1,039,807	\$ 1,091,451	\$ 1,145,667
10	Treatment	858,500	898,850	1,011,104	1,072,808	1,089,904	1,131,747	1,201,248	1,220,681	1,267,926
11	Customer Service	209,000	222,480	230,435	238,694	247,267	256,168	265,410	275,007	284,974
12	Transfers	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
13	Total Operating Expenses	\$ 3,948,500	\$ 4,037,415	\$ 4,198,130	\$ 4,310,614	\$ 4,380,921	\$ 4,478,527	\$ 4,606,464	\$ 4,687,139	\$ 4,798,566
14	Net Result of Operations	\$ 740,500	\$ 1,414,354	\$ 513,767	\$ 414,281	\$ 357,605	\$ 273,630	\$ 159,325	\$ 92,281	\$ (5,514)
Non-Operating Expenses										
16	Capital Improvements	\$ 1,249,500	\$ 3,402,000	\$ 475,000	\$ 400,000	\$ 800,000	\$ 700,000	\$ 400,000	\$ 400,000	\$ 400,000
17	Existing Debt Service	33,838	33,828	33,818	33,807	33,797	33,786	33,774	33,763	33,751
18	Other Miscellaneous	-	-	-	-	-	-	-	-	-
19	Total Non-Operating Expenses	\$ 1,283,338	\$ 3,435,828	\$ 508,818	\$ 433,807	\$ 833,797	\$ 733,786	\$ 433,774	\$ 433,763	\$ 433,751
20	Net Available After Operations	\$ (542,838)	\$ (2,021,474)	\$ 4,949	\$ (19,527)	\$ (476,192)	\$ (460,155)	\$ (274,450)	\$ (341,481)	\$ (439,265)
Other Uses										
	New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,894,900
21	Total Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,894,900
22	Total Expenses	\$ 5,231,838	\$ 7,473,243	\$ 4,706,947	\$ 4,744,421	\$ 5,214,718	\$ 5,212,313	\$ 5,040,238	\$ 5,120,902	\$ 7,127,216
23	Net Available After Other Uses	\$ (542,838)	\$ (2,021,474)	\$ 4,949	\$ (19,527)	\$ (476,192)	\$ (460,155)	\$ (274,450)	\$ (341,481)	\$ (2,334,165)
24	End-of-Year Cash	\$ 7,918,424	\$ 5,896,950	\$ 5,901,899	\$ 5,882,372	\$ 5,406,180	\$ 4,946,025	\$ 4,671,576	\$ 4,330,094	\$ 1,995,930
25	Target Cash - Operations	973,603	995,527	1,035,155	1,062,891	1,080,227	1,104,294	1,135,840	1,155,733	1,183,208
26	Target Cash - Repair & Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
27	Target Cash	\$1,973,603	\$1,995,527	\$2,035,155	\$2,062,891	\$2,080,227	\$2,104,294	\$2,135,840	\$2,155,733	\$2,183,208
28	Debt Service Coverage Ratio (Operations)	40.56	40.39	36.05	33.14	31.47	29.00	25.62	23.64	0.36
29	Debt Service Coverage Ratio (All Debt)	83.94	103.89	77.29	74.37	72.72	70.26	66.90	64.93	1.09
30	Target Debt Service Coverage Ratio	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20

		Fund Balance
		BEGINNING FUND BALANCE FOR:
		FY23
SOURCE OF DATA		
Line No	Description	
Current Assets:		
1	Cash and investments	\$ 8,693,147
	Accounts Receivable DO NOT INCLUDE PER RN	
	Allowance for Doubtful Accounts DO NOT INCLUDE PER RN	
2	Due From Other Entities	18,700
3	LGP#5-91506 Cust Deposits	-
4	Petty Cash	-
5	Total Current Assets	\$ 8,711,847
Current Liabilities (payable from current assets):		
6	Accounts Payable	\$ 225,503
7	Accrued Vacation Payable	7,942
8	Valley Collection Service	-
9	Compensated Absences	12,662
10	Unclaimed Property	-
11	Interest Payable	4,478
12	AP-City Sales Tax	-
13	AP-State/County Taxes	-
14	Water Surcharge Tax	-
15	Accrued payroll and Benefits	-
16	Due to Other Entities	-
17	Refundable Security Deposits	-
18	Total Current Liabilities	\$ 250,585
Adjustments:		
Less:		
19	Per City Staff	\$ -
20	Prepaid items	-
21	Net Adjustments	\$ -
22	Net Beginning Balances (Current Assets less Current Liabilities - including Adjustments)	\$ 8,461,262

City of El Mirage
 Revenues - Sewer System
 Sewer Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
Operating Revenues											
Sewer											
1	Operating Revenue	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	\$ 3,399,052	
2	Other Revenues	-	-	-	-	-	-	-	-	-	
3	Total Operating Revenues	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	\$ 3,399,052	
Non-Operating Revenue											
4	Non-Utility Income	\$ 1,394,000	\$ 2,144,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	
5	Interest Income	5,000	4,137	633	-	-	-	-	-	-	
6	Total Non-Operating Revenue	\$ 1,399,000	\$ 2,148,137	\$ 1,394,633	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	\$ 1,394,000	
7	Total Revenues	\$ 4,689,000	\$ 5,451,769	\$ 4,711,896	\$ 4,724,894	\$ 4,738,526	\$ 4,752,157	\$ 4,765,789	\$ 4,779,420	\$ 4,793,052	
OPERATING REVENUES											
Charges for Services											
8	Rate Revenue	\$ 3,290,000	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	
9	Growth	0.00%	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%	0.40%	0.40%	
	Revenues Adjusted for Growth	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	\$ 3,399,052	
10	Revenue Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13	Revenues under new rates	3,290,000	3,303,631	3,317,263	3,330,894	3,344,526	3,358,157	3,371,789	3,385,420	3,399,052	
14	Total Charges for Services - After Revenue Increase	\$ 3,290,000	\$ 3,303,631	\$ 3,317,263	\$ 3,330,894	\$ 3,344,526	\$ 3,358,157	\$ 3,371,789	\$ 3,385,420	\$ 3,399,052	
Other Sewer Revenue											
15	Transfers In	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	
16	Grants	-	750,000	-	-	-	-	-	-	-	
	Interest Income	-	-	-	-	-	-	-	-	-	
17	Sewer-Interest Income	5,000	4,137	633	-	-	-	-	-	-	
18	Total Operating Revenues	\$ 4,689,000	\$ 5,451,769	\$ 4,711,896	\$ 4,724,894	\$ 4,738,526	\$ 4,752,157	\$ 4,765,789	\$ 4,779,420	\$ 4,793,052	

City of El Mirage
 Estimated & Projected Uses of Funds - Sewer System
 Sewer Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING EXPENSES										
1	Administration	\$ 781,000	\$ 816,085	\$ 856,591	\$ 899,112	\$ 943,751	\$ 990,612	\$ 1,039,807	\$ 1,091,451	\$ 1,145,667
2	Treatment	858,500	898,850	1,011,104	1,072,808	1,089,904	1,131,747	1,201,248	1,220,681	1,267,926
3	Customer Service	209,000	222,480	230,435	238,694	247,267	256,168	265,410	275,007	284,974
4	Transmission & Distribution	-	-	-	-	-	-	-	-	-
5	Transfers	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
6		-	-	-	-	-	-	-	-	-
7	Total OPERATING EXPENSES	\$ 3,948,500	\$ 4,037,415	\$ 4,198,130	\$ 4,310,614	\$ 4,380,921	\$ 4,478,527	\$ 4,606,464	\$ 4,687,139	\$ 4,798,566
OPERATING EXPENSES										
Operations Division										
8	Salaries and Wages	\$ 519,000	\$ 544,950	\$ 572,198	\$ 600,807	\$ 630,848	\$ 662,390	\$ 695,510	\$ 730,285	\$ 766,799
9	Overtime	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
10	On Call Pay	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775
11	Health-Life-Dental Insurance	114,000	119,700	125,685	131,969	138,568	145,496	152,771	160,409	168,430
12	Social Security Contribution	33,000	34,650	36,383	38,202	40,112	42,117	44,223	46,434	48,756
13	Medicare Contribution	8,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820
14	ASRS Contribution	66,000	69,300	72,765	76,403	80,223	84,235	88,446	92,869	97,512
15	Workers Compensation	22,000	23,100	24,255	25,468	26,741	28,078	29,482	30,956	32,504
16	Unemployment Insurance	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
17	Labor Distribution	(15,000)	(15,750)	(16,538)	(17,364)	(18,233)	(19,144)	(20,101)	(21,107)	(22,162)
18	Small Tools/Equip/Parts	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534
19	Fuel and Lubricants	5,500	5,665	5,835	6,010	6,190	6,376	6,567	6,764	6,967
20	Safety Equipment/Supplies	7,000	7,210	7,426	7,647	7,879	8,115	8,358	8,609	8,867
21	Chemicals	140,000	175,000	180,250	185,658	191,227	196,964	202,873	208,959	215,228
22	Office Supplies	1,500	-	-	-	-	-	-	-	-
23	Computer/Printer Supplies	2,000	-	-	-	-	-	-	-	-
24	Uniforms	2,000	-	-	-	-	-	-	-	-
25	Operating Materials & Supplies	500	-	-	-	-	-	-	-	-
26	Vehicle Maintenance/Repairs	4,000	4,200	4,410	4,631	4,862	5,105	5,360	5,628	5,910
27	Copier Usage/Supplies/Maint	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477
28	WWTP Maintenance/Repairs	150,000	157,500	165,375	173,644	182,326	191,442	201,014	211,065	221,618
29	Professional Services	35,000	36,750	38,588	40,517	42,543	44,670	46,903	49,249	51,711
30	Contracted Services	70,000	73,500	77,175	81,034	85,085	89,340	93,807	98,497	103,422
31	Tech/Software Support	13,000	13,650	14,333	15,049	15,802	16,592	17,421	18,292	19,207
32	Equipment Rent/Leases	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955
33	Sludge Disposal	104,500	109,725	115,211	120,972	127,020	133,371	140,040	147,042	154,394
34	Conferences, Seminars & Training	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443	8,865
35	Mailing Cost	500	515	530	546	563	580	597	615	633
36	Wireless Communications	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700
37	Building Water/Sewer Services	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601
38	Landscaping/Irrigation	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534
39	Utility Electricity	280,500	288,915	375,000	386,250	397,838	409,773	422,066	434,728	447,770
40	Special Projects	9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401
41	Rate Study	28,000	7,500	7,500	30,596	7,500	7,500	33,433	7,500	7,500
Collections Division										
42	Lab Supplies	7,000	7,350	7,718	8,103	8,509	8,934	9,381	9,850	10,342
43	Licenses and Permits	20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549
44	Sampling/Testing	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936
45	Dues-Memberships-Fees	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955
Other										
46	Small Tools/Equip/Parts	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477
47	Fuel and Lubricants	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443	8,865
48	Safety Equipment/Supplies	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800
49	Pipes, Fittings & Repairs	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
50	Chemicals	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067
51	Vehicle Maintenance/Repairs	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668
52	WWTP Maintenance/Repairs	41,000	42,230	43,497	44,802	46,146	47,530	48,956	50,425	51,938
53	Professional Services	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534
54	Contracted Services	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802
55	Sludge Disposal	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534
56	Special Projects	67,000	75,000	77,250	79,568	81,955	84,413	86,946	89,554	92,241
POTENTIAL OPERATING COSTS										
57	Stormwater infrastructure maintenance program	-	-	-	-	-	-	-	-	-
New Requests										
58	Utilities Supervisor Senior (Collections/Stormwater)	-	-	-	-	-	-	-	-	-
59	Utilities Operator, Senior (Collections/Stormwater)	-	-	-	-	-	-	-	-	-
60	Utilities Operator (Collections/Stormwater)	-	-	-	-	-	-	-	-	-
Transfers										
61	Transfer Out	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
62	TOTAL OPERATING EXPENSES	\$ 3,948,500	\$ 4,037,415	\$ 4,198,130	\$ 4,310,614	\$ 4,380,921	\$ 4,478,527	\$ 4,606,464	\$ 4,687,139	\$ 4,798,566

City of El Mirage
 Capital Improvement Plan
 Scenario 1

Line No.	Description	Operating Fund	Operating Bonds	Year								
				2023	2024	2025	2026	2027	2028	2029	2030	2031
Sewer - Identified Needs												
1	Vehicle Replacement Program - Waste Water	100.0%	0.0%	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Wastewater Process Equipment Improvements	100.0%	0.0%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
3	WRF Influent line replacement	100.0%	0.0%	-	550,000	-	-	-	-	-	-	-
4	Collections system replacement	100.0%	0.0%	-	125,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
5	WRF Expansion (Residential growth)	0.0%	100.0%	-	-	-	-	-	-	-	-	27,000,000
6	Copier Replacement	100.0%	0.0%	-	10,000	-	-	-	-	-	-	-
7	Public Works Facility	100.0%	0.0%	-	1,468,000	-	-	-	-	-	-	-
8	5th Ave Sewer Replacement	100.0%	0.0%	-	879,000	-	-	-	-	-	-	-
9	Arc Flash Assessment	100.0%	0.0%	-	-	75,000	-	-	-	-	-	-
10	WRF Storage Building	100.0%	0.0%	-	-	-	-	-	300,000	-	-	-
11	WRF Generator	100.0%	0.0%	-	-	-	-	400,000	-	-	-	-
12	Lift Station Backup Pump	100.0%	0.0%	-	20,000	-	-	-	-	-	-	-
13	Aeration System Improvement at Water Reclamation Facility	100.0%	0.0%	-	-	-	-	-	-	-	-	-
14	Lab Composite Sampler Replacement	100.0%	0.0%	-	-	-	-	-	-	-	-	-
15	Lab Spectrophotometer	100.0%	0.0%	-	-	-	-	-	-	-	-	-
16	SCADA Software Server Replacement	100.0%	0.0%	-	-	-	-	-	-	-	-	-
17	Reclamation Facility Design	100.0%	0.0%	1,028,500	-	-	-	-	-	-	-	-
18	Capital Equipment Purchase	100.0%	0.0%	21,000	-	-	-	-	-	-	-	-
19	Total Capital Project Costs			\$ 1,249,500	\$ 3,402,000	\$ 475,000	\$ 400,000	\$ 800,000	\$ 700,000	\$ 400,000	\$ 400,000	\$ 27,400,000
20	Total Escalated Capital Project Costs			\$ 1,249,500	\$ 3,402,000	\$ 475,000	\$ 400,000	\$ 800,000	\$ 700,000	\$ 400,000	\$ 400,000	\$ 27,400,000
21	Total Funded Through Prioritization Process			\$ 1,249,500	\$ 3,402,000	\$ 475,000	\$ 400,000	\$ 800,000	\$ 700,000	\$ 400,000	\$ 400,000	\$ 27,400,000

City of El Mirage
Existing Debt

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Loan 910154-13	\$33,838	\$33,828	\$33,818	\$33,807	\$33,797	\$33,786	\$33,774	\$33,763	\$33,751
Total	\$33,838	\$33,828	\$33,818	\$33,807	\$33,797	\$33,786	\$33,774	\$33,763	\$33,751

New Debt Service

Operations Bond Debt Service - Scenario 1

							2023	2024	2025	2026	2027	2028	2029	2030	2031	
Annual New Debt Required							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000,000
Fiscal Year	Term (Yrs)	Rate	Issuance Costs	Capital Project												
				Proceeds Required	Issuance Costs	Total Debt Required	2023	2024	2025	2026	2027	2028	2029	2030	2031	
2023	30	5.5%	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2024	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	30	5.5%	2.0%	27,000,000	540,000	27,540,000	-	-	-	-	-	-	-	-	-	1,894,900
Cumulative Annual New Operating Bond Debt Service							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,894,900

APPENDIX C

Sanitation Financial Plan – Opt-In Recycling

City of El Mirage

Projected Operating Results - Sanitation System

Fiscal Years 2023 - 2031

Line No.	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of Funds										
1	Beginning-of-Year Cash	\$1,125,826	\$972,326	\$907,466	\$848,916	\$796,771	\$751,124	\$712,065	\$679,684	\$654,063
Operating Revenues										
2	Operating Revenue	\$ 2,000,000	\$ 2,068,535	\$ 2,128,997	\$ 2,191,189	\$ 2,255,161	\$ 2,320,961	\$ 2,388,642	\$ 2,458,256	\$ 2,529,858
3	Total Operating Revenues	\$ 2,000,000	\$ 2,068,535	\$ 2,128,997	\$ 2,191,189	\$ 2,255,161	\$ 2,320,961	\$ 2,388,642	\$ 2,458,256	\$ 2,529,858
Non-Operating Revenue										
4	Non-Utility Income	-	-	-	-	-	-	-	-	-
5	Interest Income	-	2,347	2,187	2,043	1,916	1,805	1,712	1,635	1,576
6	Total Non-Operating Revenue	\$ -	\$ 2,347	\$ 2,187	\$ 2,043	\$ 1,916	\$ 1,805	\$ 1,712	\$ 1,635	\$ 1,576
7	Total Revenues	\$ 2,000,000	\$ 2,070,882	\$ 2,131,184	\$ 2,193,233	\$ 2,257,077	\$ 2,322,766	\$ 2,390,354	\$ 2,459,891	\$ 2,531,434
Operating Expenses										
8	Administration	\$ 1,796,500	\$ 1,778,742	\$ 1,832,734	\$ 1,888,378	\$ 1,945,724	\$ 2,004,825	\$ 2,065,735	\$ 2,128,511	\$ 2,193,211
9	Transfers	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
10	Total Operating Expenses	\$ 2,153,500	\$ 2,135,742	\$ 2,189,734	\$ 2,245,378	\$ 2,302,724	\$ 2,361,825	\$ 2,422,735	\$ 2,485,511	\$ 2,550,211
11	Net Result of Operations	\$ (153,500)	\$ (64,860)	\$ (58,550)	\$ (52,145)	\$ (45,647)	\$ (39,058)	\$ (32,382)	\$ (25,620)	\$ (18,777)
Non-Operating Expenses										
12	Capital Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Existing Debt Service	0	0	0	0	0	0	0	0	0
14	Other Miscellaneous	-	-	-	-	-	-	-	-	-
15	Total Non-Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Net Available After Operations	\$ (153,500)	\$ (64,860)	\$ (58,550)	\$ (52,145)	\$ (45,647)	\$ (39,058)	\$ (32,382)	\$ (25,620)	\$ (18,777)
Other Uses										
	New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	Total Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Total Expenses	\$ 2,153,500	\$ 2,135,742	\$ 2,189,734	\$ 2,245,378	\$ 2,302,724	\$ 2,361,825	\$ 2,422,735	\$ 2,485,511	\$ 2,550,211
21	Net Available After Other Uses	\$ (153,500)	\$ (64,860)	\$ (58,550)	\$ (52,145)	\$ (45,647)	\$ (39,058)	\$ (32,382)	\$ (25,620)	\$ (18,777)
22	End-of-Year Cash	\$ 972,326	\$ 907,466	\$ 848,916	\$ 796,771	\$ 751,124	\$ 712,065	\$ 679,684	\$ 654,063	\$ 635,286
23	Target Cash - Operations	531,000	526,621	539,934	553,655	567,795	582,368	597,387	612,866	628,819
24	Target Cash	\$531,000	\$526,621	\$539,934	\$553,655	\$567,795	\$582,368	\$597,387	\$612,866	\$628,819

Fund Balance

**FUND
BALANCE
FOR:**

FY23

SOURCE OF DATA

Line No	Description	
Current Assets:		
1	Cash and investments	\$ 1,229,775
	Accounts Receivable DO NOT INCLUDE PER RN	
	Allowance for Doubtful Accounts DO NOT INCLUDE PER RN	
2	Due From Other Entities	-
3	LGIP#5-91506 Cust Deposits	-
4	Petty Cash	-
5	Total Current Assets	\$ 1,229,775
Current Liabilities (payable from current assets):		
6	Accounts Payable	\$ 103,949
7	Accrued Vacation Payable	-
8	Valley Collection Service	-
9	Compensated Absences	-
10	Unclaimed Property	-
11	Interest Payable	-
12	AP-City Sales Tax	-
13	AP-State/County Taxes	-
14	Water Surcharge Tax	-
15	Accrued payroll and Benefits	-
16	Due to Other Entities	-
17	Refundable Security Deposits	-
18	Total Current Liabilities	\$ 103,949
Adjustments:		
Less:		
19	Per City Staff	\$ -
20	Prepaid items	-
21	Net Adjustments	\$ -
22	Net Beginning Balances (Current Assets less Current Liabilities - including Adjustments)	\$ 1,125,826

City of El Mirage
 Revenues - Sanitation System
 Sanitation Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
Operating Revenues											
Sanitation											
1	Operating Revenue	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
2	Other Revenues	-	-	-	-	-	-	-	-	-	
3	Total Operating Revenues	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
Non-Operating Revenue											
4	Non-Utility Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5	Interest Income	-	1,860	1,417	1,758	2,198	2,643	2,957	3,029	2,849	
6	Total Non-Operating Revenue	\$ -	\$ 1,860	\$ 1,417	\$ 1,758	\$ 2,198	\$ 2,643	\$ 2,957	\$ 3,029	\$ 2,849	
7	Total Revenues	\$ 2,000,000	\$ 3,215,119	\$ 3,873,238	\$ 4,044,998	\$ 4,163,480	\$ 4,264,450	\$ 4,282,064	\$ 4,299,435	\$ 4,316,554	
OPERATING REVENUES											
Charges for Services											
8	Rate Revenue	\$ 2,000,000	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	
9	Growth	0.00%	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%	0.40%	0.40%	
	Revenues Adjusted for Growth	\$ 2,000,000	\$ 2,008,287	\$ 3,226,517	\$ 3,887,731	\$ 4,059,787	\$ 4,178,242	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
10	Revenue Increase	0.00%	60.00%	20.00%	4.00%	2.50%	2.00%	0.00%	0.00%	0.00%	
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13	Revenues under new rates	2,000,000	3,213,259	3,871,821	4,043,240	4,161,281	4,261,807	4,279,106	4,296,406	4,313,705	
14	Total Charges for Services - After Revenue Increase	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
Other Sanitation Revenue											
Interest Income											
15	Sanitation-Interest Income	-	1,860	1,417	1,758	2,198	2,643	2,957	3,029	2,849	
16	Total Operating Revenues	\$ 2,000,000	\$ 3,215,119	\$ 3,873,238	\$ 4,044,998	\$ 4,163,480	\$ 4,264,450	\$ 4,282,064	\$ 4,299,435	\$ 4,316,554	

City of El Mirage
 Estimated & Projected Uses of Funds - Sanitation System
 Sanitation Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING EXPENSES										
1	Administration	\$ 1,796,500	\$ 3,312,774	\$ 3,412,787	\$ 3,515,832	\$ 3,622,002	\$ 3,731,391	\$ 3,844,099	\$ 3,960,226	\$ 4,079,877
2	Transfers	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
3		-	-	-	-	-	-	-	-	-
4	Total OPERATING EXPENSES	\$ 2,153,500	\$ 3,669,774	\$ 3,769,787	\$ 3,872,832	\$ 3,979,002	\$ 4,088,391	\$ 4,201,099	\$ 4,317,226	\$ 4,436,877
OPERATING EXPENSES										
Operations Division										
5	Labor Distribution	\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729	\$ 36,465	\$ 38,288	\$ 40,203	\$ 42,213	\$ 44,324
6	Garbage Container/Parts	70,000	72,100	74,263	76,491	78,786	81,149	83,584	86,091	88,674
7	HHW Expenses	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335
8	Recycling Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
9	Trash Service Charges	1,559,500	3,068,064	3,160,106	3,254,909	3,352,556	3,453,133	3,556,727	3,663,429	3,773,332
10	Landfill Fees	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002
11	Printing Cost	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800
12	Trash Service	16,000	16,480	16,974	17,484	18,008	18,548	19,105	19,678	20,268
13	Recycling Bin Trash Pickup	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534
14	Bulk Trash	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342
15	Transfers									
16	Transfer Out	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
17	TOTAL OPERATING EXPENSES	\$ 2,153,500	\$ 3,669,774	\$ 3,769,787	\$ 3,872,832	\$ 3,979,002	\$ 4,088,391	\$ 4,201,099	\$ 4,317,226	\$ 4,436,877

APPENDIX D

Water Financial Plan – 100% Debt Funding

City of El Mirage

Projected Operating Results - Water System

Fiscal Years 2023 - 2031

Line No.	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of Funds										
1	Beginning-of-Year Cash	\$16,419,424	\$13,736,354	\$10,281,361	\$8,754,565	\$8,188,301	\$5,795,986	\$3,768,675	\$2,164,263	\$3,627,154
Operating Revenues										
2	Operating Revenue	\$ 8,430,000	\$ 8,972,692	\$ 9,550,159	\$ 10,116,674	\$ 10,665,827	\$ 11,244,603	\$ 11,854,593	\$ 12,497,470	\$ 13,174,998
3	Total Operating Revenues	\$ 8,430,000	\$ 8,972,692	\$ 9,550,159	\$ 10,116,674	\$ 10,665,827	\$ 11,244,603	\$ 11,854,593	\$ 12,497,470	\$ 13,174,998
Non-Operating Revenue										
4	Non-Utility Income	1,279,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000
5	Interest Income	15,000	26,046	16,905	11,394	4,815	-	-	-	-
6	Total Non-Operating Revenue	\$ 1,294,000	\$ 1,170,046	\$ 1,160,905	\$ 1,155,394	\$ 1,148,815	\$ 1,144,000	\$ 1,144,000	\$ 1,144,000	\$ 1,144,000
7	Total Revenues	\$ 9,724,000	\$ 10,142,738	\$ 10,711,064	\$ 11,272,068	\$ 11,814,642	\$ 12,388,603	\$ 12,998,593	\$ 13,641,470	\$ 14,318,998
Operating Expenses										
8	Administration	\$ 544,043	\$ 522,790	\$ 544,490	\$ 567,142	\$ 590,790	\$ 615,478	\$ 641,256	\$ 668,172	\$ 696,280
9	Treatment	2,702,500	2,924,485	3,036,411	3,152,862	3,274,033	3,400,123	3,531,344	3,667,915	3,810,066
10	Customer Service	836,500	913,905	951,958	991,684	1,033,160	1,076,467	1,121,688	1,168,913	1,218,233
11	Transmission & Distribution	-	-	-	-	-	-	-	-	-
12	Transfers	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000
13	Source of Supply	1,921,000	1,949,565	1,977,070	1,379,714	1,385,647	1,391,759	1,433,511	1,476,517	1,520,812
14	Total Operating Expenses	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391
15	Net Result of Operations	\$ 603,957	\$ 715,993	\$ 1,085,136	\$ 2,064,666	\$ 2,415,013	\$ 2,788,777	\$ 3,154,793	\$ 3,543,953	\$ 3,957,607
Non-Operating Expenses										
16	Capital Improvements	\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 3,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000
17	Existing Debt Service	1,806,527	1,805,987	1,805,432	1,692,930	973,057	972,818	688,935	688,792	688,646
18	Deferred Refunding of 2022	0	0	0	0	0	0	0	0	0
19	Total Non-Operating Expenses	\$ 3,287,027	\$ 4,170,987	\$ 2,611,932	\$ 2,630,930	\$ 4,316,057	\$ 4,324,818	\$ 4,267,935	\$ 1,589,792	\$ 3,381,646
20	Net Available After Operations	\$ (2,683,070)	\$ (3,454,994)	\$ (1,526,796)	\$ (566,264)	\$ (1,901,045)	\$ (1,536,042)	\$ (1,113,141)	\$ 1,954,161	\$ 575,961
Other Uses										
	New Debt Service	\$0	\$0	\$0	\$0	\$491,270	\$491,270	\$491,270	\$491,270	\$491,270
21	Total Other Uses	\$ -	\$ -	\$ -	\$ -	\$ 491,270	\$ 491,270	\$ 491,270	\$ 491,270	\$ 491,270
22	Total Expenses	\$ 12,407,070	\$ 13,597,732	\$ 12,237,860	\$ 11,838,332	\$ 14,206,956	\$ 14,415,915	\$ 14,603,004	\$ 12,178,579	\$ 14,234,307
23	Net Available After Other Uses	\$ (2,683,070)	\$ (3,454,994)	\$ (1,526,796)	\$ (566,264)	\$ (2,392,315)	\$ (2,027,312)	\$ (1,604,411)	\$ 1,462,891	\$ 84,691
24	End-of-Year Cash	\$ 13,736,354	\$ 10,281,361	\$ 8,754,565	\$ 8,188,301	\$ 5,795,986	\$ 3,768,675	\$ 2,164,263	\$ 3,627,154	\$ 3,711,845
25	Target Cash - Operations	2,248,778	2,324,403	2,373,517	2,270,318	2,317,717	2,367,081	2,427,238	2,489,799	2,554,864
26	Target Cash - Repair & Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
27	Target Cash	\$3,248,778	\$3,324,403	\$3,373,517	\$3,270,318	\$3,317,717	\$3,367,081	\$3,427,238	\$3,489,799	\$3,554,864
28	Debt Service Coverage Ratio (Operations)	1.34	1.47	1.68	2.38	2.99	3.25	4.34	4.67	5.03
29	Debt Service Coverage Ratio (All Debt)	2.06	2.12	2.33	3.06	3.78	4.03	5.31	5.64	6.00
30	Target Debt Service Coverage Ratio	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20

		Fund Balance	
		BEGINNING FUND BALANCE FOR:	
		FY23	
SOURCE OF DATA			
Line No	Description		
Current Assets:			
1	Cash and investments	\$	16,920,742
	Accounts Receivable DO NOT INCLUDE PER RN		
	Allowance for Doubtful Accounts DO NOT INCLUDE PER RN		
2	Due From Other Entities		132,893
3	LGIP#5-91506 Cust Deposits		-
4	Petty Cash		-
5	Total Current Assets	\$	17,053,635
Current Liabilities (payable from current assets):			
6	Accounts Payable	\$	420,437
7	Accrued Vacation Payable		18,493
8	Valley Collection Service		-
9	Compensated Absences		16,719
10	Unclaimed Property		-
11	Interest Payable		178,562
12	AP-City Sales Tax		-
13	AP-State/County Taxes		-
14	Water Surcharge Tax		-
15	Accrued payroll and Benefits		-
16	Due to Other Entities		-
17	Refundable Security Deposits		-
18	Total Current Liabilities	\$	634,211
Adjustments:			
Less:			
19	Per City Staff	\$	-
20	Prepaid items		-
21	Net Adjustments	\$	-
22	Net Beginning Balances (Current Assets less Current Liabilities - including Adjustments)	\$	16,419,424

City of El Mirage
Revenues - Water System
Water Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
Operating Revenues											
Water											
1	Operating Revenue	\$ 8,430,000	\$ 8,972,692	\$ 9,550,159	\$ 10,116,674	\$ 10,665,827	\$ 11,244,603	\$ 11,854,593	\$ 12,497,470	\$ 13,174,998	
2	Other Revenues	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	
3	Total Operating Revenues	\$ 9,360,000	\$ 9,902,692	\$ 10,480,159	\$ 11,046,674	\$ 11,595,827	\$ 12,174,603	\$ 12,784,593	\$ 13,427,470	\$ 14,104,998	
Non-Operating Revenue											
4	Non-Utility Income	\$ 349,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	
5	Interest Income	15,000	26,046	16,905	11,394	4,815	-	-	-	-	
6	Total Non-Operating Revenue	\$ 364,000	\$ 240,046	\$ 230,905	\$ 225,394	\$ 218,815	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	
7	Total Revenues	\$ 9,724,000	\$ 10,142,738	\$ 10,711,064	\$ 11,272,068	\$ 11,814,642	\$ 12,388,603	\$ 12,998,593	\$ 13,641,470	\$ 14,318,998	
OPERATING REVENUES											
Charges for Services											
8	Rate Revenue	\$ 8,400,000	\$ 8,400,000	\$ 8,940,892	\$ 9,516,451	\$ 10,081,112	\$ 10,628,487	\$ 11,205,396	\$ 11,813,425	\$ 12,454,244	
9	Growth	0.00%	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%	0.40%	0.40%	
	Revenues Adjusted for Growth	\$ 8,400,000	\$ 8,434,804	\$ 8,977,784	\$ 9,555,556	\$ 10,122,368	\$ 10,671,806	\$ 11,250,881	\$ 11,861,185	\$ 12,504,391	
10	Revenue Increase	0.00%	6.00%	6.00%	5.50%	5.00%	5.00%	5.00%	5.00%	5.00%	
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13	Revenues under new rates	8,400,000	8,940,892	9,516,451	10,081,112	10,628,487	11,205,396	11,813,425	12,454,244	13,129,611	
14	Total Charges for Services - After Revenue Increase	\$ 8,400,000	\$ 8,940,892	\$ 9,516,451	\$ 10,081,112	\$ 10,628,487	\$ 11,205,396	\$ 11,813,425	\$ 12,454,244	\$ 13,129,611	
15	Rate Revenue - Irrigation	\$ 30,000	\$ 30,000	\$ 31,800	\$ 33,708	\$ 35,562	\$ 37,340	\$ 39,207	\$ 41,167	\$ 43,226	
16	Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Revenues Adjusted for Growth	\$ 30,000	\$ 30,000	\$ 31,800	\$ 33,708	\$ 35,562	\$ 37,340	\$ 39,207	\$ 41,167	\$ 43,226	
17	Revenue Increase	0.00%	6.00%	6.00%	5.50%	5.00%	5.00%	5.00%	5.00%	5.00%	
18	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
19	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
20	Revenues under new rates	30,000	31,800	33,708	35,562	37,340	39,207	41,167	43,226	45,387	
21	Total Charges for Services - After Revenue Increase	\$ 30,000	\$ 31,800	\$ 33,708	\$ 35,562	\$ 37,340	\$ 39,207	\$ 41,167	\$ 43,226	\$ 45,387	
Other Water Revenue											
22	Water Recharge Fee	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	
23	Turn Off/Turn On Fees	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	
24	New Water Accounts	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
25	Late Fees	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
26	New Meters	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
27	Unclassified Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
28	Bond Proceeds	-	-	-	-	-	-	-	-	-	
29	Grants	135,000	-	-	-	-	-	-	-	-	
30	Transfers In	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	
Interest Income											
31	Water-Interest Income	15,000	26,046	16,905	11,394	4,815	-	-	-	-	
32	Total Operating Revenues	\$ 9,724,000	\$ 10,142,738	\$ 10,711,064	\$ 11,272,068	\$ 11,814,642	\$ 12,388,603	\$ 12,998,593	\$ 13,641,470	\$ 14,318,998	

City of El Mirage
 Estimated & Projected Uses of Funds - Water/Irrigation System
 Water Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING EXPENSES										
1	Administration	\$ 544,043	\$ 522,790	\$ 544,490	\$ 567,142	\$ 590,790	\$ 615,478	\$ 641,256	\$ 668,172	\$ 696,280
2	Treatment	2,702,500	2,924,485	3,036,411	3,152,862	3,274,033	3,400,123	3,531,344	3,667,915	3,810,066
3	Customer Service	836,500	913,905	951,958	991,684	1,033,160	1,076,467	1,121,688	1,168,913	1,218,233
4	Transmission & Distribution	-	-	-	-	-	-	-	-	-
5	Transfers	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000
6	Source of Supply	1,921,000	1,949,565	1,977,070	1,379,714	1,385,647	1,391,759	1,433,511	1,476,517	1,520,812
7	Total OPERATING EXPENSES	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391
OPERATING EXPENSES										
Water Administration										
8	Salaries and Wages/Labor distribution	\$ 203,000	\$ 213,150	\$ 223,808	\$ 234,998	\$ 246,748	\$ 259,085	\$ 272,039	\$ 285,641	\$ 299,923
9	Health-Life-Dental Insurance	31,000	32,550	34,178	35,886	37,681	39,565	41,543	43,620	45,801
10	Social Security Contribution	13,000	13,650	14,333	15,049	15,802	16,592	17,421	18,292	19,207
11	Medicare Contribution	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
12	ASRS Contribution	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936
13	Deferred Compensation	7,500	7,875	8,269	8,682	9,116	9,572	10,051	10,553	11,081
14	Workers Compensation	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
15	Unemployment Insurance	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477
16	Labor Distribution	193,000	198,790	204,754	210,896	217,223	223,740	230,452	237,366	244,487
17	Office Supplies	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334
18	Conservation Program	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668
19	Travel and Per Diem	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
20	Conference, Seminar & Training	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334
21	Dues-Memberships-Fees	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
22	Notary	43	-	-	-	-	-	-	-	-
23	Rate Study	42,000	-	-	-	-	-	-	-	-
Water Operations + Irrigation Data										
24	Salaries and Wages	657,000	689,850	724,343	760,560	798,588	838,517	880,443	924,465	970,688
25	Overtime	40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098
26	On Call Pay	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775
27	Health-Life-Dental Insurance	144,000	151,200	158,760	166,698	175,033	183,785	192,974	202,622	212,754
28	Call Back Pay	-	-	-	-	-	-	-	-	-
29	Social Security Contribution	44,000	46,200	48,510	50,936	53,482	56,156	58,964	61,912	65,008
30	Medicare Contribution	11,000	11,550	12,128	12,734	13,371	14,039	14,741	15,478	16,252
31	ASRS Contribution	90,000	94,500	99,225	104,186	109,396	114,865	120,609	126,639	132,971
32	Workers Compensation	22,000	23,100	24,255	25,468	26,741	28,078	29,482	30,956	32,504
33	Unemployment Insurance	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
34	AZ Job Training Tax	-	-	-	-	-	-	-	-	-
35	Labor Distribution	(27,000)	(27,810)	(28,644)	(29,504)	(30,389)	(31,300)	(32,239)	(33,207)	(34,203)
36	Small Tools/Equip/Parts	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
37	Fuel and Lubricants	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337
38	Safety Equipment/Supplies	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768
39	Meters/Parts/Calibration	140,000	144,200	148,526	152,982	157,571	162,298	167,167	172,182	177,348
40	Pipes and Fittings	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339
41	Chemical Expense	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005
42	Asphalt/Coal Material	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601
43	Fire Hydrants/Parts	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003
44	Office Supplies	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
45	Computer/Printer Supplies	500	515	530	546	563	580	597	615	633
46	Uniforms	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434
47	Equipment/Furniture Purchase	-	-	-	-	-	-	-	-	-
48	Operating Material & Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
49	Building Maintenance/Repair	7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501
50	Computer/Printer Maintenance	500	515	530	546	563	580	597	615	633
51	Vehicle Maintenance/Repair	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671
52	Well Site Maint/Repairs	181,000	186,430	192,023	197,784	203,717	209,829	216,123	222,607	229,285
53	Other Maintenance/Repairs	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167
54	Professional Services	18,500	19,055	19,627	20,215	20,822	21,447	22,090	22,753	23,435
55	Legal Services	-	-	-	-	-	-	-	-	-
56	Contracted Services	112,500	115,875	119,351	122,932	126,620	130,418	134,331	138,361	142,512
57	Liability Insurance	253,000	260,590	268,408	276,460	284,754	293,296	302,095	311,158	320,493
58	Tech/Software Support	32,000	32,960	33,949	34,967	36,016	37,097	38,210	39,356	40,537
59	License and Permits	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201
60	Equipment Rent/Leases	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
61	Sampling/Testing	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337
62	Travel and Per Diem	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
63	Conference, Seminar & Training	10,500	10,815	11,139	11,474	11,818	12,172	12,538	12,914	13,301
64	Printing Cost	500	515	530	546	563	580	597	615	633
65	Mailing Cost	500	515	530	546	563	580	597	615	633
66	Dues-Memberships-Fees	8,000	-	-	-	-	-	-	-	-
67	Late Fees/Interest Charges	-	-	-	-	-	-	-	-	-

City of El Mirage
 Estimated & Projected Uses of Funds - Water/Irrigation System
 Water Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
68	Miscellaneous Expenses	-	-	-	-	-	-	-	-	-	-
69	Wireless Communications	9,500	9,785	10,079	10,381	10,692	11,013	11,343	11,684	12,034	
70	Trash Service	500	515	530	546	563	580	597	615	633	
71	Building Water/Sewer Services	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
72	Landscaping/Irrigation	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	
73	Utility Electricity	409,000	550,000	569,250	589,174	609,795	631,138	653,227	676,090	699,754	
74	Special Projects	273,500	281,705	290,156	298,861	307,827	317,061	326,573	336,371	346,462	
75	Assured Water Supply	1,740,000	1,763,135	1,785,047	1,181,930	1,181,930	1,181,930	1,217,388	1,253,910	1,291,527	
76	Loss on Retire/Sale of Assets	-	-	-	-	-	-	-	-	-	
77	Labor Distribution	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	
78	Utility Electricity	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	
79	Assured Water Supply	115,000	118,450	122,004	125,664	129,434	133,317	137,316	141,435	145,679	
WATER CUSTOMER SERVICE											
77	Salaries and Overtime	311,000	326,550	342,878	360,021	378,022	396,924	416,770	437,608	459,489	
78	Overtime	2,500	2,625	2,756	2,894	3,039	3,191	3,350	3,518	3,694	
79	Comptime	-	-	-	-	-	-	-	-	-	
80	Health-Life-Dental Insurance	85,000	89,250	93,713	98,398	103,318	108,484	113,908	119,604	125,584	
81	Social Security Contribution	20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	
82	Medicare Contribution	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	
83	ASRS Contribution	39,000	40,950	42,998	45,147	47,405	49,775	52,264	54,877	57,621	
84	Workers Compensation	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	
85	Unemployment Insurance	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	
86	AZ Job Training Tax	-	-	-	-	-	-	-	-	-	
87	Office Supplies	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	
88	Computer/Printer Supplies	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
89	Uniforms	500	515	530	546	563	580	597	615	633	
90	Equipment /Furniture Purchase	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	
91	Software Purchase	500	515	530	546	563	580	597	615	633	
92	Operating Material & Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	
93	Other Maintenance/Repairs	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
94	Contracted Services	97,000	99,910	102,907	105,995	109,174	112,450	115,823	119,298	122,877	
95	Tech/Software Support	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	
96	Armored Car Services	7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	
97	Travel and Per Diem	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
98	Conference, Seminars & Training	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	
99	Printing Cost	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
100	Mailing Cost	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	
101	Mailing Cost-Utility Billing	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	
102	Dues-Memberships-Fees	500	515	530	546	563	580	597	615	633	
103	Bank Charges/Merchant Services	125,000	128,750	132,613	136,591	140,689	144,909	149,257	153,734	158,346	
104	Bank Charges/Lockbox	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	
105	Wireless Communications	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	
106	Special Projects	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	
POTENTIAL OPERATING COSTS											
107	GIS update-ongoing cost Water share 2/3	-	-	-	-	-	-	-	-	-	
108	GIS update-ONETIME cost Water share 2/3	-	-	-	-	-	-	-	-	-	
New Requests											
109	Customer Service Representative (Part Time)	-	43,000	45,150	47,408	49,778	52,267	54,880	57,624	60,505	
Transfers											
111	Transfers - General Fund	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	
112	Transfers Out - Sewer Fund	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	
113	Transfer for In-Lieu Property Tax	-	-	-	-	-	-	-	-	-	
114	TOTAL OPERATING EXPENSES	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391	

City of El Mirage
 Capital Improvement Plan
 Scenario 1

Line No.	Description	Operating Fund	Operating Bonds										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	
Water - Identified Needs													
1	System Improvements Water Irrigation	100.0%	0.0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
2	Disinfection System Upgrade	100.0%	0.0%	-	-	-	10,000	40,000	40,000	40,000	40,000	10,000	-
3	Water Production Facility Rehabilitation Program	100.0%	0.0%	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
4	Well Site AC Unit Replacement	100.0%	0.0%	-	-	-	-	25,000	30,000	30,000	30,000	30,000	30,000
5	Vehicle Replacement Program - Water	100.0%	0.0%	48,500	50,000	51,500	53,000	110,000	57,000	59,000	61,000	63,000	-
6	Well Site Security Improvement Project	100.0%	0.0%	30,000	-	30,000	-	-	-	-	-	-	-
7	Residential Meter replacement project (FY 28)	0.0%	100.0%	-	-	-	-	-	7,000,000	-	-	-	-
8	Commercial meter replacement (FY 28)	100.0%	0.0%	-	-	-	-	-	1,500,000	-	-	-	-
9	Water main replacement	100.0%	0.0%	-	1,250,000	-	-	-	-	1,250,000	-	-	-
10	Critical valve replacement	100.0%	0.0%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
11	Contaminant Removal System Upgrade/Replacement	100.0%	0.0%	-	-	-	-	-	1,000,000	-	-	-	2,000,000
12	Public Works Facility	100.0%	0.0%	-	-	-	-	1,468,000	-	-	-	-	-
13	Rockwood discharge pipe replacement	100.0%	0.0%	-	100,000	-	-	-	-	-	-	-	-
14	Alto discharge pipe replacement	100.0%	0.0%	-	-	-	100,000	-	-	-	-	-	-
15	127th Lane Booster Station Upgrade	100.0%	0.0%	-	-	-	-	-	-	800,000	-	-	-
16	127th Lane Pump to Waste Upgrade	100.0%	0.0%	-	-	-	-	-	-	300,000	-	-	-
17	Arc Flash Assessment	100.0%	0.0%	-	-	75,000	-	-	-	-	-	-	-
18	Commercial Meter Bypass Project	100.0%	0.0%	-	-	-	-	-	125,000	-	-	-	-
19	Thompson Ranch discharge pipe replacement	100.0%	0.0%	-	-	-	175,000	-	-	-	-	-	-
20	Sunnyvale piping/discharge flow meter project	100.0%	0.0%	-	65,000	-	-	-	-	-	-	-	-
21	Disinfection Buildings TR, Brisas, Cottonwood	100.0%	0.0%	-	200,000	-	-	-	-	-	-	-	-
22	Well House Buildings	100.0%	0.0%	-	-	-	-	-	-	500,000	-	-	-
23	Dietz Crance Arsenic Media Replacement	100.0%	0.0%	-	100,000	-	-	100,000	-	-	-	100,000	-
24	Multi-zone Water System Study	100.0%	0.0%	-	-	50,000	-	-	-	-	-	-	-
25	Arsenic Removal System Upgrade/Replacement	100.0%	0.0%	-	-	-	-	1,000,000	-	-	-	-	-
26	Customer Service Facility	100.0%	0.0%	704,000	-	-	-	-	-	-	-	-	-
27	Vacuum Excavator Trailer	100.0%	0.0%	-	-	-	-	-	-	-	-	-	-
28	Well Transducer Upgrade	100.0%	0.0%	40,000	-	-	-	-	-	-	-	-	-
29	Drainage Improvements	100.0%	0.0%	60,000	-	-	-	-	-	-	-	-	-
30	SCADA Software Server Replacement	100.0%	0.0%	21,000	-	-	-	-	-	-	-	-	-
31	Drainage Improv. Dysart & Peoria	100.0%	0.0%	37,000	-	-	-	-	-	-	-	-	-
32	Capital Equipment Purchase	100.0%	0.0%	40,000	-	-	-	-	-	-	-	-	-
33	0	100.0%	0.0%	-	-	-	-	-	-	-	-	-	-
34	Total Capital Project Costs			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000	
35	Total Escalated Capital Project Costs			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000	
36	Total Funded Through Prioritization Process			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000	

City of El Mirage
Existing Debt

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Loan 920100-06	\$832,572	\$832,248	\$831,914	\$719,640	\$0	\$0	\$0	\$0	\$0
Loan 920127-08	284,233	284,140	284,045	283,948	283,847	283,744	0	0	0
Loan 920227-13	253,944	253,870	253,793	253,715	253,634	253,551	253,466	253,378	253,288
Loan 920305-21	435,779	435,729	435,679	435,628	435,576	435,523	435,469	435,413	435,357
Total	\$1,806,527	\$1,805,987	\$1,805,432	\$1,692,930	\$973,057	\$972,818	\$688,935	\$688,792	\$688,646

New Debt Service

Operations Bond Debt Service - Scenario 1

							2023	2024	2025	2026	2027	2028	2029	2030	2031
Annual New Debt Required							\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -
Fiscal Year	Term (Yrs)	Rate	Issuance Costs	Capital Project		Total Debt Required	2023	2024	2025	2026	2027	2028	2029	2030	2031
				Proceeds Required	Issuance Costs										
2023	30	5.5%	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2024	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
2025	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
2026	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
2027	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
2028	30	5.5%	2.0%	7,000,000	140,000	7,140,000	-	-	-	-	491,270	491,270	491,270	491,270	
2029	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
2030	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
2031	30	5.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-
Cumulative Annual New Operating Bond Debt Service							\$ -	\$ -	\$ -	\$ -	\$ -	\$ 491,270	\$ 491,270	\$ 491,270	\$ 491,270

APPENDIX E

Water Financial Plan – No Debt Funding

City of El Mirage

Projected Operating Results - Water System

Fiscal Years 2023 - 2031

Line No.	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of Funds										
1	Beginning-of-Year Cash	\$16,419,424	\$13,736,354	\$10,596,454	\$9,442,839	\$9,517,236	\$8,617,436	\$1,488,551	\$2,102,610	\$5,195,812
Operating Revenues										
2	Operating Revenue	\$ 8,430,000	\$ 9,141,988	\$ 9,913,942	\$ 10,750,900	\$ 11,658,322	\$ 12,642,126	\$ 13,581,793	\$ 13,636,511	\$ 13,691,228
3	Total Operating Revenues	\$ 8,430,000	\$ 9,141,988	\$ 9,913,942	\$ 10,750,900	\$ 11,658,322	\$ 12,642,126	\$ 13,581,793	\$ 13,636,511	\$ 13,691,228
Non-Operating Revenue										
4	Non-Utility Income	1,279,000	1,279,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000
4	Interest Income	15,000	36,844	26,303	17,828	13,564	9,633	-	-	-
5	Total Non-Operating Revenue	\$ 1,294,000	\$ 1,315,844	\$ 1,170,303	\$ 1,161,828	\$ 1,157,564	\$ 1,153,633	\$ 1,144,000	\$ 1,144,000	\$ 1,144,000
6	Total Revenues	\$ 9,724,000	\$ 10,457,832	\$ 11,084,245	\$ 11,912,729	\$ 12,815,886	\$ 13,795,759	\$ 14,725,793	\$ 14,780,511	\$ 14,835,228
Operating Expenses										
7	Administration	\$ 544,043	\$ 522,790	\$ 544,490	\$ 567,142	\$ 590,790	\$ 615,478	\$ 641,256	\$ 668,172	\$ 696,280
8	Treatment	2,702,500	2,924,485	3,036,411	3,152,862	3,274,033	3,400,123	3,531,344	3,667,915	3,810,066
9	Customer Service	836,500	913,905	951,958	991,684	1,033,160	1,076,467	1,121,688	1,168,913	1,218,233
10	Transmission & Distribution	-	-	-	-	-	-	-	-	-
11	Transfers	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000
12	Source of Supply	1,921,000	1,949,565	1,977,070	1,379,714	1,385,647	1,391,759	1,433,511	1,476,517	1,520,812
13	Total Operating Expenses	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391
14	Net Result of Operations	\$ 603,957	\$ 1,031,087	\$ 1,458,317	\$ 2,705,327	\$ 3,416,257	\$ 4,195,933	\$ 4,881,994	\$ 4,682,994	\$ 4,473,837
Non-Operating Expenses										
15	Capital Improvements	\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000
16	Existing Debt Service	1,806,527	1,805,987	1,805,432	1,692,930	973,057	972,818	688,935	688,792	688,646
17	Other Miscellaneous	-	-	-	-	-	-	-	-	-
18	Total Non-Operating Expenses	\$ 3,287,027	\$ 4,170,987	\$ 2,611,932	\$ 2,630,930	\$ 4,316,057	\$ 11,324,818	\$ 4,267,935	\$ 1,589,792	\$ 3,381,646
19	Net Available After Operations	\$ (2,683,070)	\$ (3,139,900)	\$ (1,153,615)	\$ 74,397	\$ (899,800)	\$ (7,128,885)	\$ 614,059	\$ 3,093,202	\$ 1,092,192
Other Uses										
	New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20	Total Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	Total Expenses	\$ 12,407,070	\$ 13,597,732	\$ 12,237,860	\$ 11,838,332	\$ 13,715,686	\$ 20,924,645	\$ 14,111,734	\$ 11,687,309	\$ 13,743,037
22	Net Available After Other Uses	\$ (2,683,070)	\$ (3,139,900)	\$ (1,153,615)	\$ 74,397	\$ (899,800)	\$ (7,128,885)	\$ 614,059	\$ 3,093,202	\$ 1,092,192
23	End-of-Year Cash	\$ 13,736,354	\$ 10,596,454	\$ 9,442,839	\$ 9,517,236	\$ 8,617,436	\$ 1,488,551	\$ 2,102,610	\$ 5,195,812	\$ 6,288,004
24	Target Cash - Operations	2,248,778	2,324,403	2,373,517	2,270,318	2,317,717	2,367,081	2,427,238	2,489,799	2,554,864
25	Target Cash - Repair & Replacement	1,000,000	1,000,000	1,002,840	1,021,600	1,088,460	1,295,500	1,367,080	1,385,100	1,438,960
26	Target Cash	\$3,248,778	\$3,324,403	\$3,376,357	\$3,291,918	\$3,406,177	\$3,662,581	\$3,794,318	\$3,874,899	\$3,993,824
27	Debt Service Coverage Ratio (Operations)	1.34	1.57	1.89	2.75	5.52	6.33	9.95	9.66	9.36
28	Debt Service Coverage Ratio (All Debt)	2.06	2.30	2.53	3.44	6.71	7.52	11.61	11.32	11.02
29	Target Debt Service Coverage Ratio	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
	2% of Fixed Assets	\$ 939,410	\$ 986,710	\$ 1,002,840	\$ 1,021,600	\$ 1,088,460	\$ 1,295,500	\$ 1,367,080	\$ 1,385,100	\$ 1,438,960

Fund Balance	
BEGINNING FUND BALANCE FOR:	
FY23	

SOURCE OF DATA

Line No	Description	
---------	-------------	--

Current Assets:		
1	Cash and investments	\$ 16,920,742
	Accounts Receivable DO NOT INCLUDE PER RN	
	Allowance for Doubtful Accounts DO NOT INCLUDE PER RN	
2	Due From Other Entities	132,893
3	LGIP#5-91506 Cust Deposits	-
4	Petty Cash	-
5	Total Current Assets	\$ 17,053,635

Current Liabilities (payable from current assets):		
6	Accounts Payable	\$ 420,437
7	Accrued Vacation Payable	18,493
8	Valley Collection Service	-
9	Compensated Absences	16,719
10	Unclaimed Property	-
11	Interest Payable	178,562
12	AP-City Sales Tax	-
13	AP-State/County Taxes	-
14	Water Surcharge Tax	-
15	Accrued payroll and Benefits	-
16	Due to Other Entities	-
17	Refundable Security Deposits	-
18	Total Current Liabilities	\$ 634,211

Adjustments:		
Less:		
19	Per City Staff	\$ -
20	Prepaid items	-
21	Net Adjustments	\$ -

22	Net Beginning Balances (Current Assets less Current Liabilities - including Adjustments)	\$ 16,419,424
-----------	---	----------------------

City of El Mirage
Revenues - Water System
Water Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating Revenues										
Water										
1	Operating Revenue	\$ 8,430,000	\$ 9,141,988	\$ 9,913,942	\$ 10,750,900	\$ 11,658,322	\$ 12,642,126	\$ 13,581,793	\$ 13,636,511	\$ 13,691,228
2	Other Revenues	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000
3	Total Operating Revenues	\$ 9,360,000	\$ 10,071,988	\$ 10,843,942	\$ 11,680,900	\$ 12,588,322	\$ 13,572,126	\$ 14,511,793	\$ 14,566,511	\$ 14,621,228
Non-Operating Revenue										
4	Non-Utility Income	\$ 349,000	\$ 349,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000
5	Interest Income	15,000	36,844	26,303	17,828	13,564	9,633	-	-	-
6	Total Non-Operating Revenue	\$ 364,000	\$ 385,844	\$ 240,303	\$ 231,828	\$ 227,564	\$ 223,633	\$ 214,000	\$ 214,000	\$ 214,000
7	Total Revenues	\$ 9,724,000	\$ 10,457,832	\$ 11,084,245	\$ 11,912,729	\$ 12,815,886	\$ 13,795,759	\$ 14,725,793	\$ 14,780,511	\$ 14,835,228

OPERATING REVENUES										
Charges for Services										
8	Rate Revenue	\$ 8,400,000	\$ 8,400,000	\$ 9,109,588	\$ 9,878,950	\$ 10,713,109	\$ 11,617,508	\$ 12,598,046	\$ 13,534,627	\$ 13,589,345
9	Growth	0.00%	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%	0.40%	0.40%
	Revenues Adjusted for Growth	\$ 8,400,000	\$ 8,434,804	\$ 9,147,176	\$ 9,919,545	\$ 10,756,952	\$ 11,664,858	\$ 12,649,185	\$ 13,589,345	\$ 13,644,063
10	Revenue Increase	0.0%	8.0%	8.0%	8.0%	8.0%	8.0%	7.0%	0.0%	0.0%
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Revenues under new rates	8,400,000	9,109,588	9,878,950	10,713,109	11,617,508	12,598,046	13,534,627	13,589,345	13,644,063
14	Total Charges for Services - After Revenue Increase	\$ 8,400,000	\$ 9,109,588	\$ 9,878,950	\$ 10,713,109	\$ 11,617,508	\$ 12,598,046	\$ 13,534,627	\$ 13,589,345	\$ 13,644,063
11	Rate Revenue - Irrigation	\$ 30,000	\$ 30,000	\$ 32,400	\$ 34,992	\$ 37,791	\$ 40,815	\$ 44,080	\$ 47,165	\$ 47,165
15	Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Revenues Adjusted for Growth	\$ 30,000	\$ 30,000	\$ 32,400	\$ 34,992	\$ 37,791	\$ 40,815	\$ 44,080	\$ 47,165	\$ 47,165
16	Revenue Increase	0.0%	8.0%	8.0%	8.0%	8.0%	8.0%	7.0%	0.0%	0.0%
17	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
18	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Revenues under new rates	30,000	32,400	34,992	37,791	40,815	44,080	47,165	47,165	47,165
20	Total Charges for Services - After Revenue Increase	\$ 30,000	\$ 32,400	\$ 34,992	\$ 37,791	\$ 40,815	\$ 44,080	\$ 47,165	\$ 47,165	\$ 47,165
Other Water Revenue										
21	Water Recharge Fee	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
22	Turn Off/Turn On Fees	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
23	New Water Accounts	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
24	Late Fees	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
25	New Meters	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
26	Unclassified Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
27	Bond Proceeds	-	-	-	-	-	-	-	-	-
28	Grants	135,000	135,000	-	-	-	-	-	-	-
29	Transfers In	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000
30	Interest Income	-	-	-	-	-	-	-	-	-
31	Water-Interest Income	15,000	36,844	26,303	17,828	13,564	9,633	-	-	-
32	Total Operating Revenues	\$ 9,724,000	\$ 10,457,832	\$ 11,084,245	\$ 11,912,729	\$ 12,815,886	\$ 13,795,759	\$ 14,725,793	\$ 14,780,511	\$ 14,835,228

City of El Mirage
 Estimated & Projected Uses of Funds - Water/Irrigation System
 Water Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING EXPENSES										
1	Administration	\$ 544,043	\$ 522,790	\$ 544,490	\$ 567,142	\$ 590,790	\$ 615,478	\$ 641,256	\$ 668,172	\$ 696,280
2	Treatment	2,702,500	2,924,485	3,036,411	3,152,862	3,274,033	3,400,123	3,531,344	3,667,915	3,810,066
3	Customer Service	836,500	913,905	951,958	991,684	1,033,160	1,076,467	1,121,688	1,168,913	1,218,233
4	Transmission & Distribution	-	-	-	-	-	-	-	-	-
5	Transfers	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000	3,116,000
6	Source of Supply	1,921,000	1,949,565	1,977,070	1,379,714	1,385,647	1,391,759	1,433,511	1,476,517	1,520,812
7	Total OPERATING EXPENSES	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391
OPERATING EXPENSES										
Water Administration										
8	Salaries and Wages/Labor distribution	\$ 203,000	\$ 213,150	\$ 223,808	\$ 234,998	\$ 246,748	\$ 259,085	\$ 272,039	\$ 285,641	\$ 299,923
9	Health-Life-Dental Insurance	31,000	32,550	34,178	35,886	37,681	39,565	41,543	43,620	45,801
10	Social Security Contribution	13,000	13,650	14,333	15,049	15,802	16,592	17,421	18,292	19,207
11	Medicare Contribution	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
12	ASRS Contribution	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936
13	Deferred Compensation	7,500	7,875	8,269	8,682	9,116	9,572	10,051	10,553	11,081
14	Workers Compensation	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
15	Unemployment Insurance	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477
16	Labor Distribution	193,000	198,790	204,754	210,896	217,223	223,740	230,452	237,366	244,487
17	Office Supplies	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334
18	Conservation Program	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668
19	Travel and Per Diem	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
20	Conference, Seminar & Training	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334
21	Dues-Memberships-Fees	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
22	Notary	43	-	-	-	-	-	-	-	-
23	Rate Study	42,000	-	-	-	-	-	-	-	-
Water Operations + Irrigation Data										
24	Salaries and Wages	657,000	689,850	724,343	760,560	798,588	838,517	880,443	924,465	970,688
25	Overtime	40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098
26	On Call Pay	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775
27	Health-Life-Dental Insurance	144,000	151,200	158,760	166,698	175,033	183,785	192,974	202,622	212,754
28	Call Back Pay	-	-	-	-	-	-	-	-	-
29	Social Security Contribution	44,000	46,200	48,510	50,936	53,482	56,156	58,964	61,912	65,008
30	Medicare Contribution	11,000	11,550	12,128	12,734	13,371	14,039	14,741	15,478	16,252
31	ASRS Contribution	90,000	94,500	99,225	104,186	109,396	114,865	120,609	126,639	132,971
32	Workers Compensation	22,000	23,100	24,255	25,468	26,741	28,078	29,482	30,956	32,504
33	Unemployment Insurance	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432
34	AZ Job Training Tax	-	-	-	-	-	-	-	-	-
35	Labor Distribution	(27,000)	(27,810)	(28,644)	(29,504)	(30,389)	(31,300)	(32,239)	(33,207)	(34,203)
36	Small Tools/Equip/Parts	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
37	Fuel and Lubricants	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337
38	Safety Equipment/Supplies	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768
39	Meters/Parts/Calibration	140,000	144,200	148,526	152,982	157,571	162,298	167,167	172,182	177,348
40	Pipes and Fittings	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339
41	Chemical Expense	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005
42	Asphalt/Coal Material	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601
43	Fire Hydrants/Parts	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003
44	Office Supplies	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
45	Computer/Printer Supplies	500	515	530	546	563	580	597	615	633
46	Uniforms	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434
47	Equipment/Furniture Purchase	-	-	-	-	-	-	-	-	-
48	Operating Material & Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
49	Building Maintenance/Repair	7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501
50	Computer/Printer Maintenance	500	515	530	546	563	580	597	615	633
51	Vehicle Maintenance Repair	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671
52	Well Site Maint/Repairs	181,000	186,430	192,023	197,784	203,717	209,829	216,123	222,607	229,285
53	Other Maintenance/Repairs	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167
54	Professional Services	18,500	19,055	19,627	20,215	20,822	21,447	22,090	22,753	23,435
55	Legal Services	-	-	-	-	-	-	-	-	-
56	Contracted Services	112,500	115,875	119,351	122,932	126,620	130,418	134,331	138,361	142,512
57	Liability Insurance	253,000	260,590	268,408	276,460	284,754	293,296	302,095	311,158	320,493
58	Tech/Software Support	32,000	32,960	33,949	34,967	36,016	37,097	38,210	39,356	40,537
59	License and Permits	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201
60	Equipment Rent/Leases	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
61	Sampling/Testing	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337
62	Travel and Per Diem	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
63	Conference, Seminar & Training	10,500	10,815	11,139	11,474	11,818	12,172	12,538	12,914	13,301
64	Printing Cost	500	515	530	546	563	580	597	615	633
65	Mailing Cost	500	515	530	546	563	580	597	615	633
66	Dues-Memberships-Fees	8,000	-	-	-	-	-	-	-	-
67	Late Fees/Interest Charges	-	-	-	-	-	-	-	-	-

City of El Mirage
 Estimated & Projected Uses of Funds - Water/Irrigation System
 Water Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
68	Miscellaneous Expenses	-	-	-	-	-	-	-	-	-	-
69	Wireless Communications	9,500	9,785	10,079	10,381	10,692	11,013	11,343	11,684	12,034	
70	Trash Service	500	515	530	546	563	580	597	615	633	
71	Building Water/Sewer Services	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
72	Landscaping/Irrigation	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	
73	Utility Electricity	409,000	550,000	569,250	589,174	609,795	631,138	653,227	676,090	699,754	
74	Special Projects	273,500	281,705	290,156	298,861	307,827	317,061	326,573	336,371	346,462	
75	Assured Water Supply	1,740,000	1,763,135	1,785,047	1,181,930	1,181,930	1,181,930	1,217,388	1,253,910	1,291,527	
76	Loss on Retire/Sale of Assets	-	-	-	-	-	-	-	-	-	
77	Labor Distribution	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	
78	Utility Electricity	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	
79	Assured Water Supply	115,000	118,450	122,004	125,664	129,434	133,317	137,316	141,435	145,679	
WATER CUSTOMER SERVICE											
77	Salaries and Overtime	311,000	326,550	342,878	360,021	378,022	396,924	416,770	437,608	459,489	
78	Overtime	2,500	2,625	2,756	2,894	3,039	3,191	3,350	3,518	3,694	
79	Comptime	-	-	-	-	-	-	-	-	-	
80	Health-Life-Dental Insurance	85,000	89,250	93,713	98,398	103,318	108,484	113,908	119,604	125,584	
81	Social Security Contribution	20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	
82	Medicare Contribution	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	
83	ASRS Contribution	39,000	40,950	42,998	45,147	47,405	49,775	52,264	54,877	57,621	
84	Workers Compensation	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	
85	Unemployment Insurance	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	
86	AZ Job Training Tax	-	-	-	-	-	-	-	-	-	
87	Office Supplies	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	
88	Computer/Printer Supplies	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
89	Uniforms	500	515	530	546	563	580	597	615	633	
90	Equipment /Furniture Purchase	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	
91	Software Purchase	500	515	530	546	563	580	597	615	633	
92	Operating Material & Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	
93	Other Maintenance/Repairs	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
94	Contracted Services	97,000	99,910	102,907	105,995	109,174	112,450	115,823	119,298	122,877	
95	Tech/Software Support	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	
96	Armored Car Services	7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	
97	Travel and Per Diem	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
98	Conference, Seminars & Training	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	
99	Printing Cost	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
100	Mailing Cost	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	
101	Mailing Cost-Utility Billing	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	
102	Dues-Memberships-Fees	500	515	530	546	563	580	597	615	633	
103	Bank Charges/Merchant Services	125,000	128,750	132,613	136,591	140,689	144,909	149,257	153,734	158,346	
104	Bank Charges/Lockbox	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	
105	Wireless Communications	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	
106	Special Projects	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	
POTENTIAL OPERATING COSTS											
107	GIS update-ongoing cost Water share 2/3	-	-	-	-	-	-	-	-	-	
108	GIS update-ONETIME cost Water share 2/3	-	-	-	-	-	-	-	-	-	
New Requests											
109	Customer Service Representative (Part Time)	-	43,000	45,150	47,408	49,778	52,267	54,880	57,624	60,505	
Transfers											
111	Transfers - General Fund	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	1,722,000	
112	Transfers Out - Sewer Fund	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	1,394,000	
113	Transfer for In-Lieu Property Tax	-	-	-	-	-	-	-	-	-	
114	TOTAL OPERATING EXPENSES	\$ 9,120,043	\$ 9,426,745	\$ 9,625,928	\$ 9,207,402	\$ 9,399,629	\$ 9,599,827	\$ 9,843,799	\$ 10,097,517	\$ 10,361,391	

City of El Mirage
 Capital Improvement Plan
 Scenario 3

Line No.	Description	Operating Fund	Operating Bonds										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	
Water - Identified Needs													
1	System Improvements Water Irrigation	100.0%	0.0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	
2	Disinfection System Upgrade	100.0%	0.0%	-	-	-	10,000	40,000	40,000	40,000	40,000	10,000	-
3	Water Production Facility Rehabilitation Program	100.0%	0.0%	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	
4	Well Site AC Unit Replacement	100.0%	0.0%	-	-	-	-	25,000	30,000	30,000	30,000	30,000	
5	Vehicle Replacement Program - Water	100.0%	0.0%	48,500	50,000	51,500	53,000	110,000	57,000	59,000	61,000	63,000	
6	Well Site Security Improvement Project	100.0%	0.0%	30,000	-	30,000	-	-	-	-	-	-	
7	Residential Meter replacement project (FY 28)	100.0%	0.0%	-	-	-	-	-	7,000,000	-	-	-	
8	Commercial meter replacement (FY 28)	100.0%	0.0%	-	-	-	-	-	1,500,000	-	-	-	
9	Water main replacement	100.0%	0.0%	-	1,250,000	-	-	-	-	1,250,000	-	-	
10	Critical valve replacement	100.0%	0.0%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
11	Contaminant Removal System Upgrade/Replacement	100.0%	0.0%	-	-	-	-	-	1,000,000	-	-	2,000,000	
12	Public Works Facility	100.0%	0.0%	-	-	-	-	1,468,000	-	-	-	-	
13	Rockwood discharge pipe replacement	100.0%	0.0%	-	100,000	-	-	-	-	-	-	-	
14	Alto discharge pipe replacement	100.0%	0.0%	-	-	-	100,000	-	-	-	-	-	
15	127th Lane Booster Station Upgrade	100.0%	0.0%	-	-	-	-	-	-	800,000	-	-	
16	127th Lane Pump to Waste Upgrade	100.0%	0.0%	-	-	-	-	-	-	300,000	-	-	
17	Arc Flash Assessment	100.0%	0.0%	-	-	75,000	-	-	-	-	-	-	
18	Commercial Meter Bypass Project	100.0%	0.0%	-	-	-	-	-	125,000	-	-	-	
19	Thompson Ranch discharge pipe replacement	100.0%	0.0%	-	-	-	175,000	-	-	-	-	-	
20	Sunnyvale piping/discharge flow meter project	100.0%	0.0%	-	65,000	-	-	-	-	-	-	-	
21	Disinfection Buildings TR, Brisas, Cottonwood	100.0%	0.0%	-	200,000	-	-	-	-	-	-	-	
22	Well House Buildings	100.0%	0.0%	-	-	-	-	-	-	500,000	-	-	
23	Dietz Crance Arsenic Media Replacement	100.0%	0.0%	-	100,000	-	-	100,000	-	-	100,000	-	
24	Multi-zone Water System Study	100.0%	0.0%	-	-	50,000	-	-	-	-	-	-	
25	Arsenic Removal System Upgrade/Replacement	100.0%	0.0%	-	-	-	-	1,000,000	-	-	-	-	
26	Customer Service Facility	100.0%	0.0%	704,000	-	-	-	-	-	-	-	-	
27	Vacuum Excavator Trailer	100.0%	0.0%	-	-	-	-	-	-	-	-	-	
28	0	100.0%	0.0%	40,000	-	-	-	-	-	-	-	-	
29	0	100.0%	0.0%	60,000	-	-	-	-	-	-	-	-	
30	0	100.0%	0.0%	21,000	-	-	-	-	-	-	-	-	
31	0	100.0%	0.0%	37,000	-	-	-	-	-	-	-	-	
32	0	100.0%	0.0%	40,000	-	-	-	-	-	-	-	-	
33	0	100.0%	0.0%	-	-	-	-	-	-	-	-	-	
#REF!	Total Capital Project Costs			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000	
#REF!	Total Escalated Capital Project Costs			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000	
#REF!	Total Funded Through Prioritization Process			\$ 1,480,500	\$ 2,365,000	\$ 806,500	\$ 938,000	\$ 3,343,000	\$ 10,352,000	\$ 3,579,000	\$ 901,000	\$ 2,693,000	

City of El Mirage
Existing Debt

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Loan 920100-06	\$832,572	\$832,248	\$831,914	\$719,640	\$0	\$0	\$0	\$0	\$0
Loan 920127-08	284,233	284,140	284,045	283,948	283,847	283,744	0	0	0
Loan 920227-13	253,944	253,870	253,793	253,715	253,634	253,551	253,466	253,378	253,288
Loan 920305-21	435,779	435,729	435,679	435,628	435,576	435,523	435,469	435,413	435,357
Total	\$1,806,527	\$1,805,987	\$1,805,432	\$1,692,930	\$973,057	\$972,818	\$688,935	\$688,792	\$688,646

APPENDIX F

Sanitation Financial Plan – Full Recycling

City of El Mirage

Projected Operating Results - Sanitation System

Fiscal Years 2023 - 2031

Line No.	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of Funds										
1	Beginning-of-Year Cash	\$1,125,826	\$972,326	\$517,671	\$621,121	\$793,287	\$977,765	\$1,153,823	\$1,234,788	\$1,216,997
Operating Revenues										
2	Operating Revenue	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705
3	Total Operating Revenues	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705
Non-Operating Revenue										
4	Non-Utility Income	-	-	-	-	-	-	-	-	-
5	Interest Income	-	1,860	1,417	1,758	2,198	2,643	2,957	3,029	2,849
6	Total Non-Operating Revenue	\$ -	\$ 1,860	\$ 1,417	\$ 1,758	\$ 2,198	\$ 2,643	\$ 2,957	\$ 3,029	\$ 2,849
7	Total Revenues	\$ 2,000,000	\$ 3,215,119	\$ 3,873,238	\$ 4,044,998	\$ 4,163,480	\$ 4,264,450	\$ 4,282,064	\$ 4,299,435	\$ 4,316,554
Operating Expenses										
8	Administration	\$ 1,796,500	\$ 3,312,774	\$ 3,412,787	\$ 3,515,832	\$ 3,622,002	\$ 3,731,391	\$ 3,844,099	\$ 3,960,226	\$ 4,079,877
9	Transfers	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
10	Total Operating Expenses	\$ 2,153,500	\$ 3,669,774	\$ 3,769,787	\$ 3,872,832	\$ 3,979,002	\$ 4,088,391	\$ 4,201,099	\$ 4,317,226	\$ 4,436,877
11	Net Result of Operations	\$ (153,500)	\$ (454,655)	\$ 103,450	\$ 172,165	\$ 184,478	\$ 176,059	\$ 80,965	\$ (17,791)	\$ (120,323)
Non-Operating Expenses										
12	Capital Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Existing Debt Service	0	0	0	0	0	0	0	0	0
14	Other Miscellaneous	-	-	-	-	-	-	-	-	-
15	Total Non-Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Net Available After Operations	\$ (153,500)	\$ (454,655)	\$ 103,450	\$ 172,165	\$ 184,478	\$ 176,059	\$ 80,965	\$ (17,791)	\$ (120,323)
Other Uses										
	New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	Total Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Total Expenses	\$ 2,153,500	\$ 3,669,774	\$ 3,769,787	\$ 3,872,832	\$ 3,979,002	\$ 4,088,391	\$ 4,201,099	\$ 4,317,226	\$ 4,436,877
21	Net Available After Other Uses	\$ (153,500)	\$ (454,655)	\$ 103,450	\$ 172,165	\$ 184,478	\$ 176,059	\$ 80,965	\$ (17,791)	\$ (120,323)
22	End-of-Year Cash	\$ 972,326	\$ 517,671	\$ 621,121	\$ 793,287	\$ 977,765	\$ 1,153,823	\$ 1,234,788	\$ 1,216,997	\$ 1,096,674
23	Target Cash - Operations	531,000	904,876	929,537	954,945	981,124	1,008,096	1,035,887	1,064,521	1,094,024
24	Target Cash	\$531,000	\$904,876	\$929,537	\$954,945	\$981,124	\$1,008,096	\$1,035,887	\$1,064,521	\$1,094,024

		Fund Balance
		FUND BALANCE FOR:
		FY23
SOURCE OF DATA		
Line No	Description	
Current Assets:		
1	Cash and investments	\$ 1,229,775
	Accounts Receivable DO NOT INCLUDE PER RN	
	Allowance for Doubtful Accounts DO NOT INCLUDE PER RN	
2	Due From Other Entities	-
3	LGIP#5-91506 Cust Deposits	-
4	Petty Cash	-
5	Total Current Assets	\$ 1,229,775
Current Liabilities (payable from current assets):		
6	Accounts Payable	\$ 103,949
7	Accrued Vacation Payable	-
8	Valley Collection Service	-
9	Compensated Absences	-
10	Unclaimed Property	-
11	Interest Payable	-
12	AP-City Sales Tax	-
13	AP-State/County Taxes	-
14	Water Surcharge Tax	-
15	Accrued payroll and Benefits	-
16	Due to Other Entities	-
17	Refundable Security Deposits	-
18	Total Current Liabilities	\$ 103,949
Adjustments:		
Less:		
19	Per City Staff	\$ -
20	Prepaid items	-
21	Net Adjustments	\$ -
22	Net Beginning Balances (Current Assets less Current Liabilities - including Adjustments)	\$ 1,125,826

City of El Mirage
 Revenues - Sanitation System
 Sanitation Financial Model

Line No.	Description	Budget									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	
Operating Revenues											
Sanitation											
1	Operating Revenue	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
2	Other Revenues	-	-	-	-	-	-	-	-	-	
3	Total Operating Revenues	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
Non-Operating Revenue											
4	Non-Utility Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5	Interest Income	-	1,860	1,417	1,758	2,198	2,643	2,957	3,029	2,849	
6	Total Non-Operating Revenue	\$ -	\$ 1,860	\$ 1,417	\$ 1,758	\$ 2,198	\$ 2,643	\$ 2,957	\$ 3,029	\$ 2,849	
7	Total Revenues	\$ 2,000,000	\$ 3,215,119	\$ 3,873,238	\$ 4,044,998	\$ 4,163,480	\$ 4,264,450	\$ 4,282,064	\$ 4,299,435	\$ 4,316,554	
OPERATING REVENUES											
Charges for Services											
8	Rate Revenue	\$ 2,000,000	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	
9	Growth	0.00%	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%	0.40%	0.40%	
	Revenues Adjusted for Growth	\$ 2,000,000	\$ 2,008,287	\$ 3,226,517	\$ 3,887,731	\$ 4,059,787	\$ 4,178,242	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
10	Revenue Increase	0.00%	60.00%	20.00%	4.00%	2.50%	2.00%	0.00%	0.00%	0.00%	
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13	Revenues under new rates	2,000,000	3,213,259	3,871,821	4,043,240	4,161,281	4,261,807	4,279,106	4,296,406	4,313,705	
14	Total Charges for Services - After Revenue Increase	\$ 2,000,000	\$ 3,213,259	\$ 3,871,821	\$ 4,043,240	\$ 4,161,281	\$ 4,261,807	\$ 4,279,106	\$ 4,296,406	\$ 4,313,705	
Other Sanitation Revenue											
Interest Income											
15	Sanitation-Interest Income	-	1,860	1,417	1,758	2,198	2,643	2,957	3,029	2,849	
16	Total Operating Revenues	\$ 2,000,000	\$ 3,215,119	\$ 3,873,238	\$ 4,044,998	\$ 4,163,480	\$ 4,264,450	\$ 4,282,064	\$ 4,299,435	\$ 4,316,554	

City of El Mirage
 Estimated & Projected Uses of Funds - Sanitation System
 Sanitation Financial Model

Line No.	Description	Budget								
		2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING EXPENSES										
1	Administration	\$ 1,796,500	\$ 3,312,774	\$ 3,412,787	\$ 3,515,832	\$ 3,622,002	\$ 3,731,391	\$ 3,844,099	\$ 3,960,226	\$ 4,079,877
2	Transfers	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
3		-	-	-	-	-	-	-	-	-
4	Total OPERATING EXPENSES	\$ 2,153,500	\$ 3,669,774	\$ 3,769,787	\$ 3,872,832	\$ 3,979,002	\$ 4,088,391	\$ 4,201,099	\$ 4,317,226	\$ 4,436,877
OPERATING EXPENSES										
Operations Division										
5	Labor Distribution	\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729	\$ 36,465	\$ 38,288	\$ 40,203	\$ 42,213	\$ 44,324
6	Garbage Container/Parts	70,000	72,100	74,263	76,491	78,786	81,149	83,584	86,091	88,674
7	HHW Expenses	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335
8	Recycling Supplies	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
9	Trash Service Charges	1,559,500	3,068,064	3,160,106	3,254,909	3,352,556	3,453,133	3,556,727	3,663,429	3,773,332
10	Landfill Fees	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002
11	Printing Cost	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800
12	Trash Service	16,000	16,480	16,974	17,484	18,008	18,548	19,105	19,678	20,268
13	Recycling Bin Trash Pickup	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534
14	Bulk Trash	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342
15	Transfers									
16	Transfer Out	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
17	TOTAL OPERATING EXPENSES	\$ 2,153,500	\$ 3,669,774	\$ 3,769,787	\$ 3,872,832	\$ 3,979,002	\$ 4,088,391	\$ 4,201,099	\$ 4,317,226	\$ 4,436,877



EL MIRAGE CITY HALL



3190 S. Vaughn Way, Suite 550,
Office 523, Aurora, CO 80014
(800) 755-6864

www.willdan.com