



**BISBEE, ARIZONA**

**CAPITAL IMPROVEMENT PLAN**

**FY 2007-2008 through FY 2011-2012**

**Mayor**

Ronald R. Oertle

**City Council**

Anna M. Cline, Mayor Pro Tem

Luche Giacomino

Edward "Maynard" Kreps

Wm. J. "Jack" Porter

Raymond Rodgers

Bennie Scott

**City Manager**

Stephen J. Pauken

**City Clerk**

Sharyl K. Honstein

**Finance Director**

Dee L. Flanagan

**Approved by Mayor and Council on October 16, 2007**

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## CITY OF BISBEE, ARIZONA

### Capital Improvement Plan

**FY 2007-2008 through FY 2011-2012**

#### **Developing the Capital Improvement Plan**

The Capital Improvement Plan (CIP) is the City's five-year blueprint for creating, repairing and maintaining the crucial infrastructure that will support the continued growth and development of Bisbee. Fiscal year 2006-07 represented the first year the Finance Department, with the assistance of the Mayor and Council, all other city departments, along with the citizens of Bisbee, established an official five-year CIP. Each year, in conjunction with the annual budgeting process, the City Manager coordinates the process of revising and updating the long-range CIP document. The values, priority areas, goals, and objectives established by Bisbee's elected officials determine the broad parameters for incorporating new capital improvement projects into the CIP. Other documents, such as the City of Bisbee General Plan, along with new development plans and the Planning & Zoning Commission provide valuable information and guidance in the preparation of the capital plan.

The city's professional staff in Administration, Finance, Community Development, Public Works, Police, Fire, Library, and Tourism participates in the review of past capital project accomplishments and the identification of new projects for inclusion in the plan. Local expert opinions, predictions about economic growth and population trends are considered. Input is obtained through a Charter authorized Finance Committee and from constituents that contact the council and city management directly. City residents have frequently alerted staff about infrastructure development and renovation needs, essential quality of life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan.

Projects included in the 2008-2012 CIP form the basis for appropriations in the 2007-2008 fiscal year budget. Some projects will affect the city's budget process five to ten years into the future. Individual projects will continue to be subjected to ongoing community and City Council review and discussion during the annual budget process.

The Capital Improvement Plan is also an important public communication medium. The CIP gives residents and businesses a clear and fairly accurate view of the city's long-term direction in the area of capital improvements and a better understanding of the city's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

#### **What are Capital Improvements?**

Capital improvements are the foundation for facilities and amenities within the city. Streets, water reclamation plants, parks and park buildings, and major, one-time acquisitions of equipment are all considered capital improvements. Projects in the CIP generally cost more than \$10,000 and have a projected minimum life span of five years.

## **Basis for FY 2008-2012 Projections**

The City of Bisbee, for the first time in many years, can project new residential housing and commercial development in the next five years. We already have approximately 150 new homes that are in various stages of the development process. Acreage along Naco Highway has been sold by the city and private interests to commercial developers for commercial development activity. Additionally, there is significant interest in the development of a 1,000 acre parcel of land along Highway 92 in the San Jose area, of which 200 acres is already in the city. Because this potential development could increase our housing stock by an additional 2,000 dwelling units along with a greater retail presence along Highway 92, we have projected that in FY 2010 and beyond, significant infrastructure cost will be incurred.

New development is not all that must be addressed in the CIP. In FY 2007-08 there are several significant projects already approved by City Council that have been funded, and future projects that will have to be addressed. Upgrades to our roads, wastewater, sanitation, parks, library, public safety, tourism, and community development infrastructure that have little or nothing to do with new development will have to be addressed.

## **Funding Capital Improvements**

There are a variety of methods and funding sources being used both now, and in the future, to fund our CIP. Among them are;

- General Fund appropriations
- Capital Improvement Fund revenues
- Enterprise Fund appropriations
- Grants and Intergovernmental Funds
- Fund balances from prior years
- General Obligation bonds
- Water Infrastructure Financing Authority (WIFA) grants and loans
- U.S. Department of Agriculture (USDA) grants and loans
- North America Development Bank (NAD Bank) grants and loans
- Border Environmental Cooperation Commission (BECC)
- RICO and Federal Asset Forfeiture funds
- U.S. Department of Homeland Security grants
- Federal Emergency Management Agency (FEMA) grants
- Federal Aviation Administration (FAA) grants
- AZ Department of Transportation (ADOT) grants

The city has utilized all of the above funding sources in recent years. In FY 2007-2008, we will only use limited funds from the General Fund and none of the General Fund Balance to fund Capital Improvements, but it may become necessary to do so in future years. In the prior fiscal year, we were successful in gaining new revenues for the Capital Improvements Fund through sales of surplus city-owned properties so many of the CIP appropriations in the current year are being funded through the CIP Fund rather than the General Fund. We will be utilizing prior-year Fund Balances from the Queen Mine Fund and the Transient Sales Tax Fund (Bed Tax) in the current year to fund needed

improvements to the Queen Mine Tour and the Visitor Center to provide a higher-quality tourism experience for our visitors. Right now, Tourism is our number one industry.

As the potential for new development increases in the coming years, we will also be looking to develop additional sources of funding our capital improvement needs. New development requires substantial improvements in our infrastructure as it relates to the area within and surrounding the development. It also generates additional infrastructure needs related to the community as a whole. To address these needs, the city will take two major steps; first, to exact from the developers the cost of making improvements to the particular infrastructure that serves their developments, and second, to institute development impact fees to address the infrastructure needs of the entire community as a result of these developments. Development impact on the entire community can be addressed in a number of ways, and the staff will work with the developers to address these impacts in a way that is flexible, but fair, to all of our citizens.

**Administration**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Fund</b>
Council Chamber Renovation	7,000	15,000	20,000	25,000	30,000	CIP Fund
City Hall Rehabilitation	20,000	250,000	100,000	100,000	100,000	CIP/Grants
Emissions/Energy Grant	20,000					ADOC/APS
City Hall Energy Efficiency	10,000	30,000	20,000	20,000	20,000	CIP Fund
IT Upgrade Servers/Fin. Software		20,000	20,000	20,000	20,000	CIP Fund
WIFI Service to City			100,000	100,000	100,000	CIP Fund
Filing System Upgrade - Clerk		21,000	21,000	21,000		CIP Fund
Branch City facility - San Jose			250,000			CIP Fund

The administrative areas of the city include the Mayor and Council, City Clerk, City Manager, Finance, Personnel, Legal, Information Technology, and the buildings associated with City Hall. Over the last few years, scant attention has been paid to these areas in terms of capital improvements. It will be necessary to begin paying attention to making improvements in these areas because if we don't, we will pay more in future dollars to make these improvements. Additionally, we must begin to look at new buildings and technology in order to provide for the growth of this community and the services we provide.

**Council Chamber Renovation**

The Council Chamber is a throwback to the 1950's. While it serves its purpose as a meeting space for Council meetings and other meetings, it lacks both the flexibility and technology of modern standards. Among the improvements contemplated over the next five years are;

- Rebuild the Council Dias for better comfort and functionality
- Provide more efficient space for the City Manager, Clerk, and Attorney
- Upgrade the Public Address System to improve audio quality to visitors
- Improve HVAC System for greater comfort and functionality
- Replace tables and chairs that are old, out-dated, and uncomfortable
- Integrate audio and video recording systems, and upgrade broadcast capabilities
- Provide technology to allow paperless packets to Council

There is no particular schedule for these improvements, but all can be accomplished over the next five years within the budget parameters if we dedicate the funds incrementally. Funding is anticipated from the CIP Fund and the General Fund.

**City Hall Rehabilitation**

The City Hall located at 118 Arizona Street is a magnificent structure that celebrates its 100<sup>th</sup> birthday in 2007. Since the city acquired this structure from the Phelps Dodge Company in the 1980's, little has been done to maintain or improve this structure. Within its walls are housed the City Manager, Personnel Department, City Clerk, Finance Department, Community Development Department, and Legal Department. A portion of the second floor also houses the Southeast Arizona Governmental Organization (SEAGO), which is the council of governments for the four-county region. The basement floor of this building housed the Bisbee Magistrate Court until 2006, when the

Magistrate Court was consolidated with the 1<sup>st</sup> Precinct Justice Court. The basement floor is currently unused except for file and supply storage, and has significant problems with water infiltration and mold.

Among the improvements contemplated over the next five years are;

- Complete interior and exterior painting
- Permanent repair of leaking foundation walls and mold elimination
- Window replacement or repair, in keeping with its historic nature
- Replacement of the antiquated heating and cooling system
- Renovation of basement floor for Community Development offices
- Additional ADA accessibility improvements (elevator, restrooms and doors)
- Second means of egress from the second floor

Funding for these improvements over the next five years will come from the CIP Fund and the General Fund. Since this building is an historic structure, we will also pursue grant funding from the Heritage Fund and other sources not yet identified. We will work with the State Historic Preservation Office (SHPO) to identify all potential sources of grant funding.

### **Emissions/Energy Grant**

In FY 2007-08, the city will receive funding from the Arizona Department of Commerce and APS to conduct an Emissions/Energy study of all of the city's buildings and operations. The results of this study will enable us to make energy efficiency improvements in our facilities with an eye toward reducing energy costs as well as reducing emissions caused by the production of power needed to fuel our operations.

It is also expected that the results of this study will allow us to apply for and receive additional grants and assistance to implement the improvements identified in the study.

### **City Hall Energy Efficiency**

Funds have been set aside in the FY 2007-08 CIP Fund to assist in implementing the results of the study mentioned above. Funding in future years will come from the CIP Fund, the General Fund, or new grant funds as they become available.

### **IT Upgrade Servers/Financial Software**

The hub of Information Technology (IT) is the network server at City Hall. While these servers are currently serving us well, they have been working for several years and will require an upgrade by 2009 or 2010. The servers will be replaced with an eye toward serving the total technology needs of the city and any expansion of IT services that are identified in the next few years. Additionally, our current financial software will require an upgrade in 2011 and 2012. With the upgrade in software, an upgrade in the server will also be necessary for this purpose in particular.

## **Filing System Upgrade – City Clerk’s Office**

The Clerk’s Office is in need of an upgrade in its filing system, and the recommended system is a Vertical Carousel system. This system will increase capacity in a reduced footprint, be more efficient, provide improved ergonomics and ADA compliance. It will also provide greater opportunities to comply with records retention rules, and will recover enough space in the vault to establish a much-needed work area. Cost of this project is estimated at \$63,000, projected in three phases from 2009-2011 from the Capital Improvements Fund.

## **WIFI Service to City**

WIFI is short for “Wireless Fidelity”, which is a form of wireless internet capability that progressive cities around the country are installing for the use of city service and public safety functions. As a bonus, it can also be used to access the internet for the businesses and citizens of the city. There are many different forms this service can take, and this service can be provided by contractors to the city or by the city itself as an enterprise fund. The advantages to having WIFI include improved city services, enhanced public safety, portable internet access for residents and visitors, and wireless connectivity.

WIFI is not only a technological advancement for existing residents and businesses, but it is also a magnet for economic development. New businesses that are technology-based look for new sites that offer wireless technology.

While the total costs are unknown, opportunities abound to install wireless infrastructure at little or no cost. There will be no significant cost to the city prior to 2010, and staff has been assigned to study the methods and costs in the current year.

## **Branch City Facility – San Jose**

If significant growth occurs in the San Jose area in the next five years, it will become necessary to provide a satellite facility to provide all of the services available at the current city hall. This facility, if required, is to be combined with other facilities attendant to growth in San Jose. For this portion of the total impact on growth in the area, it is estimated that \$250,000 will be needed, with funding provided by developers through impact fees or by direct contribution.



**Community Development**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Fund</b>
<b>Community Development</b>						
GIS Mapping	20,000	20,000	20,000		20,000	CIP/Grants
Gateway Project		5,000		10,000		CIP Fund
San Jose Charrette	15,000					CIP Fund
Professional Fees	40,000					General Fund
<b>Queen Mine Tour</b>						
Mancar Wheels	12,000		15,000			QM Fund
Interior Renovation	60,000			50,000		QM Fund
Rail System Repair	65,000			45,000		QM Fund
Roof Repair	5,000				20,000	QM Fund
<b>Visitor Center</b>						
Renovate Visitor Center	10,000	200,000				Bed Tax

The Community Development areas include Planning, Zoning, Building Inspection, Code Enforcement, Grant Writing and Administration, and our Tourism functions such as the Queen Mine Tour and the Visitor Center. The Community Development Department is the first point of contact with developers and other firms associated with new residential, commercial and industrial projects, and is also responsible for working with the Planning and Zoning Commission. The Community Development group will be responsible for all future development projects in the city, and all of the preparations necessary to put the city in the most favorable position to make growth and development pay for itself.

In the tourism area, the Queen Mine Tour is Bisbee’s premier tourist destination and a city enterprise fund. Investments in the Queen Mine will return this tourist destination to profitability and its pre-eminent position as the best mine tour experience in the West. The Visitor Center currently ranks as the 5<sup>th</sup> busiest visitor center in Arizona, and is in need of renovation to provide our visitors with quality services and a great tourism experience.

**GIS Mapping**

Geographic Information Systems (GIS) is a computerized mapping system that allows us to place layers of infrastructure, utilities, building lots and parcels in one program. It has a wide variety of applications for all city departments. Over the next three years, we will build the program, the database, and the layers in order to provide vital information to city departments and developers.

**Gateway Project**

Currently, the city has no identifying monuments at the entrances to the community. The Gateway project proposes to place gateway monuments at the major entrances to the community over the coming years. While planning will take place in the current year, no expenditures will be made until future fiscal years.

## **San Jose Charrette**

A Charrette is a planning session where community members and leaders collaborate with experts in the fields of planning, architecture, engineering, historic preservation, and grantsmanship in order to build a consensus on how a community should be developed. In 2006, the city held a successful Charrette in Old Bisbee. Now, we want to build on that success by planning for the future development of the San Jose District of Bisbee, the district with the greatest potential for economic and community development. We project that the cost will be similar to last year's Old Bisbee Charrette, and while funds have been appropriated from the CIP fund, we believe we can obtain grant funding to offset most, if not all of costs of this project.

## **Professional Fees**

We have appropriated \$40,000 in the General Fund for Professional fees. All of this funding is intended to be used to establish Development Impact Fees that will be assessed against the cost of new dwelling units and commercial buildings to offset the cost of growth in the community. While development is virtually non-existent in the current fiscal year, it is anticipated that moderate to major growth will occur over the next ten years. In order to be ready for this growth, it is necessary to perform a development impact fee study in the current year.

## **Queen Mine Tour**

As Southeast Arizona's premier tourist destination, we must invest in improvements to the Queen Mine Tour in order to keep it viable and profitable. No capital improvements have been made at this facility over the last five years, and sources of free materials have dried up in recent years. In the current fiscal year, we will use \$142,000 of the Queen Mine Tour's fund balance to replace mancar wheels, replace the rail system, repair the roof of the change house, and make interior renovations focusing on improvements to the gift shop. In the previous fiscal year, the gift shop profits improved dramatically, and we will make these improvements to build on that success.

## **Visitor Center**

Bisbee's Visitor Center is the hub of visitor activity in the city. It is also the center of tourism promotion and advertising. Our Visitor Center is currently located in the Convention Center, and while the space is adequate, it is in need of renovation. In the current fiscal year, we have appropriated \$10,000 to make needed renovations. This will provide our visitors with a higher-quality visitor experience and better information. In the future, we may move out of rented quarters, and want to be ready with available funds to purchase property in Old Bisbee.

**Fire Department**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Fund</b>
Ambulance Replacement	20,000	20,000	20,000	20,000	20,000	CIP Fund
Ambulance - Additional			110,000			CIP Fund
Engine Replacement	310,000	50,000	75,000	100,000		FEMA/GF
Engine - Additional			450,000			CIP Fund
Aerial Ladder Truck				850,000		CIP Fund
Wildland Fire Truck				75,000		CIP Fund
Vehicle Exhaust Systems	12,000	22,000				CIP Fund
Fire Station - San Jose			2,000,000			CIP Fund

The Fire Department is a full-time fire, rescue, and EMS service serving the residents of the Bisbee area. It includes two fire stations, three engines, four EMS units, one rescue unit and two wildland fire trucks. Unlike most communities the size of Bisbee, the city enjoys a full-time fire department staffed entirely with Firefighter-EMT’s and Firefighter-Paramedics.

In recent years, the Fire Department has helped to fund itself through inter-facility transports of patients from the Copper Queen Community Hospital to hospitals in Sierra Vista, Tucson, and Phoenix. This service has earned over \$700,000 per year for the General Fund, but has also taken its toll on the EMS units.

The Fire Department will be seriously impacted if substantial growth occurs in the next five years. Even though substantial growth would increase our sales and property tax bases, capital improvements would require funding through the development of new subdivisions and master-planned communities. The bulk of this impact can be seen in the above chart in FY 2010. Although this impact is substantial, it is more likely to occur over several years rather than in one year.

**Ambulance Replacement**

A new ambulance (EMS unit) was authorized in the FY 2008 budget on a five year lease-purchase. This unit will replace one of the existing units that has reached the end of its useful life. While it is projected to be funded from the CIP Fund for the next five years, it may be funded from the General Fund in future years, subject to the availability of CIP funds.

**Ambulance – Additional**

If substantial development is approved in the next few years, it will be necessary to provide an additional ambulance to handle the increase in service. This unit will be funded through development, either by development fees or by direct contribution from the developers.

**Engine Replacement**

Fire Engines are very expensive pieces of equipment, and can only rarely be funded directly through the General Fund. Engine 21, which operates out of Station #2, will need to be replaced soon. Over the past few years, we have been applying for funding

through FEMA for replacement engines. FEMA only requires a 5% match, which we budget through the General Fund. We have also funded modest amounts in FY 2009-11 in the event that other equipment, especially wildland fire trucks, needs replacement.

### **Additional Engine**

As with the additional ambulance listed above, substantial new development will require the acquisition of an additional engine. Development fees or direct contribution from developers should fund this equipment.

### **Aerial Ladder Truck**

Modern firefighting techniques include the use of an aerial ladder truck, which is a versatile piece of equipment that includes all of the attributes of the traditional engine, but includes a mechanized aerial platform that can reach 75-105 feet. Once only associated with tall structures, this equipment can also be used to reach long distances horizontally as well. In addition to functionality in areas where we have tall structures, it can be used to fight fires that are set back a considerable distance from roadways and on fires where low-profile (commercial and industrial) buildings have large footprints. Funding is anticipated from the CIP Fund, but could possibly be associated with the impact of new development.

### **Wildland Fire Truck**

This is a replacement item for one of our two existing vehicles. Funding is anticipated through the CIP Fund or by lease-purchase from the General Fund.

### **Vehicle Exhaust Systems**

The effects of exhaust from diesel engines produce carcinogenic compounds that can affect the health of fire personnel over a period of time. Therefore, we have funded exhaust systems over a two-year period to be installed in both fire stations that will effectively remove exhaust fumes from the buildings. Funding is from the CIP Fund.

### **New Fire Station – San Jose**

Anticipated future growth in the San Jose area will require the construction of a new station to serve the population growth and to house the additional equipment that will be required. This facility can be a stand-alone building or combined with other new structures that will be required in San Jose. The \$2,000,000 anticipated cost should be funded through development impact fees or by direct contribution from developers.

## **Police Department**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Fund</b>
Weapon Qualification Range	25,000					RICO/FA
Vehicle Replacement	62,000	62,000	62,000	62,000	62,000	RICO/FA
Sub-station San Jose			600,000			CIP Fund
Records System		125,000				CIP/Grant

The Police Department is a full-time law enforcement agency that provides police patrol, investigation, school resource officers, block watch, drug enforcement, and cooperates with the DEA and U.S. Border Patrol. Each officer is required to be Arizona POST certified, and undergoes rigorous testing prior to being hired by the department. After completion of the police academy, each officer is placed in a field training program for a minimum of three months with a qualified training officer.

In recent years, illegal border activity in drug and human smuggling has increased. Under the RICO Act and Federal Asset Forfeiture Funds, we have been able to acquire new police vehicles and equipment without burdening the General Fund. Many of the vehicles purchased with RICO and Federal Asset funds are transferred to other departments of the city after they have reached the end of their useful life as emergency vehicles, thus continuing to reduce the dependence on the General Fund.

### **Weapon Qualification Range**

Our former range in the Wade Hampton Pit can no longer be used for weapons firing. We anticipate using the former Warren Wastewater Lagoon for a new range, and the cost for conversion will come from RICO or Federal Asset Forfeiture funds.

### **Vehicle Replacement**

City Council has authorized the use of RICO or Federal Asset funds to purchase nine new police vehicles to replace units that have reached the end of their useful life. This will be done on a five year lease-purchase plan.

### **San Jose Sub-Station**

Anticipated future growth in the San Jose area will require the construction of a new sub-station to serve the population growth and to house the additional equipment that will be required. This sub-station will also house the detective bureau, which does not now have dedicated space. The cost will be borne by development impact fees or direct contribution from developers, and can be combined with other facilities in this area.

### **Records System**

The Police records system is antiquated and in need of replacement. We will look to secure grant funding to replace this system in FY 2009.

## **Public Works Department**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Fund</b>
<b>Wastewater Division</b>						
Wastewater Re-use	802,000					USPP
Backhoe and accessories	50,000	50,000				WW Fund
Sewer System Expansion		100,000	200,000	300,000	400,000	WW Fund
Vactor Truck		210,000				WW Fund
Tin Town Sewers			3,000,000			BECC Grant
Existing WWTP Expansion					10,000,000	WW Fund
New San Jose WWTP			18,000,000			WW Fund
San Jose Sewer Expansion			18,000,000			WW Fund
Sewer Line Expansion USBP		5,000,000				
<b>Sanitation Division</b>						
Vehicle Replacement	44,541	44,541	44,541	44,541	27,500	San. Fund
Additional Vehicle			190,000			San. Fund
Recycling Equipment			125,000			San. Fund
<b>Street Division</b>						
Dump Trucks	13,500	13,500	13,500	13,500	13,500	Street Fund
Arizona Street Reconstruction	3,010,000	110,000	110,000			TIP/TEP/CIP
New Public Works Building				200,000	200,000	CIP Fund
Bakerville Drainage/Paving	361,284	300,000				CDBG
Future Street Rehab		350,000	200,000	250,000	300,000	CIP Fund
Hwy 92 Improvements			2,000,000			CIP Fund
<b>Parks</b>						
Park Improvements	165,000	200,000	250,000	275,000	300,000	CIP Fund
New Regional Park - San Jose			2,000,000			CIP Fund
<b>Swimming Pool</b>						
Slide	40,000					CIP Fund
Deck	50,000					CIP Fund
Pool Enclosure					2,000,000	CIP Fund
<b>Bisbee Municipal Airport</b>						
Replace Maint. Hangar	14,500	14,500	14,500	14,500	14,500	Air. Fund
Runway Widening 17/35	1,790,000					FAA/ADOT/CIP
Fire Suppression	213,438	220,000	220,000			FAA/ADOT/CIP
Airport Electrical upgrade	57,000	200,000				FAA/ADOT/CIP

The Public Works Department consists of six divisions that provide a multitude of services to the community. The functions of this department are so vast that they comprise a majority of the operating expenditures of the city along with a majority of the capital improvements required to keep the city running. Within this department are also the majority of the infrastructure expenditures for both the operations and the capital improvements. The administration of this department, along with parks maintenance and the swimming pool are funded by the General Fund. The Wastewater Division, the Sanitation Division, the Street Division, and the Airport are enterprise funds, which means that they are independent businesses that must generate adequate revenues to fund their expenditures.

## **Wastewater Division**

**Wastewater Re-use Project:** This project is a result of a condition that was made on the sale of the Turquoise Valley Golf Course from the city to Peter Lawson. This condition required the golf course to take the treated effluent from the city for irrigation of the golf course. The value of irrigating a golf course with treated effluent was noticed by the Upper San Pedro Partnership and former U.S. Representative Jim Kolbe, who arranged for the necessary funding to implement this project. In this fiscal year, the Upper San Pedro Partnership will fund the Bisbee-Turquoise Valley Wastewater Re-use Project in its entirety, and treated effluent from our San Jose Wastewater Treatment Plant will provide irrigation water to the golf course, saving 600 acre-feet of well water per year.

**Backhoe and Accessories:** The Public Works Department has one backhoe that provides services to a multitude of divisions. The Wastewater Division is in need of its own backhoe to provide services at the Wastewater Treatment Plant. Funding for this expenditure will come from the Wastewater Fund.

**Sewer System Expansion:** In future years, we must begin to address the fact that not all of the homes in Bisbee are connected to the wastewater collection system. No expenditures are anticipated for the current fiscal year, but this issue should be addressed beginning in FY 2009. Funding for this expenditure will come from the Wastewater Fund.

**Vactor Truck:** A Vactor Truck is used for both pressure cleaning and suction of sewer lines throughout the city. The current unit we have is reaching the end of its useful life, and will need to be replaced by a larger unit. This unit will be funded in FY 2009 in the Wastewater Fund.

**Tin Town Sewers:** The area we know as Tin Town is historically known as a mining camp populated by Mexican miners. Tin Town has never been served by the Bisbee wastewater collection system. The Border Environment Cooperation Commission (BECC) is aware of this former mining camp, and is interested in providing the necessary funding to place Wastewater Collection Lines and a Lift Station (if necessary) in this neighborhood. Funding for this project will come entirely from the BECC, hopefully in FY 2010.

**Existing Wastewater Treatment Plant Expansion:** EPA regulations require existing Wastewater Treatment Plants to address expansion plans when the existing facility reaches 80% of its capacity. While we are not totally sure when the San Jose Wastewater Treatment Plant will reach 80% of capacity, it seems likely that it will occur in five years. Our existing facility was built with expansion in mind, and depending on future growth and its effects, we may have to address this issue. Funding for expansion will come from the Wastewater Fund, along with the 1/2 % sales tax that was authorized by the voters for wastewater expansion.

**New San Jose Wastewater Treatment Plant:** If development plans come to fruition, it is likely that a large amount of development will occur in the San Jose area along Highway 92 west of the current City of Bisbee. Approximately 2,000 new dwelling units and attendant commercial development will occur, requiring the development of a totally new wastewater treatment facility. In the event of this development, a new Wastewater

Treatment Plant will be necessary to serve these customers. Funding for this project, estimated at \$18 million in current dollars, will be required through development impact fees or by direct contribution from developers.

San Jose Sewer Expansion: Along with the Wastewater Treatment Plant listed above, a collection system will be required to bring wastewater to the new plant. This project is also estimated to cost \$18 million, and will be funded by development impact fees or by direct contribution from developers.

Sewer Line Expansion USBP: The U.S. Border Patrol operates the Naco Station, which is a few feet from Bisbee city limits. The USBP is contemplating a major expansion of this facility, and currently is using septic tanks for its wastewater. We are currently in negotiations with the USBP, and if they decide to link into our Wastewater Treatment Plant, the cost is estimated at \$5 million, which will be funded by the federal government.

### **Sanitation Division**

Vehicle Replacement: Within our current system, we must replace waste hauling vehicles on a periodic basis. City Council has authorized the replacement of one vehicle in the current fiscal year along with the replacement of the Old Bisbee vehicle in the previous fiscal year. Funding for these replacements comes from the Sanitation Fund, and both vehicles are being purchased on a five-year lease-purchase plan.

Additional Vehicle: If major development takes place in the San Jose area, it will become necessary to acquire an additional waste hauling vehicle. This additional vehicle is estimated to cost \$190,000 and will be funded through the Sanitation Fund starting in FY 2010.

Recycling Equipment: The city's recycling program is currently operating at maximum capacity. A service contract with the Arizona Department of Environmental Quality has supplied funding for equipment and personnel to bring our current program up to its current capacity. New development will require the city to add additional capacity. Funding for this additional capacity will come from the Sanitation Fund, and hopefully through additional service contracts with ADEQ

### **Street Division**

Dump Trucks: The city has already committed to a five year lease-purchase plan for the acquisition of two five-ton dump trucks. This is a five year purchase program starting with the current fiscal year. At \$13,500 per year, this purchase will continue to be made from the Streets Fund.

Arizona Street Reconstruction: This will be the marquis construction project of FY 2007-08. The city has secured a \$2.2 million Transportation Improvement Plan (TIP) grant and is in the process of applying for a \$500,000 Transportation Enhancement Grant to totally reconstruct and landscape Arizona Street, which is the main thoroughfare in the Warren District. Additionally, the city has retained the services of an engineering consultant to design the improvements, and has applied for financing to get the construction underway in the current fiscal year (TIP funding is not available until 2010 and 2011). Engineering must be paid for out of the city's CIP Fund, along with a 4.5%



match. Total cost of this project is estimated to be \$3,230,000, with the majority of the funding in the current fiscal year, and interest payments of \$110,000 for each the next two fiscal years. The city's share of the project is secured in the CIP Fund. When this project is complete, the Warren District will have a completely new look and feel, and will be an economic development boost for Warren.

**New Public Works Building:** The desire has been expressed to consolidate the Public Works Administration with the Public Works operations located on Tovreaville Road. To achieve this, a new building will have to be constructed. Estimated cost of construction is \$400,000, and is planned for FY 2011-12.

**Bakerville Drainage/Paving:** The Bakerville District, located along Bisbee Road south of the Traffic Circle, is an old mining camp that has been impacted by the Phelps Dodge Company's #7 tailings pile. The last two rounds of Community Development Block Grant (CDBG) grants awarded to the city have been focused on making necessary drainage and paving improvements. Drainage engineering is nearly complete, and we are just getting started on planning for paving of the most impacted streets. While we can solve the drainage problems with CDBG funds, we will not be able to repave all of the streets. Therefore, we will pave the streets that are most in need. The Phelps Dodge Company is planning to repave the portion of American Avenue that has been impacted by chemical deterioration. The total cost of this project is estimated to be \$661,284, and will be totally funded through CDBG funds.

**Future Street Rehabilitation:** As a future goal, we must obtain funding to rehabilitate streets throughout the city. As we all know, lack of maintenance over the last 50 years has resulted in substandard pavement on a majority of our residential streets. We will, over the next five years, seek funding to make this rehabilitation possible.

**Highway 92 Improvements:** If major development occurs along Highway 92 in San Jose as anticipated, there will be a major impact on this highway. Major intersections will have to be planned into a major development, along with highway widening, acceleration and deceleration lanes, and one or more traffic signals. The estimated cost of these improvements is \$2 million, and will have to be paid for by the developers either by impact fees or direct contribution.

## **Parks**

**Park Improvements:** In the current fiscal year, \$165,000 has been set aside for general parks improvements. These funds will not be available unless the corresponding revenue is obtained in the CIP Fund through the sale of surplus property. Anticipated improvements include improvements in the turf at Vista Park, improvements in the landscaping at Grassy Park, and establishment of a regional park in San Jose. Other improvements may come about as the fiscal year progresses.

**New Regional Park, San Jose:** If major development occurs in San Jose, a regional park to serve this development will be necessary. This park will be planned and developed in cooperation with the developers of this area, and will include all of the amenities necessary to provide a quality recreational experience for the residents. The estimated cost of these improvements is \$2 million, and will have to be paid for by the developers either by impact fees or direct contribution.

## **Swimming Pool**

Slide: The former diving board at the city pool had to be removed in order to comply with risk management policies. In its place, the city would like to install a water slide for the enjoyment of the patrons of the swimming pool. The estimated cost of this amenity is \$40,000, and is available in the CIP fund.

Pool Deck: The original concrete deck around the pool has been separating from its base for a number of years now, and repeated coatings of paint are also adding to the deterioration. In the current fiscal year, we will have to totally replace the pool deck at an estimated cost of \$50,000. This replacement will include a thin layer of concrete decking along with a non-skid coating of paint.

Pool Enclosure: A future goal at the swimming pool is to construct an enclosure that will allow the pool to be open year-around. The cost of this project is estimated to be \$2 million in FY 2012.

## **Bisbee Municipal Airport**

Replace Maintenance Hangar: The maintenance hangar at the airport was damaged by a storm several years ago and has not been used since then. In the last fiscal year, city personnel demolished the old hangar and prepared the site for a new hangar. The new hangar will be the base of operations for the airport's FBO. This project has been funded in the current fiscal year on a five year lease-purchase plan at \$14,500 per year. Funding will come from the Airport Fund.

Runway Widening 17/35: The Airport's main runway, 17/35, is a paved runway with a paved taxiway. In previous fiscal years, we have received funding for engineering to widen this runway from 60 feet to 75 feet. In the current fiscal year, the FAA has offered funding in the amount of \$1.4 million to widen and overlay 17/35. The bid process has been completed, and a contractor has been selected to commence with construction in the current fiscal year. Runway 17/35 widening and overlay will be completed in the spring of 2008. The city's match will be provided in-kind by providing construction water from the Wastewater Treatment Plant.

Fire Suppression: The fire suppression system is a three year project that will design and construct a well, a 500,000 gallon storage tank, and the necessary pipelines to provide fire suppression to the airport. The estimated cost of this project is \$660,000 with the majority of funding provided by the FAA and the balance being funded by the Airport Fund.

Airport Electrical Upgrade: This project will replace the existing runway and taxiway lighting with new, updated lighting. In prior fiscal years, the FAA has financed engineering to upgrade this lighting. The estimated cost of this project is \$257,000, with \$57,000 provided in the current fiscal year to engineer the 17/35 runway lighting, and \$200,000 to complete the project. All funding will be provided by the FAA.

**Copper Queen Library**

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Fund</b>
<b>Copper Queen Library</b>						
Roof replacement	5,000	15,000				CIP Fund
Fire Escape	12,000					CIP Fund
Fire Detection System	1,000					CIP Fund
Balcony Lighting, rails (2nd)	5,000					CIP Fund
Balcony Lighting, rails (3rd)	5,000					CIP Fund
Rare Book Shelving		30,000				CIP Fund
Window screens, tint		15,000				CIP Fund
Interior Lighting		10,000				CIP Fund
Heating & Cooling Upgrade		30,000				CIP Fund
Exterior Surface Rehab			30,000			CIP Fund
Interior Floor Refinishing				48,000		CIP Fund
Furniture Replacement				25,000		CIP Fund
Window Coverings				22,000		CIP Fund
Interior Paint & Refinishing				30,000		CIP Fund
Service facility (San Jose)			375,000			CIP Fund

The Copper Queen Library is a public library owned and operated by the city of Bisbee. This library has existed since the 1880's and has been continuously operated at the present location since 1907. The library is staffed by three full time employees and three part time employees, along with numerous volunteers. Financial and volunteer assistance is also provided by the Friends of the Copper Queen Library. The library serves all of the citizens of Bisbee and the surrounding area in cooperation with the Cochise County Library system.

**Roof Replacement**

The age of the library building necessitates vigilance with regard to the roof of the building. In the current fiscal year, \$5,000 has been set aside in the CIP Fund to make spot repairs and in FY 2009 funds are anticipated to be necessary for a partial or full roof replacement.

**Fire Escape**

Currently, there is only one means of egress from the library's third floor to the second floor. Building codes and good judgment suggest that a second point of egress be established for fire safety. For this purpose, \$12,000 has been set aside in the CIP Fund to construct a second stairway between the floors.

**Balcony Lighting, Rails**

The second and third floor railings are lower than they should be for modern-day safety. Funding is available in the CIP Fund and already approved in the budget to install an additional rail on both floors for increased safety, along with updated lighting on both balconies.

### **Rare Book Shelving**

The library's collection of rare books does not currently have its own dedicated space. \$30,000 is anticipated to be needed in FY 2009 to acquire shelving for the rare book collection.

### **Window Screens and Tint**

Proper window screening and tinting is required in a library to protect the collection from deterioration from the rays of the sun. \$15,000 is anticipated to be required from the CIP Fund in FY 2009 for this purpose.

### **Interior Lighting**

The library's interior lighting will be in need of upgrading and replacement in FY 2009. Following the recommendations of the energy efficiency study in the current fiscal year, \$10,000 will be required to replace the lighting and gain additional energy efficiency.

### **Heating and Cooling Upgrade**

Both the heating and cooling systems at the Library are outdated, inefficient, and unreliable. \$30,000 is anticipated to be needed in FY 2009 to replace these systems with a more reliable and energy efficient system.

### **Exterior Surface Rehabilitation**

The exterior surfaces of the library building have had little attention over many years. Exterior features have been crumbling and falling off, and metal trim has been rusting for a considerable period of time. In FY 2010, \$30,000 is programmed for repairs and repainting. In addition to taxpayer funding, the Friends of the Copper Queen Library have been raising funds to assist in this effort.

### **Interior Floor Refinishing**

In 2011, it is anticipated that the hardwood floors in the library will need refinishing. \$48,000 is programmed from the CIP Fund for this purpose.

### **Furniture Replacement**

\$25,000 has been programmed in 2011 for replacement of the furniture that is in most need of replacement.

### **Window Coverings**

\$22,000 has been programmed in 2011 for replacement of all of the window coverings in the building.

### **Interior Paint and Refinishing**

\$30,000 has been programmed in 2011 for complete repainting of the interior surfaces in the Library.

### **Service Facility in San Jose**

If major development occurs in San Jose, a branch service facility to serve this development will be necessary by 2010. This facility will be planned and developed in cooperation with the developers of this area, and will be funded through development impact fees or direct contribution from the developer. This facility may be a stand-alone facility or may be consolidated with other city facilities built to serve the San Jose area. The anticipated cost of this facility is \$375,000.

## Muheim Heritage House

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Fund
<b>Muheim House</b>						
HVAC		6,000				CIP Fund
Electrical Upgrade		5,000				CIP Fund
Energy Efficiency		5,000				CIP Fund

The Muheim Heritage House was gifted to the City of Bisbee in 1975 and is leased to the Bisbee Council on Arts and Humanities. The Bisbee Council on Arts and Humanities oversees the caretaking of the Muheim Heritage House and operates a museum and home tour of this historic house.

### **HVAC**

The Muheim House heating system is antiquated and inefficient. An old free standing unvented gas heater, against building codes, has been removed. The remaining wall heater is inefficient and in dire need of replacement. This is the heat source for both the museum and the living quarters of the Muheim House. A zone system would reduce heating costs by allowing these two zones to be heated separately.

### **Electrical Upgrade**

The existing electrical panel is at maximum capacity resulting in breakers being thrown on a regular basis. GFI receptacles, which are required by code for kitchens, baths and laundry rooms, should be installed.

### **Energy Efficiency**

Decreasing the amount of heat escaping through walls which lack insulation will reduce heating costs.

## 5 Year Capital Improvement Plan Summary FY 2007-2008 through FY 2011-2012

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Fund
<b>Administration</b>						
Council Chamber Renovation	7,000	15,000	20,000	25,000	30,000	CIP Fund
City Hall Rehabilitation	20,000	250,000	100,000	100,000	100,000	CIP/Grants
Emissions/Energy Grant	20,000					ADOC/APS
City Hall Energy Efficiency	10,000	30,000	20,000	20,000	20,000	CIP Fund
IT Upgrade Servers/Fin. Software		20,000	20,000	20,000	20,000	CIP Fund
WIFI Service to City			100,000	100,000	100,000	CIP Fund
Records System Upgrade		21,000	21,000	21,000		CIP Fund
Branch City facility - San Jose			250,000			CIP Fund
<b>Community Development</b>						
GIS Mapping	20,000	20,000	20,000		20,000	CIP/Grants
Gateway Project		5,000		10,000		CIP Fund
San Jose Charette	15,000					CIP Fund
Professional Fees	40,000					General Fund
<b>Queen Mine Tour</b>						
Mancar Wheels	12,000		15,000			QM Fund
Interior Renovation	60,000			50,000		QM Fund
Rail System Repair	65,000			45,000		QM Fund
Roof Repair	5,000				20,000	QM Fund
<b>Visitor Center</b>						
Renovate Visitor Center	10,000	200,000				Bed Tax
<b>Fire Department</b>						
Ambulance Replacement	20,000	20,000	20,000	20,000	20,000	CIP Fund
Ambulance - Additional			110,000			CIP Fund
Engine Replacement	310,000	50,000	75,000	100,000		FEMA/GF
Engine - Additional			450,000			CIP Fund
Aerial Ladder Truck				850,000		CIP Fund
Wildland Fire Truck				75,000		CIP Fund
Vehicle Exhaust Systems	12,000	22,000				CIP Fund
Fire Station - San Jose			2,000,000			CIP Fund
<b>Police Department</b>						
Weapon Qualification Range	25,000					RICO/FA
Vehicle Replacement	62,000	62,000	62,000	62,000	62,000	RICO/FA
Sub-station San Jose			600,000			CIP Fund
Records System		125,000				CIP/Grant
<b>Wastewater Department</b>						
Wastewater Re-use	802,000					USPP
Backhoe and accessories	50,000	50,000				WW Fund
Sewer System Expansion		100,000	200,000	300,000	400,000	WW Fund
Vactor Truck		210,000				WW Fund
Tin Town Sewers			3,000,000			BECC Grant
Existing WWTP Expansion					10,000,000	WW Fund
New San Jose WWTP			18,000,000			WW Fund
San Jose Sewer Expansion			18,000,000			WW Fund
Sewer Line Expansion USBP		5,000,000				

<b>Sanitation Department</b>						
Vehicle Replacement	44,541	44,541	44,541	44,541	27,500	San. Fund
Additional Vehicle			190,000			San. Fund
Recycling Equipment			125,000			San. Fund
<b>Street Department</b>						
Dump Trucks	13,500	13,500	13,500	13,500	13,500	Street Fund
Arizona Street Reconstruction	3,010,000	110,000	110,000			TIP/TEP/CIP
New Public Works Building				200,000	200,000	CIP Fund
Bakerville Drainage/Paving	661,284					CDBG
Future Street Rehab		350,000	200,000	250,000	300,000	CIP Fund
Hwy 92 Improvements			2,000,000			CIP Fund
<b>Parks</b>						
Park Improvements	165,000	200,000	250,000	275,000	300,000	CIP Fund
New Regional Park - San Jose			2,000,000			CIP Fund
<b>Swimming Pool</b>						
Slide	40,000					CIP Fund
Deck	50,000					CIP Fund
Pool Enclosure					2,000,000	CIP Fund
<b>Bisbee Municipal Airport</b>						
Replace Maint. Hangar	14,500	14,500	14,500	14,500	14,500	Air. Fund
Runway Widening 17/35	1,790,000					FAA/ADOT/CIP
Fire Suppression	213,438	220,000	220,000			FAA/ADOT/CIP
Airport Electrical upgrade	57,000	200,000				FAA/ADOT/CIP
<b>Copper Queen Library</b>						
Roof replacement	5,000	15,000				CIP Fund
Fire Escape	12,000					CIP Fund
Fire Detection System	1,000					CIP Fund
Egress Problem remediation	3,500					CIP Fund
Balcony Lighting, rails (2nd)	5,000					CIP Fund
Balcony Lighting, rails, fire (3)	5,000					CIP Fund
Rare Book Shelving		30,000				CIP Fund
Window screens, tint		15,000				CIP Fund
Interior Lighting		10,000				CIP Fund
Heating & Cooling Upgrade		30,000				CIP Fund
Exterior Surface Rehab			30,000			CIP Fund
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Interior Paint & Refinishing				30,000		CIP Fund
Service facility (San Jose)			375,000			CIP Fund
<b>Muheim House</b>						
HVAC		6,000				CIP Fund
Electrical Upgrade		5,000				CIP Fund
Energy Efficiency		5,000				CIP Fund
<b>Totals</b>	<b>7,655,763</b>	<b>7,468,541</b>	<b>48,655,541</b>	<b>2,720,541</b>	<b>13,647,500</b>	
Cost of Growth in San Jose			44,100,000			