LAKE HAVASU CITY

POPULAR ANNUAL
FINANCIAL REPORT
FOR THE FISCAL YEAR ENDED JUNE 30, 2016
OVERVIEW OF THIS REPORT

The Popular Annual Financial Report (PAFR) is a summary of the financial activities of the City’s funds as reported in the 2016 Comprehensive Annual Financial Report (CAFR). The CAFR is an audited document and is prepared in conformance with Generally Accepted Accounting Principles (GAAP). To conform to GAAP, the CAFR must include the City’s component units and the presentation of individual funds, in much more detail, as well as full disclosure of all material events, financial and non-financial.

Unlike the CAFR, the PAFR is not an audited document, and it does not include details by fund nor does it include the other disclosures required by GAAP. Therefore, the PAFR is not intended to present a complete financial picture of the City in accordance with GAAP. This report is a reflection of our effort to keep citizens informed about how tax dollars are being spent in a simple, non-technical format.

Complete financial information can be found at www.lhcaz.gov/administrative-services/finance-and-budget/accounting-and-financial-reports. The CAFR and the PAFR are both available online.

GFOA AWARD

Awarded the Certificate of Achievement for Excellence in Financial Reporting for the CAFR for fiscal year ended June 30, 2015 from the Government Finance Officers Association of the United States and Canada (GFOA).

Received the Distinguished Budget Presentation Award for its FY 2016 and 2017 biennial budget from the GFOA for our conformity in budget presentation.

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ABOUT THE THEME

The City’s Police Department was chosen to be the featured department in this report to highlight their steadfast dedication to ensuring a safe and secure community and their commitment to the concept of Community Oriented Policing. Community Oriented Policing promotes community partnerships to address the root cause of crime and fear as well as other community and police problems.
CITY COUNCIL 2015-2016

Pictured from left to right:
Councilmember Michele Lin, Councilmember Don Callahan, Councilmember Cal Sheehy, Mayor Mark S. Nexsen
Councilmember Dean Barlow, Councilmember Jeni Coke, Councilmember Donna McCoy
Dear Readers:

One of my department’s most important goals is to provide the City’s stakeholders with an understanding of the City’s financial position and the costs of the services and programs the City provides. State law requires that the City’s operations and financial statements be audited each year. A complete Comprehensive Annual Financial Report (CAFR) is available on our website and will provide more detailed information on the City’s financial operations. This report summarizes the financial information presented in the CAFR and attempts to provide a more user-friendly view of the City’s books.

Transparency and accountability are terms that local governments use quite a bit to describe their approach to financial information, reports and budgeting. However, to have real transparency and accountability, we have to have our residents, employees and local businesses involved in how the City spends its money and how the elected officials establish priorities for those funds. I encourage you to review this report, the more comprehensive CAFR and the budget documents. These documents plus prior years’ versions are available on the City’s website at www.lhcaz.gov.

In order to be America’s Best Community, we all must participate. That includes the over 500 full and part-time employees of the City who carry out a diverse set of operations throughout the City—from public safety to cleaning the streets, to building new parks and maintaining our existing facilities. Thank you for your support as we go through our daily jobs and tasks.

Sincerely | Tabatha Miller | Tabatha Miller | Administrative Services Director

The Introductory Section provides background and context to the CAFR not included in the scope of the audit. It provides information about our City profile, economic conditions and outlook and long term financial planning.

The Financial Section provides information regarding the financial condition of the City through the presentation of financial statements and schedules, note disclosures and narratives (MD&A). All statements conform to generally accepted accounting principles.

The Statistical Section provides interesting historical financial, economic and demographic information.
A key financial goal of the City is to maintain healthy reserve levels. By providing the full range of municipal services, including police and fire protection, street construction and maintenance, water and sanitary sewer services, parks, local airport, recreation and cultural services, and a variety of other traditional support activities, Lake Havasu City is the level of government that you interact with the most on a daily basis. Some of the ways the City’s fiscal practices establish a stable financial position are mentioned below.

**BUDGET AND PLANNING**

The Annual Budget serves as the foundation of the City’s financial planning and control. The City Council is required to hold public hearings on the proposed budget and to adopt the final budget no later than the 3rd Monday of July. The City recently converted to a biennial budget and continued with the two-year budget for 2015-16 and 2016-17. This allows the City to look at a longer time frame and weigh the impact of decisions further into the future.

**FINANCIAL STANDARDS**

The City uses debt in order to fund its Community Investment Program and to fund other capital assets necessary for the safe and efficient operation of the City. The City seeks consistently to maintain a strong financial position as evidenced by its AA-/Aa3 credit ratings from Standard & Poor’s Rating Group and Moody’s Investors Services.

**SAVING AND INVESTING FOR THE FUTURE**

The City has begun the priority-based budgeting process to encourage elected officials, management and staff to continuously focus on the results most important to our community. The process involves a systematic review of existing services which are scored based on its contributions to desired results so that tax dollars can be allocated to those with the greatest impact. The results valued by our community are:

- Safe and Secure Community
- Well-planned, Sustainable Growth and Development
- Reliable Infrastructure and Effective Mobility
- Clean, Sustainable Environment and Preservation of Natural Resources
- Great Community to Live, Work and Play
- Well Governed and Administered City
### SOURCES OF CITY FUNDS*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
<th>FY15 Percentage</th>
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<tbody>
<tr>
<td>37%</td>
<td>Water, Sewer and Refuse Utility Revenues</td>
<td>38%</td>
</tr>
<tr>
<td>29%</td>
<td>Local Taxes (Property, Sales and Franchise)</td>
<td>28%</td>
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<tr>
<td>20%</td>
<td>Intergovernmental Revenues</td>
<td>20%</td>
</tr>
<tr>
<td>10%</td>
<td>Service Charges, Fees, Fines and Other Sources</td>
<td>9%</td>
</tr>
<tr>
<td>4%</td>
<td>Grants and Contributions</td>
<td>4%</td>
</tr>
</tbody>
</table>

The City’s largest revenue sources are the service fees for the City provided utilities—Water, Sewer and Refuse, or trash service. The City’s utility rates are established and maintained to support the costs of providing the services and collected from those who use and benefit from the utility services. Local taxes are the City’s second largest category of revenue, and consist of local sales taxes, property taxes and franchise fees. These taxes predominately fund basic government services such as Public Safety, Maintenance and Operations, Recreation and Aquatics programs and General Government. A unique local tax source for the City is the Irrigation Drainage District (IDD) tax which is used to support the Water Utility. This tax is a residual from when the IDD Board ran the City, prior to incorporation in 1978. Service Charges, Fees, Fines and Other Sources include the fees collected for Recreation and Aquatic programs, permits and business license fees, fines and other charges associated with our court system, investment income and other miscellaneous revenues. The City also receives federal and state grants and contributions from other organizations. Federal and state grants support transportation planning, transportation projects, housing rehabilitation and supplemental public safety needs. *(See page 6)*

Fiscal Year 16 (FY16) City-wide Adopted Operating and Capital budgets total $169 Million (excluding $249.6 million in Sewer Debt Restructuring)*. The categories shown highlight the sources (revenues) and uses (expenditures) as a percentage of the total for ease of understanding. Key goals used to build the budget are shown on the right.
The largest budgeted item for the City is its utilities, which provides the City with essential services such as potable drinking water, sanitary sewers, and residential trash and landfill services. These services are primarily funded from user charges and protect the environment and health of our community. Public Safety, the second largest budgeted item, consists of the Fire, Police, Jail and 911 Emergency Communications Departments which are predominately funded by local taxes. The transportation services include streets and operating the City’s municipal airport. The airport is primarily funded from user fees but is subsidized by local taxes. The primary source of funding for streets and other transportation expenditures is the State Shared Highway Users Fund. General Government includes the more administrative functions of the City, including Human Resources, Finance, Municipal Court, Accounting, Information Technology (IT), City Managers Office, City Clerk and City Attorney’s Office.

* Excludes $249.6 million budgeted for the Wastewater Debt Restructuring.
Governmental activities, which are normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. The governmental activities of the City include General Government (Maintenance Services, Municipal Court, Operations, Community Investment (Building and Planning Groups), and the City Administrative Departments), Public Safety (Police and Fire), Highways and Streets, Culture and Recreation, Tourism and Promotion, and Transportation services.

A balance sheet provides a snapshot of what the City owns (assets) and owes (liabilities). Net position represents the City’s investment in the assets it uses in providing services to its citizens.

The statement of net position presents information on all of the City’s assets, deferred outflows of resources, liabilities, and deferred inflows of resources with the difference being reported as net position. Over time, increases and decreases in net position may serve as a useful indicator of whether the financial position of the City is improving or declining. The largest portion of the City’s net position reflects its investment in capital assets, (e.g., land, buildings, infrastructure, machinery, and equipment), less any related debt used to acquire these assets that is still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending.

An income statement provides a summary of amounts received (revenues) and amounts spent (expenditures). The difference between revenues and expenditures shows the City’s change in net position. A positive change in net position indicates the City had enough revenues to cover its obligations and has the ability to save for the future.

The revenue increase over the previous fiscal year was due to the increase in business tax revenue, which is the single largest source of government revenue. This includes sales and use taxes and is attributed to an improving economy and tourism. Charges for services also increased, which was primarily due to transitioning the Recreation/Aquatic Center Enterprise Fund to the General Fund. Culture and Recreation expenses increased by $1.5 million over the previous fiscal year due to the moving of the Recreation/Aquatics Center Enterprise Fund to the General Fund. The fund was closed because user fees and charges only covered a small portion of the total expenses and transfers from the General Fund had been used for many years to make up the difference.
The **General Fund** is the chief operating fund of the City. Sales Taxes and State Shared Taxes are the two largest sources of revenue totaling 74 cents of every dollar received. State Shared Taxes is a state-shared revenue program which distributes funds to Arizona municipalities from four different state revenue sources: vehicle license tax, state sales tax, state income tax, and highway user revenues (accounted for in a Special Revenue Fund). Revenues from Other Sources include Franchise Taxes, Fines, Charges for Services, Investment Earnings, and Contributions. Public Safety and General Government are the largest areas of General Fund spending at 92 cents per dollar, combined. Public Safety is comprised of the Police and Fire Departments, and General Government includes Maintenance Services, Court, Operations, Community Investment, and Administrative Departments.
Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City uses enterprise funds to account for its water (Irrigation and Drainage District), wastewater, trash (Refuse), and airport operations. The Irrigation and Drainage District (IDD) accounts for the activities of the IDD, a blended component unit of the City, which operates the City’s water system. Wastewater accounts for the activities of the City’s sewer system, refuse accounts for the activities of the City’s waste management system and the airport serves the community and the region and is a key part of the economic development of the city.

A balance sheet provides a snapshot of what the City owns (assets) and owes (liabilities). Net position represents the City’s investment in the assets it uses in providing services to its citizens.

The statement of net position presents information on all of the City’s assets, deferred outflows of resources, liabilities, and deferred inflows of resources with the difference being reported as net position. Over time, increases and decreases in net position may serve as a useful indicator of whether the financial position of the City is improving or declining. Governmental activities accounted for the total reduction in the net position of the City for fiscal year 2015-16, as business-type activities net position increased for the fiscal year. Business-type activities increased the City’s net position in fiscal year 2015-16 by $8.6 million (4.4 percent) bringing the total net position to $203.9 million and decreased the City’s net position in fiscal year 2014-15 by $95,700.

An income statement provides a summary of amounts received (revenues) and amounts spent (expenditures). The difference between revenues and expenditures shows the City’s change in net position. A positive change in net position indicates the City had enough revenues to cover its obligations and has the ability to save for the future.

Total revenue for business-type activities increased by $2.6 million over the previous fiscal year. Along with capital grants, contributions also increased in the Irrigation and Drainage Fund this fiscal year due to transferring flood control funds received from Mohave County from the Capital Projects Fund to the Irrigation and Drainage Fund. Wastewater fees, fines and charges for service increased slightly likely due to growth in new accounts. Successful water conservation measures have limited revenue growth in wastewater charges for service. Total expenses for business-type activities increased by $1.1 million over the previous fiscal year. Expense increases in the Irrigation Drainage Fund were driven by higher administrative personnel costs. Increased expenses in the Wastewater Fund is the result of $2.6 million in debt issuance costs stemming from the restructuring of the Wastewater Fund debt in September, 2015.
UNDERSTANDING CITY DEBT

The City seeks to consistently maintain a strong financial position as evidenced by its AA-/Aa3 rating from Standard & Poor’s Rating Group and Moody’s Investors Services, respectively, on its outstanding general obligation bonds where debt service is supported by property taxes. Ratings for bonds supported by the City’s enterprise revenues or excise taxes are A-/A2, respectively. This objective requires regular long-term planning of operating and capital requirements for its major general government and enterprise programs. In doing so, the City relies on key financial policies and procedures for dealing with future events in financially responsible ways.

GOVERNMENTAL

The City has pledged future excise tax revenues, which include the City’s sales and transaction privilege, franchise taxes, all license and permit fees and fines and forfeitures to repay $2,615,000 in the form of a loan issued in April 2008.

Proceeds of the loan were used to purchase a parcel of land from the Arizona State Land Department for the Freedom Bridge (the second bridge to the Island).

The loan is payable solely from excise taxes and is payable through 2024.

The outstanding balance at the end of FY 15/16 was $1,615,000.

BUSINESS-TYPE ACTIVITIES

Of the fiscal year 2015-16 total bonded debt, $71.8 million is general obligation bonds backed by the full faith and credit of the government, $98.3 million is revenue bonds pledging wastewater revenues for repayment, and $65.7 million is in the form of loans from WIFA associated with the water and wastewater systems.

Proceeds were used for infrastructure improvements to the water and wastewater systems such as the Wastewater System Expansion Project, replacement of water service lines in conjunction with the Wastewater System Expansion Project, replacement of water main pipes and the construction of a new booster station to replace an existing pump station.

DEBT REFINANCING

The City restructured $245 million in wastewater utility debt. This extended the repayment of its wastewater debt from an average life of 11.8 years to an average life of 18.1 years. The City reduced its annual debt service payments by an average of $4 million over the next ten years. This annual savings stabilizes wastewater rates and significantly reduces the need for any near term rate increases.

The City has long-term bonds and loans payable issued to provide funds for the acquisition and construction of major capital facilities. The City has also issued debt to refund earlier obligations with higher interest rates. The issuance of long-term debt (e.g. bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds.
Investment in capital assets includes land, buildings and improvements, other improvements, water rights, machinery and equipment, park facilities, roads, and highways. Major capital asset events completed during fiscal year 2015-16 are highlighted below.

**SCADA Upgrade**

The major upgrade to the Wastewater Supervisory Control and Data Acquisition (SCADA) System included communications and monitoring equipment for all field sites and wastewater treatment plants. Upgrading the system to monitor and control equipment will prevent spills and adequately distribute and treat the City’s wastewater flows. Expenditures totaled $986,401 against a budget of $1,000,000.

**Vadose Zone Wells #6 & #7**

The replacement of Vadose Zone Wells #2 and #4 with new Vadose Wells #6 and #7 was necessary for the disposal of effluent from the North Regional Wastewater Treatment Plant. The Aquifer Protection Permit requires Vadose Zone Wells for disposal, and the existing wells were planned to have reached their full life expectancy of 7 years by then. Expenditures totaled $671,185 against a budget of $745,000.

**Chesapeake Blvd. Drainage Improvements**

The Chesapeake Blvd. Drainage Improvements provide storm water carrying capacity within the curb and gutter to be installed, protect the street from ongoing storm damage and protect private properties. Roadway edge treatment improves drainage, and reduces storm damage and cleanup efforts. Expenditures totaled $877,796 against a budget of $1,190,000.
America’s Best Communities Finalist

This year, Lake Havasu City was recognized as a finalist in Frontier Communication’s America’s Best Communities Contest. The America’s Best Communities is a contest that focuses on the communities coming together to build an economic-development plan, a road map for community accomplishments and sustainable growth. The plan and implementation must have community engagement, long-term vision and strategy, short-term tactics and measurable achievement of such and sustainable community revitalization. The first place community is set to receive $3 million. Community leaders, including City officials, are focused on economic momentum that will strengthen and protect Lake Havasu City’s quality of life, natural resources, and economic security. Leaders have created, budgeted and are implementing Vision 20/20, an economic revitalization call-to-action plan for this community. The plan is an initiative to transform Lake Havasu City by focusing on a common mission to reverse the current economic trend and to begin cycling back to net gains for a healthy diverse City economy. The Five Pillars of Change identified in the plan are economic development and job creation; education and competent workforces; tourism and hospitality excellence; water research and environmental science; and community engagement.

2016 Top 10 Lake Havasu City Employers:

- Havasu Regional Medical Center
- Lake Havasu City
- Lake Havasu School District
- Sterilite Corporation
- Walmart
- Shugrue’s Restaurants
- London Bridge Resort
- Bashas’
- Anderson Auto Group
- River Medical

Lake Havasu City
Population 53,583
Unemployment Rate 7.0%
Number of Annual Visitors 835,000
Building Permits Issued: 2,478

FOR THE FISCAL YEAR ENDED JUNE 30, 2016
Tourism is one of the City’s largest contributors to the local economy. Lake Havasu annually attracts 835,000 visitors for vacationing, special events, and other attractions, including the London Bridge. Special events include an Annual Balloon Festival, Rockabilly Reunion, Western Winter Blast Pyrotechnics Show, IJSBA (Jet Ski) World Finals, and Relics and Rods Run to the Sun Car Show.

Havasu Balloon Festival & Fair

The annual Havasu Balloon Festival & Fair, designated as one of THE TOP 100 EVENTS IN NORTH AMERICA by the American Bus Association is an event you do not want to miss! 2016’s event drew 24,000 attendees and proudly flew 72 balloons, 60 sport balloons (invite only), 8 special shapes and 4 corporate balloons.

Western Winter Blast Pyrotechnics Show

The annual Winter Blast is a spectacular fireworks show. Colorful fireworks are displayed by firework professionals who show off the latest advances, concluding in a huge pyrotechnic show in the evenings. The sparkle of the winter holiday fireworks show taking place above scenic SARA Park glows brighter than ever!

Relics & Rods Run to the Sun

The Relics & Rods Car Club’s Annual Run to the Sun Car Show is one of the largest car shows in the Southwest! The 2016 show brought in over 768 vehicles from across the country, consisting of 1972 and older cars and trucks.
Police Department Mission Statement:

“To ensure a safe and secure community”

The Lake Havasu City Police Department provides a wide range of public safety services to the community. Services include the preservation of public order, emergency police services, and a prompt response to citizen calls for service. Members of the department are focused on the delivery of high quality police service while maintaining concern for the quality of life for those who reside in our community. Police employees work to suppress criminal activity and the fear of crime through proactive crime prevention programs and the relentless pursuit of the criminal element.

The Lake Havasu City Police Department is committed to the concept of Community Oriented Policing and has incorporated this concept into every facet of operation. Community Oriented Policing has many varied definitions but is generally considered a philosophy that promotes proactive community partnerships to address the root cause of crime and fear as well as other community and police problems.

To encourage community involvement in police operations, Lake Havasu City Police Department employees host an annual Citizen’s Police Academy, which is an eleven week program designed to give Lake Havasu City residents an inside look at law enforcement in their community. Participants develop a basic understanding of how the Police Department functions as an organization as well as gain insight into the daily decisions officers must make and the reasons behind those decisions.

Beginning on the first day, academy participants are greeted by Lake Havasu City Police Chief Dan Doyle and his command staff and receive a comprehensive behind the scenes tour of the Lake Havasu City Police Department, including the dispatch communications center.

In addition, participants have the opportunity to meet and learn about the men and women who are protecting our community. Participants are invited to schedule a patrol ride-along outside the class time at a mutually convenient time for staff and participants.

Accompanying the patrol officer on service calls creates a true understanding of what an officer’s job is like and contributes to an exciting, interactive learning experience. Topics covered by the Academy include:

- SWAT
- Patrol and Boat Procedures
- Use of Physical, Less Lethal, and Deadly Force
- Criminal, Narcotic, and Crime Scene Investigations
- Officer Requirements and Selection
- Traffic and Driving Under the Influence
- Department Overview
- The Judicial Process
Fiscal year 2016-17 will be the 10th year of the Citizen’s Police Academy, with each year averaging 30 participants.

Another avenue to connect with the community is the implementation of a mobile app that allows the Police Department to expeditiously disseminate pertinent information to the community such as traffic alerts, missing person information, and press releases. Using the mobile app, citizens have the ability to report crimes or suspicious circumstances directly to the Police Department, access links for various services, and direct dial specific divisions within the Police Department. The app can be downloaded on any iPhone or Android device through the app store by searching Lake Havasu City Police Department.

The Lake Havasu City Police Department is in the process of implementing a Text-to-9-1-1 system which will allow the Dispatch Center to receive and respond to mobile phone SMS Text-to-9-1-1 messages. This service is available for use by the deaf, hard-of-hearing, or speech impaired and will serve as an invaluable tool for individuals who find themselves in situations where it is too dangerous to make a voice call to 9-1-1.

A unique aspect to the Lake Havasu City Police Department is the operation of a full-functioning City jail. Lake Havasu City Police Department’s prisoner processing and 24-hour holding facility is located within the Police Department building and is equipped with 18 single-bunk housing cells, an inmate dormitory with 14 beds, two holding cell areas, and state-of-the-art computerized fingerprinting equipment. In addition to daily temporary bookings, the facility also provides housing and supervision for the Lake Havasu Consolidated Courts Work Release Program. Other programs offered through the jail include Veteran’s Court, Celebrate Recovery which provides substance abuse counseling, and community service. The intent of these programs is to provide the opportunity to work off fines and receive rehabilitation assistance with the goal of reducing the number of warrants issued for non-compliance, reduce recidivism, and eliminate repeated incarceration.

### POLICE BY THE NUMBERS

<table>
<thead>
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<th>83</th>
<th>Number of Sworn Officers</th>
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<tr>
<td>46,906</td>
<td>Number of Incidents Handled</td>
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<tr>
<td>7:49</td>
<td>Response Time, Priority 1 Calls (Minutes)</td>
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<td>8,095</td>
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LAKE HAVASY CITY’S VISION ● MISSION ● CORE BUSINESSES

VISION
A Residential and Resort Community ...
- Blue lake, beautiful mountains
- Active lifestyle
- Opportunities to make a living
- A great place to live and work

MISSION
Lake Havasu City Strives to ...
- Provide first class services for our citizens, businesses and guests
- Build and maintain quality city infrastructure and facilities
- Develop and maintain a strong partnership between city government and the community
- Maintain a financially healthy and sustainable city government

CORE BUSINESSES
Our Core Businesses include...
- Protect citizen safety and security
- Operate water and sewer systems
- Provide quality of life facilities and programs for all citizens
- Support diversified economic expansion and vitality

LAKE HAVASU CITY ● CITY HALL ● 2330 McCulloch Blvd N. ● Lake Havasu City, AZ 86403

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www.lhcaz.gov